makeway
...enabling desired result

2025

TRAINING
BROCHURE

MakeWay Global is an internationally accredited management consultancy and human capital development firm. Our **Leadership and Executive Management courses** that are directed at the respective levels within an organisation, starting from the Board of Directors, are complemented by our range of globally recognised business change courses (such as Quality Management, Lean Six Sigma, Agile, Scrum, PRINCE2, the Business Analysis international diploma courses, and Cyber Security amongst others). Our drive is to ensure the effective management of change is successfully realised by differing organisations that operate within the constantly changing environment around us.

Although our main operations are based in the United Kingdom, we provide our services in Europe, Africa, the Middle East, North America, the Far East and Southeast of Asia. In addition to direct services for our clients within their organisations, we also offer some public training courses (as shown by the timetable below) to further strengthen our clients' directing and management capabilities on the Board and in operations management, respectively. Our range of engagement with our clients are always flexible to meet their desired needs. So, whether the service requires lectures, seminars, workshops, corporate retreats or coaching opportunities to improve productivity, mitigate stagnation or any change related issues, MakeWay Global has the right solutions to help deliver desired results.

Our training programmes and hands-on coaching engagement help us tailor our services to the personal or organisation's needs for our respective clients – we listen to the voice of the customer. We provide tips and tools that can be applied immediately to everyday tasks and assignments to bring meaningful change to the respective teams and/or organisation. We also provide support in some specialist areas, where we have customised processes to suit organisations in both manufacturing and service-related businesses that include banks (including development banks), insurance, pension, health management, professional firms, government agencies, and others. Our courses are always delivered to an exceptional standard, by expert instructors, at a price that offers excellent value for money.

We also conduct study missions to various countries, such as Japan, Singapore etc, where the events include seminars as well as visits to organisations that demonstrate what we are teaching. In the course of these visits, participants get to engage with the top executives of the hosting organisations, where they ask questions that help drive clarity for their specific interests and needs. During these overseas tours, we also tend to explore the destination, where a tour can be organised for the participants.

Our Vision Statement
Enhanced stakeholder confidence in the continued productivity of their enterprise

Our Mission Statement
Providing inspiration and enabling 'tools' that generate and promote the productivity of the client's business

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TOPICS ON THE CALENDAR BELOW

❖ ADMINISTRATIVE EXCELLENCE IN CORPORATE MANAGEMENT

This two-week certified workshop has its focus on two main aspects of data management (which includes data integrity) and effective communication (takes the effectiveness required for business meetings into account).

In managing data effectively, it is essential that administrative professionals know, not just how to gather relevant data, but what exactly to collect, as applicable to their intended use. Further, the data will need to be collected in a manner that helps to present it to the recipient, such that it is useable for them.

The effective communication part of the workshop will focus on managing business meetings (including the taking of minutes), business writing, report writing as well as public/professional speaking, emphasising presentation skills and business etiquette. Participants will be engaged with the utilisation of targeted communication skills.

Over the course of the training, participants will learn ways to make their administrative skills count. They will learn how to plan and structure their assigned duties in an excellent manner, and how to prepare accordingly, and be able to speak and write good and clear English, even whilst under pressure.

At the workshop, amongst other topics, the participants will learn how to:
- Gather relevant data
- Organise and present data professionally, including the use of tables and charts
- Plan meetings, including ensuring the appropriate environment
- Conduct minutes management – taking, reading and reviewing
- Ascertain the importance of effective communication and taking responsibility for it in the workplace
- Work with verbal and non-verbal communication and how they are used
- Use forms of effective written communication: letters, emails, proposals, and reports
- Identify different types of business meetings, and the situations they can be adapted to
- Learn effective reading skills and listening techniques
- Learn the rudiments of editing and proofreading documents
- Have the opportunity to practise speaking publicly, including the use of presentation skills to enhance communication
- Explore better use of Microsoft Word to write properly
- Be able to build confidence such that it will aid open and free communication with some assertiveness

Who Should Attend
- Business Managers
- Business Administrators
- Entrepreneurs
- Secretaries / Personal Assistants
- All Employees (Management and Staff)

❖ ANALYSIS AND REPORTING PERFORMANCE IN MANAGEMENT

The essential qualities of management lie in its ability to reach the right decisions in line with the issues that it is confronted with on a daily basis. The ability to reach these decisions is impacted by what information is available for the current circumstances, and can be interpreted for future activity. Hence, the process of collecting, analysing, and presenting data on operational performance is key to ensuring efficiency in its useability. It allows teams to identify areas for improvement and make data-driven decisions. By pinpointing inefficiencies, using tools such as Process Maps, which can be enhanced by Value Stream Maps, a lot of waste can be identified to boost the value of performance reporting in teams and organisation-wide.

By the end of the course, participants will have a plan for their own organisations which they can share with their respective team members in order to make significant improvements to business performance.

At the workshop, amongst other topics, the participants will be able to:
- Enhance their knowledge of management principles
- Enhance their knowledge of data analysis concepts
- Learn the role of data analysis and reporting in management
- Learn to use data analysis tools to track and improve performance
- Enhance decision-making processes with data-driven insights
- Master the best practices for data visualisation and communication
- Know the means by which the target performance can be achieved

Who Should Attend
- Middle to Senior Level Managers
- Supervisors and Team Leaders
- Project Managers
- Business Analysts
- Performance Analysts
- Key Team Members
- Corporate Management Development Officers

❖ APPRAISALS AND FEEDBACK

The appraisal of staff is a fundamental part of the manager's or supervisor's role. Appraisal is a cornerstone of effective management. Appraisal and feedback systems not only help organisations to review individual job performance, they also enable staff to identify and manage their own developmental needs. This course will equip you with the skills to conduct impactful appraisal sessions that drive individual and organisational success.

By the end of this course, the participants would have achieved the following:
- Collaborate with your team members to define specific, measurable, achievable, relevant, and time-bound (SMART) performance objectives.
- Create tailored development plans that address individual needs and align with organisational goals.
- Explore various methods to track and evaluate performance, ensuring accountability and progress.
- Utilise powerful questioning techniques to stimulate thoughtful discussion and uncover underlying issues.
- Develop your ability to listen attentively, understand perspectives, and respond empathetically.
- Provide objective and actionable feedback that motivates and empowers.
- Implement strategies to address performance gaps and improve overall effectiveness.

Who Should Attend
- HR Professionals
- Line Managers and Supervisors
- Team Leaders
- Corporate management development officers

❖ AUTHENTIC LEADERSHIP WITH EXECUTIVE PRESENCE

This transformative residential development programme will empower you to achieve remarkable personal and professional growth, enabling you to significantly influence and inspire those around you.

Our highly interactive and experiential approach will immerse you in a journey of self-discovery, challenging your preconceptions and refining your personal brand.
Authentic Leadership with Executive Presence is the art of connecting deeply with others, inspiring and motivating them to achieve shared goals.

This course is tailored for individuals who aspire to motivate and energise their teams, deliver compelling messages, and foster long-lasting loyalty and commitment. You'll learn to command attention and influence in every interaction. By the end of the programme, you'll have a clear plan to implement within your organisation, empowering your team to drive significant improvements in business performance.

By the end of the course, participants will have a plan for their own organisations which they can share with their respective team members in order to make significant improvements to business performance

- Learn how to project confidence and authority.
- Develop strong relationships based on authenticity and understanding.
- Communicate with clarity, honesty, and respect.
- Develop a powerful personal brand that sets you apart.
- Learn to captivate your audience and deliver impactful presentations.

Who Should Attend
- Middle to Senior Level Managers
- Supervisors and Team Leaders
- Emerging Leaders
- Experience Leaders

❖ BECOMING THE BEST AMONGST THE BEST THROUGH BENCHMARKING

The concept of 'Benchmarking' is core to the successful application of Hoshin Kanri style management. Most people are aware that the acronym KPI means Key Performance Indicators, but it is less common for people to know how they are best derived, managed and used in order to beat the competition. This course is based on over 40 years of face-to-face experience in helping companies to deal with this. Benchmarking is core to this but that is also misunderstood. If it is not done properly, the results can even be misleading, if not disastrous.

By the end of the course, participants will have a plan for their own organisations which they can share with their respective team members in order to make significant improvements to business performance.

