

## Brook Corporate Developments – Innovative Working

<b>Title of Proposed Programme</b>	<b>Lean Office and Services</b>
<b>Programme Content</b>	<p>This is a bespoke training support course with content informed by discussion and competency analysis of business and participants.</p> <p>Content is aimed at the professional and service sector (though equally applicable to the administration /office of manufacturing businesses) where the application of lean techniques can enhance office efficiencies, procedures and customer service.</p> <p>Lean isn't just about manufacturing; it's about standardising work processes to make problems visible and developing your team members' critical thinking ability so that they can solve problems and improve work processes.</p> <p>The content will introduce learners to what lean/agile really means, tools and techniques together with how to get the best competitive advantage from implementing it in their business.</p> <p>Content will include:</p> <ul style="list-style-type: none"> <li>• Understanding Waste in all its forms and how to identify it           <ul style="list-style-type: none"> <li>○ Downtime Acronym and its applicability to services</li> <li>○ Red/Green Analysis (Non-Value Adding/ Value Adding)</li> <li>○ Lean/Agility</li> </ul> </li> <li>• Gaining market intelligence and understanding customer needs</li> <li>• Customer Service – Kano diagrams</li> <li>• Process mapping/ Value stream mapping</li> <li>• 5S system of Workplace Organisation</li> <li>• Standard Operations</li> <li>• Line balancing</li> <li>• Pull/Kanbans/ flexibility</li> <li>• Agile processing</li> <li>• Job design</li> <li>• Implementation PDCA</li> <li>• Continuous Improvement framework</li> </ul>

<b>Course delivery method</b>	<p><b>Employer Premises</b></p> <p>The training will be delivered on the business premises. The support will, where required be specifically tailored to the business but also, by virtue of individual participant assessment to the individuals within the group and will also contain elements of one to one support to respond to individual's skills gaps.</p> <p>The support will thus be delivered both in small group format but will be augmented by one to one sessions tailored to cover specific individual needs and potential individual competency gaps.</p> <p>The training content will be bespoke and specific to this organisation's requirements.</p> <p>An integral part of the training and skills development will be one of 'experiential learning' by virtue of real, in the business project-based activity.</p>								
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<b>What are the perceived business benefits of the proposed training and what are the outcomes for the business</b>	<p>Lean principles are used in many organisations to improve efficiency and effectiveness are often perceived as being applicable only to manufacturing businesses.</p> <p>For service and professional organisations (together with the administration function of manufacturers), where processes may be long, complex or variable with multiple decision points, the use of tools that lean gives will make processes which take place in people's heads visible. If each team member isn't doing work in the same way, each and every time, it cannot be guaranteed that customers are getting consistent high-quality service each and every time.</p> <p>If team members are not constantly pushing their critical thinking skills to improve process it is unlikely that they can respond to complex service requests and interact with other departments and complicated systems to 'do the right things right', increase customer satisfaction and create competitive advantage.</p> <p>Management of the more successful companies are the ones who recognise that by; organising the workplace and having a framework for Continuous Improvement, then mapping and improving their processes, whilst linking improvement activities to strategy in order to get everyone pulling in the same direction.</p>								

	<p>This training will help participants to not only understand Lean techniques but will help the business to take a cohesive approach to lean and process improvements whereby they will relate directly to implementing business growth strategy hence giving improved competitiveness, effectiveness and profitability.</p> <p>In addition to the overall business benefits this support will be increased knowledge, skills, and capability of individuals in relation to the core capabilities that their respective roles require to help drive growth and change in the business.</p> <p>All will benefit from the training by the broadening of their competencies with skills which are transferrable and additional to their existing competency set.</p> <p>Another benefit to the individuals will be an increased level of confidence in fulfilling their working roles, hence increased job satisfaction.</p>
<b>Target group of participants/Who should attend</b>	The target group of participants are individuals in the organisation who are involve either directly or indirectly in developing the organisation's working practice and effective processes and systems
<b>Is there opportunity for delivery to be flexible dependent upon the needs of individual learner/employer</b>	Further content will also be included and delivered progressively using feedback from the learners, and their developing understanding. This will include specific assignments drawn from, and adding benefit to their organisation and further one- to -one learning content informed by any knowledge gaps or weaknesses in knowledge of any individuals in the cohort.

