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& Associates

Why grow People?
Because the people are the company.

TRAINING PROGRAMMES

Developing Corporate Resilience

Resilience Series – Advanced training programme

Personal Resilience –2-day workshop

Are you built to last? What are the attributes of highly resilient individuals? What can we learn from formal research and theory and how can it be turned into useful, sustainable life strategies? This module clarifies the personal attributes and learnable mindsets and behaviours typical of highly resilient individuals.

Developing Wings, Anchors and Flexibility

To achieve mental and psychological plasticity, you need to:

- ⇒ Understand what Resilience means
- ⇒ Know what the attributes of highly resilient individuals are
- ⇒ Recognise areas of imbalance in your life
- ⇒ Re-examine your mindsets and belief system
- ⇒ Explore your agility when moving between your paradoxical traits
- ⇒ Strengthen your sense of personal identity and esteem
- ⇒ Refine your vision for the future
- ⇒ Develop positive, constructive life strategies
- ⇒ Do emotional repair work
- ⇒ Create a healthy personal environment
- ⇒ Achieve dynamic life balance

Social Intelligence: Interpersonal Resilience 2-day workshop

Without social connection and cohesion, even the most resilient individuals will be more vulnerable. Trust, meaningful communication and other social competencies are essential for forming and maintaining lasting, productive relationships.

To achieve interpersonal connection and cohesion, you need to deal effectively with:

- ⇒ Emotional literacy
- ⇒ Levels of communication
- ⇒ Personal communication and emotional styles
- ⇒ Processing
- ⇒ Building trusting relationships
- ⇒ Assess your trust radius
- ⇒ Consider the roles you play
- ⇒ Building an emotional reservoir
- ⇒ Giving and receiving strokes
- ⇒ Giving and receiving feedback
- ⇒ Apologising and forgiving
- ⇒ Communicating openly and honestly for long-term cohesive relationships

Eye of the Storm: Seven Cs of Full Spectrum Leadership

In the fast paced world of today, leaders need to embrace complexity. Based on Resiliency theory, within complexity lies protection - the interrelatedness of systems allows flexibility. During a series of conversations with successful leaders, seven 7s emerged. This programme consists of seven conversations exploring leadership today. DVD, Book (Eye of the Storm) and Worksheets unravel the basic principles that carry leaders through the complexity to touch people in a manner that transforms individuals and organisations.

- ⇒ What forms part of the complexity?
- ⇒ Systems within systems
- ⇒ Global interconnectedness
- ⇒ What is sustainability really?
- ⇒ Integrated leadership model
- ⇒ Company wellbeing: From vulnerable to Resilient
- ⇒ The seven 7s:
 1. Character
 2. Care
 3. Connect
 4. Construct
 5. Correct
 6. Cruise control
 7. Conclude

Transformational Coaching 3 –day workshop

Leadership today is more complex, challenging and personal than ever before. Modern leaders need to be less authoritative and more supportive to be convincing and motivating. With the general high turnover of staff,

and the increased business demands, new generation leadership needs to be redefined. Topics included in this interactive practical presentation include the following:

- ⇒ Modern world of work
- ⇒ Careers today
- ⇒ Four generations in the workplace
- ⇒ Different careers options
- ⇒ Intrapreneurship
- ⇒ Modern leadership
- ⇒ Transformational coaching model
- ⇒ Steps in the coaching process
- ⇒ Making connections
- ⇒ Identify employees strong points and preferences
- ⇒ Determining expectations
- ⇒ Defining boundaries
- ⇒ Setting outcomes
- ⇒ Coaching on the job
- ⇒ Manage performance
- ⇒ Coaching for performance
- ⇒ Assessing coachee expectations
- ⇒ Shadowing
- ⇒ Communication skills
- ⇒ Learning preferences
- ⇒ Facilitating learning

Basic Management Skills

Lead and Manage Teams:

Management and Leadership

The evergreen theories about management and leadership form the basis for understanding and refining basic, generic approaches to leadership. To be able to fully integrate the knowledge and skills related to management and leadership, the following topics are explored:

- ⇒ Describe different components of the management function
- ⇒ Assess your own managerial attitudes
- ⇒ Distinguish between management and leadership
- ⇒ Understand the different leadership theories and models and know how they fit into your leadership roles
- ⇒ Evaluate your team in terms of team roles, team goals and functions
- ⇒ Apply the acquired knowledge to handle hypothetical and actual management situations

