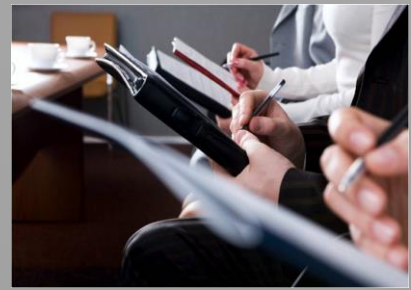


Training @ Work



Professional Development to deliver strategic excellence

TEAM
CONSULTING



Unlocking Quantum Leap Value



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Introduction

TEAM Consulting is a business advisory services company focusing on providing clients with solutions to their business needs through, training, business evaluations, consulting and implementation or management of activities on the behalf of the client.

It is our belief and firm conviction at TEAM that no organisation can operate successfully while neglecting the development of its people, as such we provide organisations with professional development services in three main thrusts;

- 1. Training materials for use by organisation in their own training programmes (Includes Participant Hand-out, Trainer Guide & Presentation Slides)**
- 2. In-house training to staff within the organisation**
- 3. Open public courses that are tailored to the issues we have found through research and experience as being issues that keep executives awake at night.**

Detailed below is a catalogue of our training courses, we are also fully aware of the fact that these training are generic in nature and we would be happy to discuss and develop any specific training needs you may have. We also offer customisations of any of our existing training solution to suit you and your organisation. We also provide on-site support at agreed rates for those conducting their own trainings.

☒ Excellent
☐ Very good
☐ Good
☐ Average
☐ Poor



Strategy Courses

Strategy Oriented Business Excellence

This course focuses on how to develop and implement a strategy within an organisation, looking at various tools available within the market.

Duration: 3 days

Audience: Management Level Staff

Course Outline:

1. Introduction to Strategic Management
 - Definition of Strategic management
 - The Strategic Management process
 - Importance of Strategic Management in an organization
2. Strategy Formulation
 - Mission
 - Vision
 - Values
 - Industry assessment
 - Stakeholder analysis
 - Objectives development
 - Initiatives
3. Strategy Implementing
 - How to carry out initiatives to achieve the desired strategy
 - Critical success factors (CSF)
 - Achieving synergy
 - Organizational structure and staffing
4. Strategic Review and Evaluation
 - How to measure progress of the strategy?
 - Tools for measuring strategy
5. Current thinking on Strategic management



Open Secret to Success

This course looks at the basics of strategic planning with a focus on the keys to success in strategic planning, this training is very biased to the TEAM Consulting methodology, Strategy@Work and as such is a unique training on strategic planning,

Duration: 1 day

Audience: Executives and Management Staff as well as Entrepreneurs.

Course Outline:

1. What is strategy
2. The Strategy process
 - Strategic Elements
 - Strategic Evaluation (Drivers of Change)
 - Strategic Existence (Mission and Values)
 - Strategic Envisioning (Vision)
 - Operational Elements
 - Operations Execution (Process)
 - Operational Excellence (Tactics & Measures)
3. The Open Secret
4. Personalizing Strategy



The Balanced Scorecard – Creating the Strategy Focused Business

This course is based on the work of Kaplan and Norton, the founders of the Balanced Scorecard, and discusses how best to use the Balanced Scorecard as a strategy management tool to keep the business and everyone in the business focused on the strategy.

Duration: 2 Days

Audience: Executives and Management Staff as well as Entrepreneurs.

Course Outline:

1. Introduction / Getting started
2. The BSC Implementation Process
 - Executive Interviews
 - Strategy Formulation & Strategy Mapping
 - Measures, Targets & Initiatives
 - Communications Strategy
 - Deployment Planning & Cascading the BSC
3. BSC Linkages
 - Remuneration & Career Development
 - Job Descriptions
 - Business Planning
4. Implementation Issues
 - Key Barriers
 - Ingredients for success
 - Automation
 - How to launch your BSC Initiatives?
 - Using Change Agents (Consultants)
5. Case Studies
 - Global Case Study
 - Implementing the BSC in Africa



Leadership & Management Courses

Leadership Challenge

The training will be structured around seven key modules which will introduce the manager to key concepts in leadership and help the manager to identify areas of improvement to become a more effective leader;

Duration: 3 days

Audience: Middle Managers

Course Outline

1. Introduction
 - What is Leadership?
 - Leadership Myths
 - Current Leadership Equation
 - Defining Leadership
 - What Is Leadership Development?
2. Leadership Styles
 - Leading vs. Managing
 - From Leader to Manager
3. Self-Leadership
 - Know yourself
 - Life Management
 - Goal Setting
4. Leadership Practices
 - Challenging the Process
 - Inspiring a shared Vision
 - Enabling Others to Act
 - Modelling the Way
 - Encouraging the Heart
 - Leadership Practices Inventory (LPI) – Assessing your leadership practices
 - Relating the Leadership Practices to our environment
5. Relational leadership
 - Developing People
 - The leader as coach



-
- Dealing with diversity
 - Communication
 - Effective team leadership
 - Networking Skills
 - Effective Delegation
 - Conflict resolution (Understanding Conflict Styles)
6. Developing the Mind of a Leader
- The leader's thought process
 - Creative Thinking
 - Big picture Thinking
 - Innovative Thinking
 - Results based thinking
 - Unpopular thinking
7. Lessons from Great Leaders



Leading at the Top

This training is focused on helping the leader to enhance their skills and conduct a rigorous self-introspection to identify areas where their leadership can improve.

