CAPABILITY STATEMENT

People
Performance
Productivity

bsi learning

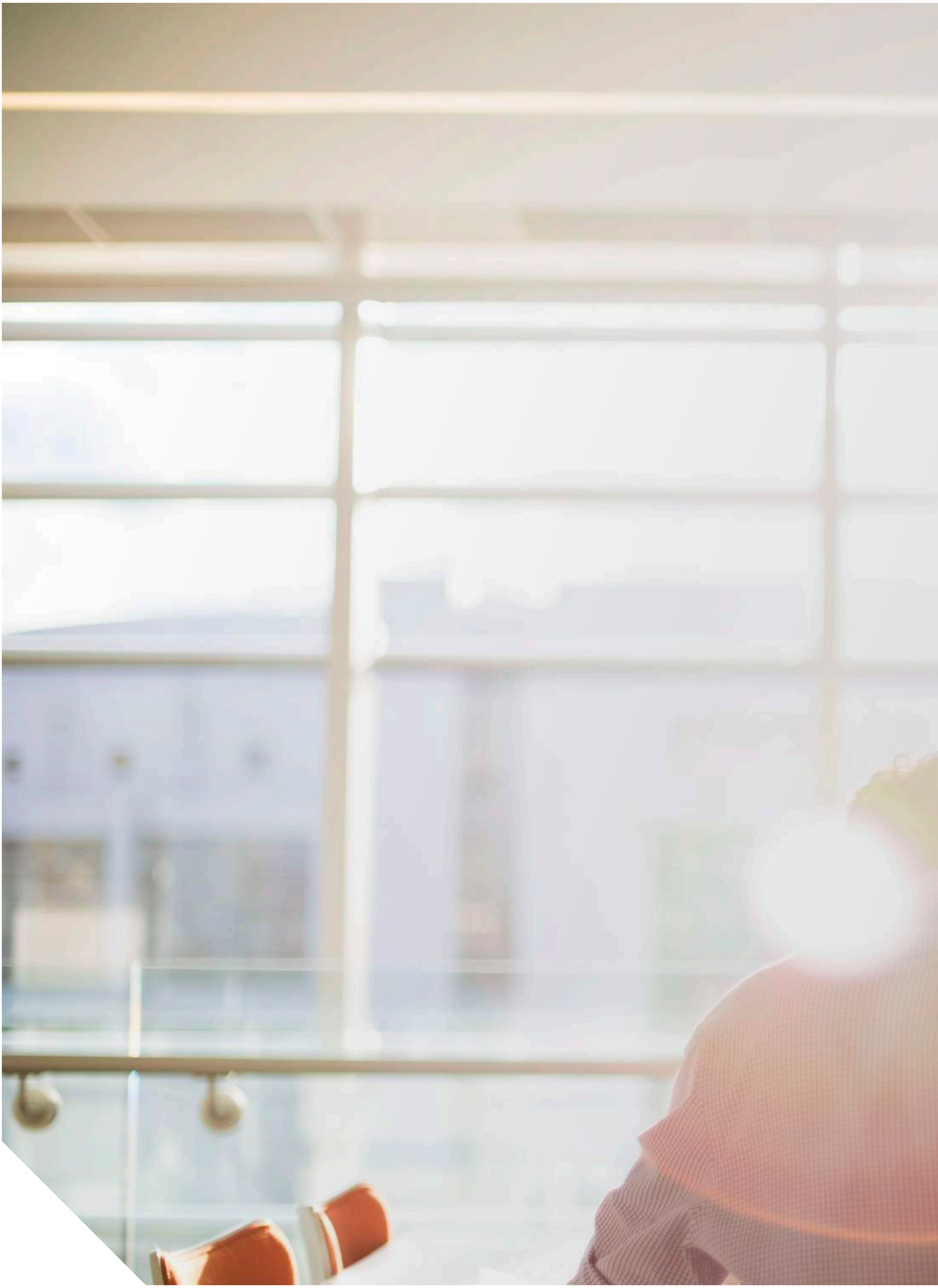
BSI Learning is committed to delivering a learning experience that produces beneficial change for both your people and your organisation.

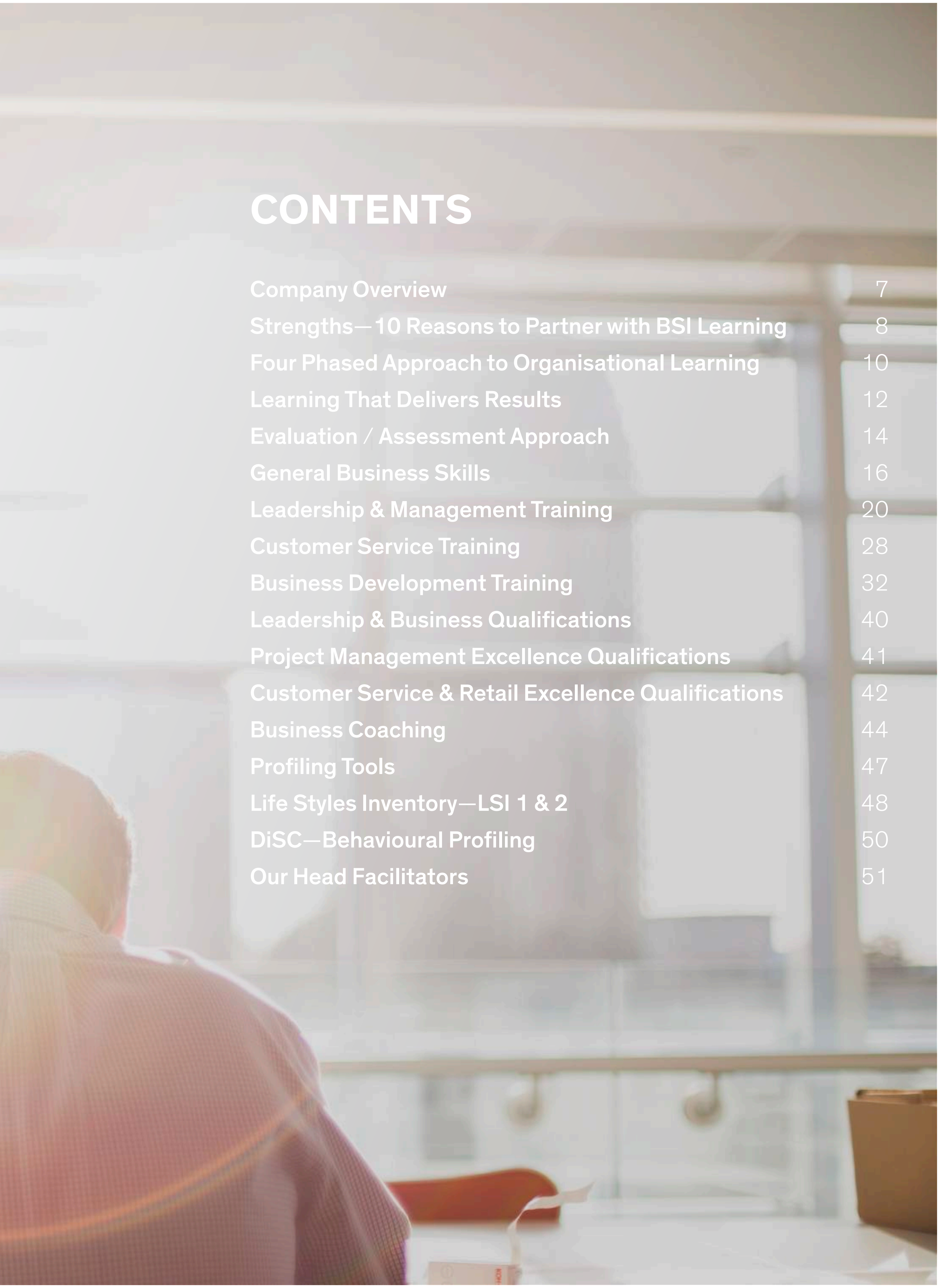
By doing this, we ensure that the training we design and deliver is both appropriate and specific.

We aim to develop programs that have measurable effects, not only on your
people and their performance but on the bottom line results of the company.

We achieve this by...

- Contextualising the training to suit your business needs and culture
- Developing a blended program that would bring together classroom based training, online learning, self-reading, pre-course preparation and experiential learning.
- Involving stakeholders, managers and trainers in workplace projects with the staff to get maximum ROI and outcomes from this program.
- Providing Accredited Career Pathways for staff to recognise their skills towards nationally recognised qualifications if required.
- Developing custom eLearning, providing technology platforms to host content and developing online modules for induction and compliance training for organisations.





CONTENTS

COMPANY OVERVIEW

BSI Learning (BSIL) is a National company that provides consulting, eLearning, coaching, training and development services. At BSI Learning, every training course we conduct is customised to the precise needs and requirements of your people. The effectiveness of any training course is best measured by resultant changes in workplace efficiency and productivity. At the outset of our discussions with you we will define metrics to enable us to measure and learn from these results.

Our range of services includes:

1. Corporate Training
2. Executive Coaching
3. Strategic Consulting
4. Accredited Training
5. Case Management
6. Vocational Education to the Disadvantaged
7. Pre-Employment programs
8. Sustainable employment programs
9. Online Learning
10. Organisational Development Strategy

> "BSI has taken the time to learn about our firm and the environment in which it operates."
>
> Marcel Mol—National Manager
> Learning & Development, Clayton Utz

STRENGTHS— 10 REASONS TO PARTNER WITH BSI LEARNING

1 **World class Customised Programs**
BSI Learning will get to know your business from the 'front end' and customise a unique training program specific to your business requirements.

2 **You are in excellent company**
Our client list includes Australian and Global companies from various industry.

3 **Build motivated teams**
We create a fun, energetic educational experience, specific and relevant to your business. We will draw out industry/company examples – thus making the training relevant and applicable to your staff.

4 **Flexible programs**
Designed to suit the logistics of the workplace. Our rollout is designed to ensure most employees are able to attend on the day.

5 **We provide solutions**
Drill down to the issues and to the behavioural changes necessary.