At the workshop, amongst other topics, the participants will be able to:
- Create a Corporate vision for their organisation with tangible objectives.
- Identify the Key Drivers for the organisation (typically approximately eight altogether)
- Identify the Key Performance Indicators for each Driver.
- Identify where 'current performance' is known and what needs to be identified
- Identify through Benchmarking, the Target Performance
- Know the means by which the target performance can be achieved.
- Share what they have learned with their Executive Teams

Who Should Attend
- Chief Executives
- Members of the Executive team. We would encourage the entire teams to participate
- Executives who specialise in Business Strategy
- Corporate management development officers

❖ BOARD OF DIRECTORS OPERATIONS COURSE

It is not a new statement that the world keeps changing, and so are the skills required to run an organisation are needed to be updated and made relevant. To remain competitive and even move go beyond the ordinary, tried and tested principles need to be understood in the context of the organisation's business operations.

Have you ever considered the extent of the responsibilities on members of a Board of Directors, including the role of the Secretary to the Board, especially in relation to the business of the entity? The ways to bring lasting impact that is sustainable is crucial to, not just the survival of the organisation, but also how it thrives into the decades, and possibly, centuries. And all these can happen whilst delivering untold benefits to all members of the Board. So, if you are unsure of your role, or desiring to make further impact, yet remaining within the realms of stipulated governance and regulation, you should consider this practical workshop.

By the end of the course, participants will have a plan for their own organisations which they can share with their respective team members in order to make significant improvements to business performance.

At the workshop, amongst other topics, the participants will:
- Feel comfortable about their roles and responsibilities on the Board
- Be taught the main aspects of Japanese business management that focuses on the two areas of Policy Deployment and Daily Management, with its alignment
- Learn key governance fundamentals and how they apply to directors and Board secretaries
- Come to terms with the Board's stewardship role
- Understand how Board meetings can be made effective
- Note the major challenges that confront a Board and how these can be surmounted
- Learn to create Corporate vision and mission statements for their own entity with tangible objectives
- Identify through Benchmarking, the Target Performance, and know the means by which the target performance can be achieved

Who Should Attend
- Board of Directors
- Secretaries to the Board of Directors
- Chief Executives
- Members of the Executive team. We would encourage the entire teams to participate
- Executives who specialise in Business Strategy
- Corporate management development officers

❖ BUSINESS WRITING

This course will empower you to produce clear, concise, and impactful written communications, ensuring that your message is received with precision and professionalism.

The documents, reports, and emails we create are vital tools for shaping our individual and organisational image. By mastering the art of effective writing, you can elevate your professional standing and achieve greater success.

At the workshop, amongst other topics, the participants will:
- Employ the 4-block structure to organise letters and emails effectively.
- Select simple, powerful language to convey your message clearly.
- Understand the fundamental importance of grammar, punctuation, and spelling in business writing.
- Follow best practices for professional email communication.
- Utilise plain English to ensure your writing is easily understood.
- Differentiate between active and passive voice to enhance your writing style.
- Eliminate clichés and redundant phrases to strengthen your writing.
- Apply pyramid thinking to structure complex data into a coherent narrative.
- Identify and avoid common writing errors that can hinder effective communication.

Who Should Attend
- Office Workers
- Administrators
- Marketing and Communications Professionals
- Customer Service Representatives

❖ COACHING FOR RESULTS

In today's fiercely competitive landscape, managers are under increasing pressure to optimise their team's performance. Coaching offers an effective and cost-efficient solution to this challenge. By mastering the coaching process and acquiring the necessary skills, managers can unlock significant potential within their teams.

This course will deepen your understanding of the coaching framework, refine your coaching abilities, and empower you to implement coaching practices in your workplace.

You will find this course particularly beneficial if you are a manager seeking to enhance your team members' performance and maximise their impact.

By the end of this course, the participants will be able to:
- Define coaching and outline the coaching cycle
- Identify factors that facilitate and hinder the coaching process
- Enhance your coaching skills, including the effective use of feedback to support individual development
- Develop the confidence to empower individuals to resolve their own work challenges
- Recognise coaching opportunities to develop your team

Who Should Attend
- Team Leads
- Managers
- HR Professionals
- Mentors
- Coaches

❖ COMMUNICATING IN A TECHNICAL ENVIRONMENT

The specialized content of this course will equip delegates with a practical toolkit that can be immediately applied to significantly enhance their communication style.

By effectively communicating ideas and concepts to a diverse audience, even in non technical terms, you can significantly increase your influence and authority within your organisation.

By the end of the course, participants will be able to:
- Appreciate the significance of effective communication and your role in delivering clear messages
- Understand the factors that influence communication
- Distinguish between formal and informal communication
- Select the appropriate communication medium for different audiences
- Consider diverse perspectives and employ strategies to foster collaboration
- Utilise transparent communication to build trust with colleagues and clients
- Adopt a collaborative approach to communication, aiming for mutually beneficial outcomes
- Explore your unique communication style through a profiling tool

Who Should Attend
- Technical Leads
- Teams Leads
- Managers
- Anyone ready to improve communicating skills

❖ CONCISE MINUTE-TAKING

This course will provide a comprehensive guide to the minute-taking process, equipping delegates with practical strategies for effective preparation, active listening, analysis, and note taking.

Through highly interactive sessions, participants will have the opportunity to practice taking minutes in a structured format.

Whether it's a formal Annual General Meeting or a weekly team meeting, minute-takers play a crucial role in accurately recording discussions, decisions, and action points. This course will empower you to capture the essential details, produce clear summaries, and facilitate follow up actions.

By the end of this course, you will be able to:
- List what you need to do to prepare for meetings prior to, during and after the event
- State the role and responsibilities of a chairperson
- Demonstrate setting a well-structured agenda
- State common obstacles to effective listening and demonstrate your own listening skills
- Identify a method of note-taking that suits your preferred style
- Select the important and relevant points from a discussion
- State agreed accepted conventions for the format of minutes
- Produce an accurate set of minutes, clearly and concisely

Who Should Attend
- Administrative Staff
- Teams Leads
- Office Managers
- Executive Assistant

❖ CORPORATE FINANCE AND TAX PLANNING

This *Corporate Financial and Tax Planning* training course is designed to enable participants learn and practise the art of corporate financial decision making that considers tax implications. The increasingly volatile international marketplace has induced the need to desire and learn the skills required to control and manage its liquidity, increase profitability, and reduce financial risk – this is a challenge for all organisations, irrespective of its make-up, industry, size *et al*.

Corporate financial plans provide outlines of how a business funds its expenditures and provide estimates of its expected revenue. By balancing income with expenses, companies can better control its activities in all areas of its operations. This course is designed to enable delegates acquire the right skills on the critical aspect of corporate decision making based on a clearer view for the development of a strategic corporate financial plan, that includes the raising of finance, preparation and management of budgets to support the plan, the management of financial risk, and ultimately the measurement and evaluation of performance.

Tax planning, on its part, is the process of assessing the organisation's existing financial situation and identifying measures that can be taken to reduce the burden of corporation or income tax. One of the key aspects of tax planning is to look for opportunities to save taxes, so that overall tax liability is reduced to the maximum extent possible.

This course is designed to help participants not only to discover the right approaches, but to demonstrate how the skills acquired lead to the attainment of the organisation's vision, mission and corporate objectives.

At the workshop, amongst other topics, the participants will:
- Obtain an overview of corporate finance and learn its role in business strategy.
- Learn the key concepts of risk, return and the time value of money.
- Be introduced to the interpretation of financial statements, namely the balance sheet, income statement and cash flow statement.
- Be acquainted with the components of working capital, being cash, inventory, receivables, and payables.
- Obtain an overview of taxation systems, together with its objectives and the important aspects of tax planning.
- Learn key terminologies and ethical considerations for tax planning
- Learn corporation and payroll tax, amongst others

Who Should Attend
- Finance and non-finance management staff
- Tax planning managers and officers
- Payroll managers and officers
- Treasury managers
- Business strategists
- Business performance improvement facilitators

❖ CUSTOMER FOCUSED MANAGEMENT

The need to obtain Customer Satisfaction to maintain and grow your business sounds trite and most people would think it obvious. The need is obvious but the means to achieve it might be more complex. Remember, there is always someone out there *planning to eat your tomorrow's lunch*. Companies at the top of their tree did not get there by accident. In the same way, people or teams that win Gold medals or sell millions of copies of their songs are generally in a class apart, not only by natural ability but also because they have learned a trick or two not generally known to their competitors.

