ICML
INSTITUTE FOR COMMUNICATION MANAGEMENT AND LEADERSHIP

IN-HOUSE TRAINING

Program Guide

Institute for Communication, Management and Leadership

2027

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INSTITUTE FOR COMMUNICATION MANAGEMENT AND LEADERSHIP

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> I hear and I forget.
> I see and I remember.
> I do and I understand.
>
> Confucius

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Why choose ICML?

We create tailored learning solutions that make people productive and happy.

What we do

We specialise in developing leadership, interpersonal and professional effectiveness skills. Our programs make participants more confident and productive, and productive, happy people lift their organisation's results.

We help people and organisations expand their potential through training programs, coaching and consultancy, delivered primarily to leaders, managers and aspiring managers.

Our programs build

- Skills
- Confidence
- Motivation

Our promise

You and your organisation are number one for us. Call us to discuss your needs or to ask for an immediate quote.

Key reasons to choose us

- We deliver powerful, tailored learning experiences.
- Our facilitators are experts.
- We focus relentlessly on helping participants apply their new skills in practice.
- We pack our training with practical activities and exercises, and we keep it fun.
- We're a friendly bunch. Give us a call to try it out.

How we work

We partner with you on a people development process that goes well beyond the training event.

We tailor and customise

Every in-house program is tailored to your people, your examples and your terminology, so no one wastes time on content that doesn't apply. We adjust the content, the delivery and the duration to suit your objectives, your team's availability and your budget.

Small groups

Groups of five to 14 participants allow vivid interaction and personal attention, with plenty of practice and feedback.

Highly interactive

Our workshops combine current research with practical activities, so participants listen, practise, discuss and plan what they will do back at work.

Making learning stick

- Goals: participants link their own objectives to the program before it begins.
- Training: short, intensive sessions led by experienced facilitators.
- Action plans: time to write down how new skills will be applied at work.
- Follow-up: we work with managers and learning professionals so skills are put into practice.

On-site, virtual or hybrid

We come to you anywhere in Australia, or deliver interactive live online workshops that people can join from any device. Virtual programs run in shorter sessions, so there is less travel and less disruption to work.

Request a quote

Tell us what you want your people to be able to do, and we will recommend the program and the mix of topics.

Tailoring is straightforward

Tailoring is mostly free and always economical, because costs are based on a per-day delivery, not per participant. Call us to ask how we can tailor a program to your team, or start a chat on our website.

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Sydney

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PROGRAM CATEGORY

Management and Leadership



MANAGEMENT AND LEADERSHIP

Frontline Supervision Skills

Everyday skills for frontline supervisors: rostering, delegation, safety and team leadership.

WHO IT'S FOR

Designed for frontline supervisors and team leaders responsible for overseeing the day-to-day work of others.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to your premises, or deliver virtually or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Roster and allocate day-to-day work fairly and efficiently
- Delegate tasks clearly without over-explaining or micromanaging
- Apply workplace safety and compliance basics in everyday supervision
- Handle immediate issues and minor conflicts before they escalate
- Communicate clearly and set expectations with their team
- Make the shift from doing the work themselves to overseeing others doing it

ABOUT THIS PROGRAM

Many supervisors are promoted from within the team they now lead – often with strong technical or on-the-floor skills, but no formal preparation for the practical realities of overseeing others: rostering fairly, delegating without micromanaging, staying on top of safety and compliance basics, and dealing with problems the moment they come up rather than letting them slide. This program closes that specific gap.

Tailored to your organisation

We can incorporate your rostering systems, safety procedures and day-to-day operating context so the training reflects how your team actually works.

> "Best facilitator ever. The facilitator being so engaging and getting us to actually work on and do activities with the class.
>
> Participant, Costa Group

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MANAGEMENT AND LEADERSHIP

Emerging Leadership Skills

Prepare your future leaders before they step into their first people-management role.

WHO IT'S FOR

Aspiring leaders and high-potential employees who don't yet manage people.

DURATION

1 or 5 days, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Tell leading from managing and define the leader they want to be
- Build credibility, trust and influence without a formal title
- Communicate clearly and adapt their style to different people
- Give and receive feedback, and handle disagreement constructively
- Plan, prioritise and manage their own work like a leader
- Support others through change and help the team perform

Tailored to your organisation

We build in your leadership capability framework, values, career pathways and succession priorities, so participants learn what leadership looks like in your organisation.

ABOUT THIS PROGRAM

Your strongest people are often ready to lead well before a leadership role opens up. They take initiative, other people already turn to them, and they are starting to outgrow their job. Without preparation, the step up can come as a shock, and good people leave for organisations that offer a clearer path. Our emerging leaders program builds their self-awareness, influence and personal leadership habits now, so they are ready when the opportunity comes and your leadership pipeline grows from within.

> Thank you for bringing the conversations we shared prior to the session into an engaging and practical session.
>
> Lucinda, Garden Village Port Macquarie

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MANAGEMENT AND LEADERSHIP

New Manager Leadership Skills

Build the confidence and skills new managers need to lead people well from day one.

WHO IT'S FOR

Designed for groups of new and newly promoted managers in the early stages of their leadership journey in your organisation.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Communicate with confidence and lead people effectively
- Build trust, psychological safety and stronger team relationships
- Motivate, engage and develop team members to perform at their best
- Delegate effectively while maintaining accountability and performance
- Deliver feedback, coaching and difficult conversations with confidence
- Create a collaborative, high-performing team culture

ABOUT THIS PROGRAM

Most organisations promote people into leadership because of their technical expertise, not their people skills. The result is a wave of new managers navigating challenges – delegating, motivating a team, having a hard conversation – for the first time, often without any formal preparation. This program closes that gap, giving new managers practical skills in managing performance, building trust and handling difficult conversations, so they can lead with confidence rather than guesswork from day one.

Tailored to your organisation

We can incorporate your leadership framework, values, competencies, strategy and organisational language to ensure the learning is practical and relevant.

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MANAGEMENT AND LEADERSHIP

Essential Leadership Skills

Practical leadership training to help managers run a fair, accountable and high-performing team.

WHO IT'S FOR

Groups of managers who already lead a team and want to run it more fairly, consistently and effectively.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Share work fairly and transparently, balancing capacity, priorities and development
- Set clear expectations and hold people accountable, in the office and in hybrid teams
- Address underperformance early, constructively and consistently
- Lead the team through change, including new tools and ways of working
- Build an inclusive team where everyday behaviour reflects respect and fairness
- Give feedback, coach and handle difficult conversations while keeping trust intact

ABOUT THIS PROGRAM

A year or two into the role, most managers have the basics covered. The harder work is running the team itself, deciding who carries what, keeping standards consistent when people work in different places, bringing the team along as AI changes how work gets done, and making sure everyone is treated fairly and can contribute. Our leadership training for managers gives your managers practical tools for these situations, shaped around what is happening in your organisation.

Tailored to your organisation

We build in your leadership framework, values and policies, including your hybrid work and AI policies, and the language your people use, so the learning fits how your organisation works.

"

I have shared with my manager. He has commented that he has seen an improvement in my confidence as a manager of my team.

Pia, Victorian Institute of Teaching

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MANAGEMENT AND LEADERSHIP

Advanced Leadership Skills

Lead through other managers and shape performance, capability and culture across your area.

WHO IT'S FOR

Designed for experienced managers, senior leaders and leaders of leaders in your organisation, who have responsibility for organisational outcomes through people.

DURATION

1 day, or tailored to your needs

FORMAT

On-site, virtual or hybrid delivery. We come to you.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Think strategically and align leadership decisions with organisational priorities
- Influence stakeholders and gain commitment across teams and functions
- Navigate complex organisational challenges, competing priorities and ambiguity
- Lead change initiatives that achieve sustainable organisational outcomes
- Shape a positive organisational culture that drives accountability, engagement and performance
- Strengthen executive presence, credibility and leadership impact

ABOUT THIS PROGRAM

Many experienced managers are highly capable at leading their immediate team, but face new challenges as their responsibilities expand. Success increasingly depends on influencing across the organisation, balancing competing priorities, developing future leaders, leading change and shaping culture, skills that go well beyond day-to-day people management. This program helps experienced managers and senior leaders extend their leadership impact beyond their immediate team, building the strategic thinking, influence and organisational capability needed to lead through others and drive sustained performance and growth.

Tailored to your organisation

We can incorporate your leadership framework, strategy, values, competencies and organisational language to maximise relevance and application. Rather than relying on generic examples, the workshop will be built around real leadership and organisational challenges facing participants.

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MANAGEMENT AND LEADERSHIP

Executive Leadership Masterclasses

Short, focused workshops that help executive teams turn strategic conversations into action.