Duration: 2 days

Audience: Senior Managers and Executives

Course Outline

1. Introduction
 - What is Leadership?
 - Leadership Myths
 - Current Leadership Equation
 - Defining Leadership
2. Self-Leadership
 - Know yourself
 - Life Management
 - Goal Setting
3. Leadership Practices
 - Challenging the Process
 - Inspiring a shared Vision
 - Enabling Others to Act
 - Modelling the Way
 - Encouraging the Heart
 - Leadership Practices Inventory (LPI) – Assessing your leadership practices
 - Relating the Leadership Practices to our environment
4. Relational leadership
 - The leader as coach
 - Effective team leadership
 - Conflict resolution (Understanding Conflict Styles)
5. Developing the Mind of a Leader
 - The leader's thought process
 - Strategic Thinking
 - Big picture Thinking
 - Innovative Thinking
 - Results based thinking
6. Lessons from Great Leaders



The Mind of the Leader

This training will be structured around key modules which will introduce the trainees to key concepts in thought leadership and helps the trainee to identify areas of improvement to become more effective in thinking as a leader.

Duration: 1 Day

Audience: Senior Management & Executives

Course Outline

1. Strategic Thinking
 - What is Strategic Thinking
 - Importance of Strategic thinking
 - The Process of Strategic Thinking
 - Relationships, Patterns and Trends
2. Critical Thinking
 - What is critical thinking?
 - Stages of critical thinking
3. Innovation and Creativity
 - Right people
 - Personality traits
 - What kills creativity
 - Growing creatively
 - Building Relationships



Emotional Intelligence

Great leaders know that their technical competencies are necessary but not sufficient for them to lead effectively and that Emotional Intelligence(EQ) has become the key difference maker between average and star performers. In a world where talent has become a competitive advantage, staff are looking for organisations with leaders that can relate to their contexts and enable them to be their best selves. Emotional Intelligence is a key competency for every leader of today and the future

Duration: 2 Days

Audience: Mid-level to Senior leaders

Course Outline

1. Definition of Emotional Intelligence (EQ)
2. Understanding your personal EQ
3. Strengths and Weaknesses of Emotionally Intelligent Leaders
4. The five Components of Emotional Intelligence
5. Strengths based leadership as an EQ tool
6. Coaching Others using EQ



The Leader as Coach

This training is focused on helping the leader increase the value of people through genuine empowerment and coaching.

Duration: 1 Day

Audience: Managers at all levels

Course Outline

4. What is coaching?
 - Types of coaching
 - Helping Skills in Context
5. Attributes of Good Coaching
 - See Yourself Differently
 - Authority
 - Provide fast feedback
 - Good management skills
 - Be a Team player
 - Embraces Self Reflection
 - Makes suggestions
6. Coaching and Leadership (Why people follow their leaders (level of leadership))
7. Benefits of coaching
 - Benefits to coach and coachee
 - Benefits to coachee
 - Benefits to coach
8. Use of senses in coaching
 - Watching
 - Listening.
9. Roles and Responsibilities for Coach and Coachees
10. Following up on a coaching session
11. New Ideas around Coaching
 - New Thoughts
 - New Beliefs (win/win situations)
 - New Values (Keep Learning!)
 - New Behaviour (Catching People doing things Right)
 - Examples of Successful Coaches



Corporate Governance

This training aims to foster a culture and understanding of corporate governance and how best organizations can implement a corporate governance framework to suit their business:

Duration: 1 Day

Audience: Management

Course Outline

1. Introduction
 - What is Corporate Governance?
 - Why companies concern themselves with corporate governance
 - Key Actors in Corporate Governance
 - Constructing a Corporate Governance
2. Foundations of Good Governance-Key Concepts
 - Delegation of authority
 - Checks and balances
 - Professional decision-making
 - Accountability
 - Transparency
 - Conflicts of interest
 - Aligning incentives Framework
3. Corporate Governance Principles
 - Board Oversight
 - Structure
 - Strategy and Planning
 - Scheduling and Communication
 - Performance management
 - Risk management and Internal Controls
 - Stakeholder Management
 - Competencies and Experience
 - Agency Theory
4. Introduction to Ethics
 - What is ethics?
 - Ethics and the law.
 - Importance of Ethics to the Organisation
 - Purpose of Ethics
 - Business ethics
5. Implementation challenges
 - Challenges of implementing a good corporate governance model



Principles of Management

This training is focused on introducing the concepts of management to a new manager or supervisor as well as reinforcing key skills to the seasoned manager

Duration: 3 Days

Audience: Aspiring and existing managers

Course Outline

6. Introduction to Management
 - What is Management
 - The Functions of Management
 - The Roles of a Manager
7. The Leading Manager
 - What is Leadership
 - Leading vs. Managing
 - Leadership Practices and lessons
 - Effective Team Leadership
 - Motivating Staff
8. The Manager as Planner & Controller
 - Links between management and strategic planning
 - Managing Information
 - Control Mechanisms
9. The Organising Manager
 - Organization structures
 - Culture & Power
 - Authority
 - Relationships
 - Responsibilities
10. Dealing with People
 - Recruitment
 - Employee Selection
 - Training & Development
 - Performance management
11. Management in Action



Focusing on Results

This module is focused on the practical application of conducting a results assessment, the training expected to run for a morning while the rest of the time is dedicated to conducting an organisational assessment of excellence in results.

Duration: 1.5 Days

Audience: Senior Management

Course Outline

1. Introduction
2. Purpose of Business Analysis
3. Excellence
 - What is Excellence
 - Fundamental Concepts
 - Excellence Model
 - Assessment Criteria
4. Assessing Performance
 - Conducting the Excellence Assessment



Managing Change

This training is focused on equipping the participant with the necessary skills to manage and deal with change.