This course is designed to help you not only to discover those tricks but how they can be used to help you achieve 'best in class'. Remember two things:

(i) In a military procession, it is only the marchers at the front who get a change of view.
(ii) If you build the best products, the world will beat a path to your door.

At the workshop, amongst other topics, the participants will be able to:
- Identify not only customers' stated needs but also predict key customers unstated needs (it is often these that determine the winners and losers).
- Find out whether there are some negative customer perceptions about your organisation that are unfair and untrue.
- Develop internal strategies to deal with the issues identified.

Who Should Attend
- Chief executives and members of the Management team
- Business strategists
- Business performance improvement facilitators

❖ EFFECTIVE BUSINESS MEETINGS

How many times have you left a meeting and thought, 'What was that about?' And could it be when you have sat in a meeting and asked yourself, 'Why am I here?' or 'Why is this taking so long?' Or you have simply said, 'I am so bored sitting here and I feel sleepy.' None of these is your fault, but it could be that we have made a particular meeting to try to fit into a type that we have always been used to and not varied them.

The Effective Business Meetings training event will ensure that participants are able to run meetings well, which in turn can result in highly productive and motivating experience for the attendees of their meetings.

Participants will be taught on how to overcome the pitfalls of poor meeting management by showing them how to deliberately plan for success. They will also be engaged with the utilisation of targeted communication skills.

At the workshop, amongst other topics, the participants will learn:
- The more than 10 different types of business meetings
- What the specific meeting types and the situations they can be adapted to
- Purpose of meetings
- Building rapport
- Communication – Verbal and Non-Verbal
- Meeting planning, including the environment
- Minutes Management – Taking, Reading and Reviewing
- Dealing with manipulations
- Dealing with disagreements
- Making choices
- Taking control

Who Should Attend
- Members of Board of Directors
- Business Executives
- Business Managers
- Company Secretaries
- Entrepreneurs

❖ EFFECTIVE COMMUNICATION

It is not unusual that the parties to a communiqué can be dismissed with completely different levels of understanding. Communication, through the various methods of speaking, writing and even body signals, is essential to the productivity of an organisation. In addition, the use of proper grammar cannot be over-emphasised.

During this three-day workshop, we will focus on **business writing**, **proposal development**, **report writing** as well as **public/professional speaking**, emphasising **presentation skills** and **business etiquette**. Communicating efficiently can be the difference between achieving your objective, or otherwise.

Over the course of the training, you will learn ways to make your communication count. You will discover how to plan and structure your written communication, as well as how you should prepare to speak and write good and clear English, even whilst under pressure. You will gain invaluable preparatory skills that will include editing and proofreading skills, which help to improve your documents and ensure that they are free from errors as far as possible.

At the workshop, amongst other topics, the participants will:
- learn the importance of effective communication and taking responsibility for it in the workplace
- learn verbal and non-verbal communication and how they are used
- learn forms of effective written communication: letters, emails, proposals, and reports
- determine the setting and clarity of the communication objective
- learn effective reading skills and listening techniques that will help guide the communication that follows
- embrace a systematic and logical approach to communication
- learn how to best use illustrations, charts, graphs and tables
- learn the basics of taking meeting minutes
- understand the rudiments of editing and proofreading documents
- have the opportunity to practise speaking publicly, including the use of presentation skills to enhance communication
- explore better use of Microsoft Word to write properly
- be able to build confidence such that it will aid open and free communication with some assertiveness

Who Should Attend
- Business Executives
- Business Managers
- Entrepreneurs
- Secretaries / Personal Assistants
- Meeting Minutes Writers
- All Employees (Management and Staff)

❖ EFFECTIVE TEAM EMPOWERMENT

A significant level of success with the Japanese management was the engagement in what has been known as Quality Control Circles (aka Quality Circles), which was started and popularised by the famous Professor Kaoru Ishikawa in Japan in the 1950s.

Quality Circles are voluntary groups within an organisation whereby its members do similar work, and as such can fix problems amongst themselves because they have been empowered, within reasonable limits and overseeing, by management. The emphasis of Kaizen (known in English as 'Continuous Improvement') is implemented with this empowerment of these self-managing teams.

A study involving 100 business leaders (ThinkWise 2015 – Impact of team performance survey) revealed that team performance is the number 1 critical factor that impacts overall organisational value. It also revealed that high performing teams contribute most to improving organisational culture, staff retention, profitability and risk mitigation.

The report points out that there are many factors conspiring against effective teamwork. In fact, 6 out of 10 senior executives reported that their own teams were underperforming! Albert Einstein said that, *finding a solution to a problem is easy.*

The hard part is correctly identifying the problem. Many managers are more than able to fix team problems only if they knew what they were and what caused them. This unique workshop has been developed to facilitate a unique team intervention, and generating deliberate action necessary to improve the overall team performance in the targeted areas.

At the workshop, amongst other topics, the participants will learn:
- How to develop teams
- People types
- Introduction to Quality Circles
- Team Charter
- Team Roles and Responsibilities
- Team Synergy
- Team evaluation
- Task allocation and delivery
- Team bonding

Who Should Attend
- Members of Board of Directors
- Business Executives
- Business Managers
- Company Secretaries
- Entrepreneurs

❖ ESSENTIAL ASPECTS OF CYBER SECURITY AND STATISTICS IN CORPORATE BUSINESS

How often have you sat at a meeting and struggled to understand aspects of a report and you would rather skip it and leave it to the decision or contemplation of others at the event? Do you sometimes wish that a question is not directed to you during the session?

The *Essential Aspects of Cyber Security and Statistics in Corporate Business* course is **designed for decision makers** to have comfort and confidence in their decision making. A lot of the reports, sometimes bulky require quick interpretation and understanding to make informed decisions. So, whether it has to do with grasping the analysis of varied graphical illustrations, interpreting website reports or cyber security matters, this 3-day course is pitched at the decision maker's wavelength. Technical jargon will be demystified for participants who will leave the course with confidence in their own capabilities.

This course will help participants to see technical jargon demystified and gain confidence in their own capabilities to obtain a quick grasp of important aspects to look for in understanding cyber security matters and statistical elements.

At the workshop, amongst other topics, the participants will learn:
- The basics of cyber security that is desired for top level executive understanding to include:
- Knowledge of what cyber security is and how it can be embedded within an organisation
- Knowing the risk elements of cyber security and what impacts cyber incidents may pose to the ability to deliver on business strategy
- Cyber security risk management and implementing effective measures
- The interpretation of website operational efficiency
- Learn the use of some Key Performance Indicators (KPI), such as:
- Percentage of devices up to date
- Percentage of machines backed up on a daily (or hourly) basis
- Number of areas out of alignment with IT best practices
- IT strategy and architecture plans aligned with business strategy
- Projects completed on time and on budget
- Number of unresolved end-user issues
- Average time to resolution
- The importance of compliance, such as the General Data Protection Regulations (GDPR) etc
- Basic elements for the understanding of Statistics to include:
- Data types and how they are used
- The importance of the Measurement Systems Analysis (MSA)
- Interpretation of basic charts such as histogram, pareto and control charts etc
- The use of investigative techniques such as the Fishbone Diagrams
- The emergence of Artificial Intelligence (AI), and its importance and challenges

Who Should Attend
- Members of Board of Directors
- Business Executives
- Business Managers
- Company Secretaries
- Entrepreneurs

❖ FACILITATING AND LEADING TEAMS ON CONTINUOUS IMPROVEMENT ACTIVITIES

There are different forms of *Continuous Improvement* activities ranging from the activities of specialist and experts in the critical disciplines in an organisation's key business processes, management teams that are formed to tackle emergency, sporadic and unpredictable problems that can arise unexpectedly at anytime and anywhere. These can range from being potentially catastrophic at one extreme to frustrating, but not business threatening at the other, and then parochial departmental problems which can be myriad in number with new ones appearing almost every time a change takes place in the processes. All of these situations require different team structures, and varied needs. To be effective, they require monitoring, mentoring and support.

The term 'to facilitate' means 'to make easy' and this is the role of the facilitator. It is a highly specialised job that requires good people skills, understanding of group dynamics, and expertise in the methods used by the respective groups. They also need to be respected by management and have the authority to perform their tasks.

This 4-day course is designed to help designated facilitators to develop those skills, and where appropriate, to be able to pass them on to others. Selection of appropriate personnel to perform this role is critical to success.

The current status of the would-be facilitator is not important. They can be selected from any management level, even through to operatives in the processes. What is critically important is that their personality is such that they will be respected by people at all levels, and of course, the ability for them to grasp the importance of the tools and techniques involved, and the people dynamics and politics across the board. They are special people.