WHO IT'S FOR

DURATION

2 hours, or tailored to your needs

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Build alignment around priorities, and clarity around expectations and behaviours
- Develop practical responses to real organisational challenges
- Identify leadership actions that can be implemented practically
- Strengthen executive team effectiveness
- Increase accountability for achieving organisational outcomes

ABOUT THIS PROGRAM

Senior teams often have a clear strategic priority or organisational challenge in view. Converting that shared understanding into aligned, consistent action across the group is a different problem entirely, and one that rarely resolves itself in the normal run of meetings and updates. Each Masterclass addresses a specific leadership challenge or strategic objective, helping leaders strengthen alignment, sharpen leadership effectiveness and turn important conversations into purposeful action and measurable results.

> The course was an eye opener in terms of understanding the drivers of motivation and how important self-assessment is.

Participant, CPA Australia

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Enquire online



MANAGEMENT AND LEADERSHIP

Courageous Conversations for Leaders

Help leaders handle challenging conversations with confidence, fairness and respect.

WHO IT'S FOR

Designed for groups of managers, team leaders and people leaders responsible for performance, behaviour and workplace conversations.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to your premises, or deliver virtually or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Prepare for and structure difficult conversations using proven frameworks
- Deliver clear, honest and constructive feedback with confidence
- Manage emotional reactions, defensiveness and resistance professionally
- Address performance, behaviour and accountability issues early
- Build agreement, ownership and commitment to action
- Maintain trust and positive working relationships during challenging discussions

ABOUT THIS PROGRAM

Every leader faces conversations about performance, behaviour, attitudes, conflict, change or accountability, and getting the timing and approach right matters as much as the message itself. This program equips leaders with the skills, mindset and frameworks to conduct courageous conversations with confidence and professionalism, learning how to prepare for challenging discussions, communicate expectations clearly, manage emotional responses and achieve constructive outcomes while maintaining trust and respect.

Tailored to your organisation

Every organisation faces unique leadership challenges, expectations and workplace dynamics. We tailor scenarios, discussions, case studies and practice activities to reflect your operating environment so participants develop skills they can immediately apply in their day-to-day roles. Whether your leaders work in government, healthcare, education, professional services, manufacturing, frontline operations or corporate environments, we can contextualise the learning experience to maximise relevance and impact.

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MANAGEMENT AND LEADERSHIP

Coaching for Performance

Turn managers into confident coaches who develop people and performance.

WHO IT'S FOR

Designed for groups of managers, team leaders and supervisors responsible for developing employee performance and capability.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to your premises, or deliver virtually or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Recognise when coaching is the right approach, and when a more direct style is needed
- Apply a practical coaching framework to workplace conversations
- Improve employee performance through effective questioning and active listening
- Build accountability, ownership and self-sufficiency within teams
- Deliver constructive feedback that supports growth and development
- Conduct coaching conversations with confidence in a range of situations

ABOUT THIS PROGRAM

High-performing organisations know that great managers do more than direct work. They coach, develop and support their people to achieve better results. That shift from directing to coaching is a distinct skill in its own right. This program equips leaders with the tools, techniques and confidence to conduct effective coaching conversations that improve performance, build accountability and strengthen capability, moving beyond giving instructions to help team members think, learn and take ownership of outcomes.

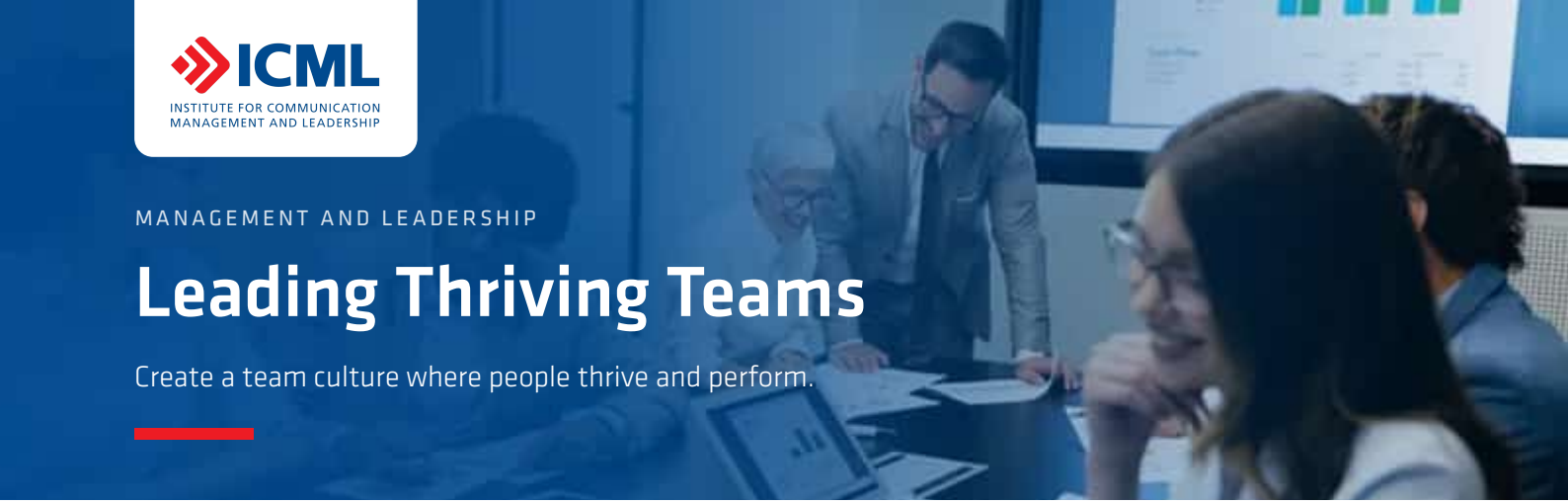
Tailored to your organisation

Every organisation has unique performance expectations, leadership challenges and cultural objectives. We work closely with clients to incorporate their leadership frameworks, performance management processes, values and workplace scenarios into the learning experience.

Talk to us about this program

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MANAGEMENT AND LEADERSHIP

Leading Thriving Teams

Create a team culture where people thrive and perform.

WHO IT'S FOR

Designed for groups of leaders in your organisation, who want to create engaged, accountable and high-performing teams.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to your premises, or deliver virtually or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Build trust, psychological safety and stronger team relationships
- Create a culture of accountability, ownership and shared responsibility
- Improve communication, collaboration and team effectiveness
- Identify and address barriers that impact team performance
- Foster engagement, motivation and commitment to shared goals
- Lead teams to achieve sustained high performance while creating the conditions for people to perform, grow and thrive

ABOUT THIS PROGRAM

Strong teams are built through trust, accountability, psychological safety and effective leadership, but keeping all four consistent across a team rarely happens by accident. This program equips leaders with practical strategies to build high-performing teams where people contribute openly, support one another and work towards shared goals, leaving with actionable techniques to strengthen trust, improve communication and build the conditions where people perform and thrive.

Tailored to your organisation

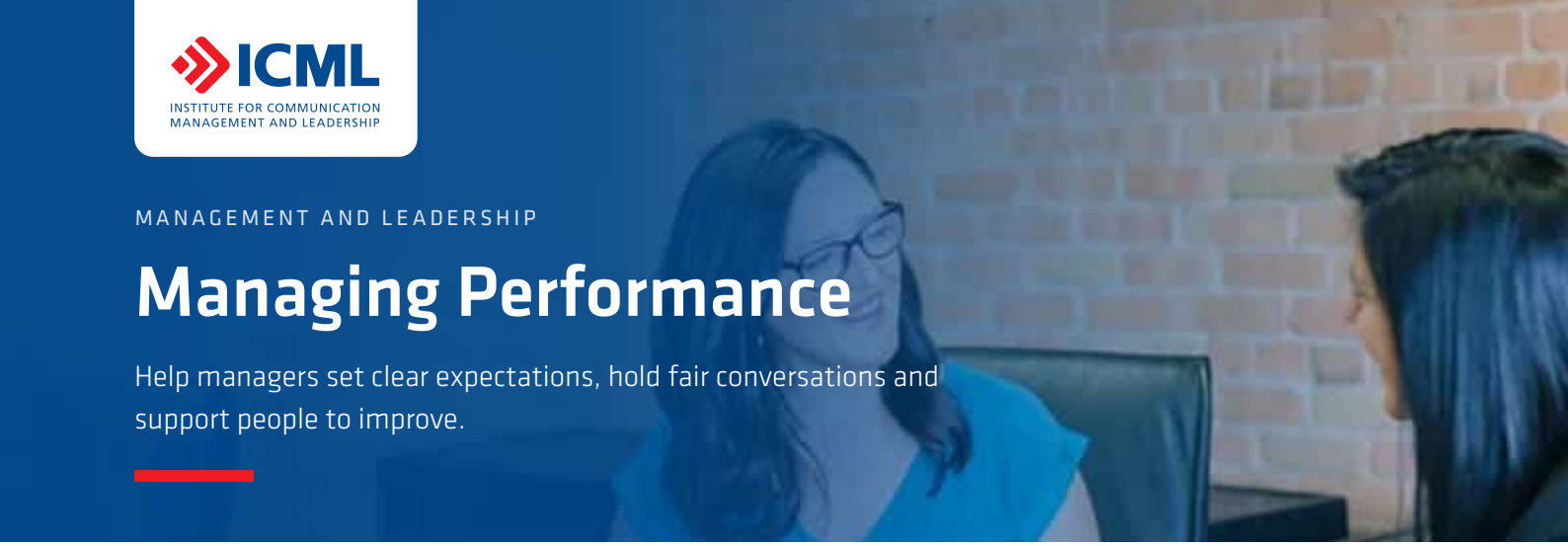
We can incorporate your leadership framework, values, strategic priorities and organisational language. Wherever possible, discussions, activities and case studies focus on real team challenges facing participants, ensuring practical solutions can be applied immediately in the workplace.