6 **Cultivation of strong client relationships**
Through practising what we preach, we are responsive to all our client's needs.

7 **Up to date, reliable and valid training material**
Incorporating powerful models which can be directly applied to the workplace.

8 **Our trainers possess strong commercial and educational backgrounds**
They are committed to the learning process, are specialised experts in their chosen fields of work. They are skilled at tailoring the same message to different levels of participant (Manager-CEO), whilst generating enthusiasm for the topic.

9 **BSIL focuses on diagnosing the issues and then implementing the solution**
We consider both the context of the organisation and the careful planning and execution of technical elements as critical to the success of business improvement.

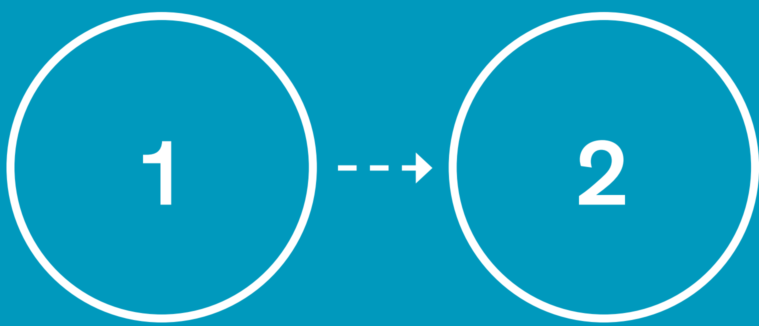
10 **Mix and match any combination of workshop**
Another aspect which sets BSI Learning apart from other training organisation is our ability to adapt to the needs of our clients. Feel free to mix and match any of our 4 hour, 1 day or 8 day programs.

“The most exhilarating, engaging and awe inspiring leadership course I have ever attended.”

LG Australia—Leadership Excellence Program

FOUR PHASED APPROACH TO ORGANISATIONAL LEARNING

A FOUR LEVEL APPROACH IS USED COLLABORATIVELY OR PROVIDED ON AN INDIVIDUAL BASIS



Analysis

Organisations' Learning Profile

We conduct a thorough assessment of the current alignment between the organisation's Vision, Strategies and Staff Development using a combination of interventions including:

- Situational Analysis
- Individual and group interviews
- Desk research
- Culture survey and
- Organisational effectiveness diagnostic

Design

Organisational Development Plan

Design of a high-level development plan for the establishment of a Learning Organisation Culture. This plan will outline the key issues that need to be addressed, recommendations on strategically aligned learning & development program(s) and the proposed learning methodology to be employed

3 → 4 → Delivery of Outcomes

Implementation
Learning & Development Programs

Detailed outline of proposed program roll-out, including course content, interventions, time frame, audience and the specific learning outcomes and investment

Reinforcement
Transfer of Learning

Learning transfer through Action Plans, Personal Development Plans, Project teams, Coaching & Mentoring and ensuring alignment and the elimination of barriers to success. And identification of measurements - KPIs

The organisation will be provided with:

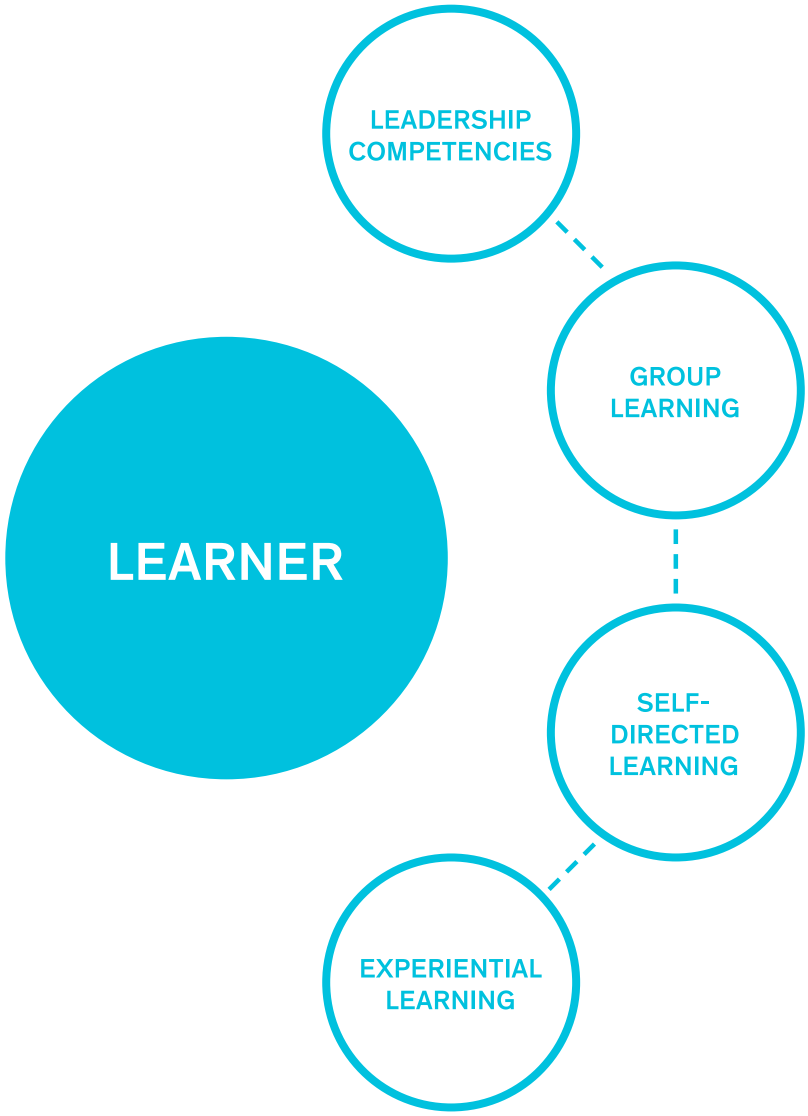
- A practical solution with real world application
- Tailored solution to meet your unique needs
- A strong strategic partnership
- Results that produce immediate and beneficial change for participants
- The capability to draw on wealth of practical experience to achieve successful and measurable outcomes.

LEARNING THAT DELIVERS RESULTS

THE 4L MODEL

The learning programs we deliver involve a four dimensional learning process that embraces four learning pathways (see 4L model opposite) which ensures learning and behavioural change occurs.

The program synergises practical, on-the-job learning; group interaction; peer, manager, and direct report feedback; and self-directed learning.
It combines study in both the functional and soft skills required to lead in the modern organisation.



EVALUATION/ ASSESSMENT APPROACH

Where possible we try to fully utilise the Kirkpatrick model for evaluation of learning experiences. The basic model suggests that there are four levels of evaluation.

LEVEL 1— REACTION Done at the end of the learning event	**This measures how participants feel about the program.** The most common form of evaluation, this is usually conducted by way of a questionnaire at the end of each course.
LEVEL 2— LEARNING Through interviews with managers	**This measures what knowledge, skills and attitudes the participants have absorbed during the course.** This requires very clear objectives and outcomes to be established prior to the course. The best way to conduct this level of evaluation is through 360 degree feedback conducted 3 and 6 months following the course to determine improvement.
LEVEL 3— BEHAVIOUR Through reviews with managers	**This level measures what the participants actually 'do' as a result of the course.** It evaluates individual behaviour change back in the workplace. This can involve such things as setting personalised Action Plans, involving managers in the fulfillment of these plans and reviewing progress and effectives in the completion of these plans.
LEVEL 4— RESULTS Through workplace projects and experiential learning	**This level measures how the training has impacted organisational effectiveness and usually involves cost benefit analysis.** This is no doubt the most difficult of the four levels and is rarely conducted in most organisations. The most effective way of implementing this level of evaluation is through the setting of measurable project work that relates directly to the course work and involves 'real life' application.

CORPORATE TRAINING PROGRAMS

GENERAL BUSINESS SKILLS
COMMUNICATION AND BEHAVIOURS

Communication Skills

- Modes of communication and technology– when to use
- Impression formation–projecting confidence and credibility
- Active listening techniques – demonstrating interest in others
- Strategic questioning techniques – seeking information from staff
- Demonstrating an understanding of your staff and colleagues
- Giving clear information and explanations
- Speaking clearly and fluently
- Overcoming barriers to communication
- The power of conversations
- Using appropriate language
- Reading body language and non-verbal communication
- Communicating in a high tech environment

Influencing Skills

- The difference between influence, persuasion, power and manipulation
- The behaviours and characteristics of effective influencers
- Recognising sources of power–personal and positional
- The law of reciprocation–what you give comes back to you
- The impact of scarcity–people will seize opportunities that are rare
- When to use authority – building knowledge and credibility
- Creating commitment – aligning your requests with their priorities
- Getting people to know you, like you and trust you
- How to use consensus – capitalising on group influence
- Planning your influence strategy
- Targeting your communication to the recipient

Negotiation Skills

- Five pure Negotiating Styles–what is yours?
- Balancing concern for outcomes with concern for relationships
- The traditional negotiation process–what goes wrong and why?
- The benefits of the Collaborative Negotiation process
- The importance of preparation
- Identifying needs and goals and defining
  critical points
- Gathering information
- Maintaining a positive attitude
- The 5 stages of a collaborative negotiation
- The rules regarding concessions
- Overcoming intimidation and emotional obstacles

Positive Psychology and Building Confidence

- How Self-esteem is developed and consolidated
- Core self-esteem and peripheral self-esteem
- Learned optimism, pessimism and learned helplessness
- Choosing attitudes to build self confidence
- Attributional theory – recognising permanence and specificity
- Leveraging successes
- Managing mistakes and failure
- Identifying the limiting beliefs that are holding you back
- Generating positive feelings ad greater confidence
- Six ways to build self confidence

