

Virtual Training Course Brochure

Communication, influence, impact

Why use Cmt

Why Cmt?

- We are experts in the field of communication, influence and impact.
- Our facilitation and engagement scores are high – typically 95%.
- We work in partnership with your organisation and take time to listen and understand your specific needs.
- The success of our development programmes help you to drive behavioural change and embed your vision and values.
- Cmt has delivered blended programmes for more than 10 years – virtual training is not new to us.

What our clients say

"I have been working closely with Cmt for the last eight years. I have no hesitation at all in recommending them. In today's competitive world, the value they add is like gold dust."

**Mark Kelsey, CEO,
LexisNexis Risk Solutions**

"Superb. Significantly exceeded my expectations. Thank you."

**Steve Langan, CEO
Hiscox USA**

"Out of the 25+ speakers on the programme ranging from current partners through to guest CFOs and lecturers from London Business School, Cmt's sessions scored the highest averaging 4.9 and 4.7 out of 5. This was an exceptional score given the high level we expect as a firm and also the high standards expected from the delegates".

**Bimal Karaji, Head
of CFO Programmes, PwC**



Personal Development Courses

Contents

We are delighted to offer Cmt's virtual courses to support long-term career development. Zoom (secure version) or similar will enable you to interact with facilitators and each other, practise new skills and receive personalised feedback

Page 3

- Personal Impact

Page 4

- Presentation Skills
- Tell It Like TED (Advanced Presentation Skills)

Page 5

- Influencing and Building Relationships
- Leading and Influencing Meetings

Page 6

- Developing Emotional Intelligence
- People Agility: How To Flex Your Style

Page 7

- Assertiveness
- Constructive Challenge

Page 8

- Leading Team Through Change
- Developing High Performing Teams

Page 9

- Negotiation Skills

Personal Impact

Overall delegate rating 93%, how enjoyable is 91% and how much can be put into practice is 92%

This course will enable you to develop your own authentic 'brand' of personal impact which is a key part of being professionally effective. It will help you to create the impression you want with both individuals and groups so that you can communicate with clarity and impact. It's a practical training that will help you develop greater presence while remaining authentic.

Objectives

This course will enable you to:

- Develop your authentic communication style
- Look and feel more relaxed and confident
- Engage individuals and groups more effectively
- Ensure you and your message are more memorable and compelling
- Be more influential and credible
- Gain greater awareness of other people's communication preference and be able to adapt to these
- Use your voice with more credibility and/or approachability

Course structure

Module 1: virtual workshop, whole group, 3.5 hours

Between modules - 1-2-1 coaching - 45 minutes/person

Module 2: virtual workshop, whole group, 3.5 hours

Presenting

Presentation Skills

Overall delegate rating 97%, how enjoyable is 94% and how much can be put into practice is 96.5%

This course will help you develop the crucial business skill of speaking and presenting on screen and in public. It is a highly practical and popular course with both individual and group modules equipped to help you to present in a coherent, concise and compelling way. The course will help you to structure a memorable message that will really engage your audience. You will receive feedback on the coherence of your message and tips to make it more compelling. Your confidence and credibility as a presenter will be enhanced by learning specific voice and body language delivery skills that you will have an opportunity to practice and be coached on.

Objectives

This course will enable you to:

- Produce and deliver more stimulating and powerful presentations internally and externally
- Organise and deliver presentations in a coherent, concise and compelling way
- Increase your credibility and be a more memorable speaker
- Understand and use simple yet powerful presentation rules (on screen and off)
- Use voice with more variety, authority and power
- Increase the impact of body language
- Develop greater competence and confidence speaking to individuals and groups
- Get your message across in 30 seconds or less

Course structure

Module 1: virtual workshop, whole group, 3.5 hours

Between modules - 1-2-1 coaching - 45 minutes each

Module 2: virtual workshop, whole group, 3.5 hours

Tell It Like TED (Advanced Presentation Skills)

Overall delegate rating is 100%, how enjoyable is 100% and how much can be put into practice is 100%

This is a more advanced virtual presentation course. The content is built around using storytelling skills to make your message even more engaging and memorable. It builds on our Presentation Skills Course and is designed for those who speak to larger gatherings, more senior groups, box meetings, conferences and other external audiences. Designed for 6 delegates, you will learn skills to become more inspiring, more motivating and more effective. The course is aimed at good speakers who want to be great speakers. Individual coaching plays a vital part in the workshop allowing delegates the time to explore and develop their own style. On the course we will look at the techniques used by the most popular TED speakers.

