

Learning + Development | 2010



Unlocking potential and
transforming performance
for the not-for-profit sector

www.managementcentre.co.uk



UK Winner
National Training Awards 2006

=mc

Transforming the performance of not-for-profit organisations worldwide.

If you think all learning and development is the same, think again...



“ **=mc is leading the way in training delivery – they are definitely one of the best providers we use. Their approaches are truly inspirational, practical and address real and current challenges in leadership. We receive consistently high feedback from staff – the programmes help participants to start the journey of releasing and developing their potential and encourage them to put learning into practice.** ”

Diana Peeva, Learning and Development Engagement Partner, Diabetes UK

At **The Management Centre (=mc)** we deliver outstanding learning and development solutions across the not-for-profit sector. Our reputation as the sector's leading provider is built on 21 years experience. Experience of challenging participants to do things differently – and in a safe environment. Experience of searching out the best tools and techniques – or designing our own where none are available. Experience of providing a choice of approaches to find the solutions most relevant to individual organisations. Organisations like yours. With every programme we ensure:

Enjoyable, memorable learning: we enable participants to learn in a focussed and intensive way balancing expert input with practical exercises, small group coaching and extended case studies. Participants are encouraged to try new ways of learning outside of their normal preference.

Sector relevance: our learning and development solutions are tailored specifically to meet the needs of the charities, public bodies, local authorities and cultural organisations we work with.

Outstanding trainers: we rigorously select the very best trainers and facilitators to join our team. Each trainer brings their own experience, making the programmes relevant and engaging to participants.

Practical solutions: learning isn't just about absorbing new models, theories and techniques, it's about being able to use them in real life. We encourage participants to work together to apply what they've learned to their individual action plans.

Extensive resources: all our programmes are supported by detailed workbooks, covering not only all the programme content, but additional information to consolidate participants' learning after the training.

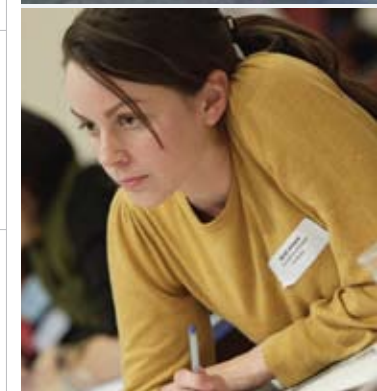
Award-winning training: it's not just our customers who say our learning and development is different. In 2008 we won the coveted **National Training Award**.

For further information call us on +44 (0) 20 7978 1516 or visit

www.managementcentre.co.uk/l&d

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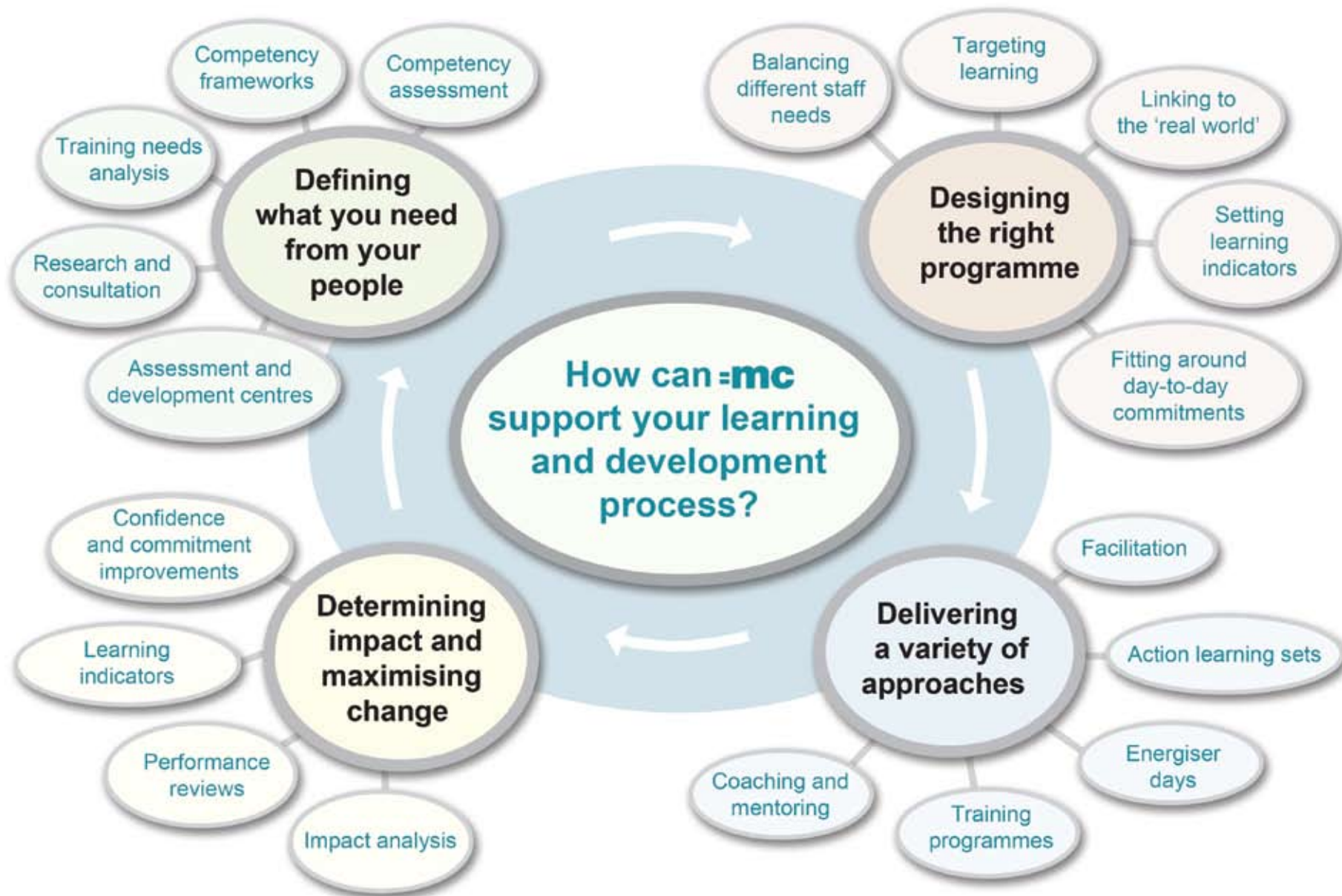
All the programmes in this brochure are available in-house. And if you need a more tailored solution our learning and development consultants can work with you to develop a specific approach. Whether it's a one-day briefing to improve customer service or a year-long programme to embed a major restructure, we can help.