GENERAL BUSINESS SKILLS

COMMUNICATION AND BEHAVIOURS

Building Assertiveness

- Defining your strategies for asserting yourself at work
- The Interpersonal Influence Inventory (III)– self assessment
- Directness of communication vs. Consideration for others
- Open Aggression, Concealed Aggression, Passiveness & Assertiveness
- Building assertiveness: the ASERT process
- Analysing the Situation – dealing with emotions and perceptions
- Stating Your Position – script writing for future situations
- Evaluating Nonverbal Behaviours– yours
  and theirs
- Receiving Feedback – identifying your 'triggers'
- Testing For Understanding

Presentation Skills

- Types of presentations – product, technical, information, entertainment
- Designing your presentation for maximum impact
- How to prepare, rehearse and use notes
- Integrating props, material and visual aids to enhance your message
- Understanding your audience – managing group dynamics
- Selling your message – influencing your stakeholders
- How to open/how to close powerfully
- The delivery – timing and pacing
- Managing questions and challenging situations
- Techniques for the psychological and physical control of nerves

Business Writing

- Preparing and planning your documents
- Using appropriate language
- Choosing the appropriate style and tone
- Structure and layout
- Plain English writing – achieving clarity and brevity
- Avoiding ambiguous grammar, punctuation and word choice
- Punctuation, spelling and grammar
- Memos, letters, reports and emails – what are the differences?
- Pitfalls to avoid
- A checklist for editing your work
- Guidelines for clear presentation of the report, proposal, or letter

Time and Task Management

- Organising yourself – evaluating your personal work habits
- Planning ahead – day, week, month
- Must, should and want to do lists
- Using planning and scheduling tools such as Microsoft Outlook
- Capitalising on your energy levels and prime times
- Dealing with deadlines
- Prioritising – distinguishing urgency from importance
- Negotiating interruptions and managing others
- How to say 'no' without damaging the relationship
- Managing paperwork and emails
- The importance of flexibility
- Strategies for overcoming procrastination

GENERAL BUSINESS SKILLS
COMMUNICATION AND BEHAVIOURS

Unlocking Microsoft Outlook

- 6 key principles of Microsoft Outlook
- Managing your Inbox - coping with email overload
- Formatting and sending email messages
- Competently work with file and item attachments within emails
- Working with signatures and templates
- Creating and organising tasks
- Using flags and reminders
- Organising and working with mail folders and quick steps
- Scheduling meetings, appointments and events
- Using search features to locate message and other items
- Managing junk mail effectively
- Mail merge using Outlook and Word
- Working with multiple Calendars, Contacts, Folders & Groups
- Uncovering additional features – note taking, journal, web browsing

Unlocking Microsoft EXCEL

- Using a range of formula techniques
- Using lookup and reference functions
- Applying conditional formatting to ranges in a worksheet
- Techniques to work with worksheets
- Filtering data in a table
- Techniques to enhance charts
- Modifying Excel options
- Create and use labels and names in a workbook
- Protecting data in worksheets and workbooks
- Using Data Consolidation to combine data from several sources
- Manipulating worksheets by using outlines and grouping cells
- Create simple PivotTable reports
- Creating and editing a PivotChart

Unlocking Microsoft Word

- Using formatting techniques to position text and paragraphs
- Working effectively with styles, themes, templates and columns
- Using table features to improve the layout and format of tables
- How to create and edit recipient lists
- When and how to effectively apply section breaks
- Creating and working with SmartArt
- Working effectively with bookmarks
- Building a table of contents and indexes in documents
- Using building blocks and AutoText entries
- Understand, insert and work with fields in a document
- Working with master documents
- Creating electronic forms in Word
- Inserting content from other sources
- Creating and working with macros
- Determine the values required to reach a desired result
- Creating summaries in your spreadsheets using subtotals
- Using recorded macros

GENERAL BUSINESS SKILLS
COMMUNICATION AND BEHAVIOURS

Building Resilience and Work/Life Balance

- Work related Stress – a worldwide epidemic
- Deferred Happiness Syndrome – how does it affect you?
- Signs and symptoms of on-going stress
- Don't wait for a crisis before doing something differently
- Key resilience factors
- Understanding how the brain operates
- Changing your thinking to change your reactions
- Using cognitive restructuring to manage your mindset
- Identifying your values and priorities
- What are you prepared to give up?
- Financial savvy – how much is enough?
- The 7 Steps To Sanity – healthy coping strategies
- Change your behaviour, change your habits, change your life
- Implementation – developing a personal resilience plan
- Using your support network

Effective Networking

- What is networking? Dispelling the myths
- Understanding the benefits
- Changing your way of thinking
- When and where to network?
- Preparing and planning to get the best from your networking
- Overcoming your fears and reluctance
- Who to approach and what to say
- Explaining what you do in a clear and interesting way
- How to make important and exciting small talk
- Discovering people's needs and wants
- How to deal with rude people
- Making appropriate introductions
- Best use of business cards
- How to keep in touch

"The facilitator engaged the audience in a manner which was captivating and maintained motivation within the group the entire time."

Lendlease— Emerging Leaders Program

LEADERSHIP & MANAGEMENT TRAINING

PRINCIPLES & STRATEGIES OF LEADERSHIP

(EACH SESSION IS 4 HOURS)

Leadership and Effective Business Relationships

- The importance of people and relationships
  in business success
- Using DiSC to interpret human behaviour
- Recognising your natural behavioural style
- Working with your strengths and weaknesses
- Understanding the behavioural styles of others
- People reading using DiSC–DVD exercises
- Adjusting your style in order to become
  more effective
- Understanding behavioural changes under stress
- Recognising conflicts of style

The Differences Between Leadership and Management

- What is leadership and what is management?
- When to lead and when to manage
- Management in complex organisations
- Leadership in uncertain organisations
- The characteristics of exceptional leaders
- Reviewing your management behaviours
- The 13 Fatal Errors that managers make

Values Based Leadership

- Emotional vs. cognitive leadership
- Articulating values and beliefs
- Achieving consistency between values and behaviour
- Inspiring a shared vision in your staff
- Selling the benefits of common goals and shared vision
- Enabling others and encouraging collaboration
- Taking initiative – opportunities for change and improvement
- Building credibility with staff
- Sustaining high employee morale

Situational Leadership

- Factors influencing leadership effectiveness
- Understanding and applying Situational Leadership principles
- Leadership Style Diagnostic—identifying your natural leadership style
- Recognising the developmental levels of employees
- Directing, Coaching, Supporting & Delegating —an integrated model
- Using the appropriate leadership style to maximise retention and performance
- Analysing and planning for your team

Delegation

- Delegation as a development tool
- How to delegate and avoid dumping
- What to delegate – letting go
- When to delegate – creating the time to do it
- The 12 Step Delegation Process
- Selecting the appropriate person to delegate to
- Understanding where the responsibility and authority lies
- Getting ownership and buy in
- Following up and creating accountability
- Selling the benefits and making delegation attractive to all parties

LEADERSHIP & MANAGEMENT TRAINING

PRINCIPLES & STRATEGIES OF LEADERSHIP

(EACH SESSION IS 4 HOURS)

Managing Individuals Through Change

- Personal attitudes to change
- Answering frequently asked questions and objections to change
- Understanding individual responses to change
- Recognising innate change capacity and change fatigue
- Building proactive rather than reactive responses to change
- Dealing with resistance to change
- Overcoming denial and negativity
- Reducing obstacles and resolving issues
- Identifying each individuals barrier point to change
- Coaching and supporting others through change

Strategic Change Management

- Key drivers of success in achieving change
- The Murphy Curve – the importance of planning change
- Applying the "10 Step Change Management" process
- Clearly defining the nature of a change
- Creating urgency – establishing clear, compelling reasons to change
- Tolerating ambiguity and managing the team through uncertainty
- Determining objectives, tasks and timeframes
- Securing resources for the change
- Encouraging contribution and ensuring two-way communication
- Embedding and institutionalising the change
- Ending a change and celebrating success

Emotional Intelligence

- Why EQ is important in business, relationships and leadership
- IQ vs. EQ vs. personality – there is no connection
- How emotions hijack our ability to reason
- The emotional intelligence framework – personal and social competence
- Increasing self-awareness – identifying your emotions and triggers
- Building self-management—only get mad on purpose
- Control your self-talk and stop catastrophising
- Improving social awareness—building empathy
- Reading emotions and body language
- Strategies for relationship management
- Building trust and demonstrating authenticity

Business Planning

- What is a business plan? Who needs to develop one?
- How business plans differ from strategic plans
- Common mistakes in planning and how to avoid them
- Understanding your current preparedness to move forward
- Identifying your strengths, weaknesses and frustrations
- Barriers to success–the McKinsey 7S model
- Determining the preferred business scenario
- Building motivation – articulating the consequences of business as usual
- Analysing the options— what should you be pursuing?
- Addressing the challenges of implementation
- Writing business plans that drive accountability

LEADERSHIP & MANAGEMENT TRAINING

PRINCIPLES & STRATEGIES OF LEADERSHIP

(EACH SESSION IS 4 HOURS)

Strategic Planning for Executive Management*

- What is strategy and why is it important to your business?
- The 4 fundamental tests of any strategy
- How strategy drives competitive advantage
- Strategic planning overview – analysis, formulation & implementation
- Industry analysis (PESTLE), Competitive analysis & Organisational analysis
- The structure of a strategic plan
- The 12 steps to writing a strategic plan
- Understanding the planning parameters
- Identifying key stakeholders and strategic issues
- Drafting mission, vision and values
- Developing measured objectives and setting targets
- Identifying key success factors for each key stakeholder group
- Designing strategies to achieve objectives and targets
- Writing action plans to implement strategies

Decision Making and Problem Solving

- The decision making process
- Effective decisions = quality thinking x acceptance
- Low involvement vs. high involvement decision making
- Step by step problem solving
- Defining the problem and the pain
- Describing the desired state or goal
- Analysing potential causes and identifying the true root cause
- Identifying possible solutions
- Brainstorming tools and avoiding limited thinking
- Selecting the best solution—weighted criteria
- Developing an action plan—gaining buy-in
- Implementing the solution and evaluating progress

Driving Workplace Innovation

- Unlocking your creative spirit
- Difference between creativity and innovation
- Breaking through thought patterns and assumptions
- Changing mind-sets for new thinking
- Turning creative ideas into action
- The cycle of innovation
- Logical vs. lateral thinking
- Power questions to create new ideas
- Using 6 Thinking Hats to innovate
- Blue Ocean strategies
- Running sessions & harvesting ideas
- Creating a culture of innovation

* Full day course

"I think the way BSI Learning presents their courses; there are practical benefits to be gained by the participants for years to come."