> Great facilitator, made me reflect on myself and others within my team, and useful ideas to utilise in my leadership and management.
>
> Dom, Singapore

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Enquire online



MANAGEMENT AND LEADERSHIP

Managing Performance

Help managers set clear expectations, hold fair conversations and support people to improve.

WHO IT'S FOR

This program is designed for people leaders responsible for managing the performance of individuals and teams.

DURATION

1 day, or tailored to your needs

FORMAT

Face-to-face, virtual or hybrid delivery

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Set clear, measurable performance expectations with their team
- Identify the early signs of underperformance before they escalate
- Have honest, constructive conversations about performance issues
- Apply a fair and consistent process for managing underperformance
- Motivate and coach team members to lift performance sustainably
- Manage formal performance processes, including documentation and termination, with confidence

ABOUT THIS PROGRAM

Poor performance rarely improves on its own, and many managers put off addressing it because they're unsure how to start the conversation or apply a fair, defensible process. Left unmanaged, this affects team morale, productivity and organisational risk. This program gives managers practical frameworks and the confidence to manage performance proactively, from everyday coaching and feedback through to formal processes for persistent underperformance, including termination where required.

Tailored to your organisation

We work with you to tailor the content, language, duration and delivery format to your organisation's context, so the training reflects your real workplace scenarios rather than generic examples.

> One of the best courses I have done and the information was very relevant.
>
> Participant, Kingston City Council

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Enquire online



MANAGEMENT AND LEADERSHIP

Leading and Managing Hybrid Teams

Lead remote and hybrid teams with fairness, connection and clear accountability.

WHO IT'S FOR

Designed for leaders, managers and supervisors responsible for leading remote, hybrid or geographically dispersed teams.

DURATION

3 hours, or tailored to your needs

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Establish clear expectations, goals and accountability in hybrid work environments
- Build trust, ownership and autonomy while maintaining team connection
- Improve communication across remote, office-based and geographically dispersed team members
- Lead engaging virtual and hybrid meetings that encourage participation and collaboration
- Monitor performance, wellbeing and workloads while supporting productivity
- Create team routines and practices that strengthen culture, inclusion and engagement

ABOUT THIS PROGRAM

Managing hybrid teams requires leaders to balance flexibility, accountability, communication and team culture across different work locations and schedules, a different mix of demands than leading a team in one place. This program equips leaders with the skills to foster trust, maintain engagement, support performance and strengthen collaboration in remote and hybrid environments, learning proven strategies for setting clear expectations, keeping people connected and creating a productive team culture regardless of where people work.

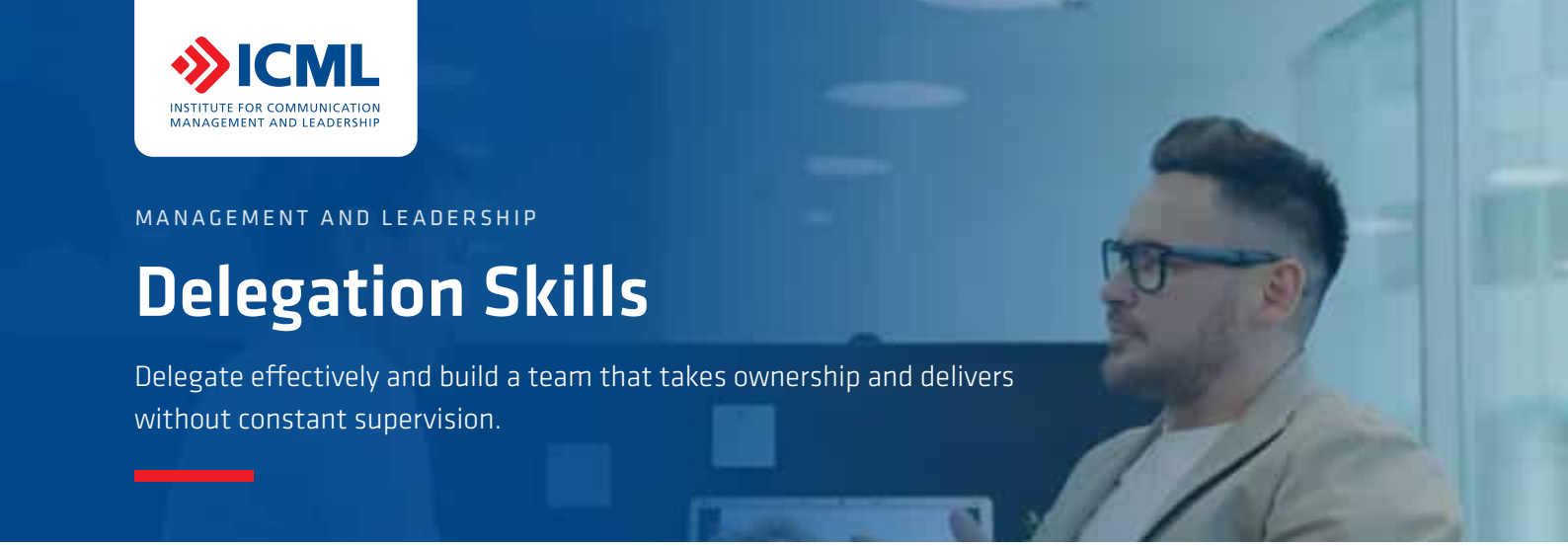
Tailored to your organisation

Every organisation approaches hybrid work differently. Some teams operate fully remotely, while others combine office-based and remote work. We tailor the program to reflect your organisational structure, leadership expectations, technology environment, culture and operational realities so participants can immediately apply what they learn.

Talk to us about this program

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MANAGEMENT AND LEADERSHIP

Delegation Skills

Delegate effectively and build a team that takes ownership and delivers without constant supervision.

WHO IT'S FOR

Managers and team leaders who hold on to work their team could own.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Choose which work to delegate, and to whom
- Brief people clearly so they know what good looks like
- Agree accountability and check progress without hovering
- Use delegation to build people's skills and confidence
- Coach people to solve problems and decide for themselves
- Manage your own workload and free time for higher-value work

ABOUT THIS PROGRAM

The manager is still doing the report, and the team is waiting to be told what to do next. Our delegation training gives managers a practical way to hand work over: choose the right tasks and the right person, brief them clearly, agree accountability and check in without taking the work back. Participants learn to delegate for development, coach people towards independence and set boundaries on their own load. The team takes ownership and delivers without constant supervision, and managers free their time for higher-value work.