Our approaches include training, coaching, facilitation and consultancy. So we are happy to work in every stage of a process – from defining the challenge to structuring a programme that meets your organisation's needs, and from delivering the work to assessing the impact at the end.

With in-house learning and development, you not only get a flexible solution, but also have the added benefit of great value. We charge by the day not by the participant – a cost effective way to deliver outstanding results.

Further information
Visit www.managementcentre.co.uk/l&d or contact Will Campbell, Principal Learning and Development Consultant on +44 (0) 20 7978 1516 or will@managementcentre.co.uk.

“ *=mc's learning and development consultants work hard to understand our needs, delivering lively, engaging and practical programmes that have a real impact on the ways we work.* ”
Amanda Potts, Learning & Development Manager, Multiple Sclerosis Society



Some recent learning and development projects

Royal National Lifeboat Institute (RNLI)

Challenge: RNLI's coxswains – technical experts who lead crews through fraught and dangerous rescue missions – need people management skills to create strong teams.

Solution: =mc designs a bespoke leadership and management programme balancing 'classroom' exercises with a reality-based rescue exercise to put the theory into practice. As a result, RNLI's coxswains align their management and leadership skills – and see significantly improved team working.

The International HIV/AIDS Alliance

Challenge: HIV/AIDS is increasing in Uganda. The Alliance country office programme has grown rapidly, but it must grow still more – focussing on areas where it can have most impact.

Solution: =mc runs three workshops. Donors and partners establish key strategy drivers. The office team develops vision, mission, values, competencies, and strategic objectives. A team-building day improves the team's effectiveness to deliver the strategy. As a result, the Uganda country office is on target to deliver all its strategic objectives.

Dumfries and Galloway Housing Partnership

Challenge: A growing organisation that has gone through significant change, with many staff new to management, DGHP needs a consistent – organisational – approach to management and leadership.

Solution: =mc develops a three-level integrated programme for emerging, middle and senior managers. There is a focus on providing managers with the skills to tackle ongoing change. As a result, they have a shared understanding and approach to leading and managing their teams, and are better able to manage change.

For further information call us on +44 (0) 20 7978 1516 or visit

www.managementcentre.co.uk/l&d

About =mc Consultancy

Our consultancy teams deliver outstanding fundraising and management consultancy. We work with you to find solutions.

Management Consultancy

We work in **change, strategy** and **innovation**. For more information visit www.managementcentre.co.uk/consultancy or contact Kate Gilmore or contact Kate Gilmore, Principal Management Consultant, at kate@managementcentre.co.uk.

Concern Worldwide joins up its managers

Challenge: Concern wants to create a sense of connection among its staff, and to bring consistency to its management practice. Concern has almost 4,000 employees working in 30 different countries...

Solution: =mc works to develop a **competency framework** that sets a baseline of performance behaviours. Partnership is key to organisational buy-in, so we create the framework working closely with staff around the world. As a result, the competency framework provides a common understanding of what is performance and drives Concern's learning initiatives.

Fundraising Consultancy

We work in **strategy, campaigns** and **major donor fundraising**. For more information, visit www.managementcentre.co.uk/fundraising or contact Angela Cluff, Deputy Director, at angela@managementcentre.co.uk.

UNICEF UK creates a high impact case for support

Challenge: UNICEF works in 190 countries and runs more projects than any other organisation in the world. UNICEF UK needs a case for support for a campaign that focuses around a specific problem.