Planning

Planning and setting outcomes need to be part of the normal management process. Setting short, medium and long-term goals direct actions and set the tone for day to day discussions. Outcomes include the following:

- ⇒ Set outcomes for the future
- ⇒ Plan for specific work related challenges
- ⇒ Use planning techniques to address existing challenges
- ⇒ Apply the seven basic steps in the planning process
- ⇒ Establish clear objectives
- ⇒ Collect data
- ⇒ Examine alternative possibilities
- ⇒ Select the course to be adopted
- ⇒ Programme and schedule
- ⇒ Implement the plan

Organising

Goals and objectives need to be time-bound to be effective. Using different tools and scheduling to structure tasks and activities and guide performance management processes, include the following:

- ⇒ Analyse attitudes towards time and time management
- ⇒ Evaluate how well time is being utilised
- ⇒ Use different methods or tools to organise time
- ⇒ Organise people by delegating effectively
- ⇒ Organising workspace optimally for effective workflow
- ⇒ Set long, medium and short term goals
- ⇒ Schedule tasks
- ⇒ Manage meetings effectively

Monitoring

Observing activities and related time lines that are essential for achieving success, while developing employees.

- ⇒ Define the concept of monitoring
- ⇒ List what has to be monitored
- ⇒ Describe the process of monitoring
- ⇒ Delegate tasks
- ⇒ Give instructions
- ⇒ Evaluate progress
- ⇒ Coach employees
- ⇒ Give feedback on performance

From Management and Leadership to People Empowerment – 2 to 3-day workshops

Strategic Thinking, Mental Models and Problem Solving

Integrating communication preferences with structured thinking and a variety of problem solving models to assist with logical and creative thinking processes for maximum strategic outputs.

- ⇒ Understanding how you habitually think and reason
- ⇒ Analysing your personal preferences in communication
- ⇒ Adapting your communication mode to suit your audience for optimal results
- ⇒ Considering strategic objectives and what it will require to realise them
- ⇒ Creating the future through compelling visions, clear goals, workable strategies and exciting, doable targets
- ⇒ Clarifying lifetime, career, job and task goals
- ⇒ Distinguishing between long, medium and short term planning
- ⇒ Mastering planning and prioritising
- ⇒ Integrating emotional, creative and logical problem solving
- ⇒ Holding onto your dream lightly – without obsession or fear
- ⇒ Different problems, different tools
- ⇒ Integrating people and tasks
- ⇒ Sometimes it is a sales pitch!
- ⇒ Resolving a variety of problems based on case studies

Management and Leadership

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- ⇒ Describe different components of the management function
- ⇒ Assess managerial attitudes
- ⇒ Distinguish between management and leadership
- ⇒ Understand the different leadership theories and models and know when to apply certain skills
- ⇒ Evaluate team roles, team goals and functions
- ⇒ Apply the acquired knowledge to handle hypothetical and actual management situations

Counselling

Emotional issues lead to performance problems and reduced outputs. To resolve such issues takes tactful management of the situation, and leads to

increased levels of trust and performance. To equip you with the necessary skills, this presentation will include:

- ⇒ Defining the concept of counselling
- ⇒ Identifying typical situations that require counselling
- ⇒ Deciding when to counsel
- ⇒ Determining difference between counselling and coaching
- ⇒ Setting up the counselling interview
- ⇒ Structuring the process
- ⇒ Exploring why managers are hesitant to counsel
- ⇒ Simulating several counselling situations
- ⇒ Listening for feelings and finding solutions through a series of communications skills

Negotiation skills

Negotiation skills are essential for achieving common understanding and resolving potential conflict situations. Empowerment of the individual cannot happen without negotiating expectations, boundaries and expected outcomes.

- ⇒ Assess your negotiating skills
- ⇒ Explain the difference between negotiating and arguing
- ⇒ Apply negotiation principles in settling disputes
- ⇒ Select the right approach for specific situations
- ⇒ Bargain
- ⇒ Enhance customer relations through negotiation techniques
- ⇒ Improve team performance by negotiating important issues

Facilitating Learning

The opportunity to grow is a goal for many young employees. Managers are expected to facilitate this growth process while the employee takes responsibility for his or her own career and advancement strategies.

