



Brian Farrington Limited



Brian Farrington Ltd

“Cutting Edge” Commercial Management Training Directory

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Brian Farrington Ltd
Procurement & Business Solutions People

“Cutting Edge”

Commercial Management
Training & Development Directory

Develop the Skills within Your Organisation

Our ‘blue-chip’ clients have the choice of the World’s leading training organisations. The fact they have chosen our expertise is, we believe, a testimony to our abilities. We have been training providers for over 30 years, presenting literally hundreds of courses. The courses detailed below are an indication of our range in the broad area of commercial management, purchasing and contracts. Whatever your needs we can provide a world class resource.

All the courses can be delivered individually or as part of a programme to any level on management. Our courses are client driven the content of any course or programme will be tailored to meet the client’s needs and to fit with their environment including duration.

The quality of our training programmes is illustrated by the National Training Award for our development programme designed, delivered and evaluated with our corporate partner ScottishPower Plc. This training model can be successfully adapted for your organisation.

The success of a tailored development programme is based on partnerships between you, your training and development specialists and our consultants. We want the individual to benefit but we also want results for our clients. Take a positive step to developing the skills within your organisation. Contact Stephen Ashcroft to discuss the added value of a tailored development programme specific to the challenges and needs of your business.

Your Contact:

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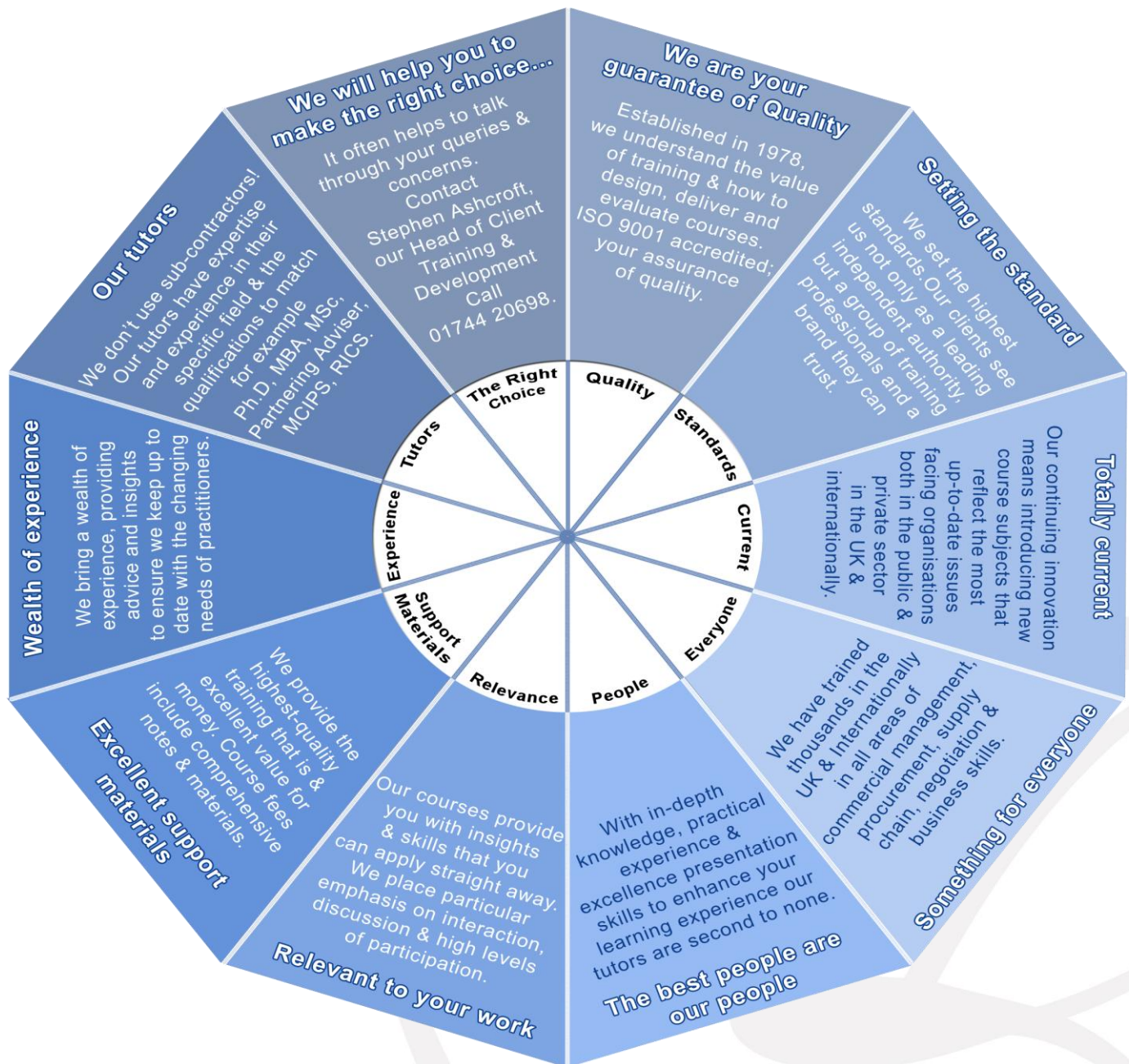
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About the Brian Farrington Ltd Training Directory