By the end of the course, participants will have demonstrated, by participation in presentation of projects carried out during the course, a solid understanding of the process of *Root Cause Analysis* and be able to teach the relevant tools to others, and to have created a solid platform of skill in the basics to enable them to easily continue their development later to all levels of Six Sigma through to eventually Master Black Belt.

At the workshop, amongst other topics, the participants will be able to:
- Identify, analyse and solve work related problems and to pass these skills to others.
- Facilitate improvement teams at all levels of organisation
- Become part of the corporate management team if they are not so already

Who Should Attend
- Potential facilitators
- Those wishing to appoint suitable facilitators
- Current facilitators who are concerned that they will benefit from an update on their training in the role

❖ HEART OF LEADERSHIP

This immersive one-day workshop is designed to reawaken the inner fire of individuals who aspire to make a positive impact on the world. Participants will embark on a journey of self discovery, gaining profound insights into their leadership potential and the art of inspiring others.

Through engaging activities, insightful theory, peer-to-peer coaching, and reflective exercises, you will:

- **Your Hidden Strengths:** Delve deep into your unique qualities and talents to harness your full leadership potential.
- **Master the Art of Influence:** Learn effective strategies to motivate and inspire others, fostering a sense of shared purpose and direction.
- **Navigate Complex Challenges:** Develop the resilience and adaptability needed to overcome obstacles and drive positive change.
- **Cultivate Authentic Leadership:** Connect with your core values and purpose to lead with integrity and authenticity.

Join us for a day of stimulating **Uncover** conversation, collaborative learning, and transformative experiences. Leave inspired and equipped to make a lasting difference in your community and beyond.

By the conclusion of this course, you will be able to:

- Grasp the core principles of the Heart of Leadership© framework
- Understand the interconnectedness of the Head, Heart, and Hands model, with a particular focus on the Heart dimension
- Commit to full engagement and maintain confidentiality throughout the course
- Experience the power of storytelling as a heart-centered leadership tool
- Listen to inspiring leadership stories from both peers and renowned leaders
- Explore your personal understanding of leadership, including the distinction between leadership and management, and the conscious choice to lead
- Confront and reflect upon your own leadership choices

Who Should Attend

- Experienced Leaders
- Team Leads
- Managers
- Aspire to Leadership
- Individuals Interested in Personal Growth

❖ HOSHIN KANRI – Operations Excellence with the VMOST Alignment

Hoshin Kanri is a Japanese term that simply means 'Policy Deployment' in English. It is a method by which all levels of an organisation are part and parcel of the attainment of the aims of an organisation. The term VMOST refers to Vison, Mission, Objectives, Strategy and Tactics, which are the primary aspects of the varying levels within an organisation. An alignment that helps to ensure that the participants are singing from the same hymn sheet, brings about incredible operational excellence. This is common in the Japanese organisations and primarily led to the success that the country has enjoyed post Second World War to date.
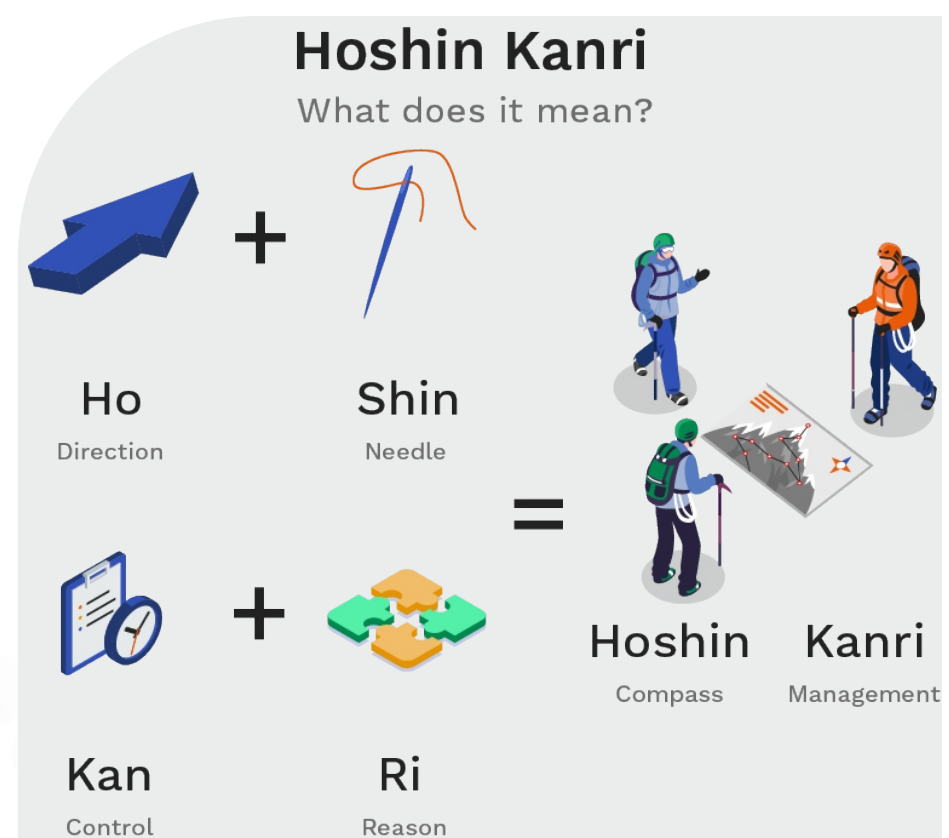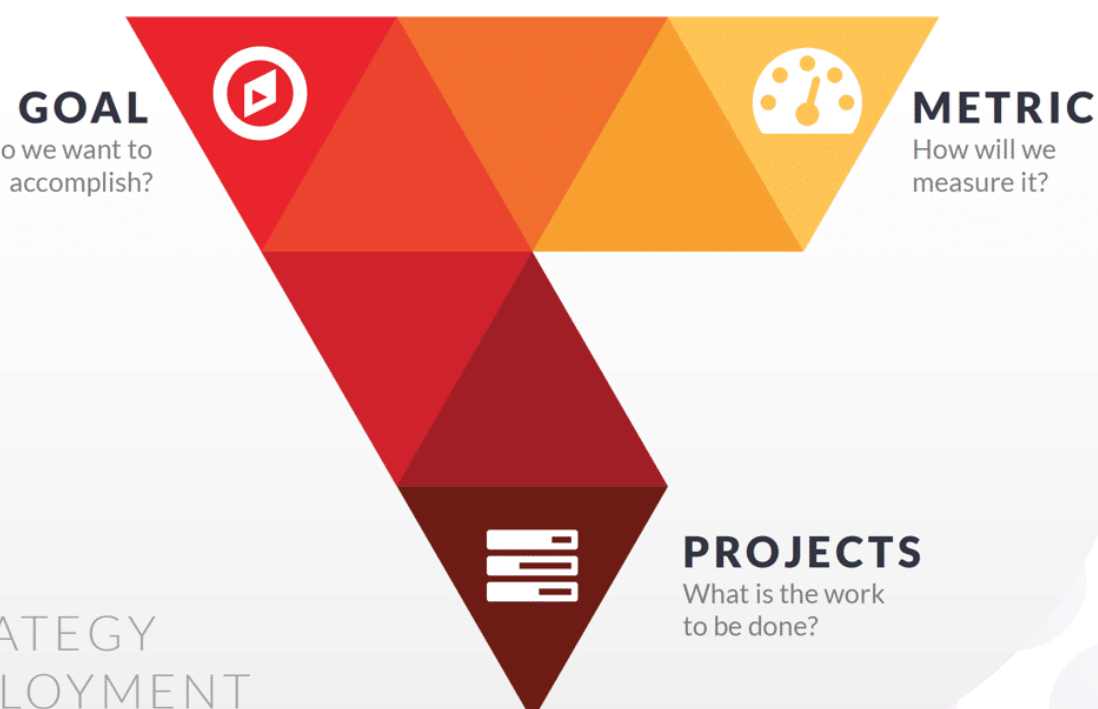
This course helps the participants to see how management can engage with employees at all levels to obtain effective engagement and delivery of results. It is a case of taking things from strategy, to action and then results

At the workshop, amongst other topics, the participants will learn:
- How to ensure clarity and relatability to the organisation's vision and mission statements for the varying and key stakeholders
- The importance of SMART objectives
- How to prepare the ground for change that is to be embedded in operations
- Strategic planning used in Lean management
- the importance of engagement with the varying levels of management
- the critical role of management in the alignment of day-to-day tasks to the organisation's vision and mission
- the importance of prioritisation available resources to the critically important things and avoid legacy distractions
- the differentiation of daily work management from policy deployment

Who Should Attend
- Members of Board of Directors
- Business Executives
- Business Managers
- Company Secretaries
- Entrepreneurs

GOAL
What do we want to accomplish?