Duration: 2 Days

Audience: All staff dealing with Change

Course Outline

5. Introduction
6. What is Change Management?
 - The Change Imperative
 - Categories of Change
 - Forces of Change
 - Levers / Drivers of Change
7. Today's Manager & Change
 - Attitudes and Change
 - Resistance to Change
 - Reducing Resistance to Change
8. Methods of Managing Change
 - Change Agents
 - Metaphors for Change
9. Tools for Effective Change Management
 - The DISCO Model for Managing Change
10. Changing Culture
11. Conclusion
 - The Handwriting on the Wall - Lessons from 'Who Moved my Cheese'
 - Moving Change
 - Critical Success Factors



Team Building

Effective Team Leadership

This course is for all team leaders and their team members; the course is designed to look at the essentials of a good team and a good team leader.

Duration: 2 days

Audience: Team Leaders at all levels of an organisation.

Course Outline:

1. Introduction
 - What is leadership anyway
 - Team Leadership Qualities
 - The role of a team leader
2. The Role of a Team Leader (Leadership Practices)
 - Challenging the Process
 - Inspiring a shared vision
 - Enabling others to act
 - Modelling the way
 - Encouraging the heart
3. Developing a high Performing team
 - Stages of Team development
 - Five disciplines of a high Performing team and leader's role in nurturing them.
4. Creating Organizational clarity
 - Communicating with Impact
 - Listening
 - Non-verbal Communication
5. Creating Sustainability
 - Decision Making in teams
 - Valuable tools for teams
 - Empowered Teams.



Outdoor Teambuilding Course

Sometimes all a team needs to create better rapport and sort out their issues is some time together in an unrestricted environment. As such we have embraced the idea of outdoor teambuilding, taking advantage of the existing teambuilding courses and conference facilities to offer a program structured around these.

Duration: 0.5 - 1 day

Audience: Organisational Teams at all levels

Venues: Mbizi Game Park, Tree of Life, Stephen Margolis Resort (We are also open to other outdoor sites as long as there is adequate space for us to set up our equipment)

Course Outline:

Shown below are examples of the course activities at some of the facilities we use as a guide showing the content and how we relate each one to teamwork?

<i>Exercise Name</i>	<i>Team Dynamics Involved</i>
Blind Fold Journey	This exercise helps teach individuals how to cope with change as a team and how to build a shared vision
Tyre Puzzle	Tough physical and mental exercise the teaches the participants the importance of having appropriate priorities
Stepping Stones	Teaches the team the value of following rules and working together to solve a common problem
Zip Line – (rope bridge and fuffy slide)	Makes teams Encourage and support one another as well as overcome fears.
Backward Fall	Encourages trust amongst team members who must catch each other on a backward fall of a ledge
Canyon Walk	Teaches sequencing and decision making skills within a team setting.
Tyre Wall	Teaches team to listen to one another and the importance of planning.
Swinging Surfboard	Teaches teams to identify critical success factors.
Heinz's leap	Teaches team to be innovative and learn to assess risks properly
Pampers Pole	Teaches team to identify each other's strengths and listen to one another and the importance of planning.
The Bridge	Teaches teams to identify critical success factors.
The Spiders Web	Helps to teach the team to strategise, make sacrifices and resolve conflict.
Mine Field	This exercise help teach individuals how to cope with change as a team.



<i>Exercise Name</i>	<i>Team Dynamics Involved</i>
Crocodile Creek	This exercise teaches the team the importance of communication and leadership.
Jail Break	Teaches the team the importance of perseverance as they climb of a wall to break out of jail together.

We have a wide range of outdoor activities that we can provide to the organisation and generally select and customise these to each organisations specific needs, the cost per person is also dependant on numbers and can be discounted for larger groups.



Indoor Teambuilding Programme

We also recognise that the outdoors is not for everyone as such we have developed a number of different programmes and exercises that can be conducted in doors and still allow a team to deal with issues around Communication, Conflict, Trust, Problem Solving, Etc.

Duration: 1 day

Audience: Organisational Teams at all levels

Course Outline:

Detailed below is an example of one of our indoors programmes

Timings	Event	Key Activities
Morning Session (0830 – 1000)	Introduction and Motivational Talk Getting to know one another and our specific team roles	- Facilitators will give staff a motivational talk on the importance of team work and having a positive attitude. - Staff will conduct a self-assessment of their team role preferences - Staff will introduce each other in an informal and fun way that will begin to establish trust
Noon Session (1030 – 1230)	Creating an appropriate Culture (Group Session)	- Group Discussions on organisational Values and how to live them - Staff sharing expectations for the organisation and their roles and clarify roles and responsibilities - Exercise to highlight the value of innovation and sharing ideas
Afternoon session (1400 – 1500)	Team Communication (Group Session)	Numerous Exercises to emphasise the importance of good communication in a team.
Wrap up Session (1530 – 1600)	Team war cries (Group and combined session)	Getting the group to work together to develop a war cry for the team and the organisation.



Overcoming the Five Dysfunctions of a Team.

This course is only conducted on an in-house basis and focuses on building a strong team within an organization in a specific area or a strong management team. The Course is based on the work of Patrick Lencioni of the Table Group (USA).

This model identifies five dysfunctions to team effectiveness as detailed below:

1. Absence of Trust

The fear of being vulnerable with team members prevents the building of trust within the team.

2. Fear of Conflict

The desire to preserve artificial harmony stifles the occurrence of productive, ideological conflict.

3. Lack of Commitment

The lack of clarity and/or the fear of being wrong prevent team members from making decisions in a timely and definitive way.

4. Avoidance of Accountability

The need to avoid interpersonal discomfort prevents team members from holding one another accountable for their behaviors.

5. Inattention to Results

The desire for individual credit erodes the focus on collective success.

Using these five dysfunctions and techniques for addressing these issues will form a pivotal part of our methodology. An assessment of the level of dysfunctions of the team is conducted prior to the programme.

Duration: Depends on the Organisational needs (generally 2 days)

Audience: Organisational Teams at all levels

Day 1	
0900 – 1030	Introduction to the five dysfunctions (video & presentation) Feedback and discussion of team assessments
1100 – 1300	Trust - Exercises and activities to foster trust, including personal histories and Personality Assessments



1400 - 1530	Conflict - Session on different conflict styles and how to deal with conflict in a constructive manner
1600 – 1700	Commitment - Discussions on how to build commitment to different organizational initiatives
Day 2	
0830 – 1000	Day 1 Recap Accountability - Peer to Peer review and discussion on how to hold each other accountable
1030 – 1130	Peer Review Feedback and Discussion
1130 – 1230	Focus on results - Review on key results on the organization and developing collective targets for the team
1400 – 1530	Final session to review progress made and agree additional personal commitments and milestones for the team.

Post the workshop we will also provide the organisation with a report which the team can utilise to build upon the learnings from the exercise.

Other Teambuilding Activities

Although TEAM provides these structured teambuilding courses, we also pride ourselves in our ability to customise specific teambuilding activities for different organisations. These activities can be derived from any of our existing programmes and can be used in different setting such as

- Structured regular teambuilding process for an organisation
- In conjunction with another training programmes to cater for the team dynamics during the training

We are also happy to combine programmes into a hybrid offering if the organisation's needs demand this.



Supply Chain Management

Unlocking the Hidden Value in Procurement

This course is based on TEAM Consulting, renowned Value Added Procurement Methodology which focuses on developing, implementing and sustaining a strategic sourcing culture within an organization. This methodology has been tried and tested and reduced organisations purchased goods and services expenditure by anything between 5 and 20%.

Duration: 3 days

Audience: Management teams and all procurement related staff.

Course Outline:

1. Introduction
 - Definitions of Purchasing
 - Why is Purchasing Strategic
 - Successful Purchasing Organisations
2. Negotiating for Procurement Success
 - Definition of Negotiation
 - Negotiating fundamentals
 - The Negotiation process
 - Skills for Contract Negotiation
 - The Contract Negotiation Process
3. Find the Value (Analysis)
 - Spend Analysis
 - Opportunity Assessments
4. Get the Value (Strategic Sourcing)
 - Commodity Profiling
 - Developing Sourcing Strategies
 - Selecting Suppliers
 - Implementing Deals
5. Keep the Value (Sourcing Infrastructure)
 - Organisational Improvements
 - Process Improvements
 - Technology Enhancements
 - People and Skills Requirements



Operations Management

This course introduces the topic of operations management, to all staff involved in managing operations of one sort or another within an organisational context.

Duration: 3 days

Audience: Management teams and all operations related staff.

Course Outline:

12. Introduction to Operations Management

- Definition of Operations management
- Key areas in Operations Management

13. Productivity

- Introduction to productivity
- Management of Resources – Man, Machine and Materials
- Work systems - Work study and Arrangement of facilities

14. Operations Scheduling

- Activities scheduling
- Queuing theory
- Project management

15. Total Quality Management (TQM)

- Quality control
- Service efficiency
- Performance management
- Benchmarking
- Standards

16. Operations Management and Services

17. Best Practices and Trends

- Just in Time (JIT)
- Supply Chain Management (SCM)
- Theory of Constraints (TOC)
- Excellence Quality Model (EQM)



Market and Customer Management

Sales and Marketing

This Course touches on the exciting subject of sales and marketing and provides the participant with an introduction that will inspire and encourage the individual to want to go out and try selling or marketing a product for themselves. The course also acts a very good refresher course for those that are already in the sales and marketing field.

Duration: 2 days

Audience: Sales and Marketing professionals & individuals with a keen interest in the subject.

Course Outline:

1. The Sales Process
 - What is selling
 - The stages of Selling
2. The Marketing Process
 - Marketing Vs Selling
 - Effective Selling linked to Marketing
 - Marketing Strategy
3. The Marketing Plan
 - Linking business strategy with marketing
 - Targeting the customer.
4. Understanding Consumer Behaviour
 - Influencing Buying Behaviour
 - The buying process
5. Relationship Based Selling
 - Understanding Customer Wants
 - Defining Customer Value
 - Pitfalls and Tips
6. Turning Sales Challenges into Opportunities
 - Managing Yourself
 - Selling on Purpose
 - Customer Focus
 - Power Selling, Building a Positive Attitude



Relating with Stakeholders (Public Relations)

This Course focuses helping the participant know how to relate to different stakeholders / publics for improved relationships.

Duration: 1 day

Audience: All staff who have to interact with publics

1. Managing Relationships
 - Introduction
2. Public Relations (PR)
 - Role of PR in Managing External Relationships
 - What is Public Relations
3. Context of Public Relations
 - Understanding your publics
4. Developing a Public Relations Plan
5. Key Elements of a PR Plan (RACE)
 - RESEARCH - Question to Ask
 - ACTION PLAN
 - COMMUNICATION
 - EVALUATION
6. Public Relations Techniques
 - Steps Involved in Establishing Good Media Relations
7. Public Relations Ideas



Building Successful Relationships

This course aims to equip individuals with the requisite skills to be able to develop successful relationships with people from various backgrounds in the workplace.

Duration: 1.5 days

Audience: All staff

1. Introduction to building successful relationships.
 - Relational bank account.
 - Authority vs. Power
2. Motivating people.
 - Four truths about leadership and people
 - What every leader should know about people.
 - Motivation
3. Coaching others.
 - Types of coaching.
 - Attributes of good coaching.
 - Skills/Will matrix
4. Coaching
 - Coaching and leadership.
 - Benefits to coach/coachee
 - Listening
 - New ideas around coaching.
5. Conflict Management.
 - Factors that enable conflict
 - Managing Conflict
6. Giving and receiving feedback
 - Effective feedback.
 - Giving and receiving feedback.
 - Tips
7. Current issues in relating with people.
 - Workforce diversity
 - Sexual Harassment



Finance and Cost Management

Cash Flow Management

This Course has become very relevant with the current market pressures plaguing Zimbabwe where many organizations are struggling with Cash Flow Issues, the course acts as a refresher to those already involved in managing finances and as an introduction to those who work within other departments of the organization.

Duration 1 Day

Audience: Finance Professionals and all staff dealing with finance departments & Entrepreneurs or small business owners.

Course Outline:

1. Introduction
 - What Is Cash Flow
 - The Importance of Cash
2. Profit Vs Cash
3. Managing Working Capital
 - Cash Conversion Cycle
 - Cash and Marketable Securities
 - Accounts Receivable
 - Handling Collections
 - Inventory Management
4. Short Term Credit
 - Accruals
 - Accounts Payable
 - Short term loans & Financing
5. Some Finer Points
 - Managing Costs
 - Warning signs
 - New Financial Measures
 - Value Based Management
 - Effective Performance Management



Finance Essentials

This course acts as a primer to managers and individuals in organisations who do not work in the finance area but need to have a basic understanding of financial matters, structured much around the idea of teaching Finance to Non-Financial Managers, this course provides participants with a simplified way of understanding what is sometimes looked upon as a complicated subject.

Duration: 2 day

Audience: Finance Professionals and all staff dealing with finance departments & Entrepreneurs or small business owners.

Course Outline:

1. Introduction
 - What is Financial management
2. Understanding Financial Statements
 - Income statement
 - Balance sheet
 - Cash flow statements.
 - Reporting Requirements – how do we report performance
3. Measuring Financial health
 - Using Ratio analysis to assess the financial health of the organization
4. Budgeting
 - Steps to creating a budget
 - Different budgeting approaches
5. Capital Budgeting
 - Payback
 - Rate of return
 - Net Present Value
6. Managing Working Capital
7. Financial Planning
 - Forecasting future financial needs
 - Planning for additional funding requirements
8. Some Finer Points



Personal Leadership

Personal Effectiveness

This training will introduce the trainees to key concepts in personal leadership and help the trainee to identify areas of improvement to become a more effective in their lives and as a leader.

Duration: 2 day

Audience: Anyone in the organisation

Course Outline:

1. Living a balanced life
 - Introduction and Expectations
 - Personal Assessments
 - Habit formation
2. Personal Mission Statement
 - Analyse your priorities
 - Define your mission statement
 - Identify your roles
3. Goal Setting
 - The 7 step process
 - Practical Application - setting 3 goals
4. Time Management
 - Approaches to time management
 - The GTD system
5. Business Etiquette
 - Communication
 - Networking



Grooming & Etiquette

This course aims to provide a deep understanding of rules of business etiquette, grooming, deportment and confidence building; it also aims to create self-motivation by participants resulting in job satisfaction and increased productivity.

Duration: 1 day

Audience: Anyone in the organisation

Course Outline:

6. Business Etiquette
 - Rules of etiquette i.e. manners, attitude and behavior change.
 - The dos and don'ts of office etiquette.
 - Effects of bad manners in the office and to clients.
 - Social etiquette in the context of the business setting.
7. Grooming, Branding & Deportment
 - Appropriate business attire from head to toe.
 - Wardrobe planning, including tips on colour coordination, colour blocking, and accessories.

Emphasis will be on achieving a balanced outlook which resonates with the requirements and the expectations of the business.

 - Tips on personal hygiene
8. Self Esteem and Confidence Building
 - Evaluating Esteem Levels
 - Tools and Techniques for boosting self esteem
9. Communication and Presentation Skills
 - Written and oral communication
 - Appropriate business language
 - Effective presentation skills
10. Hosting and being hosted for meetings, functions etc.



Communicating with Impact

Everyone has a burning desire to be able to communicate better than they do, to ensure that those they interact with cannot only hear them but understand them. Our Communications course helps the individual to unlock the ability within them to clearly articulate and structure their message in a way that others will understand.

Duration: 2 days

Audience: Anyone involved in working and communicating with others.

Course Outline:

1. Introduction to Communication Skills
 - Defining Communication
 - Importance of Communication
2. The individual and Communication
 - Communicating with Impact and clarity
 - Communicating to lead
3. Communication Methods
 - The language of communication
 - Listening
 - Non Verbal Communication
 - Tools for communication
4. Organisational Communication
 - Communicating across departments
 - Team Communication
 - Understanding the correct communication channels
 - Dealing with customers (Telephone skills, Complaints handling)
5. Challenges associated with Communication
 - Barriers to Effective Communication
 - Communicating across cultures
 - Conflict and communications
6. Concluding Issues
 - Secrets of effective communicators
 - Making good communication natural
 - Using what you have



Skills Training

Negotiation Skills

This course, provides participants with a clear understanding of the need for negotiation skills and how best to plan for and negotiate in different situations.

Duration: 4 days

Audience: Anyone involved in negotiations

Course Outline:

1. Introduction
 - Definitions
 - Negotiation Fundamentals
 - Skills for contract negotiations
 - The contract negotiation process
2. Negotiations Planning
 - Analyzing competitor proposals
 - Devising the overall negotiations strategy
 - Planning the negotiation
3. Building Relationships
 - Win – Win Relationships
 - Dynamics of relationships
 - Success factors for relationships
 - Practicing win-win negotiations
4. Managing Negotiations
 - Ethics in Negotiations
 - Getting the right outcome
 - Closing negotiations well
5. Practical Negotiation Tips
 - Tactics & tricks
 - Rules and Principles
 - Know Yourself
 - Final points



Effective Presentations

This course has been designed to meet the ever increasing need for staff at all levels of organizations to be able to effectively present their work to their peers, superiors and customers. The Training looks at how to develop effective presentations and how to use Microsoft PowerPoint to complement the presentations.