Dunstan de Souza—Managing Partner, Colin Biggers & Paisley

LEADERSHIP & MANAGEMENT TRAINING

PERFORMANCE MANAGEMENT & STAFF DEVELOPMENT

(EACH SESSION IS 4 HOURS)

Interviewing and Attracting High Performers

- The challenges of recruitment in the current market
- Different types of interviews
- The 5-point interview plan to fill any position faster
- Preparing and planning for the interview
- Using Behavioural Interviewing questions
- Strategies to establishing rapport
- Describing your culture to ensure a fit for your organisation
- Selling your organisation to the candidate
- Finding out what they aren't telling you
- Understanding laws relating to recruitment & selection
- Evaluating and selecting the final candidate

Managing Ongoing Performance

- Where does responsibility for performance lie?
- What are we managing? More than just the technical skills
- Signs that a performance problem is developing
- What to do if you think you may have a performance problem
- When should you correct declining performance?
- Giving feedback—your strengths and weaknesses
- Overcoming resistance to feedback
- Guidelines for giving behavioural feedback
- How to receive feedback—creating a feedback culture
- Causes of poor performance
- Setting the performance objectives
- Following up reinforcing the behaviour and skills

Running Effective Performance Appraisals

- Why conduct performance appraisals?
- Selling the vision and dealing with expectations
- What goes wrong–common appraisal errors
- Planning effective feedback
- Identifying positive performance–put the 'praise' back in 'appraise'
- Differentiating the causes of non-performance from the symptoms
- Preparing for the meeting–the interview framework
- Keeping the appraisal focused and on track
- Setting goal areas and agreeing upon the required performance
- Writing Key Performance Indicators
- Building action plans and milestones
- Evaluating the results achieved
- Providing the necessary follow-up action to support performance appraisal meetings

LEADERSHIP & MANAGEMENT TRAINING

PERFORMANCE MANAGEMENT & STAFF DEVELOPMENT

(EACH SESSION IS 4 HOURS)

Motivating Yourself and Your Team

- The benefits of motivated staff
- Using intrinsic vs. extrinsic motivators
- What people want
- 10 ways to reward
- Maslow and the implications of motivational theory
- The misconceptions regarding money!
- The importance of being valued
- Dealing with de-motivated employees
- Personal motivation— where are you going?
- Where are you now?
- Your limiting beliefs
- Setting clear, well defined goals
- Plan of action

Coaching as a Business and Management Tool

- Self-assessment for the manager as a coach
- Coaching as a tool for accelerated development
- The core elements of business coaching
- Coaching skills and competencies
- Coaching education – what to tell your staff
- Building technical skills and psychological readiness
- The Behavioural Coaching Cycle
- Informal coaching— coaching when you see a need
- 10 Step Formal / Contractual coaching
- Identifying who would benefit from coaching
- Addressing distorted thinking and self-limiting beliefs
- Dealing with emotions and resistance
- The coaching toolkit

Financial Understanding for Non-Accountants

- Introduction to financial statements: content and terminology
- The balance sheet, profit and loss, and cash flow statements
- Overview of accounting “rules”
- Accounts receivable – valuation and recognition of bad / doubtful debts
- Inventory – cost accounting and implications for company profitability
- Market valuation and accounting for depreciation
- Borrowings – interest and principle loan obligations
- Profit and loss statements – revenue and expense recognition
- EBIT, EBITDA – calculation methods
- Cash flow classification – operating, investing and financing
- Ratio analysis – liquidity, management efficiency, financing, profitability
- Case studies calculations and discussion

"The outcomes achieved from this program exceeded our expectations…"

Melissa Olsen—Human Resources Manager ANZ, Belkin Ltd

LEADERSHIP & MANAGEMENT TRAINING

MANAGING TEAMS & TEAM DYNAMICS

(EACH SESSION IS 4 HOURS)

Building Teamwork

- Understanding the components of successful teams
- Recognising why teams do and do not work
- Accepting how the team environment is changing
- Making our team work – aligning individual goals
- "What's in it for me?"
  Recognising the value of teamwork
- What skills are necessary for a successful team
- Team development – where are we now?
- Managing the teaming process – how to move forward?
- Different roles with the team
- What is my role within the new team?
- Increasing cooperation and support
- Capitalising on personal and role diversity

Building Cohesive Teams

- The 5 behaviours of a cohesive team
- The benefits of cohesive teams
- Team behaviours to build trust
- Vulnerability based trust vs. predictive trust
- Engaging in healthy, productive conflict
- Developing conflict ground rules
- Building buy-in for team decisions
- Strategies for achieving team commitment
- Embracing accountability and motivating improvement
- Tolerating interpersonal discomfort
- Focusing on team results
- Taking personal responsibility for collective results

Running Effective Meetings

- Three essential meeting stages
- Meeting preparation
- Tips for scheduling meetings
- Team meeting roles (leader, facilitator, recorder, participants)
- Meeting responsibilities
- Key steps to developing an agenda
- Setting the ground rules
- Keeping the meeting focused and on track
- Meeting minutes
- Closing a meeting – creating action items
- Evaluating your meetings

Conflict Resolution

- The psychology of difficult people
- The consequences of avoidance and poor conflict management
- What is conflict and confrontation?
- Constructive conflict
- Managing disagreements and conflict
- Emotion vs. logic – why people don't listen
- Diffusing anger and emotion
- Handling with misinterpretation
- Negotiating the solution process
- Separating the person from the problem
- Getting to Win/Win
- Not taking conflict personally
- Letting it go – not carrying the conflict and stress with you

CUSTOMER SERVICE TRAINING

ESSENTIAL CUSTOMER SERVICE SKILLS

(EACH SESSION IS 4 HOURS)

Building Customer Focus

- The benefits of great service— for you and the customer!
- Who are your customers?
- Understanding and clarifying your customer's needs
- Meeting your customer's needs
- The importance of initiative and being pro-active
- Projecting the appropriate image to your customers
- Developing trust and rapport
- Building confidence and integrity
- The importance of follow-up

Advanced Customer Service Skills

- Delivering professional customer service
- Giving individualised service
- Enhancing your service style – lifting the bar!
- Appropriate problem management
- Focusing on the need rather than the problem
- Identifying other opportunities
- Developing and maintaining a positive attitude
- Business Acumen
- Awareness of the bigger picture
- The role we play
- Cause and Effect
- Customer service in a changing environment

Customer Communication Skills

- What is effective communication?
- The key elements of effective communication
- Active listening
- Using appropriate language
- Giving clear information and explanations
- Overcoming the barriers to communication
- Physical barriers
- Psychological barriers
- Semantic barriers
- Using positive communication
- Communication via email – when to use and how
- Understanding and interpreting body language

Telephone Techniques

- Telephone communication skills
- Managing inbound and outbound calls
- Opening the call
- Closing the call
- Your speaking voice – the importance of confidence
- Using the right words, tone, intonation and speed
- Managing the body of the call
- Controlling the call
- Guidelines for screening calls
- Putting the caller on hold
- Transferring a call
- Taking messages
- Call time management

CUSTOMER SERVICE TRAINING

ESSENTIAL CUSTOMER SERVICE SKILLS

(EACH SESSION IS 4 HOURS)

Dealing with Difficult Customers and Situations

- What is a difficult customer and why?
- Identifying customer problems
- Never tell customers your problems
- Turning complaints into opportunities
- Dealing with a anger and emotion
- Identify and how to deal with abusive customers and other challenges
- The importance of politeness
- Managing stress and pressure – Emotion vs. Logic
- Conflict Resolution – Getting to a 'win/win'
- Real life scenarios

Appropriate Assertiveness

- Understanding your natural influence style
- Being direct in your communication
- Showing consideration for customers
- Being assertive without being aggressive
- Taking control – avoiding passiveness
- Why assertive communication is most effective
- Building assertiveness using the ASERT process
- Analysing the situation
- Stating your position – feedback
- Evaluating nonverbal behaviours
- Receiving feedback
- Testing for understanding
- Application and response planning for future situations

CUSTOMER SERVICE TRAINING

CUSTOMER SERVICE STRATEGIES

(EACH SESSION IS 4 HOURS)

Customer Psychology

- Treating customers as individuals—Who are you dealing with?
- Reading your customer's style and expectations
- Adjusting your style to become more effective
- Dealing with misinterpretation
- Coping with over-sensitivity
- Using behaviours that build rapport
- Recognising behavioural changes under stress
- Adapting your communication to become more 'customer friendly'

Serving Internal and External Customers

- Identifying internal vs. external customer needs
- How do your internal customers evaluate service?
- Guidelines for providing exceptional internal customer service
- Increasing communication between different roles and departments
- Educating your internal customers – clarifying their expectations
- Meeting deadlines and keeping internal customers informed
- Prioritising competing requests
- Creating a positive environment
- Taking a team approach

Adding Value to the Customer

- Taking responsibility—owning your customers and sales
- Building integrity in our actions—keeping your customers up to date
- Identifying opportunities for adding value in the eyes of the customer
- How to make recommendations without appearing 'pushy'
- Keeping the customer happy
- Ensuring customer continuity
- Identifying common goals
- Developing customer loyalty
- How to keep the customer coming back for more!

Overcoming Barriers to Service

- Identifying challenges of our unique environment
- Recognising sources of conflict
- Signs and symptoms of ongoing stress
- Defining specific problems / issues to solve
- Analysing potential causes
- Generating and selecting the best solutions
- Implementing the solution – who is responsible?
- Evaluating the successful impact on customers
- Stress management techniques
- Increasing motivation and empowerment among the customer service team

Creating a Customer Service Vision

- Focusing the organisation on customer service
- Actions that develop customer service discipline
- The steps for writing a customer service vision statement
- Identify the criteria for a good customer service vision statement
- Implementing and monitoring service standards
- Identifying lessons learnt
- Food for thought
- Where to from here?