Solution: =mc works with all levels of staff and broad themes for an appeal emerge. From these =mc writes a draft proposition, "Stand up for children's rights – our five promises to all the world's children". UNICEF UK uses the proposition in their public messaging and direct mail campaigns. As a result, it generates many new regular givers.

www.managementcentre.co.uk



“ =mc's facilitative and participatory approach both drew on our own knowledge and experience, and challenged us to develop an ambitious strategy. They helped us create a strategy that was truly ours, which gave the Uganda team the confidence, and most importantly, the commitment to implement it. ”

Kondwani Mwangulube,
Programme Manager:
East & Central Africa,
The International
HIV/AIDS Alliance

“ We've been through a comprehensive – and challenging – project with =mc in the design of our competency framework. I've been particularly impressed by the way in which =mc created a truly consultative process. Everyone in Concern has had the opportunity to contribute to the design and, as a result, we have a development tool that is genuinely aligned with our values and mission. ”

Anthony Brennan, Director
of Human Resources,
Concern Worldwide

Facilitation Skills

Working with groups and teams to achieve their desired results



Facilitation Skills helps participants gain the confidence and skills to work with groups to solve problems, agree direction and plan action in a productive way.

Over two days we look at tools and techniques for a number of key group organising skills, including contracting principles, creating engagement, reading group dynamics, balancing task and process, and structuring sessions for maximum impact and learning evaluations.

Participants learn to improve their personal communication skills including questioning and summarising and active listening. Everyone has the opportunity to facilitate small group exercises both to practice their skills and gain 360° feedback from fellow participants on areas to develop.

Ensures participants are able to

- help people work productively together in meetings, focus groups and workshops
- use a range of approaches to organise group discussion
- handle challenge and conflict in groups

Ideal for

- individuals responsible for leading meetings
- managers seeking consensus for future direction or actions

This was an incredibly useful programme. The advice and tools we learned about have proved to be real life-savers. I managed to turn a potentially messy and difficult meeting into a structured and focussed discussion – with everyone satisfied with the outcomes. The training gave me the confidence to use these new skills to great effect.

**Paul Jenkins, Programme Director,
Creative Futures Cumbria**

Visit the webpage for full programme details

www.managementcentre.co.uk/fac

Managing Multiple Priorities

Practical solutions for managing time and workloads more effectively



Managing Multiple Priorities focuses on promoting personal effectiveness through individual learning and change. Based on the work of a range of effectiveness experts – from Steven Covey to Alan Lakein – participants identify practical solutions not only for themselves, but for their teams.

Managing time successfully is about balancing two key decision bases, what and when. Participants learn how to manage demanding priorities against deadlines – distinguishing important from urgent tasks and how to make decisions quickly. And they discover tools to handle priority conflicts.

This programme also provides insights to working with others – including delegating effectively, strategies to reduce interruptions and dealing with dangerous 'time bandits'.

This programme has banished my bad habits! Now my work is much more manageable and I can see a way forward. I have a clear inbox and an up-to-date task list most of the time. I was so impressed with the programme that I asked =mc to come and deliver it to the whole staff team. It has made a real difference to the way we work.

**Marie Brookfield, Chief Officer,
Bury 3rd Sector Development Agency**

Ensures participants are able to

- focus their energies to deliver results
- deal with heavy workloads and constant interruptions
- improve their work-life balance

Ideal for

- individuals needing to take control of their work and their time
- individuals wanting to improve their personal effectiveness



Meals and refreshments

Workbook

1 day, London:
**18 February
6 October**

£230 + VAT

Meals and refreshments

Workbook

2 days, London:
**12-13 May
29-30 September**

£450 + VAT

www.managementcentre.co.uk/mmp

Developing Personal Presence

In association with



Making a powerful and memorable impact in small and large groups

One of =mc's most popular programmes, Developing Personal Presence, builds on skills individuals already have to develop a more sophisticated approach to impactful communications – from informal meetings to full-blown presentations.

We begin by asking participants to consider themselves as a personal brand in order to assess their qualities and position themselves appropriately.

We then go on to crack the charisma code, ensuring participants acquire the key techniques to help them gain personal power and impress their audience – on demand. They learn how to build rapport with a range of individuals using techniques borrowed from theatre improvisation. And we introduce participants to key presence principles, finding out how outstanding communicators – from Obama to newsreaders – convey presence through a mixture of eye contact, body language and voice.

Ensures participants are able to

- project presence and charisma
- communicate complex ideas quickly and memorably
- respond effectively under pressure

Ideal for

- managers who want to develop authentic personal presence
- individuals who need to make an impact at conferences or meetings

“Developing Personal Presence was extremely useful. I now use the tools and techniques in all aspects of my work. As a result I'm more confident and feel that my ideas have more impact.”

Alnoor Mitha, Director, Shisha

Visit the webpage for full programme details

www.managementcentre.co.uk/dpp

Influencing and Negotiating for Results

Using psychology and practical techniques to achieve the best outcome

This programme is for individuals who want to boost their ability to persuade and convince others and secure better deals for their organisation with external stakeholders. It also helps to enhance their ability to build rapport with anyone and access strategies to handle conflict.