10 Key reasons for choosing a Brian Farrington Ltd training course





Brian Farrington Ltd Procurement & Business Solutions People

Course Number	Core Skills	Page Number
1	Price Management & Cost Analysis Techniques.	5
2	Arts of Buying.	5
3	Commercial Awareness. (For Technical Specialists)	6
4	Commercial Negotiation Skills	6
5	Managing Effective Supplier Visits.	7
6	Vendor Management- Process and Techniques.	7
7	Supplier Management.	8
Advanced Practices		
8	Advanced Negotiation Skills for Commercial Specialists.	9
9	Quotation and Bid Analysis Techniques.	9
10	International Procurement.	10
11	Purchase Research - Scope and Methodology.	10
12	Project Management.	11
13	Purchasing I.T. Hardware & Software - An Introduction.	11
14	Contract Review Meetings.	12
15	Partnerships - A Critical Review.	12
16	Contract Management Skills in I.T.	13
17	Supplier Evaluation & Performance Rating.	13
18	Procurement of Capital Equipment.	14
19	Supplier Rationalisation.	14
20	Contractual Risk Assessment and Management.	15
21	Cost Reduction Programmes - How to Achieve Real Results.	15
22	Service Contracts - Their Placement & Management.	16
Purchasing Management		
23	Managing a Purchasing Function.	17
24	Supply Chain Management.	17
25	Purchasing Audits.	18
26	Organisational Alternatives for Purchasing.	18
27	Purchasing Strategies.	19
Management Skills		
28	Leadership	20
29	Performance Management	20
30	Communication/Listening Skills	21
31	Team Building	21
32	Coaching for Performance	21
33	Finance For Non-Finance Managers	22
34	Employment Law	22
35	Appraisal Interviews	23
36	Management Masterclass	23



Core Skills

Course 1 Price Management & Cost Analysis Techniques 2 Days

The ability to manage purchase prices, whilst being mindful of the real cost of a purchase, is a critical aspect of business management. The failure to probe prices can have devastating consequences such as a lack of competitive edge in the market and budgets which cannot accomplish their objectives. This course will provide the tools and analysis to effectively challenge prices and long term cost.

- Short and long term pricing decisions.
- Supplier's pricing decisions and policies.
- Using cost breakdowns for constructive purposes.
- Computer Aided Parametric Estimating.
- Key Skills of negotiating price.
- Pricing manufactured goods and services.
- Cost reduction programmes - objectives and management of the process.
- The relevance of supplier's financial performance.

Course 2

Arts of Buying

3 Days

There is a requirement for everyone in purchasing to understand the fundamental tools of their trade. Good practice and the use of well proven techniques will lay the foundation of a career. This course will be of great assistance to those who have recently entered the profession. It will equally, provide an understanding for those who interface with purchasing. This would apply to finance, engineering, research and development, chemists, information technology, design and related disciplines.

- Knowledge and skills of buying.
- Choice of suppliers.
- Key facets of the purchasing cycle.
- Quotation and tender analysis.
- Negotiating key elements of a contract.
- Pricing decisions.
- Sourcing strategies.
- Contractual terms and conditions.
- Evaluating supplier performance.
- Procurement of goods - key facets.
- Procurement of services - key facets.



Course 3 Commercial Awareness (For Technical Specialists) 1 Day

It has always been an allegation of purchasing staff that technical people interfere with the purchasing process, or worse, take over the process and using the buyer's power. There is often truth in this. Some of the logic is easily understood, technical staff are not trained buyers, nor should they be. They do however require an understanding the buying process to ensure the relative strengths of technical and commercial functions are unified to get the best value for money. This course has been presented in many parts of the world and has been praised for its informative and helpful way in which key commercial aspects are explained.

- Selecting suppliers - a balanced judgement.
- Price and long term cost considerations.
- Contractual risk - how it is created.
- Intellectual Property Rights.
- Handling a professional sales person.
- Things not to disclose.
- Impact of the technical specification.
- Handling a supplier's contractual default.
- Quotation analysis criteria.

Course 4 Commercial Negotiation Skills 2 Days

Negotiation is one of the greatest untrained skills in business. Typically, even senior managers will have little formal training in this field. Paradoxically, the intensity and complexity of their negotiations has no benchmarking criteria against which to evaluate a skill level. This course will focus on establishing a framework of competence, using proven models to base the tuition upon. There will be opportunities to plan and conduct simulated negotiations.

- The total negotiation process.
- Influencing skills.
- Defining realistic objectives.
- Anticipating the supplier's stance and preparing countermeasures.
- Choice and use of tactics.
- Questioning skills.
- Writing, management and timing of agendas.
- Proposals, preparation, presentation and handling counter proposals.
- Closing the negotiations.



Course 5

Managing Effective Supplier Visits

1 Day

Visiting potential and existing suppliers remains a key role for the buyer. It is important for the buyer to get maximum benefit from the time invested in this activity. The management of time, agendas, people and situations will figure high on essential techniques. The skill of avoiding situations where the truth is subsumed in public relations exercises, is paramount. The basis of this training is a very pragmatic approach for buyers who must identify reality.

- Preparing information needs.
- Identifying key people.
- Organising supplier visits.
- Quality management processes.
- Production planning methods.
- Indicators of world class performance.
- Determining future action plans.

Course 6

Vendor Management - Process and Techniques

2 Days

Some would argue that placing a contract is the easy bit. Getting the supplier to perform is quite another matter! In far too many situations vendor management actions lack a focus and are reactive. Lost output, no service provision, delayed projects are symptoms of ineffective expediting. The accountability for vendor management may, or may not, rest with the buyer. This course will deal with the knowledge and skills necessary for vendor management to get positive results.

- Effective systems for vendor management.
- Identifying the supplier's planning process.
- Resource allocation issues.
- Contractual actions associated with vendor management.
- Problem solving skills.
- Handling contract review meetings.
- Visits to suppliers and sub-contractors.
- Determining contracts.
- Incentive based contracting.
- Vendor Rating methodology.



Course 7

Supplier Management

1 Day

There is nothing new in supplier partnerships. A close working relationship with the supplier base has always been the hallmark of a professional buyer. There are good suppliers who could achieve far more and there are ineffective suppliers who need to be developed. These activities require a resource and the application of a wide range of techniques. The integration of suppliers with the buyer's organisation is a major focus of this course.

- Identifying the supplier's decision making processes.
- Planning processes, critical path and bar charts.
- Supplier visits.
- The use and abuse of sub-contractors.
- Interpreting the contract.
- Skills of supplier relationship management actions.
- Internal reporting mechanisms.



Advanced Practices

Course 8 Advanced Negotiation Skills for Commercial Specialists 3 Days

This course has been specifically designed for those who have an established negotiation ability. It is intended to provide 'one on one' training where the individual can develop strategic negotiation evaluation criteria. In a controlled environment they are encouraged to deal with a complex business problem which requires resolution. A high level of tuition is available, in planning and evaluation phases. Personal feedback is given and an agreed personal development plan formulated. Wherever possible the case material will use a live business problem(s) in the host organisation.

- Negotiating with senior and Corporate levels at a supplier.
- Negotiation within an organisation.
- Cross cultural negotiations.
- Decision tree analysis for complex problems.
- Identifying linkage issues.
- International contractual issues.
- Long term product support issues.
- Negotiating in dispute situations.
- Skill evaluation criteria and evaluation.