<b>Title of Proposed Programme</b>	<b>Combined Strategy and ISO 9001:2015 Implementation</b>
<b>Programme Content</b>	<p>Whilst several components in this training course are standard, others, including business related assignments for the cohort will be a bespoke with content informed by discussion and competency analysis of the participant group within the business.</p> <p>Content is aimed at achieving business benefit and impact by assisting the business to develop the skills and knowledge to reinforce the benefits of moving to the new ISO9001:2015 standard, maintaining credibility with its customer base and gaining further benefit from the increasing Business planning and Continuous Improvement component of the newly revised Standard.</p> <p>Content will include:</p> <p><b>ISO 9001:2015 - Identifying the requirements</b></p> <ul style="list-style-type: none"> <li>• How to use the requirements of ISO 9001:2015 to benefit the business</li> <li>• How to use gap analysis tools and templates to sense check your current business management system</li> <li>• Identify key changes required for ISO 9001:2015</li> <li>• Identify the new requirements for documented information</li> </ul> <p><b>ISO 9001:2015 Implementation</b></p> <ul style="list-style-type: none"> <li>• Understand what needs to be revised in your current systems</li> <li>• Appreciate the significance of organizational context and adopting a risk-based approach</li> <li>• Applying risk-based thinking, leadership and process management</li> <li>• Approaches to implement the requirements of ISO 9001:2015</li> <li>• Understanding Certification arrangements</li> <li>• Creating individual action plans to prepare for implementation of the required changes</li> </ul> <p><b>ISO 9001:2015 Internal Auditor Skills</b></p> <ul style="list-style-type: none"> <li>• The application of risk-based thinking, leadership and process management</li> <li>• Skills to prepare, conduct and develop the required skills for an ISO 9001:2015 audit</li> <li>• Learn how to set objectives for, plan and perform a quality standards audit</li> <li>• Understand the implications of employee behaviour on quality management audits</li> <li>• Gain the ability to confidently report findings and take corrective action.</li> </ul> <p><b>Maximize ISO 9001 performance</b></p> <ul style="list-style-type: none"> <li>• Addressing non-conformities as a process improvement tool</li> </ul>

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<b>What are the perceived business benefits of the proposed training and what are the outcomes for the business</b>	<p>The business will benefit by having the internal skills knowledge and competencies to implement ISO 9001:2015 Standard. This will help them maintain their credibility and relationships with customers.</p> <p>Furthermore, the standard aims to place emphasis on business development strategy, use of Certification as a strategy and continuous improvement tool and through the setting of objectives and targets business growth and improved effectiveness, hence profitability.</p> <p>In addition to the overall business benefits this support will be the increased knowledge, skills, and capability of individuals in relation to the core capabilities that their respective roles require to help drive growth and change in the business.</p> <p>All will benefit from the training by the broadening of their competencies with skills which are transferrable and additional to their existing competency set.</p>								

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<b>Title of Proposed Programme</b>	<b>ISO 9001:2015 Implementation</b>
<b>Programme Content</b>	<p>Whilst several components in this training course are standard, others, including business related assignments for the cohort will be a bespoke with content informed by discussion and competency analysis of the participant group within the business.</p> <p>Content is aimed at achieving business benefit and impact by assisting the business to develop the skills and knowledge to reinforce the benefits of ISO9001:2015 standard, maintaining credibility with its customer base and gaining further benefit from the increasing Business planning and Continuous Improvement component of the newly revised Standard.</p> <p>Content will include:</p> <p><b>ISO 9001:2015 - Identifying the requirements</b></p> <ul style="list-style-type: none"> <li>• How to use the requirements of ISO 9001:2015 to benefit the business</li> <li>• How to use gap analysis tools and templates to sense check your current business management system</li> <li>• Identify key changes required for ISO 9001:2015</li> <li>• Identify the new requirements for documented information</li> </ul> <p><b>ISO 9001:2015 Implementation</b></p> <ul style="list-style-type: none"> <li>• Understand what needs to be revised in your current systems</li> <li>• Appreciate the significance of organizational context and adopting a risk-based approach</li> <li>• Applying risk-based thinking, leadership and process management</li> <li>• Approaches to implement the requirements of ISO 9001:2015</li> <li>• Understanding Certification arrangements</li> <li>• Creating individual action plans to prepare for implementation of the required changes</li> </ul> <p><b>ISO 9001:2015 Internal Auditor Skills</b></p> <ul style="list-style-type: none"> <li>• The application of risk-based thinking, leadership and process management</li> <li>• Skills to prepare, conduct and develop the required skills for an ISO 9001:2015 audit</li> <li>• Learn how to set objectives for, plan and perform a quality standards audit</li> <li>• Understand the implications of employee behaviour on quality management audits</li> <li>• Gain the ability to confidently report findings and take corrective action.</li> </ul> <p><b>Maximize ISO 9001 performance</b></p> <ul style="list-style-type: none"> <li>• Addressing non-conformities as a process improvement tool</li> </ul>