In the influencing arena participants learn, among other things, to recognise others' psychological styles and adapt theirs accordingly and re-frame information to make it acceptable. As part of negotiating skills they discover how to work through the four phases of a negotiation and how to devise ethical win-win approaches.

“This was an interesting, varied, fun and wide-ranging programme, delivered by a fantastic trainer. I now think about the importance of body language and NLP when influencing and prepare thoroughly for negotiating with the LIM-it model. I recommend the programme to all my colleagues!”

Caroline Walker, Employability Development Adviser, Queen Mary, University of London

Ensures participants are able to

- choose an appropriate communication style to build rapport and influence others
- prepare and set success parameters for negotiations
- understand – and modify – their influence and negotiating styles

Ideal for

- individuals who negotiate with internal or external stakeholders as part of their job
- individuals who need to influence others at work
- individuals working in cross-functional or multi-agency partnership teams

Check out **The Influential Fundraiser** on page 24 – designed specifically for fundraisers

www.managementcentre.co.uk/inr



Meals and refreshments

Workbook

2 days, London:
10-11 February
21-22 September

£450 + VAT



Meals and refreshments

Workbook

1 day, London:
18 May
12 October

£230 + VAT



Meals and refreshments



Workbook

1 day, London:
13 October

£230 + VAT

Think on Your Feet

Communicating with confidence and clarity under pressure

In association with



This new =mc programme enables participants to use techniques from the science of psychology to structure ideas quickly and simply, create memorable stories and examples and simplify complex information.

Think on Your Feet is fast-paced and highly participative. It covers a number of topics and modules including presenting under pressure, using the Think/Feel/Do structure, TRAIN-of-thought technique and Occam's razor reasoning. Participants learn how to handle tough questions confidently with the radar reply technique, question jujitsu and how to deal with *Sharks*, *Ramblers* and *Vultures*. We also look at making messages memorable using the SUCCESS framework, developed by the Heath Brothers in their book *Made to Stick*.

Ensures participants are able to

- perform impressively in unexpected situations
- handle challenges and hostile situations confidently
- increase their audiences' ability to retain and recall information

Ideal for

- individuals needing to communicate in challenging 'on the spot' situations
- individuals looking to improve their personal impact
- individuals who need to influence under pressure

The role-plays and techniques used in this programme will continue to be of great benefit to me and my team. Ansoff's Matrix has helped me to improve my productivity and 'making messages memorable' will help no end with the capital appeal I'm working on!

Mark Loades, Major Donor Fundraiser,
East Anglia's Children's Hospices

Visit the webpage for full programme details

www.managementcentre.co.uk/uf

Transformational Presentation Skills

Developing outstanding, confident and organised presenters

Transformational Presentation Skills is the UK's most popular presentation skills programme. In a small group of 10, with two dedicated coaches, participants have the opportunity to learn the secrets of how to deliver complex ideas simply and effectively to groups – whether it's 10 or 1,000 people – using =mc's systematic methodology.

We show participants how to reduce preparation time, how to choose the right 'style' of presentation for their audience and how to make their presentation memorable. Participants also learn how to appear confident when they're nervous.

This is experiential learning at its most practical. As well as trying out specific skills, participants deliver three 'formal', videoed presentations followed by 1:1 coaching with a skilled =mc coach.

I learned so many practical techniques on this programme about how I can use things like eye contact and gestures to make more of an impact. The programme really boosted my confidence. I'm looking forward to my next opportunity to practice my new skills – when I'll be sharing what I've learned with the team.

John Stacey, Club and Coach Support Officer,
England Athletics

Ensures participants are able to

- control nerves and banish negative mindsets to present confidently
- design and deliver their presentation to have maximum impact
- present complex ideas simply and effectively

Ideal for

- individuals who need to make formal presentations, from major conferences to team briefings

www.managementcentre.co.uk/tps



Meals and refreshments



Workbook



1:1 coaching

3 days, London:
23-25 February
27-29 April
6-8 July
28-30 September
23-25 November

£750 + VAT

Project Management

A powerful, systematic model to plan and manage projects

This programme enables participants to plan and manage projects so that results are delivered to schedule and specification. They leave with a thorough grounding in =mc's Systems Model. This model, unlike PRINCE 2 and other frameworks, is specifically designed for the not-for-profit environment and is adaptable to any project – short or long-term, simple or complex.

Over the three days we explore the 'hard' and 'soft' sides of project management. Participants find out how to scope projects – identifying project drivers, purpose, outcomes, success criteria, etc. They also acquire a portfolio of reliable and flexible tools to map out a project including Work Breakdown Structures and Critical Path Analysis. As important, participants learn how to create effective project teams.

Ensures participants are able to

- put together project teams that start to perform from day 1
- have access to a range of key project planning tools
- use the =mc Systems Model to design and manage projects successfully

Ideal for

- individuals leading or managing complex projects
- individuals leading or managing multiple projects

"I've grown to expect great things of =mc's training, and this inspirational programme certainly lived up to expectations. I immediately put the learning into practice – introducing the Systems Model to the organisation. It has enabled us to develop clear project plans and has had far reaching benefits for the hospice."