Course 9 Quotation and Bid Analysis Techniques 1 Day

The receipt of quotations and bids is a key phase in the purchasing process. A superficial analysis of the content is unprofessional. The commercial, financial and contractual analysis will require a high level of expertise. The development of bid criteria is vital. The ability to identify the strengths and weaknesses of an offer sets the scene for subsequent negotiation. It may also lead to the disqualification or rejection of tenders. The whole process should be auditable and the highest level of probity should be evident.

- Commercial analysis.
- Financial analysis.
- Contractual analysis.
- Evaluation of non-compliance in a quotation.
- Bid clarification processes.
- Documentation and audit requirements.
- Developing bid evaluation criteria and weightings.



Course 10

International Procurement

1 Day

International procurement offers opportunities and dangers. Local content requirements in major contracts will force the issue in some companies. The need for dramatic cost reductions through buying in emergent economies and compliance with EC Directives will be other influences on positive attitudes to international sourcing. The evaluation of total costs of ownership and the emphasis on key purchasing techniques will be a focus of this course.

- Evaluating the offshore supply market SWOT analysis.
- Supplier assessment, commercial and financial.
- Purchasing through agents and wholesalers.
- Purchase research methodology.
- Contractual risk and impact of foreign laws.
- Alternative Dispute Resolution.
- Logistics and costs of supply chain.
- Currency and shipping issues implications.

Course 11

Purchase Research - Scope and Methodology

1 Day

A number of global organisations have established a purchase research activity. In many situations the buyer must act as a 'stand alone' research resource. Since time is limited it is essential that information is obtained quickly and effectively. There are many databases which can be assessed. The increasing facilities on the Internet offer a unique opportunity for dramatic improvement in the supporting market intelligence available to the buyer. The interpretation and use of the data will be carefully explained.

- Creating an effective purchase research operation.
- Foreign Embassies and High Commissions.
- Use of Internet - databases.
- Metrics and reference sites.
- National and International research.
- Product definition and information questionnaires.
- Financial data e.g. FORM 10K/10Q.
- Presentation of data.



Course 12

Advanced Project Management

3 Days

A history of projects which have overrun both time and cost is a modern phenomena. Some of the key issues and accountability are swept under the carpet. Vital learning is a missed opportunity. We have been involved in some of the world's largest projects, including aerospace, building and civil engineering, offshore oil exploration, capital equipment, I.T. and others. This experience has been used to develop an effective, no nonsense approach to project management. The specific contribution of purchasing will be a prime focus of the course.

- Planning an effective project.
- Project specifications.
- Project milestones.
- Planning and review techniques.
- The professional role of procurement staff.
- Intra and External negotiation skills.
- Relationship management on multi-contractor projects.
- Project slippage and cost management.

Course 13 Purchasing I.T. Hardware & Software - An Introduction 1 Day

Purchasing Information Technology is a demanding task. The process is often dominated by IT technical specialists who chose to ignore the commercial and contractual implications of their actions. Other influences such as technology obsolescence, expert suppliers, systems integration preferences, comfortable relationships, unlimited budgets are reasons why an awareness of the contribution that can be made by purchasing is vital. This course has been acclaimed as thought provoking. It is ideal for the presence of purchasing and IT colleagues who may then review current practice.

- Defining a purchasing strategy.
- Pricing decisions.
- Contractual decisions.
- Maintenance support.
- Checklists for purchasing.
- Teaming with I.T. specialists.
- Evaluating cost.
- Long term contracting.



Course 14

Contract Review Meetings

1 Day

The ability to avoid a blame culture in contract review meetings is essential if positive relationships are to ensue. These meetings should be aimed at openness and a frank exchange of progress, problems, delays, lack of contractor's co-operation, site issues, contract changes, etc. This course highlights and offers guidance in a wide skill set, which will get the most from contract review meetings.

- Setting the contractual framework.
- Determining an agenda.
- Accommodating the supplier's needs.
- The skills of chairing a meeting.
- Legal implications of reviews.
- Writing and issuing minutes.
- Agreeing an action plan.
- Involvement of internal clients.
- Management exception reports.