- ⇒ Describe the ideal facilitator
- ⇒ The difference between training, coaching and facilitation
- ⇒ Identifying different learning styles
- ⇒ Determining learning needs
- ⇒ Setting outcomes
- ⇒ Understanding adult learning principles
- ⇒ Contracting assistance
- ⇒ Networking

Managing Performance

Starting with your company's performance criteria, this workshop sets the tone for an integration of theory, interpretation, processes and company culture. Role plays and case studies are used to determine skills and

actions that lead to the best results. Utilising performance management strategies build trust and grow people. Making performance evaluations fair and objective is an essential part of managing company resources productively. Managers need to:

- ⇒ Define the concept of performance management
- ⇒ Interpret your company's performance criteria
- ⇒ Describe the role of the performance manager
- ⇒ Manage the performance management process
- ⇒ List the different components of performance management
- ⇒ Delegate tasks
- ⇒ Give proper instructions
- ⇒ Know how to observe performance on the job
- ⇒ Understand what constitutes competence
- ⇒ Assess performance
- ⇒ Distinguish between outstanding and average performance
- ⇒ Give objective performance feedback
- ⇒ Make relevant suggestions
- ⇒ Involve the team in the process of improving performance
- ⇒ Explain what is expected of each individual team member
- ⇒ Apply the relevant communication skills

Entrepreneurship

The entrepreneurial mindset is necessary for each individual with an own business. It is also crucial for company performance. To start your own business can be a daunting task, and past failures or a fear of failure can hamper your creative thinking processes. Therefore, redefining your own identity, understanding your talents and skills, and finding a support system are essential steps in building a strong business. The same skills and attitudes are highly beneficial in the formal work situation, as being an intrapreneur and running each department as a cost centre ensures commitment and financial benefits for the company.

- ⇒ Define the term: entrepreneur
- ⇒ Deal with the circumstances that your current situation
- ⇒ Face common entrepreneurial fears
- ⇒ Understand your personality and identify complimentary personalities and identify a suitable support system to compliment your , needs, frames of reference and unique challenges related to entrepreneurship
- ⇒ Acknowledge their strengths
- ⇒ Describe their core business
- ⇒ Determine what the basic needs of their business are
- ⇒ Compare relationship marketing with product selling
- ⇒ Apply networking principles
- ⇒ Know how to retain clients
- ⇒ Create a personal brand
- ⇒ Do market research to determine the viability of your business

- ⇒ Consider your product, target market, and marketing strategies
- ⇒ Draw up a business plan
- ⇒ Find help
- ⇒ Start a support group
- ⇒ Where to get information?
- ⇒ Where to apply for financing
- ⇒ Draw up an action plan

Emotional Intelligence and Lifeskills Foundation Series

(1-day workshops)

These titles can be offered as standalone one –day presentations or workshops covering one title at a time, or based on company needs, combinations of topics/titles can be made. However, some topics are reliant on group process, and might need a full day for deeper learning and participation. We always customize courses and client inputs are taken into account when we negotiate content and duration. Please feel free to make further enquiries for clarification.

Knowing Myself

- ⇒ Explain the importance of knowing yourself
- ⇒ Understand how you have become the person you are
- ⇒ Explore opportunities to grow in self-knowledge
- ⇒ Discover how to apply the Johari Window principles to develop yourself
- ⇒ Know how to give and receive feedback
- ⇒ Integrate self perception and the perceptions of others
- ⇒ Discover how your values, beliefs, personality, talents and character shape you as a person
- ⇒ Understand how to handle your preferred emotional style
- ⇒ Be aware of and appreciate your unique attributes
- ⇒ Find opportunities for ongoing self-discovery and personal growth and development

Mapping my Life

- ⇒ Explore the relationship between my past, present and future
- ⇒ Formulate my personal mission / calling in life
- ⇒ Revisit the sources of personal inspiration
- ⇒ Develop my personal life vision
- ⇒ Set short, medium and long term goals
- ⇒ Define my life purpose
- ⇒ Verbalise what I want for my life
- ⇒ Identify the steps I need to take to realise my goals
- ⇒ Formulate my dreams and goals
- ⇒ Create my life vision
- ⇒ Set my personal goals'
- ⇒ Develop a general plan for my future

Coping with Change

- ⇒ Identify the different aspects of my work and life and how they constantly change
- ⇒ Define different types of change

- ⇒ Describe how I am affected by change
- ⇒ Determine how I want to react to change
- ⇒ Decide how ready I am for change
- ⇒ Deal with resistance to change
- ⇒ Acknowledge my fears related to risk and failure
- ⇒ Name my capabilities for enhancing performance, behaviour and attitude
- ⇒ Create a vision for the outcomes of the change process
- ⇒ Make change happen where it is possible

