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### Full day and half day

Course Title	Date	Time	Price (ex VAT)
Assertiveness skills	16 February	9.30-12.30	£80.00
Effective management skills	3 March	9.30-16.30	£160.00

### \*Lunch & learn sessions—lunch included

Course Title	Date	Time	Price (ex VAT)
Conduct Effective Performance Reviews*	9 February	12.00-13.00	£50.00
Giving honest feedback*	15 February	12.00-13.00	£50.00



### Gill Leece - MCIPD

A Chartered Member of the Chartered Institute of Personnel and Development (CIPD), Gill has over twenty years' experience designing and delivering training programmes in the finance sector.

An experienced manager, and a qualified trainer, Gill has worked across a number of offshore jurisdictions, delivering a wide range of training, specialising in management, sales and service.

She is also an experienced risk manager and holds the ICA Specialist Certificate in Conduct Risk. Gill enjoys using her experience in management and training to help managers and teams – as well as delivering training programmes, she also coaches and mentors managers to help them develop their skills in the workplace.

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### **Assertiveness - 16th February - 9.30 - 12.30**

- Do you find yourself in situations where you find it hard to speak up?
- Do you end up saying yes to work when you should have said no?
- Do you struggle to share your views and opinions?

This session will introduce you to tools and techniques that you can use right away to build your confidence in handling situations that you usually avoid.

By developing assertiveness skills, you can apply techniques that help you express yourself more clearly, openly and confidently.

#### **What's in it for me?**

- Recognise the difference between assertive, aggressive and passive behaviour
- Explore the impact your behaviour has on how assertive you are
- Make assertive requests
- Learn how to say no, where appropriate
- Apply a three-step model to help you assert yourself at work

### **Effective Management Skills - 3rd March - 09.30 - 16.30**

Being a manager is rewarding and challenging - you have the opportunity to inspire and motivate your team and to provide the focus and drive to enable your people to deliver results.

But it's not easy. Managing people, situations, and results is a challenge!

On this one-day workshop you'll learn some great management hacks and techniques to help you.

We'll share tools that will make your job easier and give you the confidence to lead with your own style and values.

Whether you are a brand-new line manager, or you've been managing or leading a team for some time, you'll come away with ideas and tactics you can put into practice straight away.

#### **What's in it for me?**

- Recognise the strengths of your own management style and how to adapt to different people and situations
- Understand what makes a good manager vs a bad manager
- Learn the key elements of effective performance reviews and how to manage performance with confidence
- Understand the importance of setting clear goals with your team to help you manage performance
- Develop your coaching skills to improve conversations and communication with your people
- Enhance your ability to share honest and effective feedback with your team

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## **Conduct Effective Performance Reviews - 9th February - 12.00 - 13.00**

- Do you carry out performance reviews for your team?
- Are you unclear about what you should do to prepare?
- Do you worry about how to structure the conversation so that you both walk away with the same understanding and with a plan for the future?

This session will help you build your confidence when carrying out performance reviews with your team.

Whether you are new to carrying out performance reviews or already have some experience, this session will help you prepare, structure your discussion, and follow up well.

Learn tools and techniques to bring clarity to the process so that you and your team members get the most out of the review.

### **What's in it for me?**

- Understand the critical elements of an effective performance review.
- Learn a clear structure you can use to help prepare well.
- Explore the key skills of effective performance reviews.
- Pick up tools and best practice tips to help you develop.
- Enhance your ability to have an honest and valuable conversation about performance.

## **Giving honest feedback - 15th February - 12.00 - 13.00**

- Do you struggle to give feedback to others?
- Is it difficult to work out what to say and how to say it?
- Do you end up avoiding the 'difficult' feedback?
- Or do you jump in but end up upsetting people?

This session will help you develop your confidence and clarity when having honest conversations.

Being able to give honest, constructive feedback is a valuable skill. But giving feedback effectively can be difficult. Some of us worry about how to share feedback without upsetting the other person. Others jump in without planning what they're going to say and end up with broken working relationships as a result.

This session introduces you to practical tools that you can use so that your feedback conversations achieve positive results. Tips and tools that you can start using right away.

### **What's in it for me?**

- Describe the characteristics of effective feedback
- Identify what stops us from giving regular feedback to others
- Explore the characteristics of effective feedback
- Learn how to structure feedback using a 4-step model
- Enhance your ability to give feedback effectively

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