Marina Phillips, Deputy Chief Executive, St. Joseph's Hospice

Visit the webpage for full programme details

www.managementcentre.co.uk/pm

Emerging Managers Programme

The essential management toolkit for new or developing managers

=mc's Emerging Managers Programme is specially designed for new or soon-to-be managers ready to benefit from discovering the latest tools and techniques to manage themselves and their team.

By working with other high-potential managers from different organisations, participants grow in confidence and improve their personal effectiveness. They also learn the secret to building and working through a successful team and how to resolve challenges using practical solutions.

The three days focus on participants' responsibility for achieving results not only through their own behaviour but also that of other people. During the programme everyone has the opportunity to lead live exercises and receive feedback from fellow participants.

"I picked up some great tips from the Emerging Managers Programme, and have already started to feedback more effectively to my team. I'm also much more aware of leadership styles and of getting out of the nurturing zone into something less time-consuming!"

Claire Smith, Head of Communications, BIBLE SOCIETY

Ensures participants are able to

- understand their own management style preference – and learn to access other styles
- use enhanced communication skills to get their case across and make an impact
- manage performance using coaching and feedback skills to maintain motivation

Ideal for

- high-achieving individuals with management potential
- recently appointed or promoted managers

www.managementcentre.co.uk/em



Meals and refreshments

Workbook

3 days, London:
16-18 March
15-17 June
19-21 October

£650 + VAT

3 days, London:
20-22 April
13-15 July
2-4 November

£650 + VAT

Meals and refreshments

Workbook

3 days, London:
16-18 March
15-17 June
19-21 October

£650 + VAT



Meals and refreshments



Workbook

2 days, London:
22-23 June

£450 + VAT

Coaching Skills for Managers

Building a resilient team

Coaching Skills is designed to help managers develop more productive, confident and self-reliant staff and volunteers using a non-directive approach.

Over the two days we introduce participants to a flexible model of coaching. They explore the structure of the coaching process and begin to develop their own coaching style through a number of guided 1:1 and small group sessions. Participants practise technical skills such as goal-setting, rapport-building, the four levels of listening, key questioning techniques and effective contracting. They learn how to decide when coaching is the right technique to use – and when it's not appropriate.

“The practical sessions in this programme were especially useful – letting us put our new skills to the test. I’ll not only use this learning in 1:1 sessions with my team members, but also with managers and peers.”

Sue Burch, Assistant Director – People, Barnardo’s

Ensures participants are able to

- understand the qualities of a successful coach and where it fits in a management portfolio
- use the GROW model to connect individual and organisational performance
- reframe limiting beliefs and other psychological barriers that can impact on performance

Ideal for

- managers keen to build their staff's resilience using a non-directive approach
- managers with a geographically spread team
- managers with an experienced team going through change

Visit the webpage for full programme details

www.managementcentre.co.uk/cs

Emotional Intelligence in Management

In association with



Developing interpersonal and intrapersonal skills

Managers often need to feel confident and in control in challenging situations with colleagues, customers, donors and even service users. Emotional Intelligence (EI) offers them a number of techniques and technologies to maintain their own motivation and momentum under pressure, and to maintain a positive balance.

Emotional Intelligence in Management explores the origins of EI, its importance in management and personal development and how it's distinct from 'conventional' intelligence. Specifically, participants explore the practical implications of the five key EI dimensions – self-awareness, self-regulation, motivation, empathy and social skills. They find out how to use EI techniques effectively in meetings, appraisals, presentations and even emails.

“I thoroughly enjoyed this programme. The trainer’s style was fantastic – he presented the material in a way that was easy to understand and digest. It made me realise that Emotional Intelligence is something everyone should learn about.”

Jo Reilly, Community Planning Officer,
Ryedale District Council

Ensures participants are able to

- be more aware of themselves and their impact on others
- maintain and nurture their own motivation
- build rapport with others quickly and effectively in difficult situations

Ideal for

- managers keen to understand how EI can help their performance and effectiveness
- individuals who want to improve the way they communicate with and relate to others

www.managementcentre.co.uk/ei



Meals and refreshments



Workbook

1 day, London:
29 April

£230 + VAT



Leadership Development Programme

Developing, coaching and inspiring teams to achieve greater results

=mc's **Leadership Development Programme** offers participants a leader's toolkit to help them challenge and motivate both themselves and their team. Over three intensive days we help participants identify what makes a successful leader and introduce them to their *Intelligent Leadership* profile, a 360° emotional intelligence model developed by =mc.

Participants link the key motivation theories to practical situations. By leading and participating in a series of exercises, they build awareness of how effective they are in the leader's role. Everyone receives feedback on their personal strengths and weaknesses from fellow participants to help them to continue to develop back at the workplace.