METRIC
How will we measure it?

PROJECTS
What is the work to be done?

STRATEGY DEPLOYMENT
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Hoshin Kanri
What does it mean?

Ho
Direction

Shin
Needle

Kan
Control

Ri
Reason

Hoshin
Compass

Kanri
Management

❖ LEADING SELF

All leadership journeys begin with self-leadership. This transformative two-day workshop is designed to delve into the concept of self-leadership and empower you to harness your energy to become the leader you aspire to be.

What to Expect:
- **Self-Discovery:** Explore your unique leadership strengths and weaknesses.
- **Energy Management:** Learn practical techniques to optimize your energy levels and enhance your performance.
- **Peer Learning:** Share experiences, insights, and challenges with fellow leaders.
- **Action Planning:** Develop a personalized action plan to implement your learning and drive positive change.

How It Works:
This workshop blends the best of organisational development, training, and consulting methodologies, offering a dynamic and engaging learning experience. Through a combination of exploration, peer feedback, coaching, reflection, and action planning, you'll gain valuable insights and practical tools to elevate your leadership capabilities.

By participating in this workshop, you'll have the opportunity to co-create solutions with your peers and learn from their experiences, fostering a collaborative and supportive learning environment.

By attending this workshop, you will:
- Gain Self-Awareness: Develop a deeper understanding of your strengths, weaknesses, values, and motivations.
- Master Energy Management: Learn how to optimize your energy levels to enhance productivity and focus.
- Enhance Emotional Intelligence: Improve your ability to understand and manage your own emotions and those of others.
- Develop Effective Leadership Skills: Acquire practical tools and techniques to inspire and motivate your team.
- Build Strong Relationships: Foster positive relationships with colleagues and stakeholders.
- Boost Confidence: Gain the confidence to take on new challenges and lead with authority.
- Create a Sustainable Leadership Practice: Develop a personalized action plan to maintain and enhance your leadership skills.
- Network with Peers: Connect with other leaders and share experiences and insights.

Who Should Attend
- Emerging Leaders
- Experienced Leaders
- Team Leads/Managers
- Individuals ready to take on new lead roles

❖ LEADING OTHERS

The ability to lead others effectively is a vital leadership skill for any leader or aspiring leader. This two-day workshop will delve into the concept of leading others and explore how to develop teams and individuals to improve organisational performance.

The workshop combines the best of organisational development, training, and consulting approaches, offering a dynamic format that includes exploration, peer feedback and coaching, personal reflection, personal development, and action planning to deliver lasting leadership development impact.

In this workshop, leaders will share and learn from each other's experiences, collaboratively creating ideas and solutions to support their leadership development journey.
This immersive two-day workshop will provide you with a comprehensive understanding of effective leadership and team development.

You can expect to:
- Explore Leadership Styles and Approaches: Gain insights into various leadership styles and their impact on team performance.
- Develop Your Coaching Skills: Learn how to coach and mentor team members to unlock their potential.
- Master Effective Communication: Improve your communication skills, both verbal and nonverbal, to build trust and rapport.
- Build High-Performing Teams: Discover strategies to create and foster high-performing teams.
- Handle Conflict and Difficult Conversations: Learn techniques to address conflict and difficult conversations with empathy and assertiveness.
- Practice Self-Reflection and Personal Development: Engage in reflective exercises to identify areas for growth and development.
- Network with Peers: Connect with other leaders and share experiences and insights.

Who Should Attend
- Emerging Leaders
- Experienced Leaders
- Team Leads/Managers
- Individuals ready to take on new lead roles

❖ LEADING ORGANISATION

The ability to lead organisations effectively is a crucial skill for any leader or aspiring leader. This two-day workshop will delve into the concept of organisational leadership and explore how to lead organisations effectively through an inspiring vision, engaged communities, and powerful alignment, becoming the leader their organisation needs.

The workshop combines the best of organisational development, training, and consulting approaches, offering a dynamic format that includes exploration, peer feedback and coaching, personal reflection, personal development, and action planning to deliver lasting leadership development impact.

During the workshop, leaders will share and learn from each other's experiences, collaboratively creating ideas and solutions to support their leadership development journey.

By attending this workshop, you will:
- Develop a Compelling Vision: Learn how to articulate and communicate a clear and inspiring vision for your organisation.
- Build High-Performing Teams: Discover strategies to create and foster high-performing teams.
- Master Strategic Thinking: Develop your strategic thinking skills to make informed decisions and drive organisational growth.
- Enhance Your Communication Skills: Improve your ability to communicate effectively with diverse stakeholders.
- Navigate Change and Uncertainty: Learn how to lead your organisation through periods of change and uncertainty.
- Build Strong Relationships: Foster positive relationships with colleagues, stakeholders, and customers.
- Network with Peers: Connect with other leaders and share experiences and insights.
- Gain Confidence and Credibility: Develop the confidence and credibility to lead your organisation with authority.

Who Should Attend
- Emerging Leaders
- Experienced Leaders
- Consultant
- Trainers
- Sales and Marketing Professionals

❖ LEADERSHIP PRESENCE

This transformative two-day programme is designed to empower you to achieve greater personal and professional success by significantly increasing your impact on those you work with. Through a highly participatory and experiential approach, you'll embark on a ourney of self-discovery, challenge your assumptions, and develop a powerful personal brand.

Leadership presence is the ability to authentically connect with others, inspiring and motivating them towards a shared goal. This course is ideal for anyone who needs to mobilise and energise teams or deliver persuasive, motivational messages to foster belief and commitment. You'll learn to build impact and presence in all your interactions.

By the end of the course, participants be able to:
- Read the Room: Develop your intuition to effectively assess and adapt to different situations and audiences.
- Communicate Confidently: Deliver your message with clarity, conviction, and impact.
- Build Authentic Relationships: Connect with others on a deeper level, fostering trust and rapport.
- Inspire and Motivate: Engage and inspire your team to achieve their full potential.
- Enhance Your Personal Brand: Develop a strong personal brand that reflects your unique qualities and values.

Who Should Attend
- Mid-level Leaders
- Senior Leaders
- Team Leads/Managers
- Consultant
- Trainers
- Sales and Marketing Professionals

❖ LEADING VIRTUAL TEAMS

This course will provide you with the opportunity to gain a deeper understanding of both remote and central perspectives, enabling you to develop effective strategies to ensure your remote teams feel connected and engaged.

Virtual teamwork has become increasingly prevalent across EMEA, North America, Africa, and Asia Pacific, and it brings with it unique challenges, particularly in navigating cultural differences that can significantly impact effective communication.

Teams with strong virtual leadership will experience a sense of belonging and shared purpose, leading to improved performance and reduced misunderstandings.

By attending this course, you will:
- Enhance Your Virtual Leadership Skills: Gain practical strategies to effectively lead and motivate remote teams.
- Improve Team Collaboration: Learn techniques to foster strong team dynamics and collaboration in virtual environments.
- Strengthen Cross-Cultural Communication: Develop your ability to communicate effectively with team members from diverse cultural backgrounds.
- Build Trust and Rapport: Learn how to build trust and rapport with remote team members.
- Manage Remote Teams Effectively: Acquire skills to manage performance, provide feedback, and address challenges in virtual settings.
- Leverage Technology Effectively: Learn how to use technology to enhance team productivity and collaboration.
- Improve Employee Engagement and Morale: Discover strategies to keep remote team members engaged and motivated.
- Navigate Challenges and Opportunities: Gain insights into the challenges and opportunities of virtual teamwork.

Who Should Attend
- Executive Leaders
- Business Leaders
- HR Professionals
- Team Leads/Managers

❖ LEADING SUCCESSFUL CHANGE

Leading successful change requires unwavering commitment, skill, and a strategic approach. The complexity of change initiatives can often be overwhelming, leaving many managers unsure of where to start. Whether you're managing organisational restructuring, reorganisation, or any other significant change, this interactive and highly engaging learning experience will equip you with the tools and techniques to secure the support and commitment of your team from the outset.