Course 15

Partnerships - A Critical Review

2 Days

There has been a dramatic shift towards creating long term partnerships. It is vogue and, quite frankly, current dogma to have a partnership. These relationships are often created in ignorance of the real issues that must be faced by both parties to the deal. In some cases the buyer's company has little idea of the resources and obligations they will require and create. Neither does the supplier, who goes along with the idea because it seems the way to go. This course has been designed to lift the lid off partnerships, warts and all.

- Impact of partnership strategies on suppliers.
- Flaws in logic of pricing.
- Long term predictions for market supply.
- Open book - myth or useful?
- Technology impact.
- Contract risk equalisation.
- Financial criteria.
- Contractual criteria.
- Commercial criteria.
- Technical criteria.



Course 16

Contract Management Skills in I.T.

1 Day

Frequently, the responsibility for contract management lies with someone who is not a trained buyer. This situation carries many risks, not the least of which is a supplier's or contractor's ability to manipulate the contract and/or price. Contract management is becoming a task in its own right. It requires high level knowledge and skills which can be developed. The application and benefits of the course are relevant to many facets of business including facilities management, information technology, major engineering and construction contracts.

- The knowledge and skills of a Contract Manager.
- Essential components of Contract Management.
- Ensuring performance is achieved.
- Key features of Contract Law.
- Service Level Agreements.
- Review meetings.
- Negotiation to resolve non-performance.
- Salient documentation.

Course 17

Supplier Evaluation & Performance Rating

1 Day

Good suppliers are worth their weight in gold. These positive relationships don't just happen. The process begins with choice based on appropriate criteria. This will include commercial, financial, quality and technical criteria. The selection of suppliers should be managed by the purchasing department who should maintain an approved supplier portfolio. The continuing supplier performance rating is a key requirement for effective feedback and improvement programmes.

- Developing credible evaluation processes.
- Financial performance of a supplier - key indicators.
- Metrics of operational performance.
- Signs of slippage and corrective measures.
- Strengthening the contract.
- Agreeing contract review procedures.
- Supplier recognition schemes.



Course 18

Procurement of Capital Equipment

2 Days

In the life of many organisations Capital Equipment will be an occasional type of purchase. The supplier usually has expert knowledge of the technical content and takes the commercial and contractual initiatives. The absence of an adequate input from procurement will impact on such features as cash flow, delivery of milestones, contractual risk, long term product support and provision of negotiation expertise. This course also has a major relevance to technical staff who make proposals for the procurement of major plant and equipment.

- Preparing tender documentation and cost data questionnaires.
- Impact of milestones on payment schedules.
- Bid bonds, bank bonds, performance guarantees.
- Title implications.
- Handling contract change and cost changes.
- Negotiating cost facets and total contract price.
- Contractual risk management.
- Product support and Escrow agreements.
- Through life cost analysis.
- Escrow agreements.

Course 19

Supplier Rationalisation

1 Day

There are too many suppliers! This is a common statement where suppliers are created piecemeal. There has to be a policy of supplier rationalisation and it has to be kept under review to ensure strategies are in place to ensure that supply is not compromised. This course will explain a credible process by which supplier rationalisation can take place.

- Creating a data base to begin the scrutiny.
- Identifying the real performers.
- Selection criteria for credible suppliers.
- Policy considerations.
- Strategic considerations.
- The process of de-selection.
- Setting up key supplier contracts.



Course 20 Contractual Risk Assessment and Management 2 Days

Contractual risk exists, to some extent, in every business and organisation. The ownership of this risk is often unclear. It is often unknown. We are confident that there is a great opportunity for the expertise of purchasing specialists to be brought to bear in this niche area. We will use our knowledge of the law, negotiating major contracts and handling contractual disputes to provide expert tuition on the subject matter. This course will also be relevant to those involved in preparing and responding to tenders. All course members will receive a copy of our A-Z of contractual clauses.

- The process of auditing for contractual risk.
- Supplier risks and Parent Company considerations.
- Bonds and Financial Guarantees.
- The application of damages in high risk contracts.
- Critical terms and conditions of contract.
- Handling complex claims from contractors.
- Contract change management.
- Remedies, breach and dispute situations.
- The special characteristics of I.T. contracts.

Course 21 Cost Reduction Programmes-How to Achieve Real Results 2 Days

The competitive nature of world markets require continuing cost reduction. This should be the ethos of every business. Purchasing should be a key driver of the process and should generate year on year savings. This requires a pro-active approach where there are no barriers to change or new ideas. The track record of our consultants is beyond reproach. Our methodology will be explained. Quick hits are always possible but deep cut cost reduction requires the involvement of other functions and suppliers. We will show how this can be done.

- Analysis of expenditure, commodities and suppliers.
- Identifying cost drivers.
- Cost reduction from existing suppliers.
- 20 significant techniques to reduce cost.
- Assessing the total organisational resource.
- Outsourcing non-core business.
- Creating long term agreements.
- Value engineering - value analysis techniques.
- Cost reduction through the supply chain.



Course 22 Service Contracts - Their Placement & Management 1 Day

In some large organisations there are hundreds of service contracts for a plethora of requirements. Some will be high value transactions and of a long term nature. Others will be low value but of crucial relevance to the organisation. The general approach is that many people have the authority to place service contracts but they do not have the knowledge to do so. Our consultancy experience adequately demonstrates that huge benefits can be obtained by a more methodical and professional approach. There is a major opportunity for purchasing specialists to get hold of this area of expenditure.

- Special requirements of service contracts.
- Specifications and performance criteria.
- Pricing and cost implications.
- Contract price review.
- Contractual terms and conditions.
- The contract manager's qualities.
- Obtaining feedback from clients.
- How to renegotiate current contracts.



Purchasing Management

Course 23

Managing a Purchasing Function

2 Days

Our research shows clearly that Purchasing Managers are, increasingly, being appointed when they have little knowledge of professional detail. In some cases the individuals do not have a breadth or depth of management expertise. This can be a lethal combination which will manifest itself in different ways, including lack of policies, poor motivation, inadequate suppliers and no forward coherent plans. This course will pragmatically offer guidance in some key areas of the task of management and will offer a framework in which to operate.

- Critically reviewing existing practice.
- Setting Departmental and individual objectives.
- Setting and achieving cost objectives.
- Creating a contractual database.
- Selling the benefits of purchasing to internal clients.
- Leadership qualities.
- Audit and accountability.
- Managing effective supplier relationships.

Course 24

Supply Chain Management

1 Day

There are very dramatic opportunities to be gained from the effective investigation and management of the supply chain. Traditionally, purchasing would share the accountability for cost and other factors with others. As a result the lack of co-ordination led to in-built inefficiency which was compounded by the supplier's inability to focus on key issues. A focus on cost typically cannot lose. Usually both parties benefit.

- The supply chain determination.
- Cost analysis and identification.
- Supply characteristics.
- Inventory and working capital implications.
- The impact of computerised systems.
- Using specialists to manage the process.
- Opportunities for cost improvement.



Course 25

Purchasing Audits

1 Day

A professional audit of purchasing is necessary and can be a tremendous aid to enhancing efficiency. In some instances, internal audit will merely conduct a mechanistic audit and the external auditors will focus on payment procedures rather than the quality of the complete purchasing task. This course will explain the detail of audit but applied to a key management discipline.

- Closed loops and their dangers.
- Fraudulent practice.
- Auditing procedures.
- Auditing contracts.
- Auditing dispute situations.
- Investigative techniques.
- Sampling methodology.

Course 26

Organisational Alternatives for Purchasing

1 Day

The trend to devolved Strategic Business Units (SBUs) has focused attention on how should purchasing respond. The immediate implications for Corporate direction are obvious. The potential conflict between product or supplier based focused buyers is another dilemma. In international organisations the potential issues are compounded. This course is intended to look at the options and clearly identify their respective merits.

- Decentralised/devolved accountability.
- Centralisation - benefits - disadvantages.
- Policy guidance.
- Assessing value added by centralised functions.
- Calibre of procurement specialists.
- Reporting performance to senior management.
- Specialist areas of performance.