Ensures participants are able to

- shape and develop high performing teams
- adapt their leadership style according to the person and the situation
- monitor and assess performance and deal with performance challenges

Ideal for

- managers who want to take their leadership skills to a higher level of effectiveness
- managers keen to use a more flexible leadership style to yield better results

This was an excellent programme, topped off with an excellent trainer. Every module was interesting and delivered at a perfect pace. I understand my team much better and understand how I can best lead them to success!

Lisa Williamott, Head of Data and Insight, ActionAid

Visit the webpage for full programme details

www.managementcentre.co.uk/ldp

Strategic Leadership Programme

Developing leaders to take the organisation forward

=mc's **Strategic Leadership Programme** helps new and potential senior managers develop a higher level skill set to make them ready for greater responsibility. Through powerful managed feedback and expert tutor input, participants improve their ability to act decisively – and effectively.

The programme focuses on three impact areas: **Leadership**, **Change** and **Strategy**. The **Leadership** module includes a 360° assessment and coaching using Kouzes and Posner's *Leadership Practices* (LPI) model. In the **Change** module we introduce powerful tools to successfully implement integrated change – while maintaining motivation. The **Strategy** module includes an introduction to the latest version of the Balanced Scorecard strategy map methodology.

I found all of the sessions useful, and I'm looking forward to sharing my new skills and knowledge with colleagues. The trainer's flow and presentation style made learning really enjoyable. I will recommend this programme to friends and colleagues.

Bakary Marong, Regional Finance Manager,
Sightsavers International

Ensures participants are able to

- become a high achieving leader and understand how to create an empowering culture
- create systematic innovation to drive change
- use cutting edge tools to create a successful strategy

Ideal for

- heads of departments or divisions in larger organisations
- CEOs of smaller charities
- middle managers looking to step up to a more senior role



Meals and refreshments

Workbook

360° feedback

1:1 coaching

3 days, London:
16-18 November

£650 + VAT

www.managementcentre.co.uk/sl

Meals and refreshments

Workbook

360° feedback

3 days, London:
30 March-1 April
6-8 July
12-14 October

£650 + VAT



Meals and refreshments



Workbook

1 day, London:
23 June

£230 + VAT

Strategic Planning Tools

In association with



An overview of the key contemporary strategic models and how to apply them

This one-day programme will help participants to understand and use a range of strategic tools – and learn how to integrate them into a flexible planning framework.

Strategic Planning Tools is built around a number of core modules covering frameworks in planning, how to analyse challenges, managing service and activity portfolios, shaping new strategic directions and defining organisational competencies against vision and mission. In an intensive day participants cover a wide range of tools and models.

“The tools I gained on this programme will be of great use in my team strategy development. The planning map, in particular, has shed new light on the business planning process I’m currently engaged in.”

Marcus Gilleard, Head of Corporate Partnerships,
Earthwatch Institute

Ensures participants are able to

- visualise and share their strategic model with colleagues
- assess their direction using Boston and Ansoff Matrices
- frame decisions using Michael Porter’s 5 Forces approach

Ideal for

- managers who want to understand all the key tools available and how to use them
- managers leading a strategic planning process
- managers needing to solve a specific strategic challenge

Check out **Strategic Planning Tools for Fundraising** on page 25 – designed specifically for fundraisers

Visit the webpage for full programme details

www.managementcentre.co.uk/spt

Consultancy Skills Programme

The professional approach to transforming results

New!

The **Consultancy Skills Programme** draws on the latest and most effective consultancy techniques, equipping managers to act as consultants and advisers. At =mc we use this week-long event to develop our own management consultants.

Using trainer input and Harvard Business School-type case studies, participants work through the nine key consultancy toolkits: methodology, strategy, structure, communication, coaching, problem solving, culture, innovation and change. =mc has used these approaches and models with organisations as diverse as the Probation Service, the UK Government Cabinet Office, UNICEF, Amnesty International and the National Trust for Scotland.

“I attended the Consultancy Skills Programme when I was Director of Community Development, and I learned a huge amount. It was invaluable in helping me to identify and develop the high quality services people in Brent wanted – at a price that they could afford.”

Gerry Davis, Former Director of Community
Development, London Borough of Brent

Ensures participants are able to

- analyse complex situations
- identify possible solutions
- ensure senior leadership accept & follow through their proposals

Ideal for

- senior managers called in to ‘trouble-shoot’ in other departments
- HR or L&D professionals who see consultancy as a complement to existing interventions
- grant officers from organisations such as Arts Council, Big Lottery or local authority – responsible for supporting and assessing external projects

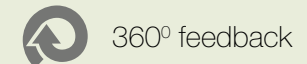
www.managementcentre.co.uk/csp



Meals and refreshments



Workbook



360° feedback



1:1 coaching

5 days, London:
22-26 February

£1,100 + VAT



Meals and refreshments



Workbook

1 day, London:
11 November

£230 + VAT

Leading and Managing Change

Successfully taking people through challenging times

Leading and Managing Change is essential for anyone who needs to lead or manage organisational change – a re-structure, a new culture, a merger – and needs a solid framework to shape the process. The programme is based on **=mc's** adaptation of Kotter's well-established systematic model. It explores how to start and shape a change process as well as how to re-energise a faltering one.

