



CRITICAL THINKING SKILLS CLUSTER

CTS 1: Decision Making and Critical Thinking

Overview

Today, it's becoming part of everyone's job to effectively solve problems and make decisions. In the fast-paced world where we are bombarded by information and data, making choices or providing recommendations is soon to be part of everyone's job.

Analytical abilities and decision making skills are foundational critical thinking skills that breaking complex decisions things down into their logical, component elements , fostering systematic and rational thinking when under pressure.

This workshop introduces learners to the thinking processes that successfully process information to which will help them make business decisions. These essential analytical thinking and decision making skills are the foundation of basic management skills.

Targeted Results

As a result of the learning solution, you will:

- Think more systematically and rationally about problems and decisions you face
- Develop greater clarity around possible solutions to a problem
- Generate and test possible solutions to problems more effectively
- Arrive at the root cause more efficiently and more effectively
- Make more effective decisions, based on objective reasoning and logic
- Avoid emotion reactions that can influence your best thinking
- Communicate more easily the rationale and logic used in solving problems and arriving at decisions



CTS 2: Problem Solving Skills- Getting to Root Cause of a Problem

Overview

In many roles today, finding the true causes of problems is the primary activity. This workshop is targeted at people whose role is essentially about problem solving (help desks, maintenance, trouble-shooters etc). Understanding what has caused a problem, through the use of systematic analysis provides us with a repeatable way to gather and analyse information about a problem, to ensure we are addressing the right cause.

The workshop is designed to help individuals gather and process information quickly. Asking the right questions, in the right way, to identify what the root cause really is often made more difficult by the sheer volume of facts and data available. This workshop helps you sift through the facts to find and process the key information.

Targeted Results

As a result of the learning solution, you will:

- Think more systematically and rationally about problems you encounter
- Ask better questions to obtain more relevant information
- Organise information more effectively
- Develop more clarity around possible solutions
- Identify the root causes of problems more quickly
- Avoid emotional triggers that can influence your best thinking
- Reduce the time spent in investigating irrelevant information



CTS 3: Strategic Problem Solving Workshop

Overview

At more senior levels, people often have to find solutions to mission critical problems and make strategic decisions which will impact the organization. Finding the real cause of a business issue is key to making the right strategic recommendations, and so this workshop focuses on a proven method for deconstructing strategic problem solving.

Learn how to strengthen your strategic thinking skills.

Using case studies and practical exercises, you will learn the essence of strategic thinking, learn to think your way through a range of hypotheses to arrive at the true cause of a business issue and to develop strategic decisions which will impact the organization. The approach used is an established method, made famous in large consulting firm for hypotheses-based problem solving and decision making.

Targeted Results

As a result of the learning solution, you will:

- Better gather information about a strategic issue
- Learn to deconstruct problems and decisions
- Test your hypotheses quickly and rigorously
- Facilitate group thinking to get the core of a problem through a structured approach
- Control reactive fixes to problems even in an uncertain business environment
- Generate new ideas and evaluate future scenarios more effectively
- Communicate and present your rationales and recommendations more succinctly
- Know when to focus effort on further analysis, even if resources and information are limited



CTS 4: Strategic Decision Making Workshop

Overview

Strategic Decision Making is the second workshop in the strategic problems solving series. Once the root cause of a strategic problem has been identified, only then can you generate options for how to respond. An experienced facilitator will walk you through the strategic decision making process for constructing a solution you can feel confident recommending to significantly reduce or eliminate the root cause.

Using case studies and practical exercises, you will learn new ways to generate innovative solutions. You will learn to think your way through hypothesis-based decision making and developing an evaluation plan to measure impact. The approach is an established method, made famous in large consulting firm for hypotheses-based problem solving and decision making.

Targeted Results

As a result of the learning solution, you will:

- A. Facilitate group work to get the core of a problem through a structured approach
 - Learn to deconstruct problems and decisions
 - Test your hypotheses quickly and rigorously
- B. Control reactive fixes to problems even in an uncertain business environment
 - Better gather information about a strategic issue
 - Describe contributing factors and the likelihood a proposed fix will impact the root cause
- C. Generate new ideas and evaluate future scenarios
 - Communicate and present your rationales and recommendations more succinctly
 - Know when to focus effort on further analysis, even if resources and information are limited



INFLUENCE SKILLS CLUSTER

IS 1: Influence Skills

Overview

Influencing others requires an understanding of the psychology of what truly prompts others to say “yes” or “no”. This course explores these psychological factors, plus how this knowledge may be used to achieve mutually desirable outcomes. You will learn how to build your influence by applying these principles to any number of business interactions, from managing, mentoring and negotiating in both verbal communications and written documentation.