Tailored to your organisation

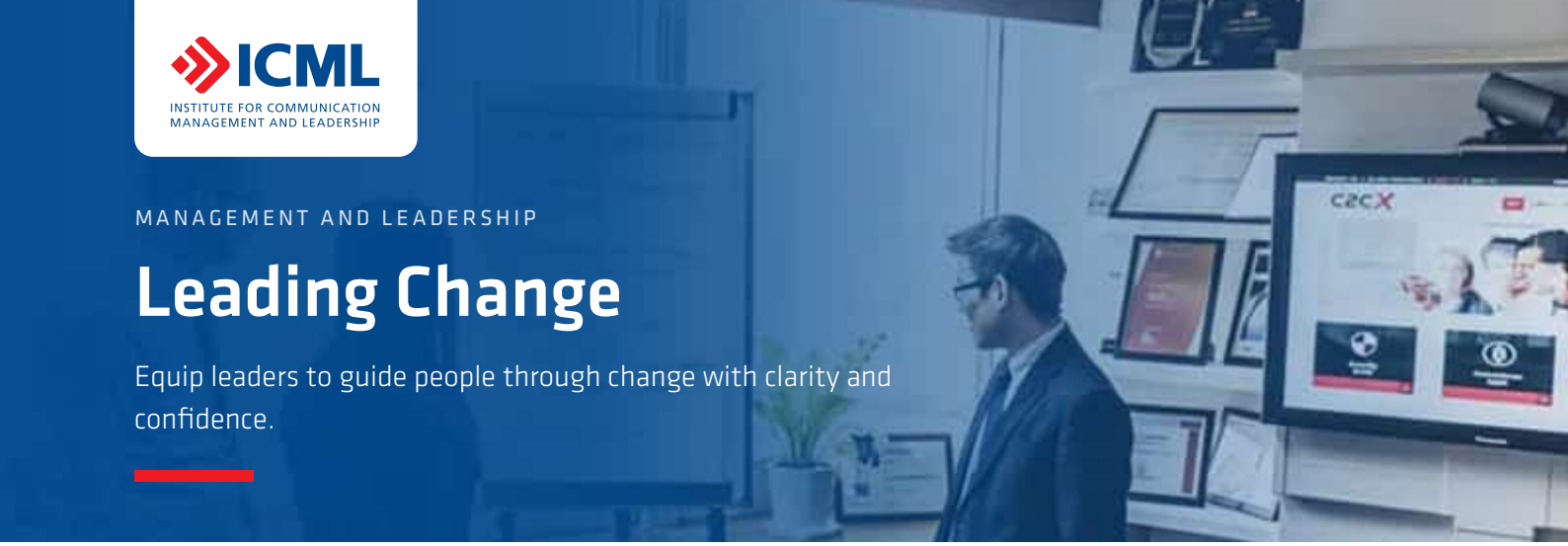
We build in the kinds of work your managers really delegate, your reporting lines, approval points and workload pressures, so participants practise with handovers they need to make.

> "This was an exceptionally rewarding program from which I have gained practical skills to implement in my daily work life.
>
> Sarah, Costa Group

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MANAGEMENT AND LEADERSHIP

Leading Change

Equip leaders to guide people through change with clarity and confidence.

WHO IT'S FOR

For leaders and managers responsible for guiding their teams through change, from everyday adjustments to major transformation.

DURATION

1 day, or tailored to your needs

FORMAT

Available onsite, virtually or as a hybrid format to suit your team.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Recognise how people respond to change, from a new process or system through to major organisational transformation
- Communicate change clearly and with confidence, reducing uncertainty for their team
- Identify and manage resistance early, before it affects performance or morale
- Keep teams engaged and productive throughout periods of change, however large or small
- Build trust and credibility as a leader during times of uncertainty
- Apply a practical framework for leading change that can be used again and again

ABOUT THIS PROGRAM

Change doesn't always mean a full organisational transformation. Just as often, it's a new leader settling into a team, a shift to a new system, or a revised way of working that needs everyone on board quickly, and however it shows up, the way leaders manage it shapes whether people adapt with confidence or disengage. This program builds the practical skills leaders need to guide their teams through change of any size, keeping people informed, engaged and productive along the way.

Tailored to your organisation

We take the time to understand the change your organisation is navigating so the content reflects real situations your leaders will recognise, from small, everyday adjustments through to significant transformation.

Talk to us about this program

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MANAGEMENT AND LEADERSHIP

Adaptive Leadership in a VUCA World

Build the mindset and tools to lead with confidence through volatility, uncertainty, complexity and ambiguity.

WHO IT'S FOR

Experienced leaders who face problems with no clear answer.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Tell technical problems from adaptive challenges
- Challenge assumptions that no longer fit the situation
- Engage others in working through complex issues together
- Decide with confidence as conditions keep changing
- Build personal resilience and agility under pressure
- Create a culture of learning and experimentation

ABOUT THIS PROGRAM

The plan that worked last year no longer fits, priorities shift overnight and the people with the most experience cannot say what to do next. Our adaptive leadership training helps leaders tell technical problems from adaptive challenges, test their own assumptions, and engage others in working through issues no one has solved before. Leaders build resilience and agility, create a culture of learning and experimentation, and make sound decisions as conditions change, around the challenges your organisation faces.

Tailored to your organisation

We build in the real challenges your leaders are facing, the pressures in your industry and the language your people use, so participants work on situations they are actually dealing with.

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online



MANAGEMENT AND LEADERSHIP

Powerful Leadership Communication

Help managers keep their teams informed, aligned and on board, day to day.

WHO IT'S FOR

Managers and team leaders responsible for how their team communicates.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Explain direction and the reasons behind decisions clearly
- Cascade messages from above consistently and in context
- Communicate upward so senior leaders hear about issues early
- Run team meetings that are short, focused and lead to action
- Hold regular one-to-ones that keep people on track and supported
- Keep a hybrid team informed and aligned, wherever people work

ABOUT THIS PROGRAM

A decision comes down from above and the team hears three versions of it. Our leadership communication training gives managers practical habits for the communicating that only they can do. They learn to explain the why behind decisions, pass on messages from above consistently, keep senior people informed before small issues grow, and run team meetings and one-to-ones that people value. Hybrid team members hear the same thing at the same time as everyone else, and the whole team stays aligned on what matters.

Tailored to your organisation

We build in your internal channels, meeting rhythms, current announcements and the language your people use, so managers practise with messages they actually have to deliver.

Talk to us about this program

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ICML
INSTITUTE FOR COMMUNICATION MANAGEMENT AND LEADERSHIP



MANAGEMENT AND LEADERSHIP

Women in Leadership

Help women build the confidence, influence and presence to lead in their own way.

WHO IT'S FOR

Women who lead teams or are preparing for their first leadership role.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Build confidence and presence in meetings and with senior people
- Find and use a leadership style that feels authentic
- Communicate assertively and be heard when it matters
- Build influence and a network of support across the organisation
- Respond to bias with a clear, practical strategy
- Plan the next steps in their leadership career

ABOUT THIS PROGRAM

Capable women are often overlooked in meetings, passed over for stretch roles or told to be more confident without being shown how. Our women in leadership training gives participants practical ways to build confidence and presence, communicate assertively, grow their influence and networks, and lead in a style that feels authentic. Participants also build a strategy for handling bias when they meet it, so they can put their energy into leading. The program is shaped around your organisation, its culture and the roles participants are moving into.

Tailored to your organisation

We build in your values, leadership framework, any gender equity or inclusion commitments and the language your people use, and work on the situations participants are facing.

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online

PROGRAM CATEGORY

Business and Government Writing

Business Writing
Government Writing
Council Writing



BUSINESS AND GOVERNMENT WRITING · BUSINESS WRITING

Effective Business Writing

Write clear, professional business documents that are understood on the first read.

WHO IT'S FOR

Professionals at any level who write for colleagues, clients and managers.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Plan a document around its purpose and reader
- Lead with the main message so readers act quickly
- Write in plain English with short, active sentences
- Structure emails, reports and documents logically
- Match tone and detail to different audiences
- Edit and proofread their own writing with confidence

ABOUT THIS PROGRAM

Our business writing training tackles the habits that make workplace documents hard to read: the key point buried in paragraph four, the email that needs three follow-ups, the report nobody finishes. Participants learn to plan before they write, lead with the message, use plain English and edit with the reader in mind. They practise on their own documents, so clearer and faster writing shows up straight away, and the rework, queries and delays that unclear writing causes start to fall.

Tailored to your organisation

We work with your templates, style guide and real documents, so the skills fit the writing your people do every day.

"

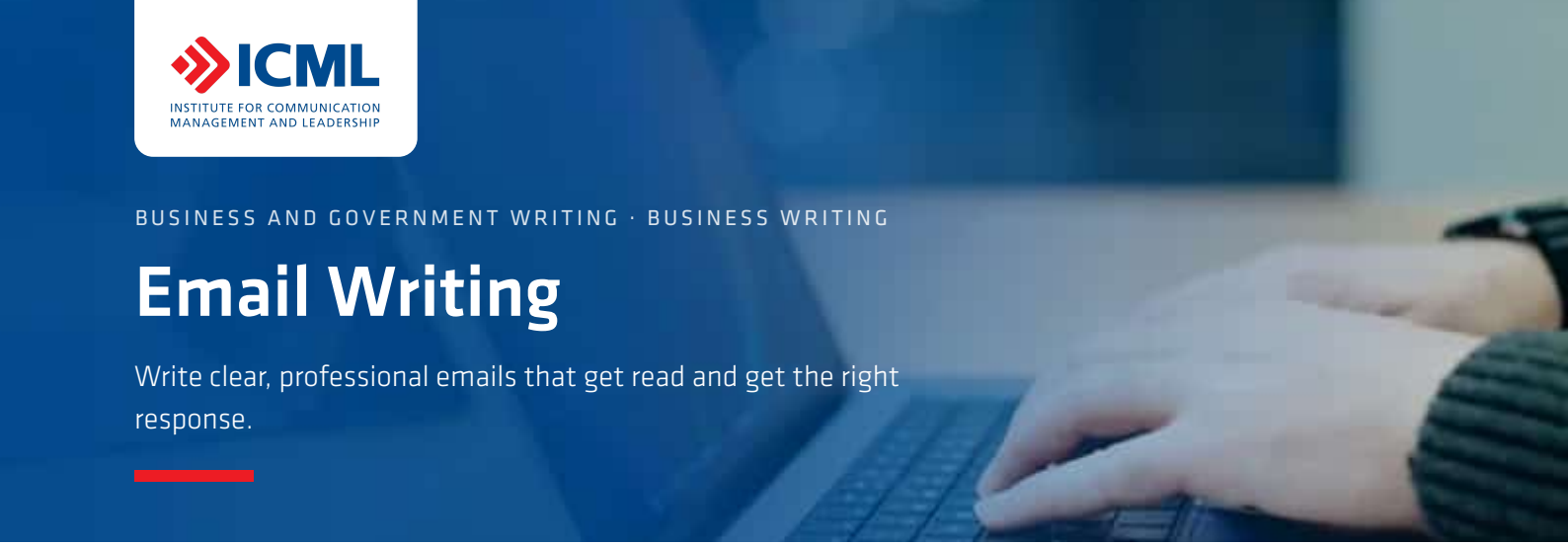
For a full day workshop it went so quick! Thank you, I really loved this session. Easily the most practical and valuable workshop I've been to in many years.