You'll enhance your ability to lead both transformative and incremental change, mastering the art of managing both physical and people-related aspects of change. By the end of the course, you'll be armed with simple, practical tools that you can immediately apply to drive successful change initiatives.

The course will cover a wide range of topics essential for effective change management. These include understanding the realities of change, exploring different types of organisational change, and identifying factors that influence change initiatives. You'll delve into John Kotter's renowned 8-step process for successful change, learn how to develop a stakeholder commitment chart, and create compelling visions for change. Additionally, you'll gain expertise in communication techniques during change, managing people through transitions, removing barriers to successful change, and celebrating short-term wins. The course will also explore the relationship between power, influence, and change, as well as tactics for overcoming resistance. Finally, you'll learn how to sustain change and ensure long-term success.

By attending this course, you will:
- Develop a Strategic Approach to Change: Gain a comprehensive understanding of change management principles and frameworks.
- Enhance Your Leadership Skills: Learn how to effectively lead and motivate your team through change.
- Improve Communication and Stakeholder Management: Develop strong communication skills to engage and influence stakeholders at all levels.
- Build Resilience and Adaptability: Learn how to adapt to change and overcome challenges.
- Increase Your Confidence and Credibility: Gain the confidence to initiate and manage change initiatives.
- Achieve Sustainable Change: Learn how to embed change within your organisation's culture.
- Network with Peers: Connect with other change leaders and share experiences.

Who Should Attend
- Executive Leaders
- Business Leaders
- HR Professionals
- Team Leads/Managers
- Consultants
- Project Managers

❖ LEAN SIX SIGMA (YELLOW BELT)

The Lean Six Sigma Yellow Belt training is designed to provide delegates with a good understanding of the basic Lean Six Sigma methods and prepare them not only to participate as contributors to Lean Six Sigma projects, but also to start to address simple improvements in their own working area.

Yellow Belts are not experts in the methodology, but understand the activities, deliverables and key concepts of team problem-solving. Yellow Belts are expected to improve processes in their own day-to-day work processes and provide *Subject Matter Expertise* to support Green Belt and Black Belt certified holders.

Following the use of the Lean Six Sigma methodology over a few weeks, Yellow Belts can choose to continue on their Lean Six Sigma journey by attending the Green Belt training. This will provide a refresher to what they have learnt and develop a greater understanding of the methodology by introducing more tools. The Green Belt also offers the opportunity for certification.

At the workshop, amongst other topics, the participants will learn:
- To give an understanding of the key principles and concepts of Lean Six Sigma
- To introduce the basic Lean Six Sigma tools and techniques that become the skills needed to improve workplace efficiency
- The importance of recognising process, value and customer, as well as being able to remove waste and create a logical flow
- An introduction to the standard frameworks of the DMAIC cycle and other improvement techniques for practical solutions
- Understand the importance of continuous improvements and prepare the participants for the Yellow Belt certification

Who Should Attend
- Managers
- Supervisors
- Team leaders and team members
- Programme & Project Managers
- Etc

International Lean Six Sigma Conference 2021

Certification Examination
The certification achievable is from the recognised and accredited International Lean Six Sigma Institute (www.ilssi.org). The certified Yellow Belt exam is:
- Online (on laptop or desktop – with Windows or Apple device)
- Proctored
- 50 Questions (multiple choice) – 35/50 (70%) to pass
- 60 minutes duration
- Open book

MANAGER TO LEADER

As workplaces become increasingly collaborative and fast-paced, organisational cultures demand leaders who are proactive in providing vision and inspiration. The skills required to deliver effective leadership differ significantly from traditional management skills.

Common concerns expressed by aspiring leaders include:
- How can I maintain a strategic focus while addressing day-to-day challenges?
- How can I adapt my leadership style to different individuals and situations?
- How can I effectively engage and motivate my team?

This workshop leverages globally recognised leadership models to help you make informed decisions about your leadership approach. By shifting your focus from doing to thinking, you'll be empowered to inspire and motivate your team to achieve outstanding results.

By attending this course, participants will:
- Develop a Strategic Mindset: Learn to think strategically and make informed decisions.
- Enhance Your Leadership Presence: Develop a strong and inspiring leadership presence.
- Improve Your Communication Skills: Learn to communicate effectively with diverse audiences.
- Build High-Performing Teams: Empower and motivate your team to achieve outstanding results.
- Navigate Organizational Change: Adapt to change and lead your team through transitions.
- Build Strong Relationships: Foster positive relationships with colleagues and stakeholders.
- Gain Confidence and Credibility: Increase your self-confidence and credibility as a reader.
- Accelerate Your Career: Advance your career and unlock your full leadership potential.

Who Should Attend
- Mid-level Manager
- Senior Managers
- Supervisors
- Team leaders

❖ PENSION SCHEME GOVERNANCE AND MANAGEMENT

Pensions governance is all about monitoring pension schemes to ensure that they are run in their members' interests. An effective system of governance should include processes and procedures to ensure compliance with the legislation in place, as well as transparency of the activity of the pension scheme managers.

It is essential that those charged with responsibility for managing the pension scheme have a clear purpose and strategy, the right skills and experience available, ability to manage risks and conflicts of interest, and making sure that the pension scheme provides value for members. Their tasks require that they cover the key aspects of governance, regulatory requirements, investment strategies, risk management, and the operational aspects of managing pension schemes.

This course helps the participants to see how management can ensure that the responsible team is equipped with the adequate knowledge and skills to deliver desired results to the members of the pension scheme.

At the workshop, amongst other topics, the participants will learn:
- a basic view of pension schemes
- to be familiar with financial principles and regulations
- the regulatory and governance framework for pension schemes
- best practices for pension scheme management
- skills to effectively manage investments and risks
- to gain proficiency in member communications and scheme administration
- the role and responsibilities of trustees and managers

Who Should Attend
- Pension Scheme Trustees
- Business Executives
- Pension Scheme Managers
- Human Resources and Finance Professionals
- Compliance Officers
- Investment Professionals

❖ PRESENTATION MASTERCLASS

In today's fast-paced world, audiences demand high-quality, engaging presentations. Important decisions are often made based on the effectiveness of presentations. This course is designed to elevate your presentation skills and transform you into a confident and captivating presenter.

Through a highly interactive and experiential approach, you'll receive expert guidance, personal feedback, and engaging exercises. You'll have the opportunity to film your presentations, allowing for in-depth analysis and significant improvement.

By the end of the course, participants be able to:
- Deliver Engaging Presentations: Captivate your audience and leave a lasting impression.
- Structure Persuasive Presentations: Develop clear, compelling, and persuasive presentations.
- Master Public Speaking Skills: Overcome stage fright and speak with confidence and authority.
- Use Visual Aids Effectively: Utilize visual aids to enhance your message and engage your audience.
- Handle Q&A Sessions: Respond to questions with clarity and professionalism.
- Adapt to Different Audiences: Tailor your presentations to suit various audiences and situations.

Who Should Attend
- Sales and Marketing Professionals
- Consultants
- Trainers
- Educators
- Professionals at all levels

❖ PRESENT WITH IMPACT

Your presentation skills are as important, if not more so, than the content you deliver. A dull presentation can leave a lasting negative impression, while a captivating presentation can inspire and motivate your audience. As a skilled presenter, you have the power to bring any topic to life.

Common concerns among presenters include:
- How can I manage nerves and perform confidently?
- How can I handle challenging audience members and difficult questions?
- How can I create impactful presentations that resonate with my audience?
- How can I deliver a clear and concise message?

This workshop employs proven techniques to help you engage your audience and drive action. Whether you're aiming to sell a product, persuade a board, or simply inform your colleagues, you'll learn how to deliver compelling presentations that leave a lasting impact.

By attending this course, you will:
- Gain Confidence: Overcome stage fright and deliver presentations with confidence.
- Enhance Your Communication Skills: Learn to communicate effectively and persuasively.
- Master Public Speaking Techniques: Develop your public speaking skills, including voice projection, body language, and eye contact.
- Create Engaging Presentations: Design and deliver presentations that captivate your audience.
- Handle Q&A Sessions: Learn to handle questions and objections with ease and professionalism.
- Adapt to Different Audiences: Tailor your presentations to suit various audiences and situations.
- Build Your Personal Brand: Establish yourself as a thought leader and influential speaker.