Targeted Results

As a result of the learning solution, you will:

- A. Gain a better understanding of your current influence environment
 - Measure your current influence skills
 - Map your influence environment
- B. Have a basic understanding of the psychology behind the principles of persuasion
 - Know how to achieve a positive first impression
 - Describe the two paths of persuasion through the conscious and subconscious mind
 - Discover what prompts people to say yes or no
- C. Be able to select, customize, and apply the principle of persuasion to different situations
 - Use the Pre-Persuasion Checklist to determine the best approach for you
 - Apply the principles of persuasion on the job



IS 2: Negotiation Skills: Reaching Agreement of Your Terms

Overview

This hands-on seminar, with lots of examples, gives you a step-by-step guide to effective negotiation. You will learn how to first identify the issue, understand the argument from the other party's perspective, generate alternative potential solutions and then determine a solution that benefits both parties- where all parties depend on each other to achieve their goals.

Targeted Results

As a result of the learning solution, you will:

- Understand the Six Stages of Negotiation
- Know when—and when not—to negotiate
- Reach win-win agreements more frequently
- Develop an effective plan and strategy for any negotiation
- Know what behavior to expect and to adopt at each stage of the negotiation
- Adjust your negotiation style to achieve desired results



MANAGEMENT AND SUPERVISORY SKILLS CLUSTER

MSS 1: Bridging the Generational Gap

Overview

Workplace clashes between generations are increasing in frequency. This course is a must for supervisors, managers and coaches. Learn what is meant by the terms, Gen X, Gen Y, Millennial, Baby Boomer and how the life experiences of these generations have changed the way they typically function in the workplace. Learn the five essential changes leaders must make to manage millennials in the workforce and the skills they need to build to keep millennials engaged.

Targeted Results

As a result of the learning solution, you will:

- Define the strengths and opportunities of each generation
- Understand how to leverage the differences in generational outlooks and expectations
- Develop the six essential skills for positively engaging different generations in the workforce



MSS 2: Building Competencies for the Future

Overview

As technological advances change the nature of work and even the nature of organizations, job roles too are changing rapidly. Furthermore, companies move highly skilled employees quickly into lateral moves or advancements as a way of leveraging and retaining their human capital investments. Employees today must build competencies that allow them to flex with changes to their job, their organization and its culture. This course is for anyone in a rapidly changing work environment.

Learn the competencies to thrive within changing organizations that are being constantly drawn into a changing future. Understand the ways in which jobs are changing universally and within your company and why this detrimentally impacts traditional competency models. Then add the competencies to your repertoire and support employees to do the same.

Targeted Results

As a result of the learning solution, you will:

- Analyse your company's changing environment and determine the requisite competencies for yourself and your employees.
- Discover the future and the competencies necessary to thrive within it.
- Master the seven core competencies for the future (in any job role)



MSS 3: Virtual Teamwork- Getting the Best From a Virtual Team

Overview

Managing individuals who are geographically remote and not co-located can be challenging. Remote working is fast becoming the norm, but our experience is that most managers don't appreciate the difference in the ways to manage remote employees. As our workplaces are now linked virtually through technology, to get results, the leader of a virtual team must approach employees differently from the way they manage co-located teams.

Targeted Results

As a result of the learning solution, you will:

- Appreciate the challenges associated with virtual team leadership
- Develop trust and see the benefits of trusting relationships
- Communicate effectively with remote employees
- Empower your virtual team to better performance
- Coach your remote employees more effectively



MSS 4: Collaboration- Getting Results from Collaborative Work

Overview

Managing individuals who are geographically remote and not co-located can be challenging. Remote working is fast becoming the norm, but our experience is that most managers don't appreciate the difference in the ways to manage remote employees. As our workplaces are now linked virtually through technology, to get results, the leader of a virtual team must approach employees differently from the way they manage co-located teams.