Building a Strong Customer Service Team

- Components of successful customer service teams
- "What's in it for me?" The value of teamwork
- What is my role within the customer service team?
- Making our customer service team work
- Managing the teaming process
- Where are we now and how do we move forward?
- Building relationships among team members
- Managing diversity, disagreements and conflict
- Increasing cooperation and team results

"BSI demonstrates a solid understanding of the professional services industry and the issues that Managers face."

Leanne Bloomfield—HR Manager
HLB Mann Judd

BUSINESS DEVELOPMENT TRAINING

SALES TRAINING

(EACH SESSION IS 4 HOURS)

The following sessions can be applied for sales people and non-sales people:

Getting the Basics Right

- Selling—The old and the new paradigm
- How has your industry changed?
- What are the implications for your role?
- Shifting the current mind-sets – overcoming the reluctance to sell and develop business
- The characteristics of a client focused sales consultant
- The skills for successful business development – how do you rate?
- Developing business without coming across as a “used car salesman”
- Identifying your key market – Who are you selling to?
- What are clients looking for from you?
- What are the opportunities you have to sell and develop business
- Moving from an expert to an advisor
- Building professional credibility and strong sustainable business relationships
- Differentiating yourself

Networking for New Business

- Networking—The basics and the benefits
- Testing your networking skills
- Changing your way of thinking and overcoming your fears
- The networking ladder of loyalty – turning a stranger into a client
- Preparing and planning to get the best from your networking
- Who to approach and how to break the ice
- Dealing with nerves and valuing your contribution
- Branding yourself and the company— explaining what you do
- Listening – discovering prospects’ needs and spotting opportunities
- Which groups to approach
- How to move on with respect and courtesy
- Making appropriate introductions
- Using business cards to develop business
- How to keep in touch – the importance of follow up

BUSINESS DEVELOPMENT TRAINING

SALES TRAINING

(EACH SESSION IS 4 HOURS)

Building Client Relationships

- Creating business relationships
- Profiling yourself and clients—a behavioural model
- Recognising your behavioural preferences
- Understanding the characteristics and preferences of individual styles
- How do you naturally interact with clients and what do you need to change?
- How do your clients/customers buy?
- Adjusting your selling style to individual customers
- Adapting to each client in order to build rapport
- Reading others using verbal and nonverbal communication
- Reading your staff, colleagues and clients
- How to be assertive without appearing pushy
- Creating a customer/client profile and planning checklist

Cold Calling Techniques

- Pre-approach planning—setting clear objectives
- Required information about your company and what you can offer
- Pre cold call strategies—don't just smile and dial
- Overcoming call reluctance and your limiting beliefs
- Developing your target market—the importance of research
- What to say— the benefits and limitations of using scripts
- Being tenacious—it's an attitude and numbers game
- Setting the environment—getting the appropriate mind-set
- Using positive visualisation
- Making the phone 'warm'
- Being organised but don't sell on the phone
- Dealing with gate keepers and the brush off

Uncovering Opportunities and Developing Business

- 4 stages of the client interaction
- Meeting the client – creating the appropriate impression
- Agenda setting—giving the client respect and control
- Facilitating the client's thinking—helping them to understand their needs
- Implicit vs. explicit needs—more than just solving problems
- Planning your questions and using strategic questioning techniques
- Surface Questions—understanding their current situation
- Hunt Questions—uncovering problems, challenges or issues
- Adjust Questions—prioritising and clarifying the real explicit needs
- Paint Questions—the power of the client articulating the benefits
- Engage Questions—gaining a commitment to action
- Presenting your case—features, advantages and benefits

BUSINESS DEVELOPMENT TRAINING

SALES TRAINING

(EACH SESSION IS 4 HOURS)

Selling Complex Products and Services

- Simple sales vs. complex sales
- Dealing with multiple meetings and stakeholders
- Moving the relationship forward
- Securing an advance rather than a continuation
- Understanding the value equation – creating motivation to act
- Three ways to create value at every stage of the client relationship
- Classifying your current client relationships (Dugdale & Lambert)
- Who are your advocate or partner clients
- How to leverage social relationships
- How to move Ad Hoc clients to on-going work
- Leveraging your Technical relationships— doing more with them
- The advantages of Partner relationships
- How and when to ask for referrals

Becoming a Trusted Advisor

- Understanding the nature of trust—Beyond Maister
- Recognising the decision making factors and situational factors in building trust
- Demonstrating honesty, authority, reliability and confidence!
- Active listening
- Developing empathy and rapport
- Aligning your interests
- Recognising the implications of risk and power
- Showing benevolent concern – when/how to bear some cost
- Displaying predictability and integrity
- Increasing the level of communication
- Real life application—building internal & external relationships
- Analysing your advocates—what can you learn?

Delivering Influential Sales Presentations

- Planning and structuring your sales presentations
- Analysing your audience – don't deliver the standard presentation!
- Conducting yourself professionally when presenting to clients
- Differentiate between implicit and explicit presentations
- Opening effectively – grabbing their attention
- Having a logical, focused, seamless and persuasive message
- The delivery – presenting your solutions
- Selling your message – the use of reinforces
- Creating interest – identifying value for your customers
- Demonstrating the benefits for their explicit needs
- Integrating props, sales materials, visual aids and technology to enhance your message
- Closing powerfully with a call to action

BUSINESS DEVELOPMENT TRAINING

SALES TRAINING

(EACH SESSION IS 4 HOURS)

Dealing with Objections and Client Resistance

- Understanding the reasons why clients do not commit
- What are the common objections that you hear?
- Why do you get objections?
- Overcoming surface or reflex resistance
- How to determine a customer's real objection
- Responding to objections—what to say
- Dealing with the emotions—not taking it personally
- Building your 'objection back'
- Overcoming price and financial objections
- The rules regarding concessions
- Differentiating yourself to deal with financial objections
- Your Unique Selling Points – there are more than you think
- Breaking through 'shop blindness'
- How to sell the USP's of yourself and the organisation

Asking for the Business

- Why you shouldn't feel uncomfortable asking for the business
- Demonstrating capacity—presenting your solution
- Earning the right to ask for the business
- What is 'the close' and when do we use it?
- Identifying the buying signals
- The danger of 'closing techniques'— Why do they go wrong?
- The importance of control—never use a assumptive close
- The push will result in a push back
- Obtaining and confirming commitment
- Overcoming the fear of rejection
- The difference between stalling and advancing the relationship
- Wrapping up the client meeting and confirming the next steps

Negotiating Profitable Business Outcomes

- Negotiating within the context of the on-going client relationship
- Withdraw, accommodate, defeat, compromise or collaborate
- Using collaborative negotiation to achieve win/win outcomes
- Preparing for your negotiations - what information do you have and what do you need
- Clarifying the bottom line and defining your critical points
- Opening a negotiation – setting the right tone
- Identifying the needs and goals of all parties
- Developing options and alternatives
- Gaining agreement and confirmation
- Closing the negotiation and planning next steps
- Recognising the common negotiation tactics that customers use
- Selling your services at a higher price

BUSINESS DEVELOPMENT TRAINING

SALES TRAINING

(EACH SESSION IS 4 HOURS)

Organising Yourself and Managing Your Time

- Setting your goals, targets and objective
- Prioritising business development and client contact
- Planning ahead – your day, week, month
- Using Stephen Covey's 4 Box Model to prioritise your workload
- Understanding your controllable and uncontrollable time
- Leveraging your chronobiology and personal motivation
- Must, should and want to do lists
- Using technology such as Outlook and 'smart phones'
- Streamlining your email and administration
- Communicating and clarifying the urgency of tasks
- Negotiating interruptions
- Avoiding double handling of tasks
- Dealing with deadlines and avoiding procrastination

Proactively Managing Ongoing Client Relationships

- Creating and maintaining long term partnerships
- The 7 stages relationship management
- Analysing, planning and reviewing—not just implementation
- Which clients are you focusing on—implications of the 80/20 rule
- Initiative & being proactive—what to do?
- Reviewing and categorising your accounts (A, B, C, D, E)
- Targeting your high potential clients
- Reviewing your contacts and key players – The User, Gatekeeper, Guide, Decision Maker, Final Decision Maker
- Planning & preparation—SWOT Analysis
- Building an account—tactics to move the client to the next stage
- The importance of the follow-up
- Creating and maintaining long term partnerships

Building Cross Referrals and Partnering For Success

- Strategically aligning to your clients
- Relationship Selling vs. Transactional Selling
- The benefits of cross referrals to the company, the client and you
- Overcoming the risks and loss of control
- Criteria to identify potential cross referral clients
- Recognising the appropriate contacts
- Uncovering and capitalising on opportunities
- Using our internal partners—what else can we offer?
- Building relationships—both internal and externally
- Principles and values to work by
- Planning—3 month, 6 month and 12 month
- Critical Success Factors – Getting specific!
- Monitoring and Reviewing progress

QUALIFICATIONS & ACCREDITED PROGRAMS

GET A NATIONALLY RECOGNISED QUALIFICATION WITH OUR ACCREDITED COURSES

Do you need a recognised qualification? Perhaps you would like to map one of your in-house programs to acknowledge their skills and improve your employee value proposition? Or perhaps you would like to attract Government funding for the training you do internally. An accredited course may be the answer.

BSI Learning, through its RTO (#21371), is committed to delivering a learning experience that produces beneficial change for both your people and your organisation.

We offer programs from Certificate III to Diploma level in the following categories:

- Leadership & Management
- Sales & Customer Service
- Business and Governance
- Property Services
- Retail and Hospitality
- Project Management

"I found the program to be an excellent balance of modern academic thinking and practical knowledge and tools in the area of leadership"

Benjamin Goodwin—Boral

LEADERSHIP & BUSINESS QUALIFICATIONS

Your business needs great leaders with the skills and confidence to build effective teams. A great leader not only motivates, but also drives business outcomes, ensures the delivery of a great customer experience and monitors your operational efficiency. They're an influencer, a critical thinker, someone who achieves above and beyond your expectations.