Who Should Attend
- Sales and Marketing Professionals
- Business Professionals
- Consultants
- Trainers
- Educators
- Professionals at all levels

❖ PRINCE2 (FOUNDATION)

This two-day PRINCE2® course provides delegates with a thorough understanding of the PRINCE2® project management methodology. During the course we introduce the roles, principles, themes and processes that enables PRINCE2® methodology to be applied to projects of varying sizes and contexts. We also explain the various PRINCE2® management products that will help delegates deliver projects in a coordinated, consistent and transparent manner.

Throughout the course, our PRINCE2® experts help delegates understand the benefits of adopting the PRINCE2® methodology.

All relevant course materials are provided, including the core textbook Managing Successful Projects with PRINCE2®. The course concludes with the PRINCE2® Foundation Examination.

At the workshop, amongst other topics, the participants will be able to:
- Define the characteristics and context of a project and the benefits of adopting PRINCE2®
- Explain the terminology that is used within PRINCE2®
- List the key roles and responsibilities that are involved in a PRINCE2® project
- Define the purpose of the seven principles that characterise a PRINCE2® project
- Understand the seven PRINCE2® themes that must be continually addressed
- Explain the purpose, objectives and context of the seven PRINCE2® processes that help structure the activities required to deliver the project successfully
- Define the purpose of a PRINCE2® management product and list its content
- Work more effectively within a PRINCE2® environment, either as a team member or in the management of the project

Who Should Attend
- Project Board Members
- Managers
- Supervisors
- Team leaders and team members
- Programme & Project Managers

Certification Examination
The certification achievable is from the recognised and internationally accredited Peoplecert (www.peoplecert.org). The certified PRINCE2 Foundation examination is:
- 1 hour long
- Closed book
- 60 multiple-choice questions
- 55% pass mark (33 correct answers)

Throughout the PRINCE2® Foundation course, delegates will be exposed to numerous examples of examination questions. We will go through some exercises as well as 'question-and-answer' sessions that will help to consolidate the learning, thereby ensuring that delegates are more than adequately prepared for the final examination.

❖ PRINCE2 (PRACTITIONER)

This two-day PRINCE2® Practitioner course provides delegates with a thorough understanding of the PRINCE2® project management methodology. It is geared to confirm whether participants understand PRINCE2® well enough to be able to apply and tailor the methodology in a scenario situation. You should, with suitable direction, be able to start applying the method to a real project but may not be sufficiently skilled to do this appropriately for all situations. Individual project management expertise, complexity of the project and the support provided for the use of PRINCE2® in your work environment will all be factors that impact what you can achieve.

The PRINCE2® Foundation and Practitioner course is conducted in such manner as to ensure that theory is embedded and delegates feel confident in the practical application of PRINCE2®. Additional evening work will be required in the form of consolidation reading and mock examination questions. The evening work is an integral part of the course and delegates should expect to spend approximately two hours on these activities.

At the workshop, amongst other topics, the participants will be able to:
- Define the characteristics and context of a project and the benefits of adopting PRINCE2®
- Explain the terminology that is used within PRINCE2®
- List the key roles and responsibilities that are involved in a PRINCE2® project
- Define the purpose of the seven principles that characterise a PRINCE2® project
- Understand the seven PRINCE2® themes that must be continually addressed
- Explain the purpose, objectives and context of the seven PRINCE2® processes that help structure the activities required to deliver the project successfully
- Define the purpose of a PRINCE2® management product and list its content
- Work more effectively within a PRINCE2® environment, either as a team member or in the management of the project

Who Should Attend
- Project Board Members
- Managers
- Supervisors
- Team leaders and team members
- Programme & Project Managers

Certification Examination
The certification achievable is from the recognised and internationally accredited Peoplecert (www.peoplecert.org). The certified PRINCE2 Practitioner examination is:
- Two and a half hours long
- Open book
- 68 multiple-choice questions
- 55% pass mark (38/68)

Throughout the PRINCE2® Practitioner course, delegates will be exposed to numerous examples of examination questions. We will go through some exercises as well as 'question-and-answer' sessions that will help to consolidate the learning, thereby ensuring that delegates are more than adequately prepared for the final examination.

❖ QUALITY FUNDAMENTALS

The Quality Fundamentals course is designed to be at approximately Academic Level 3 and a springboard to higher level courses. However, on completion of this CMI (*Chartered Management Institute, UK*) approved course, provided that you have more than 2 years practical experience in a Quality function, this qualification will enable you to apply to the CQI (*Chartered Quality Institute, UK*) for Practitioner Level membership. This has post nominal recognition. It is necessary for you to register with the CQI at the start of this course as a student member but the registration fee will be waived. This course is made up of five core units, which are elaborated on, further below:

- QF1: An Introduction to Quality
- QF2: Quality – The People Factor
- QF3: The Role of Monitoring and Measuring for Making Decisions
- QF4: Business Performance Improvement
- QF5: Principles of Quality Management Systems

Who Should Attend
- Members of Board of Directors
- Business Executives
- Business Managers
- Company Secretaries
- Entrepreneurs
- Employees within the Quality function

QF1: An Introduction to Quality

The topic, 'Introduction to Quality,' might sound rather basic, but in fact it is not. Experience shows that there are literally dozens of definitions, several of them being quite different from the others. This is not an exercise in semantics, but it is intended to show that there is much more to the topic of quality than meets the eye. It is a common misconception that quality is all about cracked castings, chipped cups, defect reports and blame. This unit is intended to show that it is very much more than that. In fact, these are minor issues when looking at the big picture. We intend to show that the right policy, where quality is concerned, can make the difference between being successful and profitable or even at the worst extreme, being put out of business altogether.

At the workshop, amongst other topics, the participants will learn:
- What Quality really means to Organisations
- The History of Quality Management
- The Cost of Poor Quality
- Quality Planning
- Quality Control
- Quality Improvement
- Eight Management Fundamentals
- PDCA

QF2: Quality – The People Factor

The 'People Factor' is at the core of every successful quality-based business strategy. Create the right culture and an organisation could fly to the top of its class. Get it wrong, and at best, remain an also ran. It is frequently asked 'How can we motivate our people?' One way is to involve your colleagues in studying this course. Learning by doing is the best way to learn anything. This is why we talk about

workplace learning. More important is to make sure that you do not demotivate them, but that is the problem, this is what almost always happens. The most motivated your people are likely to be is on the morning of day one when they first join you. Either you can build on that event within hours sometimes, or they can be disheartened, dispirited and thinking they made a mistake oining your organisation. What might this and even the less dramatic examples cost you? How much did the selection process cost? How long does it take the new recruit from the moment they walk over the threshold to become a star performer? Maybe they never will and probably you have to start again with another. This Unit looks into the basic reasons for this and how to make everyone a star performer.

At the workshop, amongst other topics, the participants will learn:
- How People impact quality
- Organisation Values
- Management style
- Leadership
- Quality Circles
- Quality leadership
- Steering Committees
- Team leadership
- Communication

QF3: The Role of Monitoring and Measuring for Making Decisions

Lord Kelvin remarked that good management was based on making decisions built on facts. In this Unit, Monitoring and Measuring for making decisions, look at the practicalities involved in doing just that. We look at the popular methods of collecting and analysing data, the risks involved in both taking samples and 100% data collection. How data can be collected in preparation for the next Unit, Business Performance Improvement, the fallibility of the human inspector and workplace design. As with the previous Units we encourage the practice of Workplace Learning going into the workplace and seeing how the ideas in this Unit are or are not being applied and what are the consequences?

At the workshop, amongst other topics, the participants will learn:
- A Factual Approach to Decision Making
- The Use of Statistical Data
- Collecting Data
- Types of Data and Data Collection
- Use of Charts to Analyse Data
- Use of Control Charts
- Using Data for Inspection
- Inspection
- Key Performance Indicators
- Using Data for Project by Project Improvement

QF4: Business Performance Improvement

Business Performance Improvement is a general term used by a wide variety of people but with often very different perceptions of the subject. In terms of its potential for saving significant costs from your processes, this Unit absolutely lends itself to getting your work colleagues involved even if they are not doing these courses themselves and practicing what the Unit teaches. This is the essence of Workplace Learning and if the student does not do that, it is a big opportunity wasted.

Our perception covers the broadest spectrum and includes every activity in an organisation that will improve its competitive situation in its marketplace. The Japanese have a name for this; it is '*Dantotsu*', and it means that an organisation should strive not only to make every feature of its products, services and general business performance criteria better that its competitors, but to be so far ahead wherever possible that it will take at least 5 years to catch up, so it is fiercely competitive. It means striving to galvanise to total human and other resources of the company to work towards making that company unbeatable. In order to achieve that certain basics must be in place and this course is about those basics.

At the workshop, amongst other topics, the participants will learn:
- Introduction to Problem Solving
- Defining a Project
- Project Identification Based on Cost
- Recording the Current Situation
- Process Analysis
- The Fishbone Diagram and Related Tools
- Key Tools for Testing the Theories
- Remedies
- Holding the Gains
- Presenting a Project

QF5: Principles of Quality Management Systems

No doubt, a great many people will be familiar with ISO 9000 and think of it as the basis of Quality management Systems. Many people use it as such, but there are some who do not. For example, there is the British Quality Foundation Model (BQF) which uses the European Organisation for Quality (EFQM) Model. There is the American National Quality Award Model known as the 'Baldrige Award', the Japanese Deming Prize concept although this is more a set of principles than simply a model, and there are 'Integrated Management Systems' and finally Hoshin Kanri. Which should you use? It is confusing. In this Unit each is explored to help the. student make up his or her own mind.

At the workshop, amongst other topics, the participants will learn:
- Introduction to Quality Management Systems
- Introduction to Hoshin Kanri
- Creating the Vision
- Key Performance Indicators
- Deploying the Visions at all Levels
- The House of Quality
- Managing the Improvement Process
- Managing Risk
- Competitive Advantage
- Linking to Standards and Awards
- Final Summary of Quality Fundamentals

❖ ROOT CAUSE ANALYSIS

This course is to equip delegates with the knowledge and skills required to participate fully in Root Cause Analysis (RCA) projects involving the use of the basic tools by participants during the course. Ideally the RCA programme must be embedded into the organisation's Quality Management System as being a core part of the Continuous Improvement process. It is very important that participants use the tools in practice to the point where they demonstrate their use in a real life situation.

During the course, participants will be split into teams. Each team will select a project to run through the course, and it will finish with presentations by each team.

By the end of the course, participants will be able to:
- Describe the purpose of Root Cause Analysis
- Explain the purpose, content and interrelationships between the basic Root Cause Analysis quality improvement tools
- Participate fully in Root Cause Analysis teamwork
- Gather objective evidence, through effective interviewing, observation, sampling and note taking
- Analyse and interpret information in order to determine conformance with requirements
- Participate in presentations of completed projects, including writing valid, factual and value-adding project reports

Who Should Attend
- Project Board Members
- Managers
- Supervisors
- Team leaders and team members
- Programme & Project Managers

❖ TQM – THE IDEAL FOR GLOBAL COMPETITIVENESS

TQM is the abbreviation popularly used for **Total Quality Management**.
The industrial methods that many emerging nations are using are much the same as were originally developed in Japan. These have proved to be far superior to any Western alternative and have the advantage of proving acceptable regardless of race or creed. The reason being that they are based on universally acceptable human concepts, namely:

"To recognise that each person is the expert in his or her own job and by using the collective thinking power and job knowledge of all their people working with a common objective and to bring out man's infinite capabilities."
(Professor Kaoru Ishikawa)

These are nice sounding words but to make them meaningful, there is a definite structure behind these platitudes that are proven to be devastatingly successful where properly applied. One of our executive directors, David Hutchins, has been described in Japan to "…understand Japanese culture better than any other known European."

In this very participative course, it is our intention to enable participants to obtain a first-hand experience of putting the relevant concepts into practice during the course in order to enable them to evaluate how they might be applied on their own organisations wherever they may be and regardless of industry.

At the workshop, amongst other topics, the participants will be able to:
- Evaluate the potential of TQM for the future performance of their organisations and move towards becoming a global leader.
- Appreciate the importance of careful pre-planning before attempting implementation.
- Identify the key resistance to change issues to expect, both prior to and during implementation, and how they may be resolved.
- Form associations with the course providers and other participants to support each other in the future.
- Confidently explain the concepts of TQM to opinion influencers in their organisation.
- See a career path for themselves and others before, during and after implementation.

Who Should Attend
- Chief Executives from any industry
- Entire management teams from any industry
- Function Heads
- Business development strategists

❖ TREASURY AND CASH MANAGEMENT IN A GLOBAL MARKET

With change and variability being a constant in our world today, real time insights into corporate cash flow have become quite crucial. Strategic financial planning that takes into account the impact of cash and risk management cannot be overemphasised.

Treasury management entails the administration of a company's cash flow, investments, and financial risk management processes, and how relevant data can be obtained to develop short term, medium term, and long term planning and forecasting. The focus is to empower cash managers and treasury management practitioners to establish standardised processes that not only facilitates efficient monitoring and communication, but also develops the mindset for problem-solving.

This two-week training program ensures that participants get a firm feel of treasury management, equipping them with the skills needed to effectively manage cash, investments, and risks, and to comply with regulatory requirements in their roles.

At the workshop, amongst other topics, the participants will:
- Obtain a basic understanding of finance and accounting principles
- Be taught the fundamental principles of treasury management
- Develop skills in cash flow forecasting, liquidity management, and investment strategies
   Learn the role of the treasury department in a corporation
- Learn about financial markets and instruments
- Be infused with practical knowledge of cash management
- Get relatable learning on investment strategies
- Be provided with a level of familiarity to risk management and its impact on their roles
- Learn to keep in line with current and established regulations

Who Should Attend
- Treasury Managers and Officers
- Financial Managers and Officers
- Cash Managers and Officers
- Risk Managers
- Corporate Finance Professionals

Approximately 10% of manufacturing costs are due to inspection, Further, 90% of inspection is visual, uses no mechanical aids of any kind, and the average inspector will miss about 10% of defects! This is regardless of how well designed the task might be or how motivated the inspector. Due to task related factors discussed in the course, in many instances the inspector will miss substantially more than the 10% suggested, and even figures as high as 90% are by no means rare. The reasons are both due to the individual and to the design of the inspection operation.

Whilst the topic is the subject of deep scientific research to PhD level, this popular short course has been designed to put the subject in everyday language and will enable those concerned to introduce methods which will make considerable improvements to inspection performance.

By the end of the course, participants will achieve:
- potential improvements in inspection performance
- a corresponding reduction in risks of Product Liability and Health and Safety related incidents that result from the inadvertent distribution of defective products.
- An avoidance of product recalls due to flawed inspection activities that may prove fatal to any organisation

At the workshop, amongst other topics, the participants will be able to:
- Obtain an awareness of the fallibility of the human inspector
- Learn how they might evaluate inspection performance in their own organisations
- Learn how inspection performance may be improved through the use of the continuous improvement process

Who Should Attend
- Those responsible for ensuring quality and overall operational efficiency
- Those concerned with workplace ergonomics, job design
- Those engaged in the visual inspection of work-related activities

❖ WORKING WITH EMOTIONAL INTELLIGENCE

Emotional intelligence is a key factor in success, as demonstrated by groundbreaking research. Individuals with high emotional intelligence are better equipped to navigate the challenges of the workplace with an optimistic outlook. They are more resilient, build stronger relationships, and are adept at resolving conflicts.

People often ask:
- How can I maintain emotional control in the workplace?
- How can I respond to challenging situations calmly and rationally?
- How can I recognise emotional cues in others?

Given the increasing importance of emotional intelligence in recruitment, developing this skill is essential for professional success. The good news is that emotional intelligence is not fixed, and many people are actively seeking ways to enhance their emotional intelligence.

This thought-provoking and practical workshop will encourage you to reflect on your own emotional intelligence and provide you with strategies to develop this critical skill.

By attending this workshop, participants will:
- Enhance Self-Awareness: Gain a deeper understanding of your own emotions and how they impact your behaviour.
- Improve Interpersonal Relationships: Build stronger relationships with colleagues, clients, and loved ones.
- Manage Stress Effectively: Develop strategies to cope with stress and maintain emotional balance.
- Resolve Conflicts Constructively: Learn effective conflict resolution techniques.
- Boost Your Leadership Skills: Become a more empathetic and inspiring leader.
- Increase Your Resilience: Develop the ability to bounce back from setbacks and challenges.
- Enhance Your Decision-Making: Make more informed and rational decisions.
- Improve Your Communication Skills: Learn to communicate with clarity, empathy, and persuasiveness.

Who Should Attend
- Managers
- Team Leaders
- HR Professionals

For enquiries or registration, please send us an email to
training@makewayglobal.com