



Program Guide

Institute for Communication
Management and Leadership

2024

“I hear and I forget
I see and I remember
I do and I understand”
Confucius

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Introducing ICML

ICML Vision

Create tailored learning solutions that makes people productive and happy.

What we do

We specialise in developing leadership, interpersonal and professional effectiveness skills.

Our programs make our participants more confident and productive. We thereby boost their happiness, which in turn strengthens productivity.

Productive and happy employees increase their organisation's bottom line.

We help people and organisations expand their potential through our training programs, coaching and consultancy.

We deliver our programs primarily to leaders, managers and aspiring managers.

Through our programs we boost:

- skills
- confidence
- motivation.

Our learning interventions improve job performance as well as relationships.

Why choose ICML?

Key reasons:

- We deliver powerful, tailored learning experiences.
- Our coaches and facilitators are experts.
- We focus relentlessly on helping our participants apply their new skills in practice.
- We create fun learning experiences.
- We jam-pack our training with practical activities and exercises.
- We're a friendly bunch; give us a call to try it out.
- Our customer service promise: you and your organisation are number one for us.

Call us today on 1300 655 098 to discuss your personal or organisational development needs or to ask for an immediate quote.

ICML philosophy and learning approach

Developing people from the inside

We favour developing people from the inside through comprehensive skills practice.

We reinforce and build the skills most useful in work and life.

Experiences

Our highly interactive sessions make for powerful learning experiences.

ICML workshops combine the latest scientific insights with practical activities and experiences.

Expert facilitators offer continuous opportunities to interact, discuss and practise.

Small groups

We like small groups. Groups of five to 14 participants encourage vivid interaction and personal attention.

Tailoring

We tailor our in-house training to the organisation and participants.

Our training is therefore always fully relevant and links back to participants' own work experiences.

Facilitators of our public courses tailor the program to individual objectives where possible, to target learning.

Our system

Training is most effective when it's a process in which goals, objectives, action plans and follow-up reinforce the effectiveness of the training 'event'. What you can expect from us:

- highly experienced and inspiring trainers
- an energetic and safe learning environment
- facilitators who address participants' individual objectives
- we pay strong attention to making action plans
- we support follow-up after training sessions to ensure participants apply what they have learnt in practice.

The ICML Continuous Growth Learning Model: making it stick

ICML makes learning stick by tackling the entire learning process through the ICML Continuous Growth Learning Model.

Workplace learning takes place through a mix of formal training, coaching, feedback and on-the-job training. Training is a small but critical part of professional and personal development.



Goals

We help participants link their goals to our training. Before the program we ask them about their objectives, for two main reasons:

- you learn more when you know what you want to achieve with the training
- our facilitators tailor the session to the participants' needs where possible.

Ideally, participants' choice of training flows from their personal development plan, linking job or career goals and the capabilities they need to develop.

Training

*“The mediocre teacher tells.
The good teacher explains.
The superior teacher demonstrates.
The great teacher inspires.”*

William Arthur Ward

At ICML we provide training in short and intensive bursts. In one or a few demanding days participants listen, practise, discuss, experience, reflect and plan for the future.

At ICML we make learning engaging and fun. People don't sit and listen to long drawn-out lectures, make a few notes and leave. Don't expect 'death by PowerPoint'.

We use the latest scientific insights in highly practical ways and let our participants experience what these insights mean for them personally.

Personal action plan

We continually focus on practical application of your new skills.

Personal action plans are the basis for transfer of skills to the workplace.

During the training session we make ample time for participants to write down how they will apply their new skills, tools and strategies in the workplace.

Implementation and follow-up

During the training workshop we give participants the skills to keep on learning back at work.

For in-house programs we work with managers and learning professionals to maximise participants' opportunities to put newly learnt skills into practice.

Call us to discuss how we can help you to build a learning process together.

In-house training

Delivering in-house programs

We partner with our clients to deliver a people development process that extends well beyond the 'training event'.

We tailor and customise

Depending on your budget and needs we tailor the perfect program for you.

We have a wide network of outstanding facilitators, so we can adapt, design and deliver any interpersonal skills program you can imagine.

Participants don't waste any precious time in training; the program is tailored to your objectives, your business needs and any particulars about your organisation.

Applying it in practice

One of the biggest challenges we all face in training is making sure participants apply new skills and behaviours in practice.

Here we partner with you as our client to build as many elements as possible into the entire learning process to ensure the maximum amount of learning sticks.

Virtual Workshops

We deliver programs in interactive, live online workshops, accessible from a device anywhere.

Highly impactful learning

- Replicating face-to-face workshop experiences through conferencing technology.
- Using extra features for engagement: polls, quizzes, chat, electronic whiteboard.
- Learning in multiple shorter bursts – allowing practice between sessions.

Benefits of virtual workshops

- Attend the training from the comfort of home or personal workstation.
- No travel time or expenses.
- Multiple short sessions – less impact on work.

Simple access

- You need: a device with camera and a quiet place.
- No software needed.
- Click on a link to gain access.
- Works on any personal device and most corporate systems.

Tailored group training – in-house or through virtual workshops

Ask us how we will tailor this program to your organisation or team. Benefits are that we tailor the:

- *Content* to suit your organisation's needs.
- *Delivery* to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- *Duration* to suit the availability of your team members and your budget.

Request a quote

Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au.



Coaching

Expanding potential

Every top athlete has a coach. So why should employees and leaders have to go it alone?

We coach people to expand their potential and solve challenging situations.

Our independent coaches offer a unique perspective. They provide expert knowledge, unbiased support and confidentiality.

Because of their highly developed coaching skills they are ideally placed to shift thinking and boost skills.

Achieving your goals

Our coaching approaches help the coachee achieve their goals and objectives through powerful techniques of questioning, challenging and the use of tools and feedback.

The coaching process is confidential and free of judgement.

Examples of situations where coaching is highly effective:

- Building leadership skills
- Assisting in a leadership transition
- Boosting performance
- Overcoming interpersonal relationship challenges
- Managing and mediating conflict
- Creating a personal or business vision
- Achieving big picture thinking
- Overcoming leadership challenges
- Improving communication strategies
- Developing KPIs
- Boosting personal productivity
- Improving delegation skills
- Building positive team dynamics
- Cultivating stronger internal and external relationships
- Shaping skills required for a role
- Improving work-life balance.

Face-to-face or remote

We accommodate our clients' preferences and circumstances with the mode of coaching.

Meeting face-to-face is ideal for individual and group coaching. You can choose a location to suit you.

Phone or Skype is not only convenient if you're remote, but also if you prefer your coaching from the comfort of your own home or office.

Request a quote

Please call 1300 655 098 to discuss your objectives and how we can make your team more cohesive and high-performing.

Alternatively, email us at info@icml.com.au or start a 'chat' on our website icml.com.au/.

Consultancy

Solving your challenges through consultancy

We are able to deploy top HR specialists and professionals for HR consultancy.

We provide assistance on HR projects or help you outsource a task or activity.

Our consultancy process can be very fast or very thorough depending on your urgency and needs.

Our process:

- Vision – we identify your ideal end state through a thorough needs analysis.
- Gap analysis – we establish where you are now and the gap you need to bridge to reach your vision.
- Solution development – we develop and propose alternative solutions.
- Implementation – our experts help you implement your vision.
- Evaluation – We identify what went well and what can be improved.

We provide short term specialist resourcing for a project lasting a few hours to years.

We are able to design and implement strategies, processes and structures for:

Learning and development

people development
competency frameworks
performance management
leadership models.

Facilitation

executive workshops
problem solving
strategy development
innovation.

Compensation, benefits and rewards

grading systems
benefit systems
compensation review processes
bonus plans.

Organisational design and development

management restructuring
cultural change
business transformation
redundancy programs
outplacement.

Human resources strategy and processes

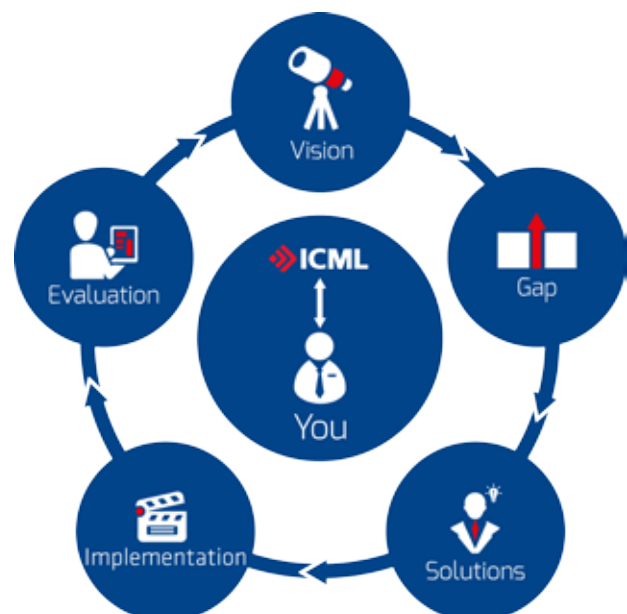
HR strategy
writing policies, processes and procedures
talent management
recruitment and selection
induction programs
exit processes.

Project Management

project management coaching
developing a project management framework
implementing project management
full project management
management of project tracks
project systems and processes.

The list is not exhaustive. Give us a call on 1300 655 098 to discuss your situation and needs.

Alternatively, email us at info@icml.com.au or start a 'chat' on our website icml.com.au/.



Team Building

Fun and engaging ways to encourage team building

We facilitate fun and highly effective team building. Highly effective teams produce amazing results for your business. Team members are proactive, engaged, positive and productive. But how do they get that way?

We can assist you by facilitating fun and highly effective team building workshops focusing on your needs, which could include:

- Improving cooperation
- Improving relationships
- Fostering communication
- Motivating team members
- Boosting collaboration
- Creating a team identity
- Establishing a new team
- Promoting productivity
- Boosting morale
- Having fun while learning about each other
- Helping to deal with change.

Our process

1. Establish your desired outcomes of the session.
2. Facilitate a diagnostic of the team. Team members need to understand:
 - themselves
 - others in the team
 - team dynamics.
3. Establish a plan of activities and timelines to achieve the goals and embed the new culture.
4. Facilitate activities, discussions and introduce any relevant models.
5. Ensure there are tangible outcomes and a clear action plan.
6. Help you keep on building the team beyond the session.

The team diagnostic to understand self and others

We can use different tools and instruments to analyse the current team situation and possible challenges.

They range from online tools completed prior to the session to self-assessing paper surveys or games and activities run during the workshop.

Examples of such tools: DISC, MBTI, Facet5, HBDI, 5 Behaviours of a Cohesive Team, Jensen-Tuckman, etc.

Adding training elements to team building

Depending on your goals we can include interactive and engaging training elements.

For example:

- Communication skills
- Influencing skills
- Assertiveness skills
- Conflict management skills
- Leadership skills
- Time management skills
- Customer service skills (internal and external)
- Meeting management.

Request a quote

Please call 1300 655 098 to discuss your objectives and how we can make your team more cohesive and high-performing.

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Skill Shots - Short Presentations and Workshops

Often you have limited time available – you just want a quick interactive and powerful learning session for your staff: a Skill Shot.

Choose from a wide variety of topics, which we can deliver as a one-hour 'lunch and learn session', a keynote at your conference or as a short workshop.

We are able to give short presentations on just about any soft-skill topic you can think of.