Assertiveness

- ⇒ Define the concepts of self appreciation, self respect and assertiveness
- ⇒ Distinguish between assertiveness, non-assertiveness and aggression
- ⇒ Assess your own competence in asserting yourself
- ⇒ Understand the relationship between assertiveness and self-esteem
- ⇒ Find the relationship between time management and assertiveness
- ⇒ Deal with different situations requiring a variety of assertiveness skills
- ⇒ Identify situations in which you need to be more assertive
- ⇒ Develop strategies to support your assertiveness
- ⇒ Apply assertiveness in the workplace and in your private life.

Managing Time

- ⇒ Understand how you experience time
- ⇒ Acknowledge your existing attitude towards time
- ⇒ Determine how your actions and decisions impact on other people's time
- ⇒ Know how time management impacts on relationships, professional image and career success
- ⇒ Decide how you want to use your time
- ⇒ Prioritise activities
- ⇒ Prioritise people
- ⇒ Find life balance
- ⇒ Put aside time for activities that contribute most to your aims in life.
- ⇒ Align time management with your future vision and a balanced lifestyle

Responsibility and commitment

- ⇒ Recognise your own areas of responsibility and accountability.
- ⇒ Identify areas of internal and external locus of control
- ⇒ Determine appropriate responses to circumstances.
- ⇒ Clarify how actions and behaviour produce results and consequences for which we are accountable.
- ⇒ Indicate how you exercise personal choice over reactions to events.
- ⇒ Give examples of the energy required for making a commitment in different circumstances
- ⇒ Identify personal qualities for sustained commitment.
- ⇒ Formulate an action plan for maintaining commitment.

Creativity and Innovation

- ⇒ Explain the meaning of innovation and its importance in your life and work
- ⇒ List the qualities of innovators.
- ⇒ Identify your own barriers to innovation.
- ⇒ Understand how brain functioning impacts on innovation.
- ⇒ Explain a creative problem solving process.
- ⇒ Identify areas in which you are prepared to take the risks required to innovate.

Interpersonal Communication

- ⇒ Explain the communication process
- ⇒ Deliver clear messages
- ⇒ List barriers to good communication
- ⇒ Explore the role of non-verbal communication
- ⇒ Build rapport
- ⇒ Experience different modes of listening
- ⇒ Distinguish between different ways of listening
- ⇒ Learn how to give proper feedback
- ⇒ Receive feedback gracefully
- ⇒ Give feedback on good performance
- ⇒ Give feedback on poor performance
- ⇒ Deliver good news
- ⇒ Convey bad news
- ⇒ Give clear instructions
- ⇒ Apply a variety of communication skills in simulated situations

Conflict Management

- ⇒ Understand the conflict concept.
- ⇒ What causes conflict at work and at home
- ⇒ Identify different conflict styles
- ⇒ Acknowledge how you deal with conflict.
- ⇒ Explore how other people deal with conflict.
- ⇒ Notice how conflict escalate in stages
- ⇒ Select the right approach for each conflict situation
- ⇒ Distinguish between personal dilemmas and interpersonal conflict
- ⇒ Apply different strategies for interpersonal conflict resolution and team issues
- ⇒ Be a third party and act as mediator
- ⇒ Improve your skills in handling conflict.
- ⇒ Use conflict as a stimulus for growth in your personal and work life.

Achieving Financial Freedom

- ⇒ Distinguish between different life phases and corresponding financial challenges

- ⇒ Explore the relationship between health, wealth and psychology and your financial strategy
- ⇒ Understand how your value system influences your attitude towards money
- ⇒ Define your ideal financial future
- ⇒ Determine what are you worth?
- ⇒ Investigate short, medium and long term financial planning
- ⇒ Acknowledge the importance of budgeting
- ⇒ Draw up your own budget
- ⇒ Use appropriate tools to help you organise your finances
- ⇒ Provide for the challenges of longevity by making informed decisions for financial growth.
- ⇒ How to save
- ⇒ Explore investment options
- ⇒ Drawing up a testament

Professional Image

- ⇒ Describe an excellent professional image in your workplace
- ⇒ Understand the relationship between self-image and self-esteem
- ⇒ Know what it means to be at ease and act with self-confidence
- ⇒ Determine which verbal and non-verbal behaviours will lead to positive feedback
- ⇒ Compile a list of requirements for the ideal professional image in specific work situations
- ⇒ Adapt personal style to suit the occasion
- ⇒ Plan a workable wardrobe and apply the principles of good taste
- ⇒ Be sensitive to the needs of clients from abroad
- ⇒ Set personal outcomes and decide on an action plan
- ⇒ Understand the basics of business etiquette.