Our qualifications in Leadership and Business are delivered over a 12 month period comprising of an induction session, classroom workshops and a graduation ceremony, participants will enjoy the interactive workshops, online options and project work that explore issues, share experiences and maintain high flexibility to obtain optimum results for each participant. The focus is more on "how-to" apply the business principles rather than "what-are" the business principles.

- This course has been specifically designed for new or future managers /team leaders that are looking to develop their leadership and management skills.
- The focus is on providing real world principles, tools and techniques that can help you to more effectively run your business and manage your teams.

For details of the qualifications we offer under this category please visit our website **www.bsilearning.edu.au**

YOUR ORGANISATION

- Manage Quality Customer Service
- Managing Recruitment
- Managing Projects

MANAGING YOURSELF

- Personal Leadership
- Managing Work Priorities
- Social And Emotional Intelligence

LEADING OTHERS

- Building High Performing Teams
- Performance Management
- Communication for Leaders

PROJECT MANAGEMENT EXCELLENCE QUALIFICATIONS

BSI Learning offers the Diploma and Certificate level qualifications in Project Management. The project management methodology is based on PMBOK which stands for Project Management Body of Knowledge and it is the entire collection of processes, best practices, terminologies, and guidelines that are accepted as standards within the project management industry.

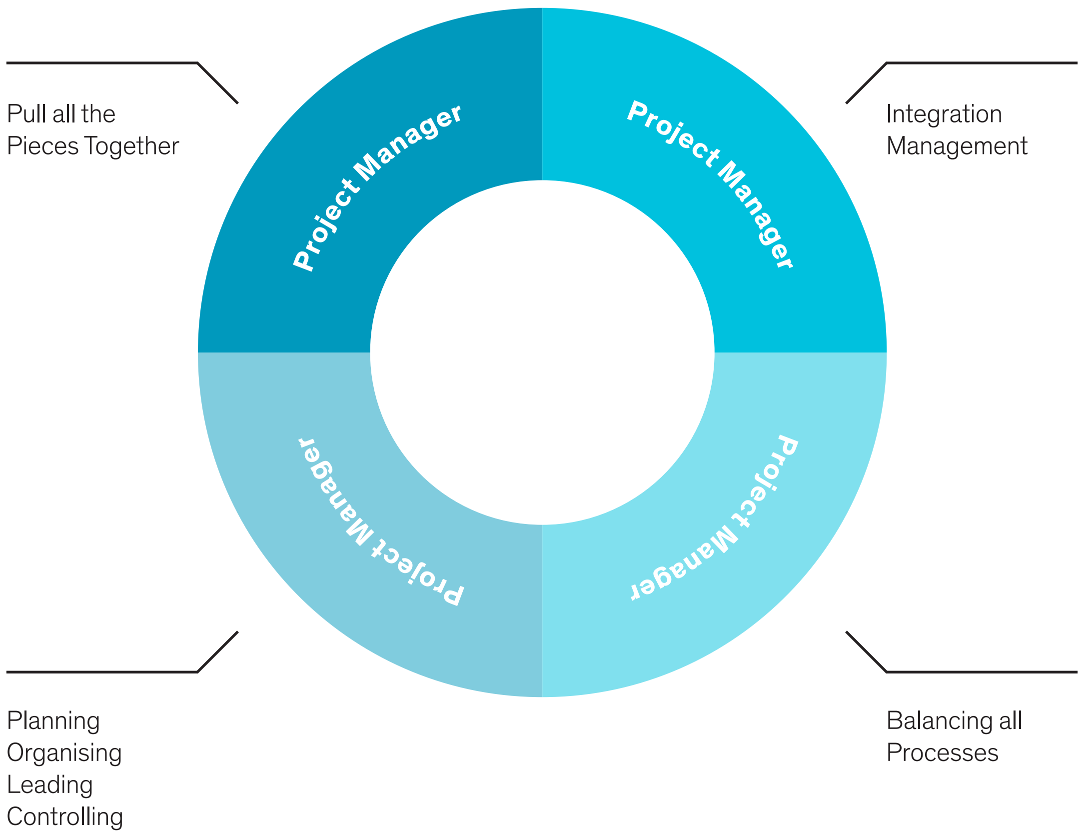
There are two routes to qualifications in Project Management:

- Certification through the PMI
- Certification through the Australian Qualifications Framework

Although these are roughly equivalent (the AQF syllabus is based on PMBOK), there are some significant differences:

1 The PMI certification is internationally recognised, but is more 'conceptual' and requires Continuing Education to maintain currency
2. The qualification is nationally recognised and is competency based

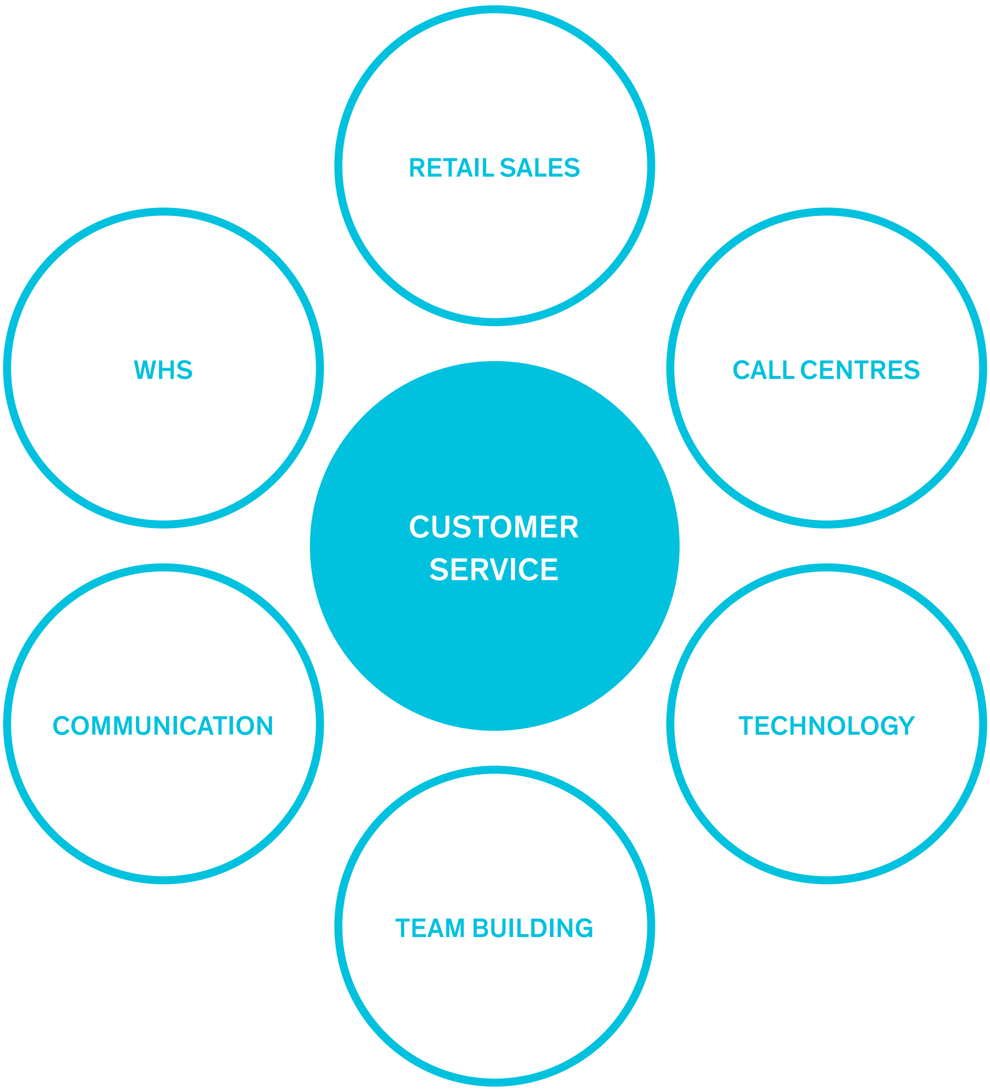
For details of the qualifications we offer under this category please visit our website **www.bsilearning.edu.au**

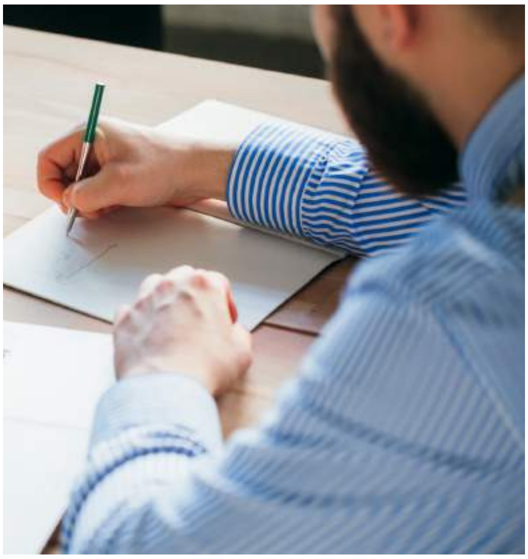


CUSTOMER SERVICE & RETAIL EXCELLENCE QUALIFICATIONS

BSI Learning offers Certificate level qualifications in Retail, Hospitality and Customer Engagement. Our programs run from 8 weeks to 12 months with a combination of face to face workshops, online learning, workplace projects and self-directed learning.

For details of the qualifications we offer under this category please visit our website **www.bsilearning.edu.au**





“The BSI Learning research was excellent, their planning meticulous and their enthusiasm remarkable.”

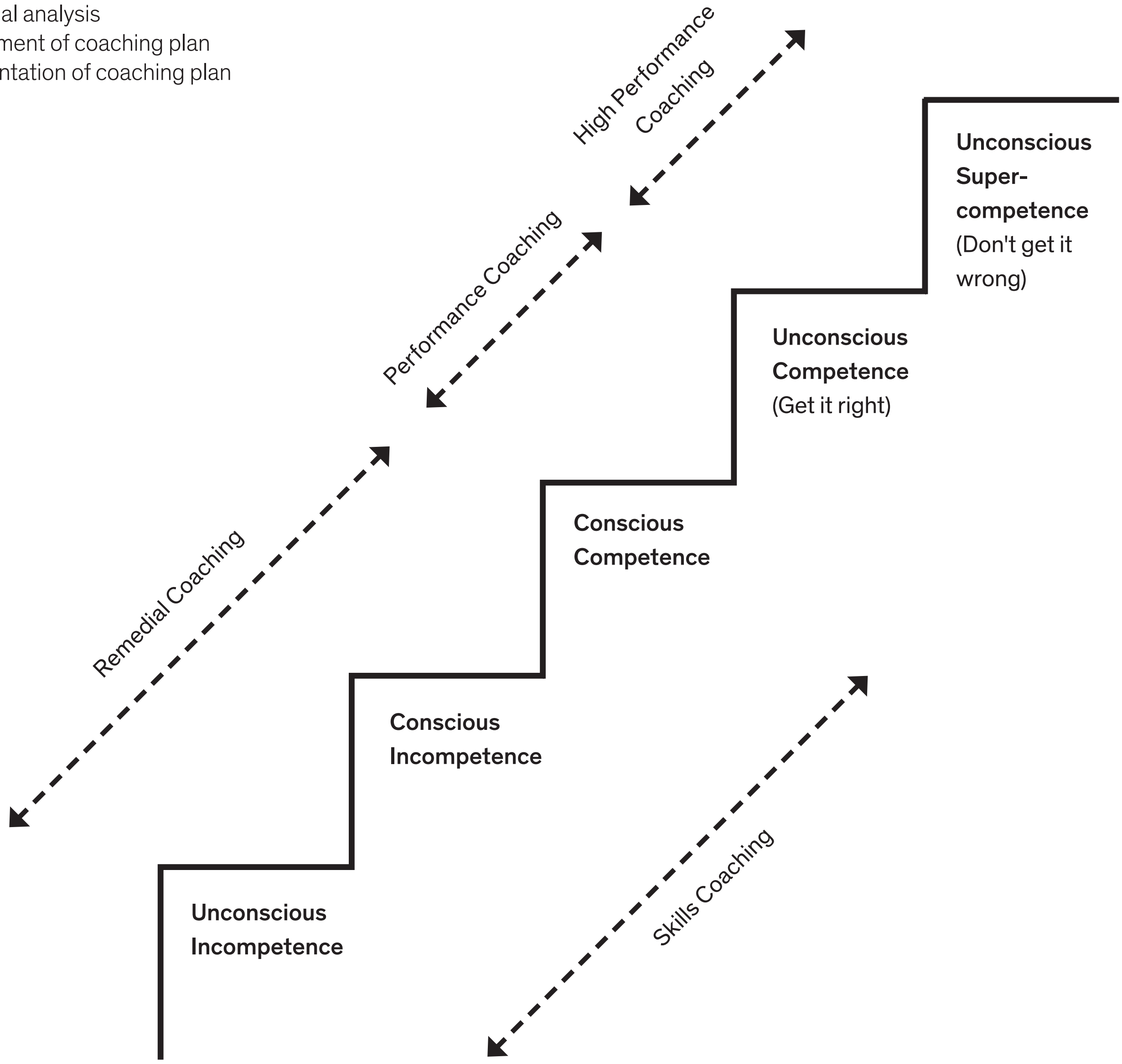
Dr Paul Sprague—CEO
SKG Radiology

BUSINESS COACHING

Business coaching is a collaborative, solution focused, results oriented and systematic process in which the coach facilitates enhancement of performance, life experience, self-directed learning and personal growth from the coachee.

BSI Business Coaching involves 4 stages:

1. Establishing objectives
2. Situational analysis
3. Development of coaching plan
4. Implementation of coaching plan



BUSINESS COACHING

1 Establishing Objectives

This stage of the process involves a one-on-one session between the individual and coaching champion to identify the "Coaching outcomes" in the following areas:

- Skills & Performance development
- Business issues management
- Career Planning

The objective may be remedial, performance or high performance coaching.

2 Situational Analysis

Use of interviews / research and diagnostic tools relative to agreed outcomes identified in Phase 1 Establishing Objectives.

Diagnostic tools would be selected from our extensive inventory, such as:

- Behavioural Styles (DiSC)
- Communication Effectiveness
- Conflict Resolution Effectiveness
- Leadership Effectiveness
- Life Styles Inventory (LSI 1 & 2)
- Management Effectiveness
- Problem Solving Self Feedback
- Risk Style Profile
- Teambuilding Effectiveness
- Time Management Effectiveness

3 Development of Coaching Plan

- Prioritisation of objectives
- Agreement on base line measurements
- Identification of short-term, medium term and long term actions
- Involvement of Program Champion
- Alignment to individual and organisational goals

4 Implementation of Coaching Plan

- Regular review of action plans through face to face/telephone/email communication
- Development of monthly/weekly action plans
- Identification of other stakeholders who may need to be involved
- Identification of relevant articles, recommended reading and training

5 Role Clarification

The Coachee is responsible for:

- Decision making
- Developing solutions
- Implementing the actions to produce the desired change in performance and individual behaviour

The Coach is responsible for:

- Observing behavioural / performance issues
- Facilitating reflection and clarification of situations, skills, and goals.
- Providing additional perspective and insight into alternative approaches through honest and constructive feedback.
- Managing the coaching program

Both parties are responsible for achieving the agreed Coaching outcomes.

PROFILING TOOLS

BSI Learning have available a range of psychometric tools available for use. These include:

1 **Cognitive Ability Tests**
Including verbal, numerical and abstract reasoning tests

2 **Personality Tests**
Including 15 FQ (15 Factor Questionnaire), OPP (Occupational Personality Profile), JTI (Jung Type Indicator – similar to the Myers-Briggs Type Indicator)

3 **Behavioural Profiling Inventories**
Including DiSC (Workplace Profile, Management Profile, Sales Profile, Team View), Role Behaviour Analysis, Time Mastery Profile, and Coping & Stress Profile

4 **Interest Tests**
Including OIP (Occupational Interest Profile)

5 **Attitude or Values Tests**
Including VMI (Values and Motives Inventory)

6 **Aptitude Tests**
Including SPQ Gold (Sales Preference Questionnaire), TTB (Technical Test Battery), and the CTB (Clerical Test Battery)

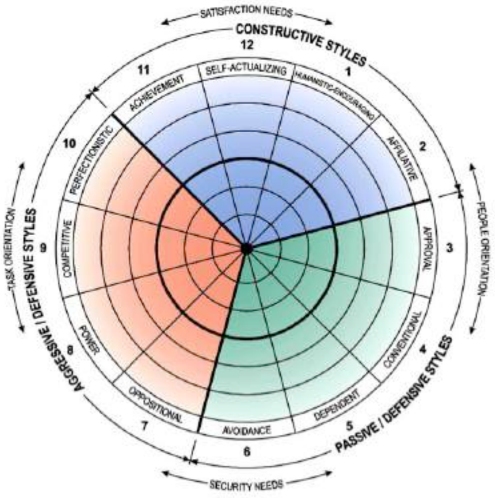
Individual tests would be selected and applied as required by a case-by-case basis.

In the case of the cognitive tests, the outputs are percentiles from the appropriate reference populations (general, graduate or critical reasoning), and for the remaining inventories, a summary and narrative is computer generated and presented in an edited report by the resident psychologist.

BSI is licensed to administer these test batteries by GeneSys, Integro Learning Systems, Human Synergistics and SPQ Gold.

LIFE STYLES INVENTORY LSI 1 & 2

Based on a combination of respected psychological and psychometric theories, the LSI measures the thoughts and attitudes which motivate your behaviour, how you relate to others as well as how you solve problems and make decisions. LSI can be used in conjunction with both coaching and training programs. LSI 1 reveals and measures the thinking and behavioural styles that help or hinder you in fulfilling your potential. You can use what you learn to initiate positive changes in how you think and act – changes that can increase your personal and professional effectiveness.

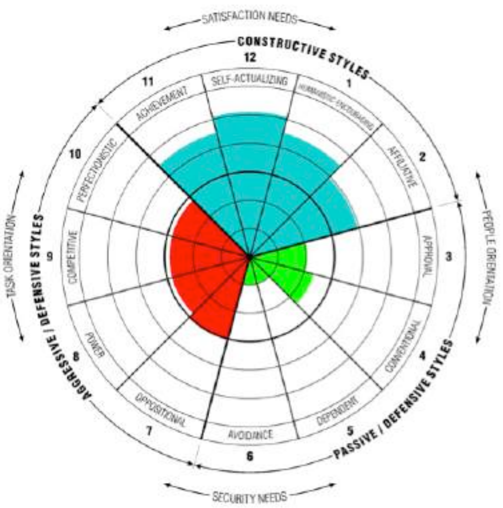


The LSI 1 is a self-report instrument while the LSI 2 provides objective feedback on an individual's behaviour patterns as interpreted by others. Combining these can help to more accurately assess your strengths - as well as areas in which you may want to improve. And the LSI provides a confidential, reliable method of gathering feedback, identifying 'blind spots' and a non-threatening way of presenting them.

The LSI distinguishes and measures 12 key thinking patterns, or styles, that are either effective or ineffective. The LSI results are plotted on a circumplex, thereby creating a visual profile of your current thinking patterns in each of the 12 styles.

- **Constructive styles** include achievement, self-actualising, humanistic-encouraging, affiliate
- **Passive/defensive styles** include approval, conventional, dependent, avoidance
- **Aggressive/defensive styles** include oppositional, power, competitive, perfectionistic

LIFE STYLES INVENTORY LSI 1 & 2



Completing your LSI is the first vital step in the process of changing your behaviour. Combined with coaching LSI promotes lasting performance change and improvement by increasing personal understanding of your thinking and behaviour.