Some topic ideas:

Leadership Skill Shots

- AI – Appreciative Inquiry
- Accountability at work
- Authentic leadership
- Becoming the boss: how to transition from peer or friend
- Behavioural interviewing styles
- Boosting employee engagement
- Building an innovating organisation
- Business acumen
- Change management
- Charisma: a skill you can develop
- Coaching for leaders
- Courageous conversations
- Creating a feedback culture
- Creating a high-performance culture
- Creating a vision
- Creating behavioural change
- Crisis management
- Cultural diversity
- Delegating skills
- Getting into and staying in big picture thinking
- How to successfully form a new team
- Leading a virtual team
- Managing gen-Y

- Managing professionals
- Managing underperformance
- Why employees underperform
- Measuring performance
- Mentoring
- Motivating and empowering
- Performance appraisals
- Servant leadership
- Teamwork
- The Five Dysfunctions of Teams
- Values-based leadership
- Women in leadership

Communication and Interpersonal Skills

- Assertiveness
- Body language
- Breaking down silos
- Building trust and rapport
- Communicating with emotional intelligence
- Conflict resolution
- Dealing with different generations
- Dealing with difficult colleagues
- Getting things done through others
- How to listen to understand
- Interpersonal Skills
- Making the most of millenials and gen-Y
- Negotiation tips from pros
- Negotiating with colleagues and stakeholders
- Overcoming negative colleagues
- Phone skills
- Powerful first impressions
- Resolving conflict
- Storytelling
- Strategic stakeholder management
- The secrets of influence

Professional Effectiveness

Decision Making

- Behavioural Economics – how we decide
- Courage in the workplace
- Critical thinking
- Decision making
- Idea generation
- Innovation and creative thinking
- Problem solving

Operations

- Continuous improvement
- Creating a culture of innovation
- Lean Six Sigma

Presenting

- Advanced presentation skills tips
- Engage audiences presenting financials
- Managing nerves during presentations
- PowerPoint tips for powerful presentations
- Presentation skills
- Public speaking for beginners

Self Leadership

- Career skills for graduates
- Initiative and personal leadership
- Knowing yourself
- Optimism
- Personal leadership
- Professional networking
- Networking within your organisation
- Resilience under change

Time Management

- Goal setting
- How to work hard, have a happy family life and live healthily
- Managing emails productively
- Managing productive meetings
- Managing stress
- Mind mapping
- Personal and team effectiveness
- Personal productivity
- Speed reading
- The multi-tasking myth
- Time management
- Work-life balance

Internal and External Customer Service

- Customer Service
- CX: creating customer experience
- Customer service essentials
- Customer service over the phone
- Dealing with aggressive people
- Dealing with difficult members of the public
- Dealing with difficult customers
- Email writing for customer service people
- Internal customer service
- Managing difficult and emotional customers

Sales and Commercial Relationships

- Account management
- Building a professional network
- Building client relationships
- Getting to 'Yes'
- Negotiation secrets
- Consulting skills
- SPIN sales
- Strategic selling

HR & Wellbeing

- Bullying and harassment
- Career management
- Diversity
- Job design
- Recruiting talent
- Retaining staff
- Succession planning
- Talent management

Train the Trainer

- Emotional intelligence for trainers and facilitators
- Facilitation secrets
- Quick tips for workplace trainers
- The manager as a trainer
- Training colleagues in group sessions
- Training Needs Analysis
- Training on-the-job

Request a quote

Please call us on 1300 655 098 to discuss how we can deliver a Skill Shot on virtually any soft-skill topic. Alternatively, email us at info@icml.com.au or start a 'chat' on our website icml.com.au/.

Management and Leadership



Leading and Managing Virtual Teams

Are your leaders now managing a virtual team? They may be:

- Worried about leading their team remotely, when this is new to everyone
- Unsure how to maintain effective collaboration and communication when everyone is working remotely – often for the first time
- Wondering how to be sure people are OK and on track.

This online training workshop will build the skills and confidence that 'Remote-Ready' leaders need. Leaders will learn to bring the virtual team along and support team members to be productive while changing the way they work.

Audience

This workshop is designed for people who manage a virtual team.

Outcomes

In this leading remote teams training program managers will learn how to:

- Agree expectations with team members for this new way of working.
- Create a sense of community and continuity through team routines and commitments.
- Manage performance and workloads remotely.
- Run engaging team meetings using Zoom or other technology to ensure productive collaboration.
- Support team members through this challenging time of change and isolation so that they can be productive.

In this Managing Virtual Teams training workshop, participants create their personal 'Remote Ready Leadership Playbook'. This playbook consists of:

- Tailored strategies to manage their virtual team.
- Practical steps to immediately implement the strategy with the team.

Tailored virtual management course

As this workshop is aimed at people managing other people remotely, we recommend facilitating the program via a virtual workshop environment, which will allow the facilitator to role model effective online behaviours.

We deliver the virtual workshop via Zoom or any video conferencing system your organisation prefers.

Tailoring

We will tailor this program to your team's situation and your organisation.

Duration

Typical duration: two sessions of 1.5 hours delivered over two successive weeks.

Request a quote

Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au or start a 'chat' on our website icml.com.au/.

Essential Leadership Skills

Do you have subject matter experts who have recently been promoted? They now deal with the people issues – gaining cooperation, motivating, maintaining performance standards and planning. At the same time there may be emerging and existing people leaders in your organisation who have not had the opportunity to think through their leadership style and learn and practise leadership behaviours according to the latest insights from leadership science.

This course is for those emerging, new and existing leaders and builds the skills to become an effective and respected leader. Participants will discover how to create and inspire powerful teams – also when team members work remotely.

Audience

This course builds the essential leadership skills for new, soon to be appointed or existing team leaders, supervisors and managers and those wanting to update their leadership skills.

Outcomes

Learn how to:

- Set clear leadership goals, prioritise and work smartly
- Shape and flex their leadership style
- Delegate effectively and monitor performance
- Build trust and psychological safety in the team
- Manage performance of team members
- Give feedback that motivates and conduct difficult conversations
- Coach people to achieve top performance
- Build a motivated and collaborating team.

Tailored group training - in-house or virtual

Ask us how we will tailor this program to your organisation or team.

Benefits are that we tailor the:

- *Content* to suit your organisation's needs.
- *Delivery* to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- *Duration* to suit the availability of your team members and your budget.

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Advanced Leadership Skills

Experienced managers need to keep their leadership skills up to date. Our business environment changes, legal and cultural obligations of management evolve and of course leadership insights and models transform.

Our leadership training for experienced managers is designed to equip leaders who have at least several years of leadership experience with state-of-the-art practical skills that build on existing knowledge and experience. This leadership training will help experienced leaders create a game plan for the future and take the organisation to the next level.

Audience

Our leadership course for experienced managers is designed for leaders who have been in management roles for at least several years.

Outcomes

Learn how to:

- Determine a long-term leadership vision
- Have an in-depth understanding of their leadership strengths and weaknesses and what they need to do to improve
- Consider the bigger picture in their leadership strategy
- Approach difficult conversations with confidence
- Build thriving teams that can collaborate and work towards their goals
- Coach team members and help them reach their potential
- Cultivate relationships with team, colleagues and stakeholders
- Lead and implement change.

Tailored group training - in-house or virtual

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Courageous Conversations for Leaders

Every people leader needs to be able to conduct difficult conversations with team members, but it is challenging. Most managers face a natural reluctance to confront poor performance or undesirable behaviours in fear of being disliked, potential industrial action or bullying and unfair dismissal claims.

Leaders will gain the skills to communicate courageously, assertively and achieve positive outcomes from these difficult situations. This program builds practical skills and techniques to confidently conduct difficult conversations with team members.

Audience

This difficult conversations training is designed for in-house delivery for groups of managers and can be tailored to all leadership levels..

Outcomes

Learn how to:

- Identify and overcome internal barriers to engage in difficult conversations
- Prepare and deliver honest feedback
- Utilise a step-by-step difficult conversations framework
- Build acceptance
- Manage difficult and emotional reactions
- Use communication skills to achieve a constructive conversation
- Identify common ground and agreement
- Reach agreement and commitment
- Maintain relationships even after addressing tough issues.

Tailored group training - in-house or virtual

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Coaching for Performance

Coaching skills are essential for people leaders. Leaders with strong coaching skills are equipped to help their team members perform to their full potential. Every people leader can learn to be a great coach.

This course will give leaders the tools and skills to unlock and boost their team members' performance.

Audience

This coaching skills course is designed for leaders at any level who want to develop coaching skills to help others perform to their full potential.

Outcomes

Learn how to:

- Identify when coaching is the appropriate leadership style
- Build trust and safety
- Coach using the GROW model
- Adapt coaching to different styles
- Provide effective feedback
- Coach with Emotional Intelligence
- Be a trusted, challenging and inspiring coach.

Tailored group training - in-house or virtual

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Developing High Performance Teams

Great leaders inspire great teams. And great teams require enthusiastic and motivated members, working together to achieve goals. But how do your leaders create an environment where people 'get along' and cooperate?

This program will help them to understand and use individual differences to produce a high performing team. After following this program, they will be looking forward to applying their knowledge to build a passionate team, set on delivering results.

Audience

This course is designed for any leader looking for inspiration and techniques to build team cohesiveness and boost team performance.

Outcomes

Learn how to:

- Identify different types of teams
- Identify different stages of team formation
- Promote trust and rapport in a team
- Identify and manage issues that may affect performance
- Apply techniques to improve a dysfunctional team
- Use various tools to work with the team to analyse and enhance performance
- Develop shared team action plans that work
- build a high-performance team.

Tailored group training - in-house or virtual

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DIY Team Building

Organising a team building event for your organisation? Sometimes taking a team away from the day-to-day business helps to improve team communication and collaboration. An outside facilitator can deliver your teambuilding session, or you can do it yourself. Doing it yourself is fun, economical and it builds their leadership profile.

In this in-house team building training workshop will give your leaders many ideas, formats, practical tips and templates to create their own team building sessions, whether on-site or off-site. We will show managers how to analyse their team to choose the best team building solution. Leaders will learn to confidently organise and deliver a smooth and successful team building event.

Audience

This DIY team building course is aimed at Managers and Team Leaders who don't want to be dependent on an external facilitator for team building.

Outcomes

Learn how to:

- Identify team dynamics
- Use tools to diagnose team development opportunities
- Create a team building plan
- Learn tips and tricks to lead your own team building event
- Utilise tools and techniques to build great team events
- Ensure team building events make a lasting difference.

Tailored group training - in-house or virtual

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Leading Change

We are operating in a time of exponential change. However change can be frightening – it can make many people fearful, cynical and resistant.

If your leaders plan, manage and communicate well, you can achieve the opposite and have people participating enthusiastically in a culture of change.

This program builds the skills to drive successful change – harnessing the energies for quick change whilst dealing proactively with the hurdles and navigating skilfully around the pitfalls.

Audience

This managing change training is designed for leaders managing change initiatives.

Outcomes

In this Change Management training course participants will learn how to:

- Identify the role leadership plays in various change and transformation approaches
- Build confidence leading change involving complexity, disruption and ambiguity
- Apply effective change leadership skills
- Create requisite resources and capability to enable change
- Build adaptability, resilience and agility for self, others and organisation
- Successfully lead change.

Tailored group training - in-house or virtual

Ask us how we will tailor this program to your organisation or team.

Benefits are that we tailor the:

- *Content* to suit your organisation's needs.
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- *Duration* to suit the availability of your team members and your budget.

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Managing Performance

Do your managers feel their team members are motivated, focused and energised? Do their team members know what to achieve and how well they are doing? Do some team members have more to offer?