Targeted Results

As a result of the learning solution, you will:

- Appreciate the challenges associated with virtual team leadership
- Develop trust and see the benefits of trusting relationships
- Communicate effectively with remote employees
- Empower your virtual team to better performance
- Coach your remote employees more effectively



MSS 5: People Styles-Adapting Your Personal Style to Get Results

Overview

Everyone has preferred ways of acting and interacting with others. Some people work quickly, others more slowly. Some respond better to data and others to stories or personal experiences. BCR's People Style training helps you understand your own preferences and those of others. Most importantly it teaches you how to recognize the behavior of others and create strong, productive relationships with anyone, by changing your own style to accommodate the needs of others. Participants will learn how to recognise behavioral and communication preferences and adjust their own behaviors to create productive working relationships with individuals of all People Styles.

Targeted Results

As a result of the learning solution, you will:

- Discover your own People Style.
- Determine the People Style of others.
- Use that information to moderate your behavior and make that person more comfortable, allowing you to resolve conflict.
- Adapt your own People Style to achieve effective results



MSS 6: Mastering the Matrix

Overview

Everyone working within matrixed environments is an employee of the structure. Matrices can thrive or fail based on the skills of the individual employees. This course is intended for employees who for often have accountability to more than one leader. (including both individual contributor and managers).

Learn the key components every employee needs to thrive in a Matrix environment. Using case studies, videos and practical exercises, you will learn the three key elements that shift employees from failing or surviving to thriving. You'll reflect and practice your way through these key skills and end up excited for the challenge of the Matrix

Targeted Results

As a result of the learning solution, you will:

- Empathize with the corporate need to evolve into matrixed structures.
- Recognize the personal advantages and challenges of the matrix.
- Discover effective ways get things accomplished in the matrix.
- Develop the methods to take control of the matrix and make it work for you.
- Master the essential elements to thrive in the matrix.
- Help increase employee satisfaction, retention and engagement
- Develop the right mindset to increase your collaboration skills
- Differentiate yourself and become more influential in your organization



COMMUNICATION AND PRESENTATION SKILLS CLUSTER

CPS 1: Verbal Communication- Getting Your Message Across

Overview

People who need to make their point very clearly, and often very quickly, tend to follow a simple and easy to follow approach to getting their message across. Whether you need to communicate a new idea to senior managers, influence your colleagues to support your proposal or inspire direct reports to make a change, the workshop shows how to use an OPEN© approach to communication. Projecting confidence, credibility and trustworthiness requires specific tools and strategies.

Targeted Results

As a result of the learning solution, you will:

- Get your message across more effectively
- Make credible, authentic presentations, versus artificial sounding pitches
- Better analyse your audiences and situations and plan your communication message
- Be better able to frame your message to specific audiences
- Apply the OPEN© approach with confidence
- Establish credibility and trust in your messaging
- Exhibit a strong sense of self-confidence with your peers, direct reports and managers



CPS 2: Written Communication- Making Your Point In Writing

Overview

Effective business writing conveys that you have a strong grasp of the issue you are communicating. This practical course is full of in-class exercises and offers immediate feedback to help you quickly develop this crucial skill. Learn a simple process for crafting a clear and concise message and get hands-on practice writing for the results you want—in the correct tone—and with complete clarity and precision.

Targeted Results

As a result of the learning solution, you will:

- Structure your report writing more logically
- Write clear, concise, and well-structured documents that get real results
- Plan effective communications, using a proven method
- Persuade resistant readers to act on your recommendations



CONSULTING SKILLS CLUSTER

CS 1: Internal Consulting Skills- Become a True Business Partner

Overview

Individuals who act as internal consultants face challenges very different to external consultants. Because you work for the same organization, you sometimes lack the perceived status or authority to deliver value. You can sometimes be seen as a “necessary ‘evil’” versus a truly valued business partner. In this short workshop, we look at how to position yourself credibly and how to win the respect of internal clients.

Being able to establish the right working relationship with internal clients, and setting the right expectations is key to the internal consulting relationship. In this short seminar we look at how to position yourself as a consultant when you are a “known entity” and cannot draw on the “mysterious credential” card.

Targeted Results

As a result of the learning solution, you will:

- Understand the key challenges associated with “internal” consulting
- Establish better working relationships with your internal clients
- Set better expectations with your client about roles
- Plan better interventions with your internal client
- Be seen as a valued business partner, versus merely a “pair of hands”