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<b>Title of Proposed Programme</b>	<b>Combined Management System Implementation</b>
<b>Programme Content</b>	<p>Whilst several components in this training course are standard, others, including business related assignments for the cohort will be a bespoke with content informed by discussion and competency analysis of the participant group within the business.</p> <p>The course aims to develop individuals understanding of the 8 management principles underpinning the ISO systems, and the necessary steps to build an overall system using a systems approach and to give delegates an understanding of why Management Systems are Important.</p> <p>Content is aimed at achieving business benefit and impact by assisting the business to develop the skills and knowledge to reinforce the benefits of moving to the new ISO9001:2015 standard as a core module, maintaining credibility with its customer base and gaining further benefit from the increasing Business planning and Continuous Improvement component of the newly revised Standard.</p> <p>Content will include:</p> <p><b>The common ISO Management System standards</b></p> <ul style="list-style-type: none"> <li>• How to use ISO9001 as a basis to learn the fundamentals of how to implement and integrate all the new ISO's - 9001, 14001, 27001 &amp; 45001. – both individually; and, using a Combined management systems (CMS) approach (and the benefits of doing this) to achieve improved performance when giving tender/sales presentations and demonstrating to customers the one complete solution</li> <li>• What a good "Q/H/S/E" policy looks like</li> <li>• Analysing processes and writing meaningful procedures</li> <li>• Understand 'context' and business strategy in relation to Management Systems</li> <li>• What to do to show risk management</li> <li>• Documented info control - what needs to be managed and what can be left out</li> <li>• UKAS or not - what's the difference?</li> </ul> <p><b>ISO 9001:2015 - Identifying the requirements/Implementation</b></p> <ul style="list-style-type: none"> <li>• How to use the requirements of ISO 9001:2015 to benefit the business</li> <li>• How to use gap analysis tools and templates to sense check your current business management system</li> <li>• Identify key changes required for ISO 9001:2015</li> <li>• Identify the new requirements for documented information</li> <li>• Understand what needs to be revised in your current systems</li> <li>• Appreciate the significance of organizational context and adopting a risk-based approach</li> </ul>

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<b>Course delivery method</b>	<p><b>Employer premises</b></p> <p>The training will be delivered on the business premises. The support will, where required be specifically tailored to the business but also, by virtue of individual participant assessment to the individuals within the group and will also contain elements of one to one support to respond to individual's skills gaps.</p> <p>The support will thus be delivered both in small group format but will be augmented by one to one sessions tailored to cover specific individual needs and potential individual competency gaps</p> <p>The training content will be bespoke and specific to this organisation's requirements.</p> <p>An integral part of the training and skills development will be one of 'experiential learning' by virtue of real, in the business project-based activity.</p>
<b>Duration</b>	This course is available at four levels of content and duration according to business and participant need: Foundation      3 days learning

	<p>Higher                    9 days learning  Advanced                18 days learning  Intensive              30 days learning</p> <p>It is expected dependent upon learning level, delivery duration will be between one and five months</p>
<b>What are the perceived business benefits of the proposed training and what are the outcomes for the business</b>	<p>The business will benefit by having the internal skills knowledge and competencies to maximise benefit of application of ISO standards. This will help them maintain their credibility and relationships with customers.</p> <p>Furthermore, the new standards aim to place emphasis on business development strategy, use of Certification as a strategy and continuous improvement tool and through the setting of objectives and targets business growth and improved effectiveness, hence profitability.</p> <p>In addition to the overall business benefits this support will be the increased knowledge, skills, and capability of individuals in relation to the core capabilities that their respective roles require to help drive growth and change in the business. All will benefit from the training by the broadening of their competencies with skills which are transferrable and additional to their existing competency set.</p> <p>Another benefit to the individuals will be an increased level of confidence in fulfilling their working roles, hence increased job satisfaction.</p>
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<b>Is there opportunity for delivery to be flexible dependent upon the needs of individual learner/employer</b>	<p>Further content will also be included and delivered progressively using feedback from the learners, and their developing understanding. This will include specific assignments drawn from and adding benefit to their organisation and further one to one learning content, informed by any knowledge gaps or weaknesses in knowledge of any individuals in the cohort.</p>

Title of Proposed Programme	Business Skills to Enhance Performance
Programme Content	<p>This is a bespoke training support course with content informed by discussion and competency analysis of business and participants.</p> <p>Content is aimed at achieving business benefit and impact by addressing several key development areas including:</p> <p><b>Increasing personal insight and personal awareness</b></p> <ul style="list-style-type: none"> <li>• Meyers-Briggs type indicators</li> <li>• Hogan Development Survey</li> <li>• Reflective learning review</li> </ul> <p><b>Developing an effective management style</b></p> <ul style="list-style-type: none"> <li>• Situational leadership questionnaire &amp; survey</li> <li>• Shackleton's leadership and management study</li> <li>• Comparison of authoritarian, paternalistic, democratic and transformational styles</li> </ul> <p><b>Developing and managing high performance teams</b></p> <ul style="list-style-type: none"> <li>• The nature of team working</li> <li>• Belbin Team Typing</li> <li>• Team working roles</li> <li>• Motivation models (Elton-Mayo/Hawthorne studies)</li> </ul> <p><b>Understanding business strategy</b></p> <ul style="list-style-type: none"> <li>• Business analysis: PEST, SWOT &amp; Porter</li> <li>• 3-year plans (Orbit, &amp; vital few)</li> <li>• Six steps to transforming an organisation</li> </ul> <p><b>Managing and motivating teams and individuals</b></p> <ul style="list-style-type: none"> <li>• The transition curve (Kubler-Ross, Fisher)</li> <li>• Capacity for and resistance to change</li> <li>• Different learning styles (Activist, reflector, theorist and pragmatist - strengths and weaknesses)</li> </ul> <p><b>Coaching for performance</b></p> <ul style="list-style-type: none"> <li>• Conflict resolution (Thomas-Kilmann)</li> <li>• The Johari window and techniques for opening it</li> <li>• The coaching model, coaching flow, 5 elements model</li> </ul> <p><b>Communicating with impact</b></p> <ul style="list-style-type: none"> <li>• Active listening and why people are poor at doing it</li> <li>• Transactional analysis and ego states</li> <li>• Effective presentations, the Aldershot method, good and bad visuals</li> </ul>
Course delivery method	<p><b>Employer premises</b></p> <p>The training will be delivered on the business premises. The support will, where required be specifically tailored to the business but also, by virtue of individual participant assessment</p>

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<b>Title of Proposed Programme</b>	<b>Workplace Enhancement for Increased Productivity</b>
<b>Programme Content</b>	<p>This is a bespoke training support course with content informed by discussion and competency analysis of business and participants.</p> <p>The content will enable the learners to develop an improved working environment by addressing what is frequently referred to as the '6<sup>th</sup> S' in workplace organisation and Continuous Improvement methodology.</p> <p>The content will introduce learner's techniques for workplace enhancement and staff awareness to develop an environment where the staff feel safe, comfortable and secure in a style which is aimed to achieve a positive impact on effectiveness and productivity.</p> <p>In the context of Health and Safety requirements this training is beyond legislative requirements which it is assumed have already been addressed.</p> <p>Content will include:</p> <ul style="list-style-type: none"> <li>• Cost of accidents – hidden costs, effects on productivity</li> <li>• Causes of accidents – multiple causation theory</li> <li>• Near miss reporting and link to production</li> <li>• Occupational health management - What is a safety culture</li> <li>• Implementation of a proactive Safety culture</li> <li>• Safety culture and Quality and 5S – an integrated 'lean' approach.</li> </ul>
<b>Course delivery method</b>	<p><b>Employer Premises</b></p> <p>The training will be delivered on the business premises. The support will, where required be specifically tailored to the business but also, by virtue of individual participant assessment to the individuals within the group and will also contain elements of one to one support to respond to individual's skills gaps.</p> <p>The support will thus be delivered both in small group format but will be augmented by one to one sessions tailored to cover specific individual needs and potential individual competency gaps.</p> <p>The training content will be bespoke and specific to this organisation's requirements.</p> <p>An integral part of the training and skills development will be one of 'experiential learning' by virtue of real, in the business project-based activity.</p>
<b>Duration</b>	This course is available at four levels of content and duration according to business and participant need:

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<b>What are the perceived business benefits of the proposed training and what are the outcomes for the business</b>	<p>Lean principles including Workplace Organisation and '5S' may be used for businesses that wish to embrace a Continuous Improvement culture but this training seeks to add a further component – ensuring that staff are motivated and more productive by virtue of enhanced workplace organisation from a safe working environment viewpoint.</p> <p>This training will help participants to not only understand workplace issues and areas for improvement but will also ensure a key pillar for business security and growth, working environment and risk mitigation is in place.</p> <p>In addition to the overall business benefits this support will be increased knowledge, skills, and capability of individuals in relation to the core capabilities that their respective roles require to help drive growth and change in the business.</p> <p>All will benefit from the training by the broadening of their competencies with skills which are transferrable and additional to their existing competency set. Another benefit to the individuals will be an increased level of confidence in fulfilling their working roles, hence increased job satisfaction.</p>
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