Good performance management inspires performance and keeps people on track to achieve their goals. This program will help your managers:

- Lead their team so every member can achieve success and reach their full potential
- Deal effectively with underperformance.

Audience

This Managing Performance course is designed for leaders responsible for managing other people's performance.

Outcomes

Learn how to:

- Use goal setting to direct performance
- Set standards that provide clarity and direction
- Evaluate performance effectively
- Prepare for an appraisal
- Give constructive and motivating feedback
- Conduct difficult conversations
- Create a motivating environment for team members
- Use training, coaching and workplace development opportunities to improve and inspire their team.

Tailored group training - in-house or virtual

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Recruiting and Selecting

Successful organisations recruit the finest talent – but – it’s tricky to find top staff. People with the right fit sometimes don’t interview well. Conversely, some people who interview well turn out not to fit the job. Selecting team members is a very expensive decision to get wrong. It’s expensive in terms of dollars and ongoing leadership to manage a person not suited to the role.

This recruitment training course looks at all the critical steps in finding right person for the role.

Audience

This recruitment and selection training program is designed for anyone responsible for recruiting new employees.

Outcomes

Learn how to:

- Plan and manage the process from vacancy to induction
- Perform a role analysis
- Design a position description
- Write great job advertisements
- Choose the most promising candidates
- Develop a suite of assessment strategies
- Write behavioural interview questions
- Ask candidates the right questions
- Ask questions in the right way
- Probe responses
- Interview giving consideration to discrimination laws
- Ensure effective induction processes.

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HR for Managers

Human Resources Management is not just an HR responsibility. Understanding and applying HR Management is core to the responsibilities of all leaders.

This course will introduce the HR knowledge and skills relevant to leaders.

Audience

This leading people management course is designed for leaders or business owners and can easily be tailored for other target groups.

Outcomes

Learn how to:

- Recruit effectively and attract the best talent
- Give ongoing effective feedback
- Hold performance appraisals
- Performance manage staff effectively considering Australian unfair dismissal law requirements
- Coach employees to develop performance
- Terminate employment tactfully and lawfully
- Manage redundancies
- Develop succession planning.

Tailored group training - in-house or virtual

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Benefits are that we tailor the:

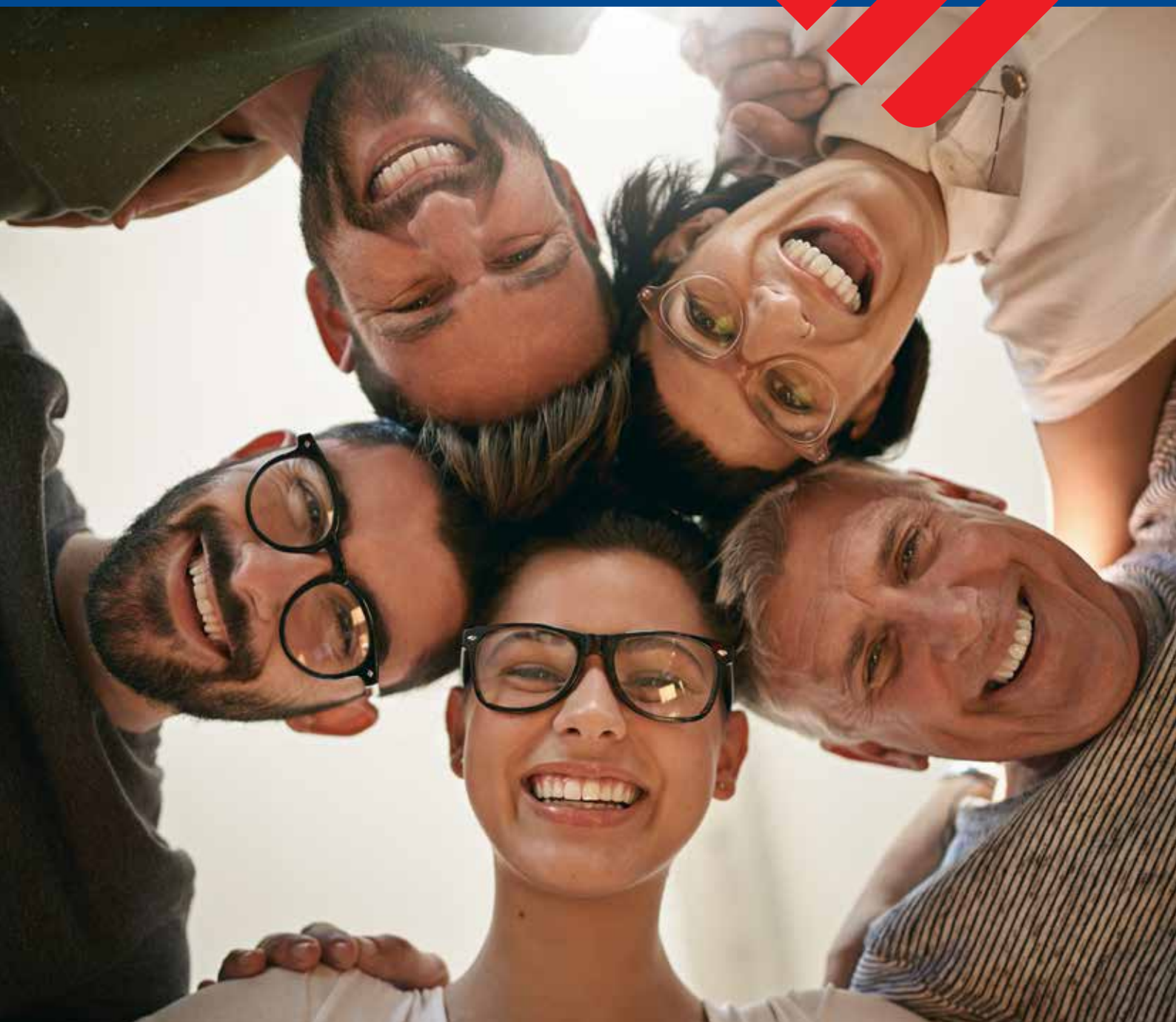
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Communication and Interpersonal Skills



Communicating with Impact

We spend most of the day communicating. However, 70% of workplace mistakes are caused by miscommunication.

This program will help build strong relationships and ensure a solid foundation for two-way communication. Through listening and persuasive verbal and written messages participants will be able to influence another person's behaviour.

Audience

This program is designed for people wishing to enhance their communication skills and maximise influence.

Outcomes

Learn how to:

- Identify and overcome communication challenges
- Adapt their communication to personality styles
- Listen to others to make sure they understand
- Recognise and manage body language
- Build trust and rapport
- Give and receive effective feedback
- Craft short, clear and persuasive messages
- Communicate with impact.

Tailored group training - in-house or virtual

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Influencing and Negotiating

In our interconnected world we continuously rely on other people for our success. We need to negotiate and gain buy-in from stakeholders, peers, senior leadership, team members and clients, without the use of formal authority.

This training program provides the skills to form trusting, respectful relationships. We'll give participants practical tips and strategies to work collaboratively and influentially with others to achieve their goals.

Audience

This workshop is designed for anyone who needs to influence and negotiate with internal and external stakeholders to achieve outcomes, without using authority.

Outcomes

Learn how to:

- Understand others to adapt their own style
- Build trust and effective rapport
- Inspire and motivate people
- Influence (and not manipulate)
- Communicate with clarity and persuasion
- Create win-win solutions
- Negotiate effectively
- Gain commitment without the use of power, position or status
- Influence people to get things done.

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Presenting with Confidence

Many of us find presentations nerve-racking. We also know how difficult it can be to keep the audience captivated and engaged.

This course will help to dramatically improve presentation skills. Learn to plan, structure and use delivery techniques that hold audience interest and allow them to easily follow the presenter's line of thought. It also includes four proven strategies to deal with nerves, giving reassurance and confidence.

Audience

This program is designed for people who need to give presentations with confidence and impact.

Outcomes

Learn how to:

- Plan presentations quickly and effectively to suit their audience needs
- Give presentations an effective structure
- Captivate their audience right from the start
- Raise their confidence and deal with tension
- Manage their nerves
- Create effective and appropriate visual aids
- Create an interactive atmosphere
- Deal with tricky or difficult questions
- Plan and deliver a presentation with a punch.

Tailored group training - in-house or virtual

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Presenting Virtually

More people are working remotely than ever, having adjusted to working from home and meeting in a virtual environment. Sharing information and presenting via videoconferencing is even more challenging than presenting in person.

This virtual presentation skills training course builds the skills and gives the tools to engage an audience who can only see the presenter on a screen.

Audience

This virtual presentation skills training course is aimed at people who present in a virtual environment, such as Zoom, MS Teams, Webex, etc.

Outcomes

Learn how to:

- Plan an interactive web-based presentation
- Use the insights of neuroscience to design the session
- Connect with the audience and engage in a conversation
- Maintain 'eye contact' through screens
- Inject energy and manage body language and vocal presence
- Select alternatives to visual aids to influence the audience
- Switch between presentation modes to keep concentration and engagement
- Use storytelling techniques to engage online.

Delivered in a virtual classroom

We deliver this virtual presentation skills training programs through [impactful live online workshops](#). The facilitator will role model the online presentation skills they teach.

Tailored virtual presentation skills training

We deliver this program for groups in your organisation. We tailor the training and thereby create a powerful experience for the group:

- *Content:* Your audience may consist of sales people who need to influence buying decisions online. Or they may be executives preparing for all-staff online presentations and needing a presentation skills Masterclass. For each group we will deliver a different virtual presentation skills workshop.
- *Duration:* We deliver anything from a one-hour presentation or Skill Shot to a multiple-day program and everything in between.
- We facilitate the virtual presentation skills training all over Australia, including Sydney, Melbourne and Brisbane, and abroad. Because of the virtual delivery, it has never been easier to join employees who are working worldwide into one workshop.

We also coach individuals to build their virtual public speaking and presentation skills.

Request a quote

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Facilitating Workshops and Meetings

A facilitator helps a group arrive at their objectives by managing the process and skilfully directing communication flow.

This facilitation skills training program will give participants the techniques, tools and confidence required to make meetings, workshops and group sessions successful. They will learn how to engage group members to take responsibility and keep discussions on track. As a skilled facilitator they will be able to create the right atmosphere and group dynamics to achieve the desired outcomes.

Audience

This facilitation skills training course is designed for any facilitator wanting to achieve tangible outcomes from their meetings and group sessions.

Note, for facilitating training workshops, please check out our Train the Trainer programs.

Outcomes

Learn how to:

- Plan a group session
- Adjust their facilitation approach to group styles
- Encourage participation
- Use techniques to manage divergent perspectives
- Deal with difficult dynamics and participants
- Facilitate towards agreements and actions.

Tailored group training - in-house or virtual

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Courageous Conversations

It's daunting holding conversations with unpleasant messages and delivering difficult feedback. Need to tell a team member they're not pulling their weight? Tell a client that promised deadlines cannot be met? It's not surprising most of us have the tendency to avoid potential conflict.

Holding courageous conversations means overcoming internal barriers and skilfully addressing the issues rather than the person. In this program participants will learn to confidently address performance matters, deliver bad news, tackle difficult behaviour and resolve interpersonal issues.

Audience

This program is designed for anyone wanting to learn how to courageously resolve tough situations with team members, colleagues, suppliers, customers, your manager or other stakeholders.

Outcomes

Learn how to:

- Overcome reluctance to have difficult conversations
- Manage different personality styles
- Use body language constructively
- Use listening techniques to create a calm atmosphere
- Structure messages
- Apply conflict resolution models
- Give and receive feedback
- Deal with emotional reactions
- Conduct successful performance management conversations.