Objectives

This course will enable you to:

- Increase your credibility internally and externally
- Develop your own authentic speaking style
- Prepare and structure story-based presentations
- Read and respond and engage different audiences/groups
- Develop an understanding of the critical tools of 'great speaking'
- Boost the impact of your delivery style
- Be a confident and persuasive speaker
- Know how to respond to difficult questions
- Have a greater awareness of your own strengths and weaknesses
- Create speeches that inspire hearts and minds (and the feet follow)

Course structure

Pre-work: view TED talks online

Module 1: virtual workshop, whole group, 3.5 hours

Between modules - 1-2-1 coaching based on filmed presentation, 45 minutes each

Module 2: virtual workshop, whole group 6 people 3.5 hours

Influencing

Influencing and Building Relationships

Overall delegate rating is 95%, how enjoyable is 92% and how much can be put into practice is 92%

This workshop is designed to deepen your influencing skills while building relationships both within your organisation and externally. It is particularly appropriate where relationships need to be developed and maintained over a period of time. It will give you greater awareness of your preferred influencing style and the ability to respond to others in an authentic, appropriate manner. This will enable you to build relationships and influence conversations with greater confidence and more sensitivity to the needs of others. This four-module virtual course is designed for 12 participants. The workshop is highly practical and you will have the opportunity to develop your relationship building skills through activities, role-plays, and by demonstrating your preferred influencing style at a meeting. You will also receive feedback and coaching to help you to develop your flexibility.

Objectives

This course will enable you to:

- Build and manage business relationships
- Gain permission to lead others in an influential way
- Be aware of the impact of using preferred push or pull styles
- Physically demonstrate influencing qualities
- Read and respond to different people's behaviours
- Find out what's important to someone so that you can work with them more effectively
- Communicate with greater credibility
- Be more approachable with groups
- Have greater flexibility in behaviour with different people
- Deliver difficult messages while not jeopardising relationships

Course structure

Module 1: virtual workshop, whole group, 3.5 hours
Module 2: virtual workshop, whole group, 3.5 hours
Module 3: scenarios, split groups 4 x 3 people, 1.5 hours /group

Leading and Influencing Meetings

Overall delegate rating is 95%, how enjoyable is 96% and how much can be put into practice is 97%

The aim of this virtual programme is to give you a simple set of tools to help you feel more confident while leading and influencing virtual meetings. You will be able to apply these skills if you are the person in charge or part of the group. The workshop will help you read the dynamic of a meeting and enable you to increase your impact so that you boost your credibility. It will also help you to keep a meeting on track and involve everyone so that better decisions are made. This workshop is designed for a maximum of 12 delegates.

Objectives

This course will enable you to:

- Lead and influence meetings more effectively
- Develop greater awareness of the dynamics in a meeting
- Understand the effect of your style on others
- Stay calm and look like the person in charge
- Recognise how and when to intervene elegantly in a group situation
- Appear more relaxed and approachable in meetings
- Deal with challenge so that it doesn't become personal

Course structure

Module 1: Virtual workshop, whole group, 3.5 hours
Module 2: virtual workshop, whole group, 3.5 hours

Personal Development

Developing Emotional Intelligence

Overall delegate rating is 92%, how enjoyable is 89% and how much can be put into practice is 91%

Are you fully aware of the impact of your words and behaviours on your colleagues at Hiscox? How often do you adjust your behaviour to accommodate others? Are you able to change your mindset, internal feelings or behaviours to put you in a more positive state? Emotional Intelligence is a skill and it can be developed. It's our ability to perceive, manage, and express emotions effectively in real life. Like I.Q., emotional intelligence varies from one person to another. Getting more elegant at identifying and managing yourself and others' emotions, will help you to build and sustain your relationships both personally and professionally. This training is about more than sensitivity and likability. It includes the structures to challenge and be more courageous while taking the emotional impact of your words and behaviours into account.

Objectives

This course will enable you to:

- Have greater awareness of your emotional state and the effect it has on your language and behaviour
- Build your listening skills and viewing situations from different perspectives
- Further develop your ability to control your thoughts and behaviours so you express them in a socially acceptable way
- Develop greater empathy and organisational awareness
- Structure communication to take account of the emotional journey of your message – not just the hard facts.
- Take feedback positively and objectively and not challenge unnecessarily

Course structure

Pre-course: complete assessment
Module 1: virtual workshop, whole group, 3.5 hours
Module 2: virtual workshop, whole group, 3.5 hours
Post-modules: 1-2-1 virtual coaching, 45 minutes each

People Agility: How To Flex Your Style

Overall delegate rating is 97.5%, how enjoyable is 88.5% and how much can be put into practice is 89%

The aim of this course is to support you in developing greater flexibility and adaptability. In times of change these two attributes are being seen as vital elements of success. To continue to develop and be able to flex your style in different situations you need the right degree of self-awareness so you can recognise your strengths – the things that have got you to where you are today. From these strengths you can then develop new skills and break old patterns of communication or behavioural responses so that you strengthen your relationships at all levels and increase your influence across a wider range of people. These might be peers, stakeholders, senior colleagues, customers, suppliers or direct reports. This is NOT about pretending to be a different person or being manipulative. Instead, it's about developing more awareness of our behavioural preferences and connecting with people who are different from ourselves.

Objectives

This course will enable you to:

- Understand the difference between who we are and our behaviour so that we can flex our style while remaining authentic
- Be aware of our typical patterns of behaviour
- Read other people and develop more behavioural options when responding
- Physically and linguistically flex our style
- Improve our influence with a wider range of people
- Understanding how to motivate yourself and others
- How to create more options for yourself and others when solving issues

Course structure

Pre-course: complete DISC profile
Module 1: virtual workshop, whole group, 3.5 hours
Module 2: virtual workshop, whole group, 3.5 hours
Module 3: scenarios, split groups 3 x 4 people, 2.0 hours each group
Post modules: coaching, 45 mins each

Personal Development

Assertiveness

Overall delegate rating is 95%, how enjoyable is 93% and how much can be put into practice is 91%

This workshop enables you to assert yourself with skill in different situations at work. It focuses on the mind-set and behaviours that increase self-confidence so you can be more assertive whilst respecting the rights of others. As a result of taking part, you'll develop practical behaviours to give you more choices about how you respond to situations involving work colleagues, clients, and suppliers. Being more assertive allows you to be more productive while building and maintaining your working relationships.

Objectives

This course will enable you to:

- Recognise four main default behaviours (assertive, aggressive, passive and passive-aggressive)
- Notice which of these behaviours you resort to under stress and when and why this happens
- Develop more behavioural flexibility so you manage difficult situations with more choices and skill
- Gauge when to hold back and when to push to be heard
- Learn how to say no with confidence
- Construct simple, clear and assertive messages
- Understand the impact of body use on confidence and learn how to inhabit your personal space more confidently
- Use relaxation techniques to calm your breathing and de-stress
- Understand the link between assertiveness, the ability to speak up and self-esteem

Course structure

Pre-work: questionnaire -15 minutes
Module 1: virtual workshop, whole group, 3.5 hours
Module 2: virtual workshop, whole group, 3.5 hours
Post course 1-2-1 coaching, 30 minutes each

Constructive Challenge

Overall delegate rating is 95.25%, how enjoyable is 82% and how much can be put into practice is 92%

This workshop enables you to challenge respectfully and elegantly, to make your point while sustaining a healthy relationship with the other person. It tackles the skills associated with influencing others so that delegates have more choices when challenging or being challenged. It raises self-awareness about how we typically challenge and the impact of our style on other people. This is a virtual workshop for up to 12 delegates.

Objectives

This course will enable you to:

- Challenge more elegantly while maintaining the relationship
- Have more honest and open communication
- Increase awareness of your behavioural preferences and their impact
- Deliver a message with more authority and/or sensitivity
- Avoid unnecessary conflict when putting your views forward
- Reading others to make sure you have 'permission' to air your views
- Understand how to build rapport with people who may be more different than similar
- Understand the role and impact of values and emotions

Course structure

Pre-work: complete DISC Constructive Challenge questionnaire 45 minutes
Module 1: virtual workshop, whole group, 3.5 hours
Module 2: coaching - split groups 4 x 3 people, 1.5 hours /group

Teams

Developing High Performing Teams

Overall delegate rating is 91%, how enjoyable is 93% and how much can be put into practice is 89%

This virtual programme is designed for managers and team leaders who want to move their team's performance closer to excellence. At the heart of the programme are the 5 characteristics of a high performing team identified by leadership consultant Peter Hawkins. This provides a lens for you to evaluate your team's current situation, from clarity of mission to health of relationships. You will also be equipped with practical tools and activities for you to apply in between modules to enable your team to be even more successful. As part of a group of 12 people you will also have the opportunity to reflect on your leadership style and learn how to flex this to maximise trust, healthy challenge, motivation and belonging.

Objectives

- Understand the characteristics of a high performing team
- Apply the Hawkins team performance model to analyse your team's strengths and development areas
- Plan actions to strengthen team performance
- Cultivate trust so that challenge and conflict is healthy and welcomed
- Build excellent relationships within the team and with stakeholders outside the team
- Be able to adjust leadership style to create real commitment, motivation and belonging
- Overcome the challenges of virtual and remote teams

Course structure

Module 1: virtual workshop, whole group, 3.5 hours
Module 2: virtual workshop, whole group, 3.5 hours
Module 3: virtual workshop, whole group, 3.5 hours
Module 4: Split coaching - 3 groups of 4 people – 2 hours

Leading Teams Through Change

Overall delegate rating is 91%, how enjoyable is 93% and how much can be put into practice is 89%

This virtual programme is designed for managers and team leaders who want to understand and refine how they can support their team members during organisational change.

There are typical and predictable patterns of behavioural responses to change and this programme enables delegates to provide the right support at the right time. We examine the appropriate strategies to influence as well as motivate individuals and groups to embrace the changes.

Participants will also learn some simple techniques for communicating change so as to minimise the adverse impact on performance and morale.

Objectives

This course will enable you to:

- Understand the psychological stages of change and the necessity of transition
- Be able to minimise the impact of transition on morale and performance
- Support individuals at different stages of the change curve
- Strategies for managing and challenging behaviour through change
- Impact of what can/cannot be controlled
- Be able to communicate change more effectively

Course structure

Module 1: virtual workshop, whole group, 3.5 hours
Module 2: virtual workshop, whole group, 3.5 hours
Module 3: Optional Coaching - split groups 3 x 4 groups, 1.5 hours each

Negotiating

Negotiation Skills

Overall delegate rating is 91%, how enjoyable is 93% and how much can be put into practice is 89%

This course gives you the ability to define and execute a strategy for your negotiations. It deals with both the process of negotiation and also the emotions that bubble and boil underneath. Participants will learn how to maintain a constructive, open and creative attitude where you can build an environment where a win-win solution is more likely to be made. It is for people who negotiate inside or outside of Hiscox. External negotiations might include claims negotiations or services provided by suppliers. Internal negotiations might be about resources, timescales, etc. This course does not cover contract law. It is not suitable for underwriters because sales negotiation is covered in the Sales Passports. At the end of the programme you will leave with simple tools so you can prepare and structure any negotiation you undertake.

Objectives

This course will enable you to:

- Negotiate effectively with people inside and outside Hiscox
- Understand the structure and process of negotiation
- Plan and prepare more effectively for negotiations
- Create an open negotiating environment and a constructive attitude
- Go beneath the surface to find out what people really want
- Find creative alternatives and effective solutions which have mutual benefit
- Develop breakthrough language to overcome objections
- Persuade and influence effectively during a negotiation
- Manage your own emotions during the negotiation process
- Handle strong adversaries and break through resistance

Course structure

Module 1: virtual workshop, whole group, 3.5 hours
Module 2: Split groups - virtual workshop & scenarios, 3.5 hours each (2 groups of 6 people)