As part of a rigorous 8-phase approach participants develop their ability to identify change drivers and tackle different types of change. The programme also explores the 'softer' side of successful change, including how to use emotional intelligence in change and how to respond empathetically but effectively to teams and individuals in the grief cycle.

Participants are given the opportunity to complete **=mc's change readiness audit** – a unique tool to assess an organisation's change capability and competence.

"This was a great day. I came back with lots of tools and techniques, which I'm putting into place. My management team are now using the Kaizen model to embed incremental change and our walls are covered with lists of ideas. I'd recommend this programme to all managers."

Dave Moss, Strategic Delivery Unit Manager, Bradford Metropolitan Council

Ensures participants are able to

- tackle both breakthrough and incremental change
- adapt their style between seven key change roles
- overcome and respond to resistance to change

Ideal for

- managers leading or managing change processes
- individuals called upon to trouble-shoot change challenges

Visit the webpage for full programme details

www.managementcentre.co.uk/lmc

Creativity and Innovation Toolkit

Releasing and realising new ideas from individuals and teams

In association with



This new **=mc** programme offers a range of techniques enabling participants to come up with new ideas and put them into practice. They discover the secrets of stimulating systematic, 24/7 creativity – and how to successfully innovate high payoff ideas.

Participants learn seven **creativity** techniques including Zwiki boxes and the 15 foot advantage. They also learn the five essential steps to maximising creativity in groups, ensuring everyone is engaged and removing the mindset traps that hold back creativity. Using **=mc's** six-stage innovation value chain, we take ideas from origination to transformed results – **innovation**. We explore creating a culture of creativity and innovation with case studies from **=mc's** work with NSPCC, RNIB and UNICEF.

"The innovation value chain was a great starting point to see where Action for Blind People were doing well and where we needed to concentrate our efforts. I've been using the techniques we learned on the programme in every aspect of my work. It has really helped me to approach things in a different way and influence the whole organisation to do the same."

Alison Sopp, Head of Statutory Funding, Action for Blind People

Ensures participants are able to

- integrate creativity and innovation into their everyday work
- use a range of techniques to come up with new ideas
- remove barriers to cooperation in teams and departments

Ideal for

- managers keen to energise and engage their team creatively
- individuals under pressure to find new ways to develop services or fundraising

www.managementcentre.co.uk/ci



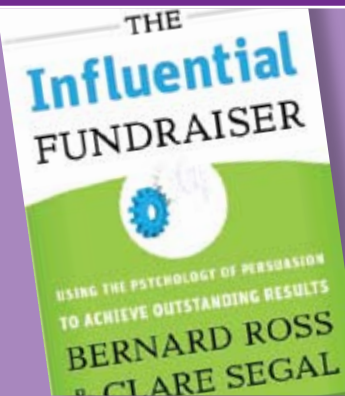
Meals and refreshments



Workbook

1 day, London:
13 April
16 September

£230 + VAT



Meals and refreshments



Workbook



Free copy of *The Influential Fundraiser*

1 day, London:
11 May
5 October

£230 + VAT

The Influential Fundraiser

Interpersonal and psychological skills to win over donors, volunteers and colleagues

In association with



This programme is based on the best selling book, *The Influential Fundraiser*, by =mc's directors Bernard Ross and Clare Segal. The day draws on the latest thinking in psychology and neurology to analyse interpersonal situations and how to handle them effectively. Participants develop skills and confidence in their own ability to handle donors effectively and manage their expectations.

The programme, like the book, is based around the powerful 5P framework, which explores the importance of passion, proposals, preparation, persuasion and persistence. Each of these elements is explained and you are introduced to tools that will help you manage and interact with them.

Every participant receives a copy of *The Influential Fundraiser*

“ This was a great programme – interesting, enjoyable, well paced and clear. I had fresh thoughts and ‘light-bulb moments’ throughout the day. And I successfully put the learning into practice immediately at an event at the House of Commons. ”

James Gambrill, Head of Major Gifts, Build Africa

Ensures participants are able to

- interpret a donor's psychological preferences and match their approach
- design an effective case using the four basic case types
- build ultra fast rapport with donors

Ideal for

- charity fundraisers
- CEOs
- volunteers
- development directors

Visit the webpage for full programme details

www.managementcentre.co.uk/if

Strategic Planning Tools for Fundraising

Transforming fundraising performance using key planning tools and frameworks

In association with



This programme is designed for development directors and senior fundraisers who need strategic tools and techniques to reframe a new or existing fundraising strategy. We provide participants with an understanding of all the key strategic tools available for planning, and explore how to use them appropriately and effectively.

We begin with an overview of current key thinking in strategy, from core competencies to blue and white water approaches. We clarify and simplify strategic terms such as values, core business, emergent and intended strategies. Other modules cover the environmental context – using PEST and SWOT – plus competitor and gap analysis to identify where there is potential for participants to make a significant difference – and to generate strategic drivers.

“ As a member of our Senior Management Team, these tools have been incredibly useful in helping me think how we can diversify our income. I immediately put them into practice and will continue to use them for years to come. ”

Rob Jackson, Director of Development and Innovation, Volunteering England

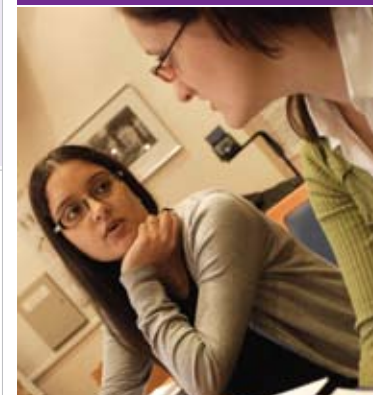
Ensures participants are able to

- assess their fundraising portfolio and establish the relative impact of each initiative
- decide key development directions using Ansoff's Matrix
- engage colleagues and board members in strategic discussions

Ideal for

- senior fundraisers who need strategic tools to tackle challenges
- development directors who need to reframe their fundraising strategy and existing portfolio

www.managementcentre.co.uk/sptf



Meals and refreshments



Workbook

1 day, London:
17 February

£230 + VAT

About =mc



“ **Our mission is to transform the performance of not-for-profit organisations worldwide through outstanding training and consultancy.** ”

The Management Centre (=mc) is the UK's leading consultancy organisation working to transform the performance of not-for-profit organisations worldwide.

Uniquely in the sector, we offer whole organisation solutions. In addition to learning and development, we also provide management and fundraising consultancy covering such areas as:

- strategy
- change
- innovation
- major donor fundraising
- capital campaigns

To find out more about our wider consultancy work, visit our website at www.managementcentre.co.uk.

We also work internationally through our partner organisations in Asia, Australasia, Brazil, Mexico, Middle East and the USA. To find out about our worldwide network, visit www.managementcentre.com.

“ **=mc have helped to develop our managers and directors at Affinity – everything from their leadership, influence and change implementation. We're starting to see a real difference here in both individual and team performance and owe part of that to =mc's very challenging and empowering approach.** ”

Leo Sowerby, Chief Executive, Affinity Trust

Call us today on **+44 (0) 20 7978 1516**

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Booking Information

Open Programmes

It takes just a few minutes to book onto an open programme online at www.managementcentre.co.uk/bookings. If you are unable to book online, please contact us directly on **+44 (0) 20 7978 1516**.

We can hold provisional bookings – during busy periods – for up to 5 working days. We then need written confirmation if you wish us to confirm and process your booking.

We operate simple cancellation terms once you've confirmed your booking. Essentially, you would need to cancel your booking at least 28 days in advance to avoid any additional costs. Please see the full details at www.managementcentre.co.uk/terms.

Discounts for group bookings

We can offer discounts for group bookings. Contact Moi Tu, Practice Manager on **+44 (0) 20 7978 1516** or email m.tu@managementcentre.co.uk.

Payment

When you confirm your booking, we send an invoice along with joining instructions. The invoice is payable within 28 days of the date of the invoice, or before the programme starts if that is sooner. We're unable to accept card payments.

In-house training, learning & development consultancy

If you want to discuss your organisation's learning and development needs, and explore in-house training options, then please contact our Principal Learning and Development Consultant, Will Campbell, on **+44 (0) 20 7978 1516** or email will@managementcentre.co.uk.

To make a booking visit

www.managementcentre.co.uk/bookings

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Company registration: 014663208
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Open Training Programme Calendar 2010

February	Influencing and Negotiating for Results 10-11 February	Strategic Planning Tools for Fundraising 17 February	Managing Multiple Priorities 18 February	Consultancy Skills Programme 22-26 February	Transformational Presentation Skills 23-25 February	
March	Project Management 16-18 March			Leadership Development Programme 30 March - 1 April		
April	Creativity and Innovation Toolkit 13 April	Emerging Managers Programme 20-22 April	Transformational Presentation Skills 27-29 April	Emotional Intelligence in Management 29 April		
May	The Influential Fundraiser 11 May	Facilitation Skills 12-13 May	Developing Personal Presence 18 May			
June	Project Management 15-17 June		Coaching Skills for Managers 22-23 June	Strategic Planning Tools 23 June		
July	Transformational Presentation Skills 6-8 July	Leadership Development Programme 6-8 July	Emerging Managers Programme 13-15 July			
August						
September	Creativity and Innovation Toolkit 16 September	Influencing and Negotiating for Results 21-22 September	Transformational Presentation Skills 28-30 September	Facilitation Skills 29-30 September		
October	The Influential Fundraiser 5 October	Managing Multiple Priorities 6 October	Developing Personal Presence 12 October	Leadership Development Programme 12-14 October	Think on Your Feet 13 October	Project Management 19-21 October
November	Emerging Managers Programme 2-4 November	Leading and Managing Change 11 November	Strategic Leadership Programme 16-18 November	Transformational Presentation Skills 23-25 November		



Talk to us today about your training needs: +44 (0) 20 7978 1516

Reserve your place now: www.managementcentre.co.uk/bookings