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Emotional Intelligence - Enhancing Relationships

Successful people are often set apart not by their IQ, but by their EQ; their Emotional Intelligence. Emotional Intelligence is the ability to recognise and manage emotions. Many extraordinary people are successful because they have the ability to connect with others at a personal and emotional level.

This training program will help participants to develop their EQ and take full ownership of their emotions, to enable them to influence others and succeed.

Audience

This course is designed for anyone wanting to be more effective in work and life relationships by better understanding and managing emotions.

Outcomes

Learn how to:

- Recognise the 7 basic human emotions
- Understand their own emotions and their impact
- Communicate about feelings
- Recognise and manage their hot buttons
- Manage impulse and reaction
- Focus on the key elements of happiness
- Use emotional intelligence to build relationships.

Tailored group training - in-house or virtual

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Managing Conflict

Conflict is common. Everyone has different interests, opinions and agendas. In addition, common miscommunication can easily lead to tension and conflict. If unaddressed, it can be detrimental to relationships, workplace productivity and sense of well-being.

This conflict management training course will help participants recognise the early signs of conflict and give them tools to effectively deal with it. They will feel confident to manage difficult situations and turn them into positive outcomes.

Audience

This course is designed for anyone requiring new and effective ways to manage and resolve conflict.

Outcomes

Learn how to:

- Identify situations and stages of conflict
- Change themselves to change others
- Improve verbal and non-verbal communication
- Use conflict resolution models
- Use effective techniques for intervention
- Manage emotions in situations of conflict
- Deal with criticism and put-downs
- Manage defensiveness and anger
- Strengthen trust with others
- Manage rather than avoid conflict.

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Assertiveness Skills

Life can be overwhelming and stressful for people who have trouble saying 'no'. At the same time, relationships can be damaged by communicating in an overpowering way.

This program teaches simple techniques that dramatically change the way participants think about themselves and how they influence others. Our assertiveness skills training helps participants to

- confidently stand their ground
- moderate any overbearing communication styles.

Audience

This assertiveness skills training course is designed for people who want to:

- improve confidence
- learn how to effectively deal with an overload of demands
- deliver confident and assertive, yet non-aggressive messages.

This is also a great program for people who are sometimes perceived to be communicating too powerfully.

Outcomes

Learn how to:

- Set and achieve goals
- Improve confidence
- Deliver an assertive verbal and non-verbal communication style
- Improve self-esteem and confidence
- Handle difficult people
- Create positive relationships
- Deal with challenging situations
- Ask for what they want
- Be assertive, not aggressive.

Tailored group training - in-house or virtual

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Speak Up, Be Heard and Feel Confident

Do people in your organisation lack speaking confidence? Are they tired of sitting in meetings and hearing others suggest good ideas that they came up with? This speaking confidence course will help them to make smooth conversation at social gatherings or business events.

This program will help them to become more confident when interacting with others, speaking in a variety of informal situations and presenting to small groups.

Audience

This speaking confidence course is designed for people wanting to improve their confidence and speaking skills in situations such as meetings and social gatherings.

Outcomes

Learn how to:

- Beat the fear of speaking up
- Overcome communication barriers
- Present a professional image
- Ask questions and listen actively
- Hold a conversation
- Present to small groups
- Control physical and mental nervousness
- Tell a story in an engaging way
- Build public speaking confidence.

Tailored group training - in-house or virtual

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Professional Effectiveness



Time Management

- Creating Smart Habits

With the frantic pace of the current work environment it's hard not to get overwhelmed by the volume of tasks at hand. Most people know they need to prioritise and minimise time wasters. But do they look back at their incredibly busy day and wonder what they have actually accomplished?

After this fast paced and highly efficient program participants feel re-energised to manage their priorities and those of their stakeholders. They'll look forward to dealing with distractions, managing people's expectations and being highly productive.

Audience

This time management training course builds smart habits for anyone who feels their day is too short and wants to gain more control over an overload of tasks, requests and demands.

Outcomes

Learn how to:

- Identify and tackle time gobblers and wasters
- Set clear and achievable goals and objectives
- Prioritise tasks and activities
- Use a list to never forget a task again
- Make a plan to work smarter and stick to it
- Tackle procrastination
- Be assertive to demands
- Take control of email
- Create smart habits.

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Working Productively from Home

With the current change to many workplaces, people need to adapt to working from home. The way they communicate with their colleagues and manage their workload will help them to be productive and deal with distractions and interruptions.

This time management while working remotely training workshop, will show them to manage their time efficiently, avoid procrastinating and prioritise tasks when working from home.

Audience

This workshop is designed for team members who are working from home and would like practical tips on how to balance work expectations and adapt to their new environment.

Outcomes

Learn how to:

- Clarify expectations with their manager
- Communicate with their colleagues effectively
- Use technology to their advantage
- Increase concentration and motivation
- Avoid procrastination
- Prioritise tasks and activities
- Deal with distractions and interruptions
- Turn working from home into an opportunity to shine.

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Managing Productive Meetings

Are your organisation's meetings the productive sessions they should be? Poorly run meetings are a hidden expense for businesses and a source of frustration for participants. However, targeted and well-run meetings are a source of collaboration and productivity.

This course reveals how to turn unproductive meetings into creative powerhouses. This course will make participants known for organising and facilitating smooth and effective meetings.

Audience

This workshop is designed for any person wishing to prepare, structure and facilitate highly effective meetings.

Outcomes

Learn how to:

- Prepare and plan a successful meeting
- Create a climate of trust amongst participants
- Manage time wasters, chatter boxes and meeting hijackers
- Drive action and commitment
- Close meetings on an upbeat and positive note
- Evaluate meetings quickly and effectively
- Follow up on meetings to ensure action.

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Working Effectively Using Project Management Techniques

Planning and managing tasks in a project oriented way is a key skill for success at work and at home. Whether planning an office move or an offsite meeting, we all work on projects.

This Project Management Techniques course will make participants feel comfortable managing activities efficiently and effectively, using a simplified project management methodology.

Audience

This program is suited for any person required to manage small projects in their day to day work.

Outcomes

Learn how to:

- Identify stakeholders
- Set project goals
- Define the project scope
- Use planning to achieve goals
- Identify tasks, resources and constraints
- Schedule resources
- Track and manage a project or assignment
- Keep everyone involved, motivated and informed
- Work more efficiently and effectively using project management tools and techniques.

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Professional Networking

Networking: for some it's a dirty word. However, successful people know how to achieve goals through relationships. By establishing interpersonal bridges they are building the foundations of success.

This course gives participants an understanding of what professional networking is about and will give the confidence and skills to build their internal and external networks. This workshop will turbo-charge their performance and career.

Audience

This course is for anyone wanting to build an industry profile and create high value connections within and outside of their organisation.

Outcomes

Learn how to:

- Strategically plan their network
- Identify key stakeholders
- Add value to their networking relationship
- Maintain their connections
- Hold a networking conversation
- Establish and build their personal brand.

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Creative Problem Solving

Struggling to find new and better ways to do things? Natural creative talent is useful, but creativity can be developed. Through training and practice, become the person that people turn to when problems need to be solved.

Finding innovative solutions requires the ability to sort through relevant facts and put them together in ways that work. After this workshop, participants will feel equipped and charged to find creative solutions to complex problems. Decision making will be easier.

Audience

This program is aimed at teams and individuals who want to tackle problems in more creative ways and who want to generate different and better solutions.

Outcomes

Learn how to:

- Use a structured method to approach problems
- Distinguish root causes from symptoms
- Use a set of tools and techniques to analyse issues
- Think creatively
- Use the top ten rules of good decision making
- Solve problems smartly, creatively and effectively.

Tailored group training - in-house or virtual

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Self Leadership

Self Leadership can be defined as 'influencing yourself to achieve your objectives'. To lead ourselves, we need to be aware of who we are and what we aim to achieve.

This program helps to develop the mindset and skills to become an empowered and productive contributor to your organisation.

Audience

Employees and people managers who seek to maximise their personal power and effectiveness.

Outcomes

Learn how to:

- Identify personal values
- Recognise their mindset and move from a fixed to a growth mindset
- Set goals and ensure they achieve them
- Define and build their leadership brand
- Be a proactive team player
- Be accountable and 'walk the talk'
- Embrace change and flexibility.

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Business and Government Writing



Effective Business Writing

All business documents should be understood on the first read and interpreted with the tone intended. Re-reading a passage to understand it, means the author has failed.

Clearly written, concise and compelling documents will be more influential with the reader, prompting their attention and action.

This highly interactive business writing course builds the skills to quickly write crisp and logical business documents.

Duration

- One-day face-to-face or
- 2x 3.5 hours live virtual training

Audience

This business writing course is designed for people who are required to write any business document such as emails, proposals, reports, submissions etc.

Outcomes

Learn how to:

- Use a mind map to plan documents, organise research and structure thinking
- Significantly reduce writing time
- Write interestingly and persuasively
- Make documents concise
- Create clear sentences and paragraphs
- Apply formatting techniques to increase readability
- Proofread and edit documents
- Avoid common spelling and grammar mistakes
- Write powerful business documents.

Business Writing group training - using your documents

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' writing in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

We deliver our tailored business writing courses across Australia and abroad.

Request a quote

Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au or start a 'chat' on our website icml.com.au/.

Report Writing

Reports are a vital source of information in your organisation. Good reports are accurate, objective and, most importantly, well written. The reader absorbs the right information and make decisions easier if they are aided by a clear structure that highlights important facts and figures and language that is easy to read.

Annual reports, progress reports, contact reports, technical reports and more: whatever report your employees regularly write, our report writing course ensures they are crafted to be immediately understood and actioned.

Duration

- One-day face-to-face or
- 2x 3.5 hours live virtual training

Audience

Because we tailor this program, it is suitable for groups at any level. We customise the content to cover anything from contact reports to executive board-level and ministerial reports.

Outcomes

Learn how to:

- Plan their content
- Build a logical structure
- Write faster
- Communicate key messages
- Achieve more with fewer words
- Make writing easily readable
- Create sound, clear sentences
- Signpost the report through headings
- Utilise an effective layout for reports
- Effectively display facts, figures, tables and graphs
- Apply attractive report formatting.

Report Writing group training - using your documents

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' writing in the workshop. With this material the facilitator:

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Writing Winning Tenders and Proposals

What is your team's strike rate with proposals for new or ongoing contracts? Consider taking a fresh approach to boost your success of winning and retaining business.

This program will change the way tenders and proposals are prepared and written. It reveals the secrets, skills and techniques to persuasively respond to your clients' needs. We show how to stand out from the crowd. Learn to write compelling tailored bids and tenders that make a decisive case to win.

Duration

- One-day face-to-face or
- 2x 3.5 hours live virtual training

Audience

This course is designed for teams and individuals required to submit proposals, bids or tenders to win or retain business.

Outcomes

Learn how to:

- Analyse and understand the audience
- Save precious time when planning and writing
- Use a mind map to develop a logical flow
- Build relationships through word choice
- Write clearly, succinctly and persuasively to a criteria
- Use relevant and appropriate language
- Build a convincing argument
- Address the tender criteria to exceed the requirements
- Achieve consistency
- Use winning structures, formats and mediums
- Incorporate appropriate graphics
- Edit and review for maximum impact.

Tender and Proposal Writing group training - using your documents

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' writing in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

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Writing Persuasive Business Cases

Whether initiating projects, proposing investments or planning other initiatives, clear evidence needs to be presented that the opportunity is worthwhile. Carefully defining the benefits and justifying the costs will put forward a strong logical case.

This course helps to build and write such business cases. Learn practical tips and skills to structure documents and write in a gripping style. After this program it will be easier to gain approval for proposed business plans.

Duration

- One-day face-to-face or
- 2x 3.5 hours live virtual training

Audience

This program is designed for anyone needing to write business cases proposing investment in programs, products or projects.

Outcomes

Learn how to:

- Navigate the systematic processes needed to develop a business case
- Bridge the gap between technical justifications and business expectations
- Develop a personal business case checklist
- Identify key information to address tricky questions
- Compare the costs and benefits of alternative solutions
- Forecast and mitigate risk
- Develop a clear and succinct writing style
- Incorporate tables and graphics.

Business Case Writing group training - using your documents

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' writing in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
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Email Writing

Everyone loves receiving emails that are short and to the point. After this fast-paced program, participants will be able to write emails that are clear and concise and persuasive. They will learn to target their writing to the reader to gain influence.

Duration

- Half-day face-to-face or
- 1x 3.5 hours live virtual training

Audience

The email writing course is designed for people who write professional communication documents, such as emails and letters.

Outcomes

Learn how to:

- Make their emails concise
- Effectively construct sentences and paragraphs to increase readability
- Apply formatting techniques to increase readability
- Proofread and edit emails
- Avoid common email writing spelling and grammar mistakes
- Write powerful emails and other communication documents.

Email Writing group training - using your documents

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' writing in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

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Writing Customer-Focused Emails and Letters

Are the emails and letters generated by your team members too officious, long winded or not focused on addressing the issues raised in incoming correspondence? A formal tone and inappropriate content can unintentionally offend internal and external customers and discredit your organisation's credibility and customer alliance.

This program focuses on your department's documentation and presents simple techniques to create high quality letters and emails with a customer focused tone whilst concisely addressing all the relevant issues.

Duration

- Half-day face-to-face or
- 1x 3.5 hours live virtual training

Audience

This program is suited for all team members who write external and internal emails and letters.

Outcomes

Learn how to:

- Isolate all key issues in the incoming correspondence that need addressing
- Prepare a diagrammatic tool to ensure relevant content and structure
- Compose concise and grammatically correct sentences with the reader in mind
- Use formatting techniques to isolate multiple issues within the document and enable quick comprehension
- Effectively include standard paragraphs
- Add in key words to control the tone such as empathy, cooperation, alliance or assertiveness.

Email and Letter Writing group training - using your documents

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' writing in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

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Writing Grants and Requests for External Funding

External funding is a major source for not-for-profit organisations, capital works and continuous improvement initiatives. Organisations are competing against other providers and it is very easy to 'miss the mark' through a poor submission. These submissions require a succinct and compelling composition of information to make your organisation shine against the criteria.

Using examples of previous submissions created in your organisation, this training program creates awareness and skills within this highly competitive area so that you boost your submissions' success rate.

Duration

- One-day face-to-face or
- 2x 3.5 hours live virtual training

Audience

This program is suited for employees who prepare submissions to external bodies.

Outcomes

Learn how to:

- Interpret the process funding bodies follows to evaluate submissions
- Prepare a diagrammatic tool to:
 - Ensure relevant and convincing content for all criteria
 - Create a logical flow
- Present substantiated and evidence-based claims against the criteria
- Compose tight sentences which highlight the main points for the reader
- Eliminate wasted words in the document
- Use formatting techniques to assist readability
- Edit the document prior to submission for content and readability.

External Funding Writing group training - using your documents

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' writing in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

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Reporting to Government

Government funding requires recipients to submit progress and final reports for accountability purposes. These are necessary but time consuming. They can also include too much detail which is not required by the funding body and subsequently blurs salient points. This leads to frustration and confidence issues within the funding body.

This program uses the requirements of the specific funding department and examples previously created in your organisation. Learn to present the right level of information and the best format in which to present it. Completing this program will reduce preparation time and increase report reliability.

Duration

- One-day face-to-face or
- 2x 3.5 hours live virtual training

Audience

This program is suited for employees who prepare reports to government funding bodies.

Outcomes

Learn how to:

- Interpret funding body reporting requirements regarding focus and depth of detail
- Utilise a visual planning technique to:
 - ensure relevant and convincing content for all criteria
 - create a logical flow
- Present evidence-based narrative for relevant points
- Present and interpret statistics
- Compose tight and easy to read sentences which highlight the main points for the reader
- Eliminate up to 30 per cent of words
- Develop easy to use templates and formatting techniques
- Plan to meet time frames
- Edit the document prior to submission for content and readability.

Reporting to Government Writing group training - using your documents

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' writing in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

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Writing Board Papers

Our Board Paper writing training helps your people write concise and strategic board papers. Often writers are not clear as to what is appropriate and inappropriate content required by the Board to help them make their decisions. The reports often include too much detail and operational content, which requires significant editing before submitting. It makes decision making harder for board members because relevant strategic information is lost in detail.

This board paper writing training program helps staff members write succinct, strategic and high-level reports. The workshop is tailored to focus on your specific documentation and develops the skills that help to write high level reports attracting minimal editing.

Duration

- One-day face-to-face or
- 2x 3.5 hours live virtual training

Audience

This program is suited for team members who write Board Papers.

Outcomes

Learn how to:

- Understand the purpose of a Board Paper
- Identify the objectives of a Board Paper
- Understand what information the Board Members need to make their decisions
- Define the structure and purpose of the headings in the Board Papers
- Populate the Board Paper templates with appropriate information
- Capture key information and write it succinctly with a logical flow
- Effectively construct sentences and paragraphs to increase readability
- Eliminate 20 - 30 per cent of wasted words in a report.

Board Paper Writing group training - using your documents

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' writing in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

We deliver our tailored business writing courses across Australia and abroad.

Request a quote

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Writing Executive Summaries

Executive summaries are hard to write. After spending hours, days or even months researching and writing a report, it can be hard to summarise the content into an executive summary. It often lacks the right content or becomes a document containing many 'cut and pastes', thereby presenting too much detail.

This program helps participants identify the appropriate information for an executive summary given its purpose and reader. The workshop:

- is tailored to your organisation and focuses on your specific documentation
- develops the skills that help you write high level reports attracting minimal editing.

Duration

- Half-day face-to-face or
- 1x 3.5 hours live virtual training

Audience

This program is suited for anyone needing to write executive summaries.

Outcomes

Learn how to:

- Understand the purpose and reader of an executive summary
- Identify the objectives of an executive summary
- Define the structure headings in the executive summary
- Differentiate between relevant and irrelevant information for the executive summary
- Capture key information and write it succinctly with a logical flow
- Effectively construct sentences and paragraphs to increase readability
- Include formatting techniques to highlight key points
- Eliminate wasted words in the document.

Executive Summary Writing group training - using your documents

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' writing in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

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Writing Meeting Minutes

Writing meeting minutes presents a great challenge to the author: concentrating during highly detailed conversations, capturing the right level of detail during the meeting and writing it up in a useful way for the attendees post meeting. Meeting minutes are powerful as they can become official records for the organisation and personally, can be a testimony to the writer's competence.

This program presents many useful tips and templates to help write accurate, organised and purposeful minutes quickly and confidently.

Duration

- Half-day face-to-face or
- 1x 3.5 hours live virtual training

Audience

This program is suited for anyone who is required to take the minutes for a meeting. It will focus on real examples and templates prepared within the organisation.

Outcomes

Learn how to:

- Differentiate between good and poor minutes
- Use meeting documents to ensure the best outcomes
- Prepare for a meeting and create agendas
- Take notes within the meeting using a variety of methods
- Work with the chairperson throughout the meeting
- Identify appropriate information from the meeting notes to insert into the minutes
- Compose concise and grammatically correct sentences with the reader in mind
- Use formatting techniques to enable quick comprehension
- Eliminate unnecessary words from the minutes.

Minute Writing group training - using your documents

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' writing in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

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Request a quote

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Editing Skills for Leaders

Do some team members struggle to write professional documents? Does their writing jump around, include irrelevant or insufficient information, contain too many words or is it grammatically incorrect? Leaders need to edit documents before they leave the department and often end up re-writing it to meet looming deadlines. Some try tracking the changes hoping the team member will absorb their techniques, only to find the documents submitted still present the same issues.

This course will help leaders tackle the editing challenge while coaching the team member. It presents techniques to enhance the writing and ways to convey that to the team member to ensure skill acquisition. It provides a refresher component for contemporary effective professional writing techniques along with how to manage the team member's development.

Duration

- Two hours face-to-face or
- 1x 2 hours live virtual training

Audience

This program is suited for any leader who is required to edit other people's written work.

Outcomes

Learn how to:

- Conduct two sweeps for editing – content and wordsmithing
- Encourage the team member to profile and think like the reader to identify appropriate content
- Prepare and explain a diagrammatic tool to ensure relevant content and structure
- Compose tight sentences which highlight the main points for the reader
- Eliminate 20-30 percent of wasted words in the document
- Use formatting techniques to assist readability
- Include key words to control the tone
- Provide constructive and positive feedback to a team member
- Manage the team member to meet deadlines and corrections.

Editing Skills group training - using your documents

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' writing in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

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Internal Communications

How would you describe your organisation's internal communication? Is it something like 'Overwhelming. Onslaught. Off-the-mark. Top Heavy. Too much information. Too many channels. If only people just read their emails'?

Those are some of the descriptions of the quality of internal communications not just today but for the past 20 years. Systemic issues such as the over-reliance and confusion around electronic channels are now intensified with the new internal engagement and collaboration platforms like Yammer, Workplace and Teams.

Good communication plans exploit the difference between goals and objectives. They utilise concise and compelling key messages and create alignment and readiness for change.

Duration

- One-day face-to-face or
- 2x 3.5 hours live virtual training

Audience

This program is designed for managers and members of teams who deliver internal communications services within organisations. The workshop will be tailor-designed for teams and groups of colleagues and is tailored to the level of the participants and the types of internal communication they write.

Outcomes

Learn how to:

- Appreciate what employees really want to know
- Understanding the importance of face-to-face communication
- Evaluate the effectiveness of internal channels
- Identify critical success factors of effective internal communication
- Craft effective key messages
- Develop a strategy and a plan
- Analyse stakeholders and plan actions
- Use senior leaders effectively
- Evaluate plan outcomes.

Internal communications writing group training - using your documents

Where relevant, we will use your organisation's internal formats, templates and style guide.

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Writing Technical Reports

Highly competent technical people such as engineers, IT personnel, scientists, researchers, investigators, engineers and technicians can be required to write reports to clients or management on projects or body of work. It is a challenge to:

- identify the right information to help the reader make their decisions
- package the report in a readable, professional and understandable format for the reader who may be non-technical.

This program coaches participants in using best-practice techniques to create clear and accurate technical reports.

Duration

- One-day face-to-face or
- 2x 3.5 hours live virtual training

Audience

This program is suited for technical people who prepare technical reports on their work for clients and internal stakeholders.

This technical report writing training will be tailor-designed for teams and groups of colleagues. The program is tailored to the level of the participants and the types of technical reports they write.

Outcomes

Learn how to:

- Understand what the client or stakeholder needs from the report
- Sequence the information in a logical flow
- Compose tight and easy to read sentences which highlight the main points for the reader
- Eliminate up to a third of unneeded words
- Present and interpret statistics in a useful form for the reader
- Edit the document prior to submission for content, readability and grammatical correctness.

Technical Report Writing training - using your documents

Where relevant, we will use your organisation's internal formats, templates and style guide.

We will also use anonymised examples of participants' technical reports in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

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Advanced Business Writing Programs

Apart from our Effective Business Writing, Report Writing, Tender Writing and Business Case Writing programs, ICML offers other tailored in-house business writing programs. Ask us for a free quote.

Board Papers

Create appealing and convincing board papers. Learn how to make documents attractive through persuasive writing, enticing headlines, a clear structure and an attractive layout. Turn bloated prose into crisp and compelling language. Get board papers read and actioned.

Email Writing

In this email business writing workshop we show how to do away with ambiguous and convoluted emails. After this email writing training course, emails will be fresh and to the point. Participants learn to write to achieve specific objectives. We can also incorporate other correspondence, such as memos and letters.

Customer Service Writing

In customer service business writing workshops, we focus on short and to the point writing that achieves its objectives. We'll show how to eliminate wordiness and discover new ways to make an impact on clients through sparkling communication.

Sales Proposals

Boost conversion rates by learning to write proposals that touch a nerve with prospective clients. This program shows participants how to analyse clients' needs and they'll learn to create tight and persuasive documents that win clients.

Minutes and Agendas

A common challenge with writing minutes is choosing what to include. As a result, many minutes suffer from too much detail. This minute writing program shows how to focus on decision, action and responsibilities.

Submissions, Requests for Funding and Proposals

We will show how to structure documents for maximum effect. In this proposal business writing training we'll demonstrate how to analyse the audience and craft persuasive messages to achieve your organisation's objectives. This program helps turn a dull document into a fresh and attractive proposal.

Local Government – Writing for Clarity

Local councils are also making the move to write with more clarity and focus on the reader. This specifically tailored program sets all its scenarios and examples in a local government context. We'll help create a culture of clear and concise writing within your council.

Government Briefs

Our battle-hardened facilitators teach how to write briefs that demonstrate a clear understanding of their purpose and their audience. This program unpacks the various stages of the writing process and helps participants create briefs that excel in clarity, precision and relevance.

Copywriting

Writing brochures, websites, sales letters and other marketing and sales documents is like an art. Fortunately, we can teach your team how to write copy like a professional. We deliver this training program in-house but also online for individuals.

SEO-Savvy Blogs and Social Media for Business

Writing for the web is unlike any other writing. Short attention spans are even more pervasive. Discover how to create sizzling content that engages and builds authority for your business.

Public Relations Writing Training

Press releases aren't dead. In fact, well-written and smartly distributed press-releases are highly effective in getting published in this era of reduced investment in journalistic content.

Our facilitators are experienced PR managers who guide participants through the dos and don'ts of writing public relations documents.

Executive Summaries

Are your team's executive summaries clear? Do they only contain critical information and conclusions? To write a great executive summary the writer needs to understand their audience and be clear about their objectives. In this tailored in-house executive summary writing training program, participants practise with their own documents. They'll learn to create tight and influential executive summaries.

Editing Skills for Managers

Don't make the mistake of re-writing other people's work. It costs too much time and leaders condemn themselves to doing it over and over again, as people won't learn that way.

We'll demonstrate how to save time by giving feedback that creates writing skills. This is a program for managers who would like to make their job easier over time.

Technical Writing

A lot of technical writing can be improved by showing less technical expertise and more focus on what the reader needs to know. With a simple step-process we'll show you how to turn murky technical text into clear and reader focused writing.

Business Writing for Leaders with English as a Second Language

Any foreign language is hard, but English has unique challenges when you're not a native speaker. Getting up to speed quickly and writing at an acceptable level can be hard. The demands are usually higher the more responsibility leaders have within the organisation. The best way to quickly raise the writing levels of leaders and executives is through a coaching program, consisting of face-to-face and distance learning.

Tailored group training - in-house or through virtual workshops

Ask us how we will tailor this program to your organisation or team.

Benefits are that we tailor the:

- *Content* to suit your organisation's needs.
- *Delivery* to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- *Duration* to suit the availability of your team members and your budget.

Tailoring is economical as costs are based on a per day delivery and not per participant.

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Project Management



Project Management Essentials

Organisations are increasingly turning to create project teams to manage initiatives and change. Sometimes these projects can seem intimidating. When people know the fundamentals of project management, they will feel much better equipped to make a productive contribution. They will also be well equipped to manage small projects independently and confidently.

After this Project Management training course participants will have a clear understanding of how projects work and how to make them manageable. They will feel confident that their next project will be a well-run success.

Audience

This program is for people who are looking for a project management foundation to manage day-to-day projects or to contribute to larger projects.

Outcomes

Learn how to:

- Balance time, cost, scope and quality
- Define a project vision
- Plan quickly and effectively
- Create a project schedule
- Monitor projects
- Communicate with stakeholders
- Conduct a risk assessment
- Close and evaluate a project.

Tailored group training - in-house or virtual

Ask us how we will tailor this program to your organisation or team.

Benefits are that we tailor the:

- *Content* to suit your organisation's needs.
- *Delivery* to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- *Duration* to suit the availability of your team members and your budget.

Tailoring is mostly for free and always economical as costs are based on a per day delivery and not per participant.

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Advanced Project Management for Leaders

Leaders are responsible for achieving results in an increasingly complex and fast-changing world. Projects are critical to creating change in the organisation. Success depends on two key factors:

- **Process skills:** preparation, planning and control of the project.
- **People skills:** managing communication with sponsors, stakeholders, clients and team members, as well as influencing, negotiation and conflict management skills.

This Advanced Project Management training program will develop the tools and skills in both areas to lead critical projects successfully.

Audience

This program is designed for managers who need to lead complex projects. The program assumes participants have project management experience.

Outcomes

Learn how to:

- Set and communicate an inspiring project vision
- Understand how to use different leadership styles
- Lead project planning initiatives
- Communicate with stakeholders at a high level: influencing, negotiating, managing conflict, delegating, inspiring, consulting
- Lead people through change
- Balance project responsibilities with day-to-day role
- Create a high-performing project team
- Identify and manage risk
- Create and manage project budgets.

Tailored group training - in-house or virtual

Ask us how we will tailor this program to your organisation or team.

Benefits are that we tailor the:

- *Content* to suit your organisation's needs.
- *Delivery* to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- *Duration* to suit the availability of your team members and your budget.

Tailoring is mostly for free and always economical as costs are based on a per day delivery and not per participant.

Request a quote

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Implementing Project Management

Would your organisation like to apply project management in a more consistent and effective way? Your organisation may already use templates and a project management framework, or may need help with developing a fit-for-purpose approach.

We can help build internal capability to plan, execute and close projects of varying sizes. Staff and management need knowledge, skills and motivation to manage successful projects.

Our Implementing Project Management program is a tailored solution. Our level of assistance depends on your objectives, budget and internal project management capabilities. We are able to assist through consultancy, training and coaching.

Audience

Organisations aiming at implementing a consistent and internally supported project management approach.

Options

In this program our Project Management and Change Consultants can advise and assist with implementing a suitable project management approach in your organisation.

Some examples of what we help our clients with:

- Conducting a project management gap analysis
- Developing a business case
- Aligning an approach to organisational strategy
- Developing a project management framework
- Building an implementation roadmap
- Creating a change plan
- Putting governance processes in place
- Training staff and managers on implementing your project management model
- Liaising with executive management.

Duration

We have assisted organisations with widely varying needs, aims and budgets. We help with implementation of project management in many ways: through half-day training interventions to consultancy, training and coaching spanning years.

Tailored group training - in-house or virtual

Ask us how we will tailor this program to your organisation or team.

Benefits are that we tailor the:

- *Content* to suit your organisation's needs.
- *Delivery* to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- *Duration* to suit the availability of your team members and your budget.

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Managing Risk

Risk management has long been a key part of project management but increasingly it is becoming part of organisational best practices. Effective risk management not only reduces the negative impact of crises; it also provides real benefits and cost savings.

The tools and techniques provided in this course are flexible enough for any organisation. They can be applied to a single project, a department, or used as a basis for an enterprise-wide risk management program.

Audience

Our tailored in-house risk management training program will be economically designed for people who:

- Are involved in project management, or
- Want to better understand and manage risks within their organisation or unit.

Outcomes

Learn how to:

- Establish a risk management context
- Apply a framework of risk management activities
- Design and complete a risk assessment
- Create a plan for appropriate risk responses
- Set up reporting, monitoring and evaluation of risk
- Identify and manage risks.

Tailored group training - in-house or virtual

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Working Effectively Using Project Management Techniques

Planning and managing tasks in a project oriented way is a key skill for success at work and at home. Whether planning for an office move or an offsite meeting, we all work on projects.

This Project Management Techniques course will assist participants to feel comfortable managing activities efficiently and effectively, using a simplified project management methodology.

Audience

This program is suited for any person required to manage small projects in their day to day work.

Outcomes

Learn how to:

- Identify stakeholders
- Set project goals
- Define the project scope
- Use planning to achieve their goals
- Identify tasks, resources and constraints
- Schedule resources
- Track and manage a project or assignment
- Keep everyone involved, motivated and informed
- Work more efficiently and effectively using project management tools and techniques.

Tailored group training - in-house or virtual

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Leading Change

We are operating in a time of exponential change. However, change can be frightening – it can make many people fearful, cynical and resistant.

If organisations plan, manage and communicate well, they can achieve the opposite and have people participating enthusiastically in a culture of change.

This change management training program builds the skills to drive successful change – harnessing the energies for quick change whilst dealing proactively with the hurdles and navigating skillfully around the pitfalls.

Audience

This tailored in-house change management training program is designed for any one managing change initiatives.

Outcomes

Learn how to:

- Identify and manage risks
- Identify the role leadership plays in various change and transformation approaches
- Build confidence leading change involving complexity, disruption and ambiguity
- Apply effective change leadership skills
- Create requisite resources and capability to enable change
- Build adaptability, resilience and agility for self, others and organisation
- Successfully lead change.

Tailored group training - in-house or virtual

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Agile Project Management

In some projects, it is difficult to foresee and plan the end result, such as in fast changing or complex situations. Then, an Agile project management approach may be more effective than traditional project management methods.

We offer different solutions, depending on the level of Agile maturity in your organisation.

No Agile capability yet

Find out if Agile project management is right for you:

- One of our consultants will review your projects and project approaches and advise if Agile is right for your organisation and what would be the next steps.

Ready to implement Agile project management:

- We will support your organisation at the level required.
- If you know exactly what you want and need, we can provide the elements, such as just Agile training of your people.
- If you'd like more support, we can create a plan together, to ensure a solid implementation of Agile in your organisation. This may include establishing work practices and training of your team.

Already using Agile

Seeking help in further implementation

- We will review your Agile practices and advise steps to further embed the Agile philosophy and concepts into your organisation.

Training of your people

- Choose from the below options or discuss a tailored approach to ensure we deliver exactly the right depth and scope of training and coaching to your teams.

Duration

Each of the following three modules are a full day duration in total, which can be delivered as:

- One full day face-to-face or
- Two half days face-to-face or
- Two 3-hour live virtual workshops

Audience

- Teams and team members new to Agile.
- Managers working with Agile delivery teams.
- Business and customer representatives involved with Agile solution development.
- Anyone working in or around an Agile team.

Agile Foundations 1

What is Agile? How does it work? How is it different? Agile Foundations 1 provides a sound introduction to Agile concepts for people new to Agile.

Prerequisites

None.

Outline

- Agile values and principles.
- Agile project delivery framework.
- Agile team roles and responsibilities.
- Agile practices.

Outcomes

Participants will understand:

- The Agile mindset.
- The benefits of adopting Agile.
- The background and philosophy behind Agile.
- The differences between traditional and Agile approaches.
- Key elements of Agile ways of working.

Agile Foundations 2

Agile Foundations 2 is designed to further explore Agile Introduction concepts, tools and techniques for teams using Agile for solution delivery. Participants will gain skills to work with Agile concepts.

Prerequisites

Agile Foundations 1 or a good understanding of Agile.

Outline

- The Agile team.
- Collaboration skills.
- Agile planning and requirements management.
- Key Agile practices and techniques. Agile practices.

Outcomes

Participants will understand:

- Essential elements for successful teamwork and collaboration.
- How to use Agile processes to develop and deliver solutions.

Agile Foundations 3

Agile Foundations 3 provides participants with a solid base to apply Agile techniques in practice, enabling participants to develop and deliver successful solutions.

Prerequisites

- Agile Foundations 1 and 2 or a firm understanding of Agile project management and a mastery of the foundational skills.

Outline

- Agile project considerations.
- Agile planning and estimation.
- Agile requirements development.
- Agile delivery practices.
- Putting Agile in practice.

Outcomes

Participants will have learnt to:

- Apply the Agile concepts, principles and tools in practice.

Tailored group training - in-house or virtual

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Train the Trainer



Training Colleagues and Employees in Group Sessions

Workplace training by subject matter experts and managers is a highly effective way to transfer knowledge and skills throughout the organisation. However, not everyone is a natural at preparing, presenting and facilitating instruction and training sessions.

This intensive program helps people who aren't training experts to deliver short group training sessions in a confident and engaging way; even when the topic is technical or may seem dry. Learn how to make the training stick with the audience

Audience

This tailored in-house train-the-trainer course is designed for subject matter experts or managers who train or instruct colleagues and staff in short group training sessions or demonstrations..

Outcomes

Learn how to:

- Identify what their audience needs to learn
- Prepare lesson plans and content
- Design an engaging session
- Present effectively
- Understand and adapt to learning styles
- Use powerpoint and other visual aids
- Deal with challenging situations
- Make their training stick
- Plan, design and deliver great training.

Tailored group training - in-house or virtual

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- *Delivery* to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- *Duration* to suit the availability of your team members and your budget.

Tailoring is mostly for free and always economical as costs are based on a per day delivery and not per participant.

We can combine this program with our program 'On-the-job Training and Coaching' to build all-round training and coaching skills.

Request a quote

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Alternatively, email us at info@icml.com.au or start a 'chat' on our website icml.com.au/.

On-the-Job Training and Coaching

Some 70% of workplace learning happens on-the-job. Yet most organisations leave its success up to chance. How skilled are your employees in training and coaching colleagues and team members one-on-one?

In this program we build ability to explain and demonstrate knowledge and skills. We uncover how to monitor progress and give motivating feedback.

Audience

Designed for subject matter experts or managers who train or instruct colleagues and staff on-the-job.

Outcomes

Learn how to:

- Establish learning needs
- Identify how to best share knowledge and skills
- Build rapport
- Give clear instructions
- Demonstrate skills
- Adjust their style to suit the learner
- Check for comprehension and progress
- Give motivating feedback
- Use coaching instead of telling
- Create high performance through their training.

Tailored group training - in-house or virtual

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We can combine this program with our program 'Training Colleagues and Employees in Group Sessions' to build all-round training and coaching skills.

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Train the Trainer – Facilitating Engaging Sessions

Training should be interactive, energetic and full of experiences for participants. Could your training team use some inspiration to spice up learning sessions and make them more dynamic?

This training facilitation course program will show how to set up training plans and organise engaging learning experiences that participants won't forget. Learn how to identify and deal with different learning styles. Make training sessions highly valued and fun experiences for everyone you train.

Audience

This program is designed for HR officers or workplace trainers who need to design and deliver exciting and engaging training sessions, without having to complete a full-blown Certificate IV in TAE.

Outcomes

Learn how to:

- Conduct a quick training needs analysis
- Make a structured learning plan
- Design a varied and interesting training session
- Design workshop materials
- Engage through questioning techniques
- Keep the workshop highly interactive
- Use a variety of visual aids
- Deal with difficult people and situations
- Make learning stick.

Tailored group training - in-house or virtual

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Train the Trainer – Advanced Facilitation Skills

Spectacular training doesn't happen by accident. It requires special skills, great preparation and practice. This advanced training facilitation course will develop the mastery to deliver remarkable training sessions.

Through more advanced theory and above all, a lot of skills practice, this course will equip and inspire participants to create and deliver exciting training programs.

Audience

This program is designed for HR officers or workplace trainers with a theoretical and practical foundation in workplace training, for instance a Cert IV TAE.

Outcomes

Learn how to:

- Create a positive learning atmosphere
- Use advanced facilitation strategies
- Add fun and humour to sessions
- Discover and practise the power of story telling
- Sharpen their use of visual aids
- Present without powerpoint
- Use advanced interventions in difficult situations.

Tailored group training - in-house or virtual

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Developing Training Programs and Processes

Training and learning is essential within any organisation. It helps people become more productive and motivated and to increase employee retention. Therefore, setting up a suitable and effective learning program makes a critical strategic contribution to the organisation.

This practical course will develop the skills and enthusiasm to design and implement a learning system that fits the strategy, structure and needs of your organisation and its employees.

Audience

This program is designed for HR officers or workplace trainers with a theoretical and practical foundation in workplace training.

Outcomes

Learn how to:

- Define learning needs in the organisation
- Apply different methodologies to program design
- Research, prepare and deliver strong content
- Design a learning system
- Create a learning program proposal
- Evaluate the learning program
- Develop strategic and practical learning programs!

Tailored group training - in-house or virtual

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Sales and Customer Service



Delivering Exceptional Customer Service

Customer service is an attitude, not a department. With customers' expectations continuing to rise, everyone in your organisation needs to be able to handle each customer contact in a highly professional way.

This program builds both the skills and motivation to deliver truly exceptional service, both to internal and external customers.

Audience

This program is designed for people who deal with internal or external customers, either in person or over the phone.

Outcomes

Learn how to:

- Make great impressions
- Understand what is exceptional customer service
- Use advanced listening and responding techniques
- Develop customer relationships
- Manage difficult situations and tough customers
- Take client service skills to a whole new level.

Tailored group training - in-house or virtual

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Essential Selling Skills

Good sales people listen more than they talk. They win more sales because they know how to gain a deep understanding of what their clients need. They use this knowledge to build trust, develop long-term relationships, and craft solutions that help their clients win.

In this challenging sales course we will teach the Six-Step Sales model. After this course, sales people will feel confident to plan and seal a deal that satisfies both their client's needs and their own.

Audience

This program is for people who sell products or services and aim to build skills and confidence to influence and build business.

Outcomes

Learn how to:

- Plan and drive the sales process
- Use the six-step sales process
- Identify what is really important to their client
- Create value for their clients
- Communicate as a trusted advisor
- Anticipate and overcome objections
- Take discussions beyond price and margin
- Close and negotiate the sale
- Grow your sales.

Tailored group training - in-house or virtual

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Developing Business – Finding New Customers

Business is getting increasingly competitive. The current environment demands a lot from business development people. Does your team clearly know who they should target to create new business? Do they have a good system to prioritise their efforts where the pay-off is largest? Do they plan and execute their networking systematically?

This business development course will give them a framework to find new customers. It will also help to overcome fears and hesitations about cold calling. They will learn to use a variety of proven strategies and win valuable new customers.

Audience

This program is designed for people responsible for developing their client base through confident and proactive selling initiatives.

Outcomes

Learn how to:

- Define a narrow target market with high potential
- Continuously prioritise your time and efforts
- Network in a planned, focused and effective way
- Cold call effectively and without fear
- Make the right impressions and build trust
- Find new and sustainable business relationships.

Tailored group training - in-house or virtual

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Strategic B2B Selling

Business to business sales requires a combination of strategic and tactical skills. Strategic skills help sales professionals identify and influence all their client's stakeholders in the decision making process. The tactical skills help them in the client relationship building and communication process.

Our strategic B2B sales training model empowers participants to win business because they'll identify and influence all the relevant people. It helps them to develop enduring and profitable relationships with clients because they'll know how to look out for their client's interests.

Audience

This program is designed for sales people who sell to organisations where multiple people influence purchasing decisions.

Outcomes

Learn how to:

- Understand the buying process
- Identify all purchasing decision influencers
- Develop consultative relationships with clients
- Recognise strategic threats and opportunities
- Influence key decision makers
- Identify and address influencers' interests
- Negotiate win-win solutions.

Tailored group training - in-house or virtual

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Sales Proposals and Presentations

Your team has found an interested client and now it's time to create their proposal. How do they write it to create excitement? Are they confident to create and present a killer sales pitch?

This tailored in-house sales proposal training will help your team write and present winning proposals. They will also learn the secrets to presenting proposals that win their clients over.

Audience

We tailor this in-house program to the needs of your team. It is aimed at people who write and present proposals and look for fail-proof methods to boost your conversion rate.

Outcomes

Learn how to:

- Identify the key components of a quality proposal
- Identify your winning elements
- Write clear, concise and winning proposals
- Make the right first impressions
- Prepare and give winning presentations
- Plan and execute strategies to retain customers
- Win more business through great proposals and presentations.

Tailored group training - in-house or virtual

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Building Client Relationships

Building and maintaining client relationships is more effective when your team understands the psychology of relationships, trust and influence.

This program is not about tricks or quick fixes. It will help to understand what it takes to build enduring and trusting relationships with clients, leading to influence and long-term profitable business.

Audience

This program is for people who interact with clients.

Outcomes

Learn how to:

- Use the rules of likeability to their advantage
- Build strong customer connections
- Develop trust through opening up about themselves
- Use communication strategies to strengthen client relationships
- Apply the rules of persuasion
- Hold engaging conversations with clients
- Build trusting and sustainable customer relationships.

Tailored group training - in-house or virtual

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Negotiating Win-Wins

Effective negotiating is about achieving exceptional outcomes while maintaining strong relationships. Great negotiators get to the heart of what both sides really want. They negotiate faster and more effectively through planning, professionalism and strategy. Thereby, they achieve better outcomes.

This intensive and challenging program will give confidence, skills and tactics to negotiate constructively and successfully with internal and external parties.

Audience

This negotiation skills course is designed for people who need to reach agreements with people internal or external to the organisation.

Outcomes

Learn how to:

- Prepare for negotiations
- Manage and control the negotiation process
- Effectively bargain
- Create win-win solutions
- Respond to challenges
- Close and build a lasting agreement
- Negotiate effectively.

Tailored group training - in-house or virtual

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Commercial Skills for Consultants

Does your organisation need consulting skills training? Your team includes professional services people who are experts in their subject area. They may not be as comfortable with the commercial aspects of managing clients as they are with the technical challenges. How skilled are they in working within a strategic context, maintaining client relationships, presenting, influencing, negotiating client demands, identifying opportunities to build business and selling? This Consulting Skills program helps professional services people build the confidence and ability to increase service levels and thereby create more value for your own business and your client.

Audience

Client facing IT Consultants, engineers, solutions architects, lawyers, advertising professionals, project managers, accountants, financial advisers and other consultants and professional services people.

Outcomes

In a typical full-day workshop participants learn how to:

- Align activities with the overarching strategy
- Become a trusted advisor
- Engage in a consultative dialogue
- Understand that selling is about adding value to their client's organisation
- Analyse client motivations and decision making
- Use project management techniques
- Conduct effective client meetings
- Use advanced communication and influencing strategies

If there is more time we can also learn to:

- Deal with difficult situations and unreasonable expectations
- Present to clients and stakeholders
- Assertively negotiate
- Document and report on progress

- Write concise, clear and actionable emails
- Review progress and ensure continuous improvement
- Use storytelling to build influence and sell
- Advanced solution selling techniques

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Finance



Finance and Budgets for Managers

Do your team or department managers feel uncomfortable about finances and budgets? They are not alone. Many non-finance trained managers and supervisors are responsible for controlling expenses and even have revenue responsibility. Often there is also the responsibility for forecasting and managing budgets.

This finance for non-finance managers course will give them a solid understanding of relevant financial concepts used in your organisation. In an enjoyable way, they will learn to interpret your organisation's finance reports and drive the financial performance of their team and organisation.

Audience

Leaders needing to understand finances in their organisation.

Outcomes

Learn how to:

- Interpret their organisation's financial reports
- Analyse key ratios
- Control the flow of money through their team, department or organisation
- Keep track of expenses
- Manage budgets
- Talk the talk with financial people
- Analyse financials and plan for improved financial performance.

Tailored group training - in-house or virtual

Ask us how we will tailor this program to your organisation or team.

Benefits are that we tailor the:

- *Content* to suit your organisation's needs.
- *Delivery* to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- *Duration* to suit the availability of your team members and your budget.

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Finance for Anyone

Are your team members supposed to understand your organisation's finances and they've never learnt how to?

Fear no more. After this fun finance training course, participants will be able to understand finances in your organisation and even make financially informed decisions if necessary.

Audience

This program is designed for anyone who wants to understand finance in their organisation.

Outcomes

Learn how to:

- Interpret financial terms and reports
- Understand the importance and relevance of financial statements
- Lead and participate in financial conversations
- Gain confidence in discussing financial matters with internal and external contacts.

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HR and Wellbeing



Wellbeing

A happy and healthy workplace is critical to the success of your organisation. Organisational wellbeing has many components, from building a psychologically safe and a mentally healthy environment to promoting physical health and fitness.

This organisational wellbeing training program builds the capacity of participants to manage their own wellbeing and contribute to a happy and healthy workplace.

Audience

This workplace wellbeing training program is designed for all members of your organisation.

Outcomes

Learn how to:

- Manage stress better in the workplace
- Build long-term resilience to cope with change and stress
- Know what bullying and harassment is and how to deal with it
- Be assertive and communicate in a direct and open way
- Be confident supporting colleagues during times of stress
- Understand the legislation relating to bullying, harassment and workplace behaviour.

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Resilience and Dealing with Change

We are under increased pressure to do more in less time under ever changing circumstances. We need resilience and mental strength to deal with all these sources of stress.

Learn how to build resilience and positive attitudes through proven strategies. This program provides participants with strategies to deal with pressure and change. They will learn practical skills and techniques to build strength and bounce back when things don't go as planned.

Audience

This workshop is designed for any person wanting to improve their ability to deal with pressure and change in their environment.

Outcomes

Learn how to:

- Maintain and build resilience to face change
- Recognise and prevent what diminishes resilience
- Develop the capability to build resilience
- Develop positive self-belief, especially under pressure
- Distinguish between different personality types and understand how each reacts to pressure
- Manage personal health and wellbeing to ensure greater resourcefulness and resilience.

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Managing Anxiety and Stress

We all deal with stress from time to time. However, it seems that stress and anxiety levels have been skyrocketing over the past few years. Excessive and chronic stress are detrimental to physical and mental health.

This workshop will help participants deal with excessive stress by managing the demands on them and increasing their resources to manage the stressors in their life.

Audience

This workshop is designed for people who are experiencing high or chronic stress.

Outcomes

Learn how to:

- Be aware of the importance of managing exposure to information
- Have a deeper level of self-awareness, emotional triggers and reactions
- Understand the feelings of anxiety and stress at a deeper level and be more mindful of noticing and managing them
- Learn strategies for dealing with uncertainty by building personal resilience, managing stress and practising self-care
- Be mindful of the importance of their emotional bank balance.

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Change Agility

Sometimes it's hard to keep up with the pace of change around us. However, the more change agile we are, the easier it is to anticipate and deal with change. When people are change agile they are able to take advantage of new opportunities.

Resilience helps us recover from change. Change agility takes a step further and builds the skills and mental state to create our own future. After this Change Agility workshop participants will be able to move quickly and decisively when facing change.

Audience

This workshop is designed for any person wanting to improve their ability to anticipate and deal with change in an agile way.

Outcomes

Learn how to:

- Deal with the uncertainty change brings and take ownership
- Stay positive and cultivate optimism
- Organise themselves by prioritising ruthlessly
- Connect with people to create a network of opportunities
- Identify their strengths and build new skills.

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Psychological Safety for Managers

Is your organisation psychologically safe? Employees should feel safe to express their ideas and opinions and not be afraid to make mistakes. Without feeling psychologically safe, employees avoid taking responsibility, are limited in their creativity and become risk averse. Therefore, psychological safety fosters productivity and innovation.

We help organisations build psychological safety at three levels:

1. Consult with HR and management on how to create a culture of psychological safety.
2. Train people leaders on how to promote a culture of psychological safety in their teams.
3. Train employees on how to foster their own psychological safety.

Manager training: make your team thrive through psychological safety

Team innovation, collaboration and productivity thrive in a culture of psychological safety. Team members feel safe if they don't fear negative consequences when they speak up, when they are being 'themselves' or when they make mistakes.

This psychological safety training course for managers is providing the tools and strategies to build a culture where colleagues respect, accept and encourage each other.

Audience

People leaders: from CEOs to Supervisors

Outcomes

Learn how to:

- Encourage a culture of open communication
- Create an environment of mutual respect
- Encourage innovation and risk taking
- Foster learning and curiosity
- Promote team members speaking up
- Cultivate giving and receiving feedback in the team.

Tailored group training - in-house or virtual

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Psychological Safety for Employees - Speak Up and Speak Out

Is your organisation psychologically safe? Employees should feel safe to express their ideas and opinions and not be afraid to make mistakes. Without feeling psychologically safe, employees avoid taking responsibility, are limited in their creativity and become risk averse. Therefore, psychological safety fosters productivity and innovation.

We help organisations build psychological safety by training employees on how to foster their own psychological safety.

Employee training: Speak up and speak out

This psychological safety training course develops the confidence of participants to speak up and speak out. They will develop techniques to be psychologically safe in all relationships and thereby promote their team interactions and productivity.

Audience

This program is suited to everyone in the organisation. This psychological safety course is most effective if delivered at team level. However, organisation-wide roll-outs enable creating training groups consisting of team members from various teams.

Outcomes

Learn how to:

- Understand what psychological safety is and why it is important to them, their colleagues and the organisation
- Identify the differences between assertive, submissive and aggressive behaviours in the workplace
- Describe the benefits of behaving and communicating in a more candid way
- Give and receive candid feedback
- Know what stops us from speaking up at work
- Learn more about their own preferred behaviours and the impact that ego states can have

- Describe and use strategies for dealing with difficult situations
- Learn how to engage others in collaborative problem solving, seeking to resolve conflict and improve relationships.

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Mindfulness at Work

Easily distracted at work and a tendency to jump from one activity to the next? Being mindful helps. Mindfulness is the ability to focus with a calm and confident mind. When people are mindful they are less distracted and can access more of their potential at work.

It's not a surprise then, that Google, Facebook, Intel, SAP Software and the House of Lords are investing heavily in mindfulness training programs. After this practical workshop, participants will boost their performance by harnessing their wandering mind and bring calm to everything they do.

Audience

This program is designed for leaders and individual contributors who want to learn how to improve focus on their work and reduce the feeling of being overwhelmed

Outcomes

Learn how to:

- Focus on the present and be less distracted by their thoughts
- Manage unhelpful thoughts and feelings
- Invest their full attention into everything they do
- Replace stress with calmness
- Increase self-awareness and confidence
- Clarify your goals and values
- Learn to use genuine insight to identify their strengths.

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Be Upstanding – Bystander Intervention Training

Bystanders of bullying, harassment, discrimination or other potentially harmful situations, are facing the choice to intervene in some sort of way – or stand by.

This workshop will explore how to recognise these situations and the options to positively influence the outcome of the situation

Audience

This course is for participants to improve their ability to recognise potential harmful cues and positively influence the situation.

Outcomes

Learn how to:

- Use a common language to have upstanding conversations
- Engage in slow thinking and curious enquiry to facilitate long-term sustainable behavioural change
- Deal with resistance in an effective and constructive way
- Know when to use upstanding conversations and when not to, managing personal safety.

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Unlocking Unconscious Bias

Whether we like it or not, we tend to form opinions about people without being aware of it. For instance, we may have biases relating to gender, age, race or physical appearance.

When we want to create inclusive and diverse workplaces, we need to understand those biases first. With this understanding we can put strategies in place to reduce the impact of our implicit biases.

Audience

This program is designed for teams and organisations seeking to reduce or eliminate the impact of unconscious bias.

Outcomes

Learn how to:

- Understand the types of biases and their effect on behaviour and decision making
- Become aware of your own biases
- Make more conscious decisions and thereby reducing the impact of implicit biases
- Engage in slow thinking to improve decisions
- Put in place other strategies to avoid unconscious bias
- Enhance diversity in your workplace by reducing unconscious biases.

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Diversity Awareness

Diversity in the workplace is vital. It creates more opportunities for employees and leads to increased profitability. However, unconscious biases about age, cultural backgrounds, gender or other aspects or traits can hamper our diversity efforts.

In this fast-paced workshop, you will build an inclusive mindset and learn about the impact of diversity in the organisation.

Audience

This program is designed for everyone working with others.

Outcomes

Learn how to:

- Understand diversity and its benefits
- Build awareness of what limits diversity
- Understand diversity legislation
- Understand and implement diversity policies
- Build an inclusive mindset.

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Recruiting and Selecting

Successful organisations recruit the finest talent – but – it’s tricky to find top staff. People with the right fit sometimes don’t interview well. Conversely, some people who interview well turn out not to fit the job. Selecting team members is a very expensive decision to get wrong. It’s expensive in terms of dollars and ongoing leadership to manage a person not suited to the role.

This recruitment training course looks at all the critical steps in finding the right person for the role.

Audience

This recruitment and selection training program is designed for anyone responsible for recruiting new employees.

Outcomes

Learn how to:

- Plan and manage the process from vacancy to induction
- Perform a role analysis
- Design a position description
- Write great job advertisements
- Choose the most promising candidates
- Develop a suite of assessment strategies
- Write behavioural interview questions
- Ask candidates the right questions
- Ask questions in the right way
- Probe responses
- Interview giving consideration to discrimination laws
- Ensure effective induction processes.

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HR for Managers

Human Resources Management is not just an HR responsibility. Understanding and applying HR Management is core to the responsibilities of all leaders.

This HR training course will introduce the HR knowledge and skills relevant to leaders.

Audience

This course is designed for leaders or business owners and can easily be tailored for other target groups.

Outcomes

Learn how to:

- Recruit effectively and attract the best talent
- Give ongoing effective feedback
- Hold performance appraisals
- Performance manage staff effectively considering Australian unfair dismissal law requirements
- Coach employees to develop performance
- Terminate employment tactfully and lawfully
- Manage redundancies
- Develop succession planning.

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