Course 27

Purchasing Strategies

1 Day

The maelstrom of routine, tactical purchasing can lead to purchasing strategies being ill defined or particularly organisationally relevant. The high level management of strategies must have a relevance to long range business plans and take account of the key supply markets. This course has been designed to provide guidance in alternative strategies which should be considered. There is continuing help available, beyond the course, to help review specific supply markets and commodity groups.

- Developing commodity strategies.
- Supplier Partnerships.
- Outsourcing.
- Single or Multiple Sourcing.
- International Sourcing.
- Long Term Contracts.
- Spot purchases.
- Corporate contract



Management Skills

Course 28

Sustainable Procurement

1 Day

- Leadership vs Management.
- The role of the leader.
- Leadership styles.
- Characteristics of leadership.
- Leading teams.

Course 29

Performance Management

1 Day

How do you get the best from your team and ensure they are constantly performing at their optimum level? This course will help you understanding the purpose of Performance Management and identify acceptable levels of performance. Conduct effective reviews of performance and set 'SMART' objectives. Manage the performance of the 'Star', 'Average', 'Peaked' and poor performer.

- Benefits of having a Performance Management system.
- Reviewing performance good/bad.
- Preparing for a performance review.
- Ongoing performance review.
- Feedback skills.
- Setting 'SMART' objectives.
- Follow up after the review meeting.
- Development through PDPs.



Course 30

Communication/Listening Skills

1 Day

We all need to deliver clear, easily understood messages. This course will help delegates develop the skills to communicate clearly and confidently. Build rapport with and respect from peers, reports and managers. It will also assist with the recognition of the implications of poor organisational communication.

- Communication barriers.
- How to improve your communication.
- How to improve your team's communication.
- How to improve your listening skills.
- Non verbal communication.

Course 31

Team Building

1 Day

This course will assist leaders develop, build and lead a productive team and create a team-working climate.

- How behaviour affects others.
- Identify problems within the team and address each one.
- How to blend and co-ordinate the skills of a team.
- Define and allocate team roles.
- Dealing with conflict.
- Assessing team effectiveness.
- Take a team from working group to high performing team.

Course 32

Coaching for Performance

1 Day

Leaders need to develop a range of skills and techniques to become effective coaches. They also need to understand the importance of constructive feedback and the benefits that accrue through the coaching.

- The role of a coach.
- Your coaching style
- The GROW modal.
- Planning a coaching session.
- Motivational coaching.



Course 33

Finance for Non-Finance Managers

1 Day

Maintaining effective financial planning and control is an integral part of the duties and responsibilities of any manager. Being in control does not simply mean being on top of the budget. Financial control in an organisation is defined more broadly, in terms of a much wider range of mechanisms and processes that are designed to ensure that organisational objectives are achieved.

- Accounting and the law
- Profit and Loss Account
- The Balance Sheet
- Cash Flow
- Finance processes
- Budget Preparation/Control
- Work in Progress
- Accruals

This subject can be tailored to the seniority of the academic and c include, for example.

- Developing financial strategies
- Understanding the financial implications of your plans
- Budgetary Construction
- Linkages of finance to businesses objectives and performance

Course 34

Employment Law

1 Day

This course provides an introduction to current employment law and gives an insight into future changes. The emphasis throughout the course is on the adoption of safe and reasonable employment practice.

- Understand the main provisions and constraints of current employment law
- Identify the effects of current employment law
- Sensible management practices
- How to avoid unfair dismissal claims
- The difference between prejudice and discrimination
- How to manage complaints



Course 35

Appraisal Interviews

1 Day

This course will assist people understand the aims of appraisal and performance management. Identify the relationship between appraisal, performance, development and organisational goals. Prepare and conduct effective appraisal and set objectives.

- What is an appraisal
- Why do we use them
- Benefits to Appraisee, appraiser and organisation
- Preparing for an appraisal interview
- The appraisal interview
- Setting objectives

Course 36

Management Masterclass

1 Day

This workshop is designed to help the Senior Manager understand the concept of and provide tools for strategic analysis, review their current management style and ensure they get the best from their teams.

- How to create a vision and mission
- Linking department objectives to business goals
- Setting objectives, planning and control
- Managing performance
- Coaching/Influencing styles
- Management style and how to develop
- Managing change
- Management toolbox: proven techniques