Duration: 2 days

Audience: Any staff or business owners involved in making presentations

Course Outline:

1. Key Steps in Developing a Presentation
 - Setting up the presentation
 - Content & Structure
 - Organizing the Presentation
 - Using Visuals
 - Presenting effectively
 - Handling Questions
2. Basic PowerPoint
 - Presentation basics
 - How to edit & modify an existing presentation
 - How to use the help function?
 - How to enhance slides using appropriate formatting techniques?
 - How to insert pictures and work with graphics?
3. Advanced PowerPoint
 - How to add transition effects & animation to a slide show
 - How to add charts, tables and WordArt effects to your slides
 - How to use PowerPoint with other programs & the Internet?
 - Customize PowerPoint to suit your personal tasks and needs
4. Minto's Pyramid Principle



Innovate or Die – Building Innovation in the individual

This training runs over one day and is structured around five key modules; this course is expected to work based on a Rapid Impact approach where staff will be given the skills and tools required to be innovative and simultaneously challenged to be innovative and to have a real mind shift. This type of training has become more and more relevant and critical as the world has continued to globalise and as such demand more and more innovation from staff.

Duration: 1 day

Audience: Anyone within the organisational who needs to have innovation in their work.

Course Outline:

1. Introduction
 - Defining Innovation
 - Sources of Innovation
 - Principles of Innovation and Creativity
2. Creating and Nurturing a Culture of Innovation
 - Building a Case for Innovation (Why Innovate and the Concept of stagnation)
 - Fostering Innovation (The philosophies of experimentation, empowerment and managing without boundaries)
 - Living Innovation (Positive Failure, Taking action in the face of Uncertainty)
3. Innovation @ Work
 - Innovation Process
 - Generating Alternatives
 - The Discipline of Creativity (Focus, Method and time)
 - Challenging the Status Quo
 - Harvesting ideas
 - Selecting Options
 - Communicating for Innovation (Seeking Information, Celebrating Success,)
 - Team Innovation (Collaborative problem solving, Supporting Innovation)
4. Tools for Innovation
 - Process Management, Radical Improvement (Kaikaku), Mind Mapping, Juggling, Jamming (Toolkit for Managers, Supervisors and Execs)
5. Live Innovation



Performance Management

This course has been designed to provide staff at all levels of an organization with an appreciation of the importance of performance management and how performance management can help their organisation.

Duration: 2 days

Audience: Any staff involved in managing the performance of others within an organisation.

Course Outline:

1. Introduction to Performance Management
 - Definition of Performance Management
 - Key terms and ideas in Performance Management
2. Why Performance Management (Understanding the need)
 - Impact of Performance Management on Strategy
 - Merits of Performance management
3. The Performance Management Process
 - Setting Goals and Objectives
 - Developing performance measures
 - Establishing targets
 - Evaluation
4. Deploying Performance management throughout the organization
 - Cascading performance measures
 - Building Team performance measures
 - Linking Performance to Career Development
 - Linking Performance to remuneration
5. Challenges & Lessons
 - Case Studies (Zimbabwean and global)
 - Barriers to successful performance management.
6. Performance Management Tools & Trends
 - Basic Tools
 - The Balanced Scorecard
 - The Performance Prism
7. Automating Performance Management



Business Process Management

This course has been designed to provide staff at all levels of an organization to develop an understanding of business processes and how to transform these processes for improved business operations in all areas of the business.

Duration: 2 days

Audience: Any staff involved in day to day activities of a specific work area

Course Outline:

1. Introduction to Business Process Reengineering (BPR)
 - What is BPR
 - Why Reengineer
2. BPR Methods and Notation
 - Understanding process terms and notation
 - Models of BPR
 - IDEF
 - Flowcharting
3. Process Redesign
 - Analysing existing Processes
 - Redesigning Existing processes (Using an actual process as an example)
 - Designing New Processes
4. Managing Process Change
 - Culture
 - Skills
 - Structures and Organization
 - Technology
5. Concluding Remarks
 - Pitfalls to avoid
 - Guidelines for Success
 - Links to other methodologies
 - Balanced Scorecards
 - ISO Certification
 - Six Sigma



Project Management

This course has been designed to provide individuals involved in managing projects with the necessary tools to better manage these projects and ensure effective implementation of the projects with little to no delays or disruptions.

Duration: 3 days

Audience: Any staff involved in managing projects and Project Managers

Course Outline:

1. Introduction to Project Management
 - Defining Project Management
 - The Project Lifecycle (Planning, Initiation, Implementation, Exit (*PII E*))
 - Keys to Project Management Success
2. Planning the Project
 - Scope Definition (What are the boundaries or extent of project)
 - Stakeholder Analysis (Who has an interest)
 - Setting Goals (What are the objectives)
 - Activity Definition (What are the action steps)
3. Initiate Project
 - Team Build up (who will be involved)
 - Assign Responsibilities (Who will do what)
 - Develop Work schedule (Timings for key actions)
 - Cost Management (Budget for work)
4. Implementing the Project
 - Monitoring and Controlling the project using the project keys
 - Progress Reporting
 - Change Control
 - Quality Management
5. Exiting the Project (Project Closure)
 - Performance Evaluation
 - Knowledge Harvesting
 - Completion
6. Concluding Issues
 - Solving Common Project Management Problems, Project Management in a changing environment, Future and New Trends in Project Management



Development Programmes

Over time we at TEAM have recognized that individuals sometimes need a structured programme of training to ensure that they get a balanced exposure to the different business areas. It is in this light that TEAM currently offers the following consolidated development programs as outlined below: TEAM can however also develop a specific development program tailored to the needs of the organization. We are also happy to add any of our other courses to a programme or make adjustments in consultation with you.

Leadership Development Program

The Leadership Development program is structured to provide the leadership team of an organization with insight on issues that are crucial for effective leadership, this training assumes that the leader already has the basic skills of management. The programme is structured around 7 modules with each module running for a total of one and half days each broken down into three half day sessions in a month. Detailed below are the modules:

Module	Key Points
Personal Leadership	• Living a balanced lifestyle • Business etiquette • Personal planning
The Leadership Challenge	• Practices of effective leadership • Servant hood • Values based leadership
The Mind of the Leader	• Strategic Thinking • Critical thinking • Innovation and Creativity
Building Successful Relationships	• Knowing people • Motivating People • Coaching others • Giving and receiving feedback • Dealing with diversity
Communicating with Impact	• Effective communication skills and tools • Managing Meetings for success • Making a presentation • Reporting what matters
Leadership skills	• Win-Win Negotiations • Managing change • Assessing performance
Focusing on Results	• Business Analysis • Excellence • Business Reporting



Leadership@Work



The Leadership @Work programme is a unique approach to leadership development and is designed around 21 Modules that run for 1 hr a week, each of these hour sessions includes:

- 10 Minutes at the Start to reflect on the previous module and lessons learnt
- 45 minutes on the lesson for the day
- 5 minutes to discuss the daily work each participant will need to do in advance of the next lesson.

This format is designed so that the learning process is three fold, the participant will learn as the lesson is taken, they will then also learn by working on a daily reflection sheet reading a dedicated text and conducting various exercises and assessments for themselves and will also learn through sharing their experience with others at the start of the next lesson

The programme runs across four thematic areas as detailed in the table below:

Thematic Area	Overview	Modules
Leadership	Focusing on introducing the leader to the concept of leadership and what it means to lead oneself before leading others	• Personal Leadership • Goal Setting • Leadership Practices • Servant leadership • Motivating others
Mindset	This theme takes the manager through specific strategies on how to think for transformative change.	• Strategic Thinking Part 1 & 2 • Innovation • Creativity • Critical Thinking
Engagement	This theme will equip the manager to engage their teams and drive employee satisfaction.	• Understanding Employee Engagement • Building Employee Engagement • Coaching as tool for Engagement 1 & 2 • Effective Team Leadership / Delegation
Tools	No manager can achieve results without the necessary tools, we must provide the managers with the necessary tools to support their roles as leaders in the organisation	• Managing Change • Tools for Change • Building network • Conflict Resolutions • Negotiations • Business Excellence



Management Development Program

The Management Development program is structured to introduce the principles of management to those who have been recently appointed to management, and also act as a refresher to those who have been in management for a while. The programme is structured around 7 modules with each module running for 2 days. Detailed below are the modules:

Module	Key Points
Principles of Management	• Executing Strategy • Leading Teams • Organising People • Controlling processes
Operations Management	• Different Types of Operations • Productivity • Business Process Reengineering • Operations Scheduling and Project Management • Total Quality Management • Physical Asset Management • Constraints Management
Managing Human Resources	• The HRM Framework • Managing Labour Issues • Developing People Strategies • Managing Talent
Markets & Customer Management	• Developing & Executing Marketing Strategy • Know your products • Segmenting Markets • Marketing Research • Customer & Account Relationship Management
Finance for Non Financial Managers	• Basics of Financial Management • Financial Assessments • Budgeting • Cost / Benefit Analysis • Cash Flow & Inventory Management
Win – Win Negotiation	• Negotiations Fundamentals & Planning • Building Win – Win Relationships • Managing Negotiations
Project Management	• Success Levers for Project management • The project management process • Pitfalls in project Management



Basic Business Skills Program

The BBS program targets staff at all levels of the organisation and provides the individual with basic business training to equip them with the skills needed to efficiently deliver in the workplace. Each module runs over a full day and can be done in one go or divided into two half day modules according to what suits the organisation. The programme has seven modules in total.

Module Area	Key Areas
Self Management	• Creating a Balanced Life • Conducting a personal SWOT Analysis • Setting Goals
Grooming & Etiquette	• Presenting yourself • Relating with others • Dressing for Success
Communication skills	• The individual and communication' • Communication Methods • Organisational Communication • Meetings that work
Effective Writing Skills	• Structuring your message • Appropriate Writing Styles & language • Writing for Different audiences • Report writing
Presenting with Impact	• Presenting your message • Building Inner Confidence • Speaking for effect • Using Slides
Skills for Work	• Problem Solving • Conflict Management • Decision Making
Self Management 2	• Achieving Goals • Managing time (Establishing priorities) • Managing Workplace stress

Graduate Development Program

The Graduate development programme, is structured around the same concept as our other development programmes but is tailored to graduates who would have recently joined the organization and already undergoing a mentored process over an agreed time frame. The program has a nine modules that focus on establishing personal effectiveness and business appreciation skills for the graduate. At the end of each module the participant will also be expected to complete an assignment which is submitted prior to the next module. This programme can be run over nine months (1 module a month or over 18 Months (1 Module every 2 months) all depending on the length of the internship programme. Detailed below are the modules:

Module	Key Points
Self-Management	• Creating a Balanced Life • Conducting a personal SWOT Analysis • Setting & Achieving Goals • Managing time (Establishing priorities) • Presenting yourself (Verbal and Physical) • Relating with others
Skills for Work	• Problem Solving • Conflict Management • Decision Making • Win – Win Negotiations • Working in Teams
Effective Communication	• The individual and communication' • Communication Methods • Organisational Communication • Meetings that work • Effective Writing Skills • Presenting for Impact
Principles of Management	• Executing Strategy • Leading Teams • Organising People • Controlling processes • Promoting Innovation
Operations Management	• Different Types of Operations • Productivity • Business Process Reengineering • Operations Scheduling and Project Management • Trends in Operations Management
Managing Human Resources	• The HRM Framework • Managing Labour Issues • Developing People Strategies • Managing Talent
Sales & Marketing	• Marketing vs. Selling • Understanding Buying Behaviours • Prerequisites for Successful Selling • Building Customer relationships
Finance for Non-Financial Managers	• Finance Basics



TEAM Consulting Training Profile



	• Reading Financial reports • Working Capital Management • Budgeting
Managing for Results	• The Results Cycle • Managing Change • Excellence • Performance Management

Supervisory Development Program

The supervisory development programme, is structured around the same concept as the management development program, but focuses on basic introductory principles which are taught over a 2-day period to ensure that staff fully understands the context. This program has 6 modules and is for those who are working in a supervisory capacity within an organisation, but also for those who are being prepared for management in the future and need a good primer. Detailed below are the modules:

Module	Key Points
Strategy & Change	• Understanding Strategy • The Supervisors Role in strategy implementation • Understanding Change • Accepting Change • Managing Change
Principles of Supervision	• Understanding Supervision • The four functions of Management (Planning, Organizing, Controlling, leading) • Problem solving • Effective Communication
Leading People	• Understanding Leadership • Roles of a Team Leader • Leadership Practices • Motivating People • Managing Labour Relations
Sales & Marketing	• Marketing vs. Selling • Understanding Buying Behaviours • Prerequisites for Successful Selling • Building Customer relationships
Finance for Non Financial Managers	• Finance Basics • Reading Financial reports • Working Capital Management • Budgeting
Personal Effectiveness	• Personal Etiquette • Personal Goal setting • Managing Workplace stress • Career Development

Excellence Development Program

Through TEAM's involvement with the Journey to Excellence initiative in partnership with eLearning Solutions, TEAM has developed an Excellence development program which runs over a 7-week period with one day each week dedicated to the learning experience. The modules are centered on the basic enablers of excellence and how one can develop themselves and their organisation to better interact with these issues. Detailed below are the modules:

Module	Key Points
Introduction to Business Excellence	• Understanding the fundamental concepts of Excellence • Different excellence models • The concept of self assessment and improvement • The excellence journey • The RADAR Model
Leadership	• Understanding Leadership • The importance of Leadership • Leadership Practices • Leadership in respect of excellence
Strategy & Policy	• The importance of Policy and Strategy • Policies that drive excellence • Strategy and Excellence
People	• People as an Asset • People as an Enabler to Excellence • The role of people management in driving excellence and business success
Partnerships and Resources	• Partnering for Excellence • Knowing the Resources needed for excellence
Processes	• Process Improvement • Process Management • Process Excellence
Driving Results through Excellence	• What are Excellent Results (Trends, Targets, Causes and Comparisons) • Understanding the Scope of Results • Delivering Results



Entrepreneurial Skills Equipping Programme (ESEP)

The ESEP programme was originally designed by TEAM for a programme that was run to build business skills in Entrepreneurs, this material was the further adapted and is used at one of the Agricultural Colleges to teach participants business skills to complement their technical knowhow. We recommend that this programme be run as once off five-day event to cover the five modules although it can also be run as one module at a time over a set time frame. Detailed below are the modules:

Module	Key Points
Building Entrepreneurship skills for Business Start Up	• What is entrepreneurship? • Role of creative thinking in Entrepreneurship. • Innovation and Business • Turning ideas into Business-Developing a business plan. • Understanding the Zimbabwean context.
Financial Essentials	• What is Finance anyway? • Understanding financial statements. • Measuring financial health. • Budgeting • Financial Planning. • Relating to investors
Management Basics	• Challenges facing entrepreneurs. • Exploring management. • Broad skills needed for management. • Functions of management.
Personal and Work Efficiency	• Problem solving and decision making. • Effective Delegation Skills • Effective Communication. • Networking Skills
Marketing and Sales	• Importance of marketing • Developing a marketing plan. • The Sales Process



Other Courses

TEAM Consulting also provides additional courses, which include the following:

1. Account Relationship Management (Making every Account Count) - 2 days
2. Constraints Management (Based on the Theory of Constraints) – 2 days
3. Servant Leadership - 1 day
4. Spiritual Intelligence – 1 day
5. Profit Patterns (Exploiting the Profit Patterns shaping your organisation) – 2 days
6. Managing Labor Relations – 1 day
7. Business Succession Planning – 2 days
8. Business Ethics – 1 day
9. Lean Six Sigma – 1 day
10. Customer Care – 1 day
11. Call Centre Training – 1 day
12. Anger Management – 1 day
13. Assertiveness and Self Confidence – 1 day
14. Attention Management – 1 day
15. Anti-Money Laundering & Combatting the Financing of Terrorism – 1 day
16. Empowering Leadership & Delegation – 0.5 Days
17. Employee Engagement - 0.5 days



Contact Details

For details on all our training offerings and a specific quotation for you please contact our team:

TEAM Advisory Services t/a TEAM Consulting

Harare · Windhoek · Lusaka

+263 242 308 510 | +263 772 202 290 | +260 760 135 422

Global: info@teamadvisoryservices.com

Zimbabwe: zw@teamadvisoryservices.com

Namibia: nm@teamadvisoryservices.com

Zambia: zm@teamadvisoryservices.com

Visit our website at

www.teamadvisoryservices.com