Career Common Sense

- ⇒ Be able to explain life and career stages
- ⇒ Know your career anchors and how they impact on your work experience
- ⇒ Understand your individual career orientation
- ⇒ Determine which skills, values and personal qualities that need development
- ⇒ Know what gives you job satisfaction
- ⇒ Set meaningful career goals
- ⇒ Develop a long-term plan for your career

Problem solving and Thinking Skills

- ⇒ Recognise different thinking patterns.
- ⇒ Use decision-making tools to organise your thoughts
- ⇒ Distinguish between creative and logical problem solving
- ⇒ Apply different problem solving models

- ⇒ Explore mental models that guide individual thinking and reasoning preferences
- ⇒ Consider the role of personality in solving problems
- ⇒ Acknowledge the challenges of each communication style
- ⇒ Select the appropriate problem solving approach to each situation
- ⇒ Apply problem-solving principles to real life situations.

Customer Relations

- ⇒ Identify your clients and how you are expected to deal with them
- ⇒ Understand the needs of internal and external customers
- ⇒ Explore the different facets of customer service
- ⇒ Know how to identify customer needs
- ⇒ Benchmark your service
- ⇒ Recognise the role of communication in business
- ⇒ Know what to do when service goes wrong
- ⇒ Deal with difficult clients
- ⇒ Understand why world class service is important
- ⇒ Know how to add value to service

Diversity Dynamics

- ⇒ Recognise the most prominent diversity issues in your company
- ⇒ Explore the different cultural differences internationally
- ⇒ Understand the role of perceptions in decision making
- ⇒ Recognise facets of diversity
- ⇒ Distinguish between prejudice and discrimination
- ⇒ Re-evaluate your personal views and beliefs
- ⇒ Focus on similarities and mutual understanding
- ⇒ Develop a code of conduct for respectful human relations

Teamwork

- ⇒ Explain the difference between teams and groups
- ⇒ List the stages of development in teams
- ⇒ Explain the obstacles to efficient team performance
- ⇒ Develop a team code of conduct
- ⇒ State the characteristics of a good team player
- ⇒ Identify skills and tools for team leadership
- ⇒ Compare your team's effectiveness with the criteria for a high performance team
- ⇒ Enhance team spirit and trust

Mentorship and Coaching

One of the basic challenges of management and leadership is to grow people. Mentorship and coaching offer some of the most effective strategies for productive relationships, yet many

companies experience great disappointment with mentorship programmes that simply fade away, or on-the-job coaching relationships that end up being a ‘dumping’ of boring tasks. There are however various ways to ensure that coaching and mentoring processes become valuable company assets. To ensure success, it is important to:

- ⇒ Understand the difference between mentoring and coaching
- ⇒ Know how to connect with the coachee and mentee
- ⇒ Who are the ideal candidates as Mentors?
- ⇒ Who should be on-the-job coaches?
- ⇒ Find good reasons for meeting and turn meetings in great learning opportunities
- ⇒ Measure progress
- ⇒ Set goals and guidelines
- ⇒ Agree on the parameters of the relationship and guidelines for keeping on track
- ⇒ Contract the help of others
- ⇒ Get the support of key players in the organisation
- ⇒ Understand the challenges of mentoring and coaching initiatives

Corporate Coaching

Executive coaching is a sophisticated, customized and targeted in-depth growth opportunity for achievers at the forefront. Sophisticated in the sense that new trends and advanced skills form the basic starting point, while no specific coaching model takes precedence over other alternatives. Targeted, as the content is driven by the needs of the executive and the operational requirements of the organization. For many executives it works best when coaching is done in one to two-hour sessions, but a very productive and satisfying alternative is a one-day hands-on session per month, spread over several months for maximum results.

Strategic career and lifeskills coaching: Addressing existing concerns on different levels of the association in the format of one-day coaching sessions, or two-hour sessions scheduled to fit company requirements. Most companies find it beneficial to schedule three to four employees per day, which is then charged at daily fee. The other option is two-hour sessions with assessments and learning material. Telephonic or email discussions are often required and form part of the coaching process.