Effective LSI debriefing and performance coaching is tailored to the needs of the individual or group. Often raising awareness, generating acceptance and encouraging action requires significant knowledge, skill and experience.
All BSI coaches are LSI accredited with a wide range of experience in helping transform both individuals and organisations.

BSI LSI coaching can assist in the development of:

- Leadership effectiveness
- Increased ability to cope with pressure and change
- Achievement of self-set goals
- Flexible and creative thinking
- Improved relationships with others
- Greater motivation to initiate change and make things happen

A typical LSI Coaching program would consist of:

1 The individual completing both the LSI 1 & 2 assessments (self-report and colleague feedback).

2 This is followed up with two 1½ hour debrief sessions. The first session is to help the individual understand their results and the focus of the second session is on action planning.

3 This would be follow up with six 2-hour performance coaching sessions and development program over a period of 6-12 month with follow up phone calls.

DISC BEHAVIOURAL PROFILING

With 30 years of proven reliability and over 40 million users, DiSC remains one of the most trusted psychometric testing instruments in the industry. It is used worldwide in dozens of training and coaching applications, for organisational development and performance improvement. Designed to complement and supplement existing training programs, the DiSC profile can help improve communication, ease frustration, conflict, and develop effective leaders, managers and teams.

Participants can complete an online self-report psychometric prior to their training and receive a comprehensive individual profile to complement their understanding and training experience. The DiSC Dimensions of Behaviour provides a non-judgmental language for exploring behavioural issues across four primary dimensions: Dominance, Influence, Steadiness, and Conscientiousness.

The DiSC debriefing covers the following areas:

Introduction to DiSC

- The history of the study of human behaviour
- What are behavioural styles?
- How perceptions shape the views of others
- Recognising the impact of behavioural preferences
- The importance of relationships

Understanding Behavioural Styles

- DiSC—a basic model for interpreting human behaviour
- Understanding your behavioural style
- Working with your strengths and weaknesses
- Understanding differences among colleagues and clients
- How to deal with colleagues and clients more effectively
- Treating people individually – adjusting your style
- Building confidence and assertiveness

Understanding Others

- Reading others – how to interpret the behavioural style of others
- People reading in real time – DVD exercises
- Increasing your influence
- Using behaviours to build rapport
- Understanding behavioural changes under stress
- Recognising conflicts of style
- Resolving conflict instead of blaming the person

OUR HEAD FACILITATORS

OUR HEAD FACILITATORS

Scott Henderson

Scott is a registered psychologist with a solid background as an educator. He has worked as a lecturer in psychology, behavioural science and research at the Universities of Sydney and Western Sydney. Lecturing for six years at both undergraduate and postgraduate levels, his expertise includes such areas as leadership, teams and group dynamics, communication and body language, persuasion techniques, stress, and workplace satisfaction.

Since 1999, his work in the corporate sector has spanned the spectrum from industrial psychologist to coach and corporate trainer. In 2004 he became a certified Master Coach in Behavioural Coaching and he continues to coach both individuals and teams at all levels within the companies with which he works. Scott is also an accredited DiSC and LSI trainer.

His unique perspective of inter- and intra-personal understanding compliments the delivery of his training programs and ensures a rigorous and scientific approach to each participant's growth and development. Scott has a reputation of being a lively and entertaining speaker and he continues to work hard to dispel the stereotype that psychologists actually get people to lie down on couches!

Ed Harbor

Ed has worked for a number of years in the corporate sector, most notably for Merrill Lynch in the City of London and Prudential Fund Managers in Sydney. After working as a consultant for GMO Woolley Fund Managers, he spent three years as a professional trainer, working with employees from most of the major institutions in London, including Virgin, General Electric and Shell.

Ed now provides training and educational consultancy services to companies and education institutions. He specialises in corporate training by focusing on areas where he can pass on his extensive work experience. These include topics such as communication, leadership, presentations, team work and time management as well as finance related subjects. In addition, he is responsible for the design, development and delivery of training courses on the postgraduate programmes at both the University of New South Wales and the University of Sydney.

Ed has created an impressive reputation as one of the most passionate, engaging and knowledgeable trainers in his areas of expertise. He is a firm believer in the principle that you must engage with an audience through enthusiasm and inspiration in order for them to really appreciate individual topic areas. For example, one of his main joys in life is demonstrating that finance can indeed be interesting and enjoyable, regardless of what some stereotypes may at times suggest!

Gina Frampton

Gina is a lawyer, editor and published journalist. She graduated in law at the Universities of Cape Town and Sydney and worked first in industrial law and then in commercial litigation. She later studied Journalism at the University of Technology, Sydney, and continues to write as a freelance journalist.

Gina developed an interest in the plain language movement and worked as a freelance editor and proof-reader.
This work led to corporate training in the legal, banking and financial sectors where she helps in the development of style guides and communication standards.

Her interest in language evolved through a love of, and curiosity about, the writing process. She also developed a fascination with changes in communication styles at all levels of professional and personal life which led her to observe more closely the impact of communication tone and style on both intra-office morale and on the effectiveness of interaction with clients.
She is a passionate trainer and brings a very warm energy to workshops. She believes that helping people to recognise their own writing voices and to know the strengths and weaknesses of their writing style powerfully affects their communication skills.

Julie Shannon

Julie has been a professional writer, editor and trainer for over 20 years. She is inspired by clear communications and how this can positively influence organisations.

Julie has designed and run specialist communication programs Australia-wide, and trained over 1,000 people in effective writing: from lawyers and scientists to engineers and bankers. She has a reputation for creating a dynamic training environment, and she is passionate about teaching people how to make their writing work for them.
As a writer and editor, Julie works on reports, strategic documents and speeches for high-profile corporate and government clients. She is a member of the Professional Writer's Panel at the City of Sydney. She writes for Arts Yarn Up and Artery magazines for the Australia Council for the Arts, profiling our country's major artists, writers, and performers. She also showcases new research for Macquarie University's Quest magazine.

Julie has also worked in government and academia. She has a BA in Philosophy and Literature from the University of Sydney and an MA in International Relations from the University of New South Wales focusing on the dynamics of institutional change.

OUR HEAD FACILITATORS

Steve Fearns

Steve is a highly engaging and motivating facilitator delivering leadership programs for team leaders through to senior executives where he brings a variety of real-life corporate experience. He specialises in leadership development, coaching, leading and dealing with change and creating great cultures.

Steve Fearns is a Leadership Consultant and Life Strategist who assists teams, organisations and individuals to reach excellence in every area of their personal and professional life.

His energy, passion and enthusiasm will inspire, motivate and challenge your old ways of thinking and will promote new insights to take your career and personal life to the next level. He has a wealth of experience from companies and organisations as diverse as Coca-Cola to Lifeline. This unique blend of being able to focus on results whilst relating with others is what true leadership is about and allows him to deliver to all audiences.

Steve has assisted hundreds of individuals and organisations to implement innovative strategies to unlock their true potential so they can reach personal and corporate excellence.

Phil Darling

Phil has over 30 years project management and consulting experience. After graduating as a Civil Engineer, he initially worked as a site engineer in heavy construction projects. He moved into management consulting in 1984, leading and working in business change projects in large organisations, managing projects in a variety of industries including a very large defence project where he was Project Director responsible for delivering a major project across multiple defence bases, managing a team of 75 consultants and over 100 uniformed personnel. Since 2001 he has worked as in independent consultant and trainer, with projects in a range of industries. He is also an active trainer, leading Diploma level courses in Business Management and Project Management as well as process training in warehouse and logistics operations.

Phil has led projects in both public and private organisations. He has worked in the Construction, Defence, Logistics, Air Transport, Power Generation, Health Care, Heavy Manufacturing and Consumer Products industries. Public sector clients have included NSW Department of Finance and Services, NSW Health, NSW Roads and Maritime Services, the Australian Defence Force and the Singapore Government and Guam Power Authority. Private sector clients have included Qantas, Woolworths, Primo Smallgoods, Masterton Homes, Unilever and Sharp Corporation. Whilst most of his experience is Australian, Philip has also worked in New Zealand, the Pacific Islands, East and South East Asia, Europe and North America.

Sean Misso

Sean's work life started with materials management in the automotive industry where his skills and passion with computers soon blended with and eventually overtook working with components and assembly lines. After a formal education in various computer programming languages his ability to communicate these concepts lodged him firmly in the IT Applications training industry.

Since 1995 Sean has been working for some of Sydney's largest IT Training companies, Delivering a mix of Microsoft Office Applications including Excel and Access VBA, HTML/CSS/Web Design, Adobe Photoshop and other image editing software.

Sean has developed various commercial database applications with MS Access as well as MS Excel solutions involving the use of VBA automation. He also enjoys working with multimedia learning production.

Participant feedback regularly states how he creates a friendly, relaxed and fun learning environment as well as providing a well paced course. Sean has a Certificate IV in Training and Assessment and is registered with the Australian Public Service (APS) Panel for facilitating training with Government Organisations. His hobbies and passions include Photography (focusing on Landscape), Science

Clare McCabe

After working in operational management roles in Banking and Finance for a number of years, Clare moved into Human Resources. Her experience with large Australian and International companies concentrated on developing and implementing programs aimed at improving staff satisfaction and retention, with a focus on the overall profitability of the business. Her responsibilities both regionally and globally, were for developing, implementing and coordinating the HR policies and programs that support global business strategies.

In 2008, Clare was appointed the General Manager for an Australian manufacturing company and was responsible for developing and managing the short and long-term strategic plans in the Americas region, based in Dallas Texas. This included implementing new systems and structures, which would enable continued and sustainable growth across North and South America.
Clare now works with industries including banking, technology, financial services, retail, manufacturing and engineering to create strong foundations that enable them to manage their business and teams effectively. Each client is provided with tailored solutions, which align with their company's strategy, unique goals and objectives, enabling them to achieve continued growth and success.

Disclaimer
All information included within this publication was correct at the time of printing

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