Lisa, WorkSafe Victoria

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · BUSINESS WRITING

Email Writing

Write clear, professional emails that get read and get the right response.

WHO IT'S FOR

Professionals who write emails every day and want them to work harder.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Write subject lines that get emails opened and read
- State the request or decision up front
- Keep emails short, structured and easy to scan
- Set the right tone for colleagues, clients and executives
- Manage long threads, replies and recipients well
- Proofread quickly before sending

ABOUT THIS PROGRAM

Our email writing training targets the messages that cost your team time: the long thread nobody reads to the end, the request that draws three replies asking what you meant, the quick answer that lands badly. Participants learn to write subject lines that get opened, lead with the ask, keep emails short and set the right tone for each reader. They rewrite real emails in the session, so better habits carry straight into the inbox.

Tailored to your organisation

We work with your real emails, templates and signature standards, so the techniques fit the way your people communicate.

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · BUSINESS WRITING

Customer-focused Writing

Write emails, letters, chat and portal messages that earn customer trust and loyalty.

WHO IT'S FOR

Customer-facing and support staff who write to customers every day.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Write customer messages that sound human and helpful
- Show empathy without losing clarity or control
- Apply your brand voice across email, letter and chat
- Explain decisions and bad news in a way customers accept
- Answer the real question the first time
- Adapt tone and length to each channel

ABOUT THIS PROGRAM

Our customer service writing training addresses the moments when writing makes or breaks a relationship: the reply that sounds like a form letter, the message that answers the wrong question, the refusal that reads as cold. Participants learn to show empathy, write in your brand voice, explain decisions clearly and turn a routine message into one that builds trust. They rework real customer messages in the session, so the change shows up in the next reply.

Tailored to your organisation

We build in your brand voice, your products and services, and the situations your customers raise, so the skills feel like part of the job.

> "I enjoyed the personal examples used as they provided me with very practical writing tools to use in the future.

Charli, Fed Department of Prime Minister & Cabinet

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · BUSINESS WRITING

Report Writing

Write clear, well-structured reports that communicate findings and get action.

WHO IT'S FOR

Professionals who write reports for managers, executives and clients.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Plan a report around its readers and the decision needed
- Structure reports so findings and recommendations lead
- Present evidence, data and options clearly
- Write executive and management reports for senior readers
- Cut length without losing substance
- Review and edit a report for clarity and accuracy

ABOUT THIS PROGRAM

Our report writing training addresses what goes wrong between the analysis and the page: findings buried on page twelve, recommendations that surprise the reader, a draft that goes through six rounds of edits. Participants learn to plan a report around its reader and decision, structure it so the conclusion comes first, present evidence clearly and edit with discipline. They work on their own report topics, so shorter, clearer reports that get action follow quickly.

Tailored to your organisation

We work with your report templates, recent reports and reviewers' feedback, so the program fits how decisions are made in your organisation.

> "I felt I started with a high level of writing ability but this program lifted my skills so much further. Thank you!"
>
> Pamela, AustralianSuper

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · BUSINESS WRITING

Writing Board Papers

Write clear, concise board papers that support good decision-making.

WHO IT'S FOR

Staff and executives who prepare papers for boards and committees.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Plan a paper around the decision the board must make
- Lead with a clear, justified recommendation
- Present context, options, risks and financial impact concisely
- Write for directors who read at speed and in advance
- Keep papers short, consistent and easy to navigate
- Edit and check papers before they reach the board

ABOUT THIS PROGRAM

Our board paper writing training deals with the papers that waste a meeting: forty pages where the decision is on page thirty, a recommendation the board did not expect, a summary that does not match the detail. Participants learn to plan a paper around the decision, lead with the recommendation, give directors the context, options and risks they need and keep papers short. They draft real paper sections in the session, so confident, decision-ready papers follow.

Tailored to your organisation

We work with your board paper template, delegations and recent papers (with sensitive content removed), so the program fits how your board works.

> "Very engaging – didn't want to multitask as I didn't want to miss anything. Very practical and real-life examples, hands-on practice as well.
>
> Caroline, APT Management Services Pty Ltd

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · BUSINESS WRITING

Policy Writing

Write clear, practical policies and procedures that people understand and follow.

WHO IT'S FOR

Staff and managers who write or review policies and procedures.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Plan a policy around its purpose, scope and readers
- Separate policy statements from procedures and guidelines
- Write requirements in plain, unambiguous language
- Structure policies so staff can find and apply them
- Keep policy documents consistent across the organisation
- Review and revise policies for clarity and usability

ABOUT THIS PROGRAM

Our policy writing training tackles the documents that sit unread: a policy full of legal language, a procedure that nobody can follow step by step, a set of documents that contradict each other. Participants learn to plan a policy around its purpose and readers, write requirements in plain language, separate policy from procedure and structure documents so staff can find and apply them. They draft and revise real policy extracts, so clearer, more usable documents follow.

Tailored to your organisation

We work with your policy template, framework and real documents, so participants practise on policies they write and review.

> Excellent and enjoyable course with a knowledgeable and helpful facilitator. It completely changed my approach to business communication.

Stephen, WorkSafe Victoria

Talk to us about this program

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BUSINESS AND GOVERNMENT WRITING · BUSINESS WRITING

AI Writing Training for Business

Help business teams use AI tools to write faster without losing quality, tone or accuracy.

WHO IT'S FOR

Business staff who write at work and want to use AI tools well.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Write clear prompts that produce useful first drafts
- Draft emails, reports and proposals faster with AI
- Keep tone, voice and brand consistent in AI-assisted writing
- Check AI output for accuracy, bias and gaps
- Protect confidential and personal information
- Apply your organisation's AI policy in everyday writing

ABOUT THIS PROGRAM

Our AI writing training for business answers a question most teams already face: staff are using AI to write, and the results are uneven. Some drafts are generic, some contain errors and some put confidential information at risk. Participants learn to write clear instructions for AI tools, draft emails, reports and proposals faster, check output for accuracy and tone and keep their own voice and judgement. They work on their own documents, so faster drafting without lost quality follows.

Tailored to your organisation

We work with your approved AI tools, AI policy and the documents your teams write, so the program reflects what your people can use.

> This was an exceptionally valuable course. I will use this every day.
>
> Charlotte, Future Skills Organisation

Talk to us about this program
1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · BUSINESS WRITING

Writing Winning Tenders and Proposals

Write clear, compelling tender responses that win contracts.

WHO IT'S FOR

Tender writers, bid teams and managers who respond to tenders and RFPs.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Analyse tender documents and evaluation criteria
- Plan a response and allocate writing across the team
- Answer each criterion directly, with evidence
- Write persuasive, client-focused responses
- Write an executive summary evaluators read first
- Review responses for compliance, clarity and consistency

ABOUT THIS PROGRAM

Our tender writing training deals with the responses that score poorly for avoidable reasons: criteria answered in general terms, a strong capability described weakly, a response that is compliant but flat, a document assembled in a rush from old content. Participants learn to read the tender documents closely, plan a response against the evaluation criteria, write clear, evidence-based answers and review for compliance and persuasion. They draft real response sections in the session, so stronger, more competitive tenders follow.

Tailored to your organisation

We work with your content library, past responses and buyers, so the program reflects the tenders you actually write.

> "The engaging presentation style and clear structure will help guide us through future tender writing.
>
> Participant, Australian Council for Educational Research

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · BUSINESS WRITING

Writing Minutes and Agendas

Take clear, accurate minutes and write agendas that keep meetings on track.

WHO IT'S FOR

People who take minutes and prepare agendas, and the chairs they support.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Prepare agendas that focus a meeting and its time
- Listen for decisions, actions and owners
- Record discussion accurately without writing everything
- Write minutes that are clear, brief and neutral
- Capture actions with owners and deadlines
- Review and distribute minutes quickly

ABOUT THIS PROGRAM

Our minute taking training tackles the records that cause trouble later: minutes that capture every word but not the decision, actions with no owner or date, an agenda that lets the meeting wander. Participants learn to plan an agenda that focuses the meeting, listen for decisions and actions, record them accurately and briefly, and issue minutes that people use. They practise on realistic meeting scenarios, so confident, consistent minutes follow. This is training for your people, not a minute-taking service.

Tailored to your organisation

We work with your meeting types, templates and governance requirements, so the program fits the minutes you take, from team meetings to board committees.

> "Overall it was a very insightful session. Thank you for your time and knowledge today. I feel a lot more prepared if I am asked to take minutes in the future.
>
> Sarah, Anglicare Victoria

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · BUSINESS WRITING

Writing Persuasive Business Cases

Write clear, persuasive business cases that get approved.

WHO IT'S FOR

Staff and managers who write business cases to win approval or funding.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Frame the problem and the case for change clearly
- Structure a business case around decision-makers' questions
- Present options, costs, benefits and risks fairly
- Write a recommendation that is easy to approve
- Use evidence and figures to build credibility
- Summarise the case in a page that stands alone

ABOUT THIS PROGRAM

Our business case writing training deals with the proposals that stall: a sound idea buried in detail, options that are not compared fairly, costs and benefits that do not add up on the page, a case that answers questions nobody asked. Participants learn to structure a case around the decision-maker's questions, present the problem, options, costs, benefits and risks clearly and write a recommendation that is easy to approve. They draft real case sections in the session, so stronger, more persuasive cases follow.

Tailored to your organisation

We work with your business case template, approval process and typical decisions, so the program fits how proposals are assessed in your organisation.

> "Excellent session. Rules that I can apply to all my business writing.
>
> Tim, Greater Western Water

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · BUSINESS WRITING

Writing Executive Summaries

Write sharp, persuasive executive summaries that get read first and acted on.

WHO IT'S FOR

Professionals who summarise reports and proposals for senior readers.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Decide what a busy reader most needs to know
- Lead with the conclusion, recommendation or ask
- Condense findings and evidence without losing accuracy
- Write summaries that stand alone from the full document
- Match length and tone to the reader and document
- Test and edit a summary before it goes out

ABOUT THIS PROGRAM

Our executive summary writing training targets the summaries that fail their readers: a page that repeats the introduction, a summary that does not say what is recommended, a document that cannot be understood without reading the rest. Participants learn to decide what matters most, lead with the conclusion, give the evidence and the ask and make the summary stand alone. They write summaries of real documents in the session, so sharper summaries show up in the next report.

Tailored to your organisation

We work with your report and proposal templates and real documents, so participants practise on the summaries they write.

> "One of the best training sessions. Lynne is an expert and engaging! Everyone needs to take this course.
>
> Jamie, Crown Resorts

Talk to us about this program

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Enquire online



BUSINESS AND GOVERNMENT WRITING · BUSINESS WRITING

Writing Technical Reports

Turn complex technical information into clear, accessible writing.

WHO IT'S FOR

Engineers, scientists, IT and other specialists who write technical reports.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Plan technical documents around the reader and purpose
- Explain complex ideas in plain, accurate language
- Structure findings, methods and recommendations logically
- Present data, figures and tables so they support the message
- Write for technical and non-technical readers in one document
- Review and edit technical writing for clarity and consistency

Tailored to your organisation

We work with your report templates, technical standards and anonymised examples, so the program fits your discipline and your readers.

ABOUT THIS PROGRAM

Our technical writing training addresses a familiar gap: a report that is accurate and complete but unreadable to the people who must act on it. Participants learn to plan a technical document around its reader, explain complex ideas in plain language, structure findings and recommendations logically and present data, figures and procedures clearly. They work on their own technical documents, so reports that decision-makers understand and that colleagues can follow become the norm.

> I love this training because it was active throughout and the trainer was great. The training really improved our report-writing skills for different audiences.

Participant, Myanmar Koei International Ltd

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · BUSINESS WRITING

Writing Grants and Requests for External Funding

Write clear, compelling grant applications and funding submissions that get results.

WHO IT'S FOR

People who write grant applications and funding submissions.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Read funding guidelines and assessment criteria closely
- Answer each criterion directly and with evidence
- Describe need, outcomes and impact convincingly
- Link the budget to the project story
- Write a clear, concise project summary
- Review and edit an application before submission

ABOUT THIS PROGRAM

Our grant writing training deals with applications that miss out for avoidable reasons: criteria answered in general terms, a strong project described weakly, a budget that does not match the story, a submission that reads like every other. Participants learn to read funding guidelines closely, answer each criterion directly, tell a credible story of need and impact and present budgets and outcomes clearly. They draft real application sections in the session, so stronger, more competitive submissions follow.

Tailored to your organisation

We work with the funding programs you apply to, your past applications and assessor feedback, so the practice reflects the grants you pursue.

> "Gary is very knowledgeable, and an expert in his area – it was a privilege to be taught grant writing skills by him.
>
> Amelia, Agscent

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · BUSINESS WRITING

Sales Proposals and Presentations

Write and present persuasive sales proposals that win business.

WHO IT'S FOR

Sales, account and business development staff who write proposals.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Frame a proposal around the client's needs and decision
- Structure a proposal that is easy to read and assess
- Write specific, benefit-led copy instead of generic claims
- Present pricing and value convincingly
- Write a summary that stands alone for senior decision-makers
- Present the proposal clearly and with confidence

ABOUT THIS PROGRAM

Our sales proposal writing training addresses proposals that lose to weaker offers: a document about your company instead of the client's problem, a price without a story, a proposal that looks like the last one with a new name on top. Participants learn to understand what the client needs, structure a proposal around their decision, write persuasive, specific copy and present the proposal with confidence. They draft and present real proposals in the session, so clearer, more competitive proposals follow.

Tailored to your organisation

We work with your offer, your past proposals and your typical clients, so the program reflects how your organisation sells.

> "Great practical points! Appreciated the psychological explanations. With the new understanding and skill set, I feel confident to tackle the next tender!

Katie, Woden Community Service

Talk to us about this program

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Enquire online



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BUSINESS AND GOVERNMENT WRITING · BUSINESS WRITING

Writing Responses to Complaints

Write clear, empathetic responses to complaints that address every issue and keep the relationship.

WHO IT'S FOR

Staff who respond to customer complaints and leaders who approve replies.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Read a complaint for every issue, not just the loudest one
- Write responses that are empathetic, clear and complete
- Convey bad news and refusals with compassion
- Balance empathy with a firm, defensible position
- Handle abusive or unreasonable correspondence calmly
- Draft standard paragraphs for situations that recur

ABOUT THIS PROGRAM

Our complaint response writing training is built for the replies that are hardest to write: the angry email with five issues in it, the decision the customer will not like, the message that could end the relationship. Participants learn to understand the complainant's situation, address every point in a logical order, convey bad news with compassion and hold a firm position without sounding defensive. They draft real scenarios in the session, so confident, consistent responses follow.

Tailored to your organisation

We work with your complaints process, your commitments to customers and real, anonymised scenarios from your team, so the practice feels like the job.

> "I really liked how we used examples of emails and documents we had sent previously in PM&C.
>
> Participant, Fed Department of Prime Minister & Cabinet

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · BUSINESS WRITING

Internal Communications

Plan and write internal communications that inform, engage and get read.

WHO IT'S FOR

People who write to staff: communications, HR and managers.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Plan internal messages around purpose, audience and channel
- Write announcements and updates people read to the end
- Explain change clearly and honestly
- Tailor one message for different groups of staff
- Keep tone consistent across leaders and teams
- Check messages for clarity before they go out

ABOUT THIS PROGRAM

Our internal communications training deals with the messages that staff skip: the all-staff email with the key point in line nine, the announcement that raises more questions than it answers, the change update that arrives after the rumours. Participants learn to plan messages around the reader, choose the right channel, write clearly and keep updates consistent. They draft real announcements in the session, so internal communication that informs and engages starts straight away.

Tailored to your organisation

We work with your channels, your recent communications and the changes your people are facing, so the program fits how information moves in your organisation.

> One of the best workshops I've attended. Interesting, engaging and fun. Ian is a fantastic host and extremely knowledgeable in the subject.

Andrew, Pernod Ricard

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · BUSINESS WRITING

Writing for Social Media

Write social media posts that are clear, on-brand and worth engaging with.

WHO IT'S FOR

Staff who write or approve social media posts for their organisation.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Write opening lines that stop the scroll
- Keep posts short, clear and focused on one message
- Write in your brand voice across platforms
- Adapt tone and format to each platform and audience
- Reply to comments and messages professionally
- Review posts for accuracy, tone and risk before publishing

ABOUT THIS PROGRAM

Our social media writing training deals with the posts that disappear into the feed: the announcement that reads like a media release, the caption that rambles, the reply that sounds nothing like your brand. Participants learn to hook readers in the first line, write in your brand voice, adapt each post to its platform and keep a professional tone when conversations get public. They draft and edit posts in the session, so confident, on-brand content follows.

Tailored to your organisation

We work with your brand guidelines, your audiences and your real posts, so the techniques fit your channels and your tone.

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · BUSINESS WRITING

Editing Skills for Leaders

Help leaders edit their own and their team's writing for clarity, tone and impact.

WHO IT'S FOR

Managers and leaders who review and approve their team's writing.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Edit in layers, from message and structure to wording
- Cut length and jargon without losing meaning
- Check tone, accuracy and consistency efficiently
- Give writers feedback they can act on
- Agree a shared standard for the team's writing
- Proofread quickly and reliably before sign-off

ABOUT THIS PROGRAM

Our editing skills training for leaders tackles the review habits that slow teams down: a draft returned covered in changes that teach the writer nothing, a leader who rewrites instead of coaching, comments that contradict each other. Participants learn to edit in layers, from message and structure down to wording and proofreading, give feedback writers can use and agree what good looks like. They edit real drafts in the session, so faster reviews and better first drafts follow.

Tailored to your organisation

We work with your style guide, approval process and examples of real drafts, so participants edit the documents they review.

> "I felt the facilitator structured feedback to support the writer to improve. Thank you for a wonderful course! I felt supported in reviewing my work productively.

Angela, Anglicare Victoria

Talk to us about this program

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BUSINESS AND GOVERNMENT WRITING · GOVERNMENT WRITING

Government Writing for Clarity

Help public servants write clear, concise, consistent documents that readers understand the first time.

WHO IT'S FOR

Public servants at any level who write documents for others to act on.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Plan a document around its purpose and reader
- Structure documents so the main point comes first
- Use plain English, active voice and short sentences
- Write consistently to your agency's style and tone
- Adapt writing for decision-makers, colleagues and the public
- Edit and proofread efficiently before submission

ABOUT THIS PROGRAM

Our plain English writing training for government tackles the habits that slow public sector writing: long sentences, passive constructions, documents that bury the point, and drafts returned again and again for rewriting. Participants learn to plan before they write, structure documents logically, use plain English and active voice, and edit and proofread with discipline. They work on documents from their own role, so clear, concise and consistent writing follows quickly, and rework falls.

Tailored to your organisation

We work with your style guide, templates and real documents, so the program fits your agency's conventions, whichever jurisdiction you work in.

> "Really enjoyed the theory and the examples of how to apply it. Screen sharing as an educational tool was brilliant.
>
> Lauren, VIC Department of Health

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · GOVERNMENT WRITING

Public-focused Writing

Write emails, letters and portal messages to the public that explain decisions clearly and build trust.

WHO IT'S FOR

Public servants who write to the public in their day-to-day roles.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Identify what the member of the public needs to know
- Explain policy and decisions in clear, plain language
- Set a respectful, human tone in official correspondence
- Structure emails, letters and portal messages logically
- Answer enquiries completely so fewer follow-ups are needed
- Keep correspondence accountable and consistent

ABOUT THIS PROGRAM

Our government correspondence training deals with the letters and messages that generate more correspondence: a reply full of policy language, a decision explained without a reason, a tone that sounds like the agency rather than a person. Participants learn to read what the member of the public is asking, explain decisions and policy plainly, set the right tone and write emails, letters and portal messages that are clear and accountable. They rewrite real correspondence in the session, so replies that settle matters the first time follow.

Tailored to your organisation

We work with your templates, standard paragraphs and real correspondence, with personal details removed, so the program fits your agency's role and decisions.

> "I found a lot of what I am currently doing is good practice and reassuring. I also learnt why things are done the way they are, which I really like.

Participant, Fed Department of Finance

Talk to us about this program

1300 655 098 · info@icml.com.au

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BUSINESS AND GOVERNMENT WRITING · GOVERNMENT WRITING

Responding to Complex Complaints in Government

Write clear, compassionate responses to complex complaints that stand up to scrutiny.

WHO IT'S FOR

Public servants who respond to complex or escalated complaints.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Read a complaint for every issue and the underlying concern
- Write responses that are clear, empathetic and complete
- Convey adverse decisions and sensitive information with compassion
- Balance assertiveness and empathy in one response
- Handle abusive or high-risk correspondence calmly
- Draft standard paragraphs for situations that recur

ABOUT THIS PROGRAM

Our complaint response writing training for government is built for the responses that carry the most risk: a letter raising many issues, a decision that will disappoint, an unprecedented situation with no template, correspondence that is angry or abusive. Participants learn to understand the complainant's situation, address every issue in a logical order, convey adverse decisions with compassion and stay firm and fair. They draft real scenarios in the session, so confident, consistent responses follow.

Tailored to your organisation

We work with your complaints policy, your decision-making framework and anonymised scenarios from your team, so participants practise on situations they recognise.

> "I will be recommending this training to my whole team. I found it extremely helpful, especially the updated changes to the style guide.
>
> Alyce, Fed Department of Prime Minister & Cabinet

Talk to us about this program

1300 655 098 · info@icml.com.au

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BUSINESS AND GOVERNMENT WRITING · GOVERNMENT WRITING

Government Writing for Decision Making

Write fast, clear documents that senior decision-makers can read, decide on and act on, with less rework.

WHO IT'S FOR

Experienced public servants who write high-stakes documents for executives.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Write for a reader who must decide, act or respond quickly
- Prioritise and synthesise large volumes of material
- Present evidence, options, risks and recommendations
- Tailor depth and tone for expert and executive readers
- Reduce rework from multiple rounds of comment
- Write with judgement under time pressure

ABOUT THIS PROGRAM

Our decision-ready writing training starts from a different question to plain English: not 'Is this clear?' but 'Can the reader decide, act or respond quickly?' Participants already write well. The problems are volume and pace, several audiences at once, and drafts that return after comment from executives, legal, communications and policy. They learn to prioritise, synthesise large source material, present evidence, options, risks and recommendations, and write for expert readers. Faster, more decisive documents with less rework follow.

Tailored to your organisation

We work with your document types, templates and real, de-identified examples, and the program suits any state, territory or the Commonwealth.

"

I liked the way Lynne translated her experience into practical examples. I've recommended this course to a number of colleagues as a great learning tool.

Frances, WorkSafe Victoria

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BUSINESS AND GOVERNMENT WRITING · GOVERNMENT WRITING

Writing Ministerial and Executive Briefs

Write clear, accurate briefs that give ministers and executives what they need, fast.

WHO IT'S FOR

Public servants who brief ministers, executives and agency heads.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Identify what a minister or executive needs from a brief
- Structure short, clear briefs with the key message first
- Write accurate, concise content under time pressure
- Anticipate questions the reader will be asked
- Write talking points and information briefs
- Keep briefs consistent, current and ready to sign

ABOUT THIS PROGRAM

Our ministerial brief writing training addresses the briefs that miss the mark: three pages where one would do, a recommendation that appears too late, key facts that are out of date, a brief that does not anticipate what the minister will be asked. Participants learn to understand what the reader needs and when, structure short-form briefs, write accurate, concise content and keep briefs consistent across the team. They write real briefs in the session, so accurate, faster briefs follow.

Tailored to your organisation

We work with your brief templates, clearance process and real, de-identified examples, and the program suits any state, territory or the Commonwealth.

"

This was excellent! So relevant, engaging, no unnecessary fluff and so practical!

Lisa, WorkSafe Victoria

Talk to us about this program

1300 655 098 · info@icml.com.au

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BUSINESS AND GOVERNMENT WRITING · GOVERNMENT WRITING

AI Writing Training for Government

Help government teams use AI tools to write faster without losing accuracy, tone or accountability.

WHO IT'S FOR

Public servants who write at work and want to use AI tools well.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Write clear prompts that produce useful first drafts
- Draft briefs, reports and correspondence faster with approved tools
- Keep tone and voice appropriate for ministers and the public
- Check AI output for accuracy, bias and gaps
- Protect official, personal and confidential information
- Apply your agency's AI policy in everyday writing

ABOUT THIS PROGRAM

Our AI writing training for government meets a reality most agencies already face: staff are experimenting with AI, and the rules, the risks and the results are unclear. Some drafts are generic or wrong, and some put official or personal information at risk. Participants learn to write clear instructions for approved AI tools, draft briefs, reports and correspondence faster, check output for accuracy and tone and keep accountability with the author. They work on their own documents, so faster drafting with sound judgement follows.

Tailored to your organisation

We work with your approved tools, AI policy and security classifications, and the program suits any state, territory or the Commonwealth.

> "Very clear, moved well through topics. Great course – it will make a significant change to my day-to-day work.
>
> Brett, Roads

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1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · GOVERNMENT WRITING

Policy Writing in Government

Write clear, practical policies and procedures that staff understand and follow.

WHO IT'S FOR

Public servants who write or review policies and procedures.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Plan a policy around its purpose, scope and readers
- Separate policy statements from procedures and guidance
- Write obligations and responsibilities in plain language
- Structure documents so staff can find and apply them
- Keep policies and procedures consistent across the agency
- Review and revise documents for clarity and usability

ABOUT THIS PROGRAM

Our government policy writing training deals with the documents that staff cannot use: a policy full of legislative language, a procedure with missing steps, two documents that contradict each other, a framework nobody has updated. Participants learn to plan a policy around its purpose and readers, separate policy from procedure, write obligations in plain language and structure documents so staff find the answer fast. They draft and revise real extracts, so clearer, more consistent documents follow.

Tailored to your organisation

We work with your policy template, framework and real documents, and the program suits any state, territory or the Commonwealth.

> "I was implementing the learnings into my writing even after only the first half of the training. Very practical, and useful to many different types of roles.
>
> Alicia, VIC Department of Health

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Writing Ministerial Correspondence

Write structured, persuasive ministerial correspondence with the right tone, first time.

WHO IT'S FOR

Public servants who draft correspondence for a minister's signature.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Understand the process and authorising environment
- Structure correspondence that is clear and persuasive
- Strike the right tone, including emotional engagement
- Identify risk and opportunity in a draft reply
- Write for both expert and non-expert readers
- Work with departmental templates and approval processes

ABOUT THIS PROGRAM

Our ministerial correspondence training deals with the drafts that go back and forth: a reply that misses the tone a minister would use, a letter that exposes a risk nobody flagged, a response that follows the template but does not answer the question. Participants learn to understand the authorising environment, structure persuasive correspondence, strike the right tone for each reader and write for expert and non-expert audiences. They work through scenarios and case studies, so drafts that clear review sooner follow.

Tailored to your organisation

We work with your templates, approval pathway and real, de-identified examples, and the program suits any state, territory or the Commonwealth.

> "Really practical – all government employees should do this course. All new starters to government need to do this as part of their onboarding.
>
> Carolyn, VIC Department of Health

Talk to us about this program
1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · GOVERNMENT WRITING

Reports Executives Act On

Reports Executives Act On – performance, status and analytical reports senior leaders read and use.

WHO IT'S FOR

Public servants who write performance, status and analytical reports.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Plan reports around what executives must decide or note
- Lead with performance, insight and recommendation
- Turn data and dashboards into a clear narrative
- Write recurring status reports that stay short and useful
- Present analysis, risks and options in plain English
- Edit reports so senior readers can act on them

ABOUT THIS PROGRAM

Our government report writing training addresses the reports that executives do not use: a long document full of data with no clear message, a monthly status report copied forward from last month, a dashboard that raises questions instead of answering them. Participants learn to plan reports around what executives must decide or note, turn data into a clear story, write recurring reports that stay short and useful, and present analysis, risks and recommendations in plain English. They work on their own reports, so reports that get action follow.

Tailored to your organisation

We work with your reporting templates, performance frameworks and de-identified examples, and the program suits any state, territory or the Commonwealth.

> "Keep up the brilliant work, Jill! All very useful and relevant information. Jill's excellent presentation and communication skills most notable.

Participant, Fed Civil Aviation Safety Authority

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · GOVERNMENT WRITING

Writing Executive Summaries for Government

Write sharp executive summaries for government reports, briefs and submissions.

WHO IT'S FOR

Public servants who summarise documents for executives and ministers.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Decide what a senior reader must take away
- Lead with the conclusion, recommendation or ask
- Condense evidence without losing accuracy or caveats
- Write summaries that stand alone from the full document
- Match length and tone to reports, briefs and submissions
- Test and edit a summary before it goes forward

ABOUT THIS PROGRAM

Our government executive summary writing training addresses the summaries that do not do their job: a page that repeats the introduction, a summary that omits the recommendation, a submission that cannot be understood without reading the annexes. Participants learn to decide what a senior reader must take away, lead with the conclusion, keep figures and caveats accurate and make the summary stand alone. They summarise real documents in the session, so summaries that support a decision follow.

Tailored to your organisation

We work with your report, brief and submission templates and real, de-identified documents, and the program suits any state, territory or the Commonwealth.

> "Lynne's sessions are always super engaging. She can get through a lot of content, paced well, with great energy. Fabulous as always!
>
> Lisa, WorkSafe Victoria

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BUSINESS AND GOVERNMENT WRITING · GOVERNMENT WRITING

Writing Minutes and Agendas for Government

Take clear, accurate minutes and prepare agendas that meet government record-keeping standards.

WHO IT'S FOR

Public servants who take minutes and prepare agendas, and their chairs.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Prepare agendas that focus meetings and committees
- Listen for decisions, actions, owners and deadlines
- Record discussion accurately, neutrally and briefly
- Write minutes that meet record-keeping requirements
- Capture and follow up actions between meetings
- Review and issue minutes quickly and consistently

ABOUT THIS PROGRAM

Our minute taking training for government deals with records that cause problems later: minutes that capture discussion but not the decision, actions with no owner, an agenda that lets a committee drift, a record that cannot be relied on in a review. Participants learn to prepare agendas that focus a meeting, listen for decisions and actions, record them accurately and neutrally, and issue minutes that meet record-keeping requirements. They practise on realistic scenarios, so confident, consistent official records follow. This is training for your people, not a minute-taking service.

Tailored to your organisation

We work with your meeting types, templates and records obligations, and the program suits any state, territory or the Commonwealth.

Talk to us about this program
1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · GOVERNMENT WRITING

Editing Skills for Leaders in Government

Help government leaders edit their own and their team's writing for clarity, accuracy and tone.

WHO IT'S FOR

Managers and executives who review and clear their team's writing.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Edit in layers, from message and structure to wording
- Check accuracy, tone and consistency efficiently
- Cut length and jargon without losing meaning
- Give feedback that writers can act on
- Agree a shared standard for the team's documents
- Reduce rounds of clearance before documents go forward

ABOUT THIS PROGRAM

Our editing skills training for government leaders tackles the review habits that slow clearance: a draft returned with so many changes the writer learns nothing, three reviewers who contradict each other, a leader who rewrites late at night because it is faster. Participants learn to edit in layers, from message and structure to wording and accuracy, give feedback writers can use and agree a team standard. They edit real documents, so faster clearance and better first drafts follow.

Tailored to your organisation

We work with your style guide, clearance process and real, de-identified drafts, and the program suits any state, territory or the Commonwealth.

"I've learned so much and can't wait to apply this at work. I think this should be a mandatory course.

Participant, Roads

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BUSINESS AND GOVERNMENT WRITING · COUNCIL WRITING

Writing Council Documents for Clarity

Write clear, plain-language council documents that residents and colleagues understand.

WHO IT'S FOR

Council officers at any level who write documents for others to use.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Plan council documents around purpose and reader
- Structure documents so the main point comes first
- Write in plain language, free of jargon and legislative wording
- Keep documents consistent across teams and departments
- Adapt writing for residents, councillors and colleagues
- Edit and proofread efficiently before documents go out

Tailored to your organisation

We work with your style guide, templates and real documents, so the program fits your council's role, whichever state or territory you are in.

ABOUT THIS PROGRAM

Our council document writing training addresses the documents that confuse their readers: a notice full of planning and legislative language, a report whose point arrives on page six, a policy that staff and residents read differently. Participants learn to plan around the reader, structure documents logically, write in plain language and edit for consistency. They work on documents from their own role, so clear, consistent writing that residents and colleagues understand the first time follows.

> It was such a useful course – every leader should do it, but all staff too. Lynne was fantastic.

Participant, City of Casey

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BUSINESS AND GOVERNMENT WRITING · COUNCIL WRITING

Community-focused Writing

Write emails, letters and portal messages to residents, businesses and community groups that build trust.

WHO IT'S FOR

Council officers who write to residents, businesses and community groups.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Identify what the resident or business needs to know
- Explain rates, permits and planning decisions in plain language
- Set a respectful, human tone in council correspondence
- Structure emails, letters and portal messages logically
- Answer enquiries completely, so fewer follow-ups are needed
- Reduce escalations to councillors and the CEO

ABOUT THIS PROGRAM

Our council correspondence training deals with the letters that generate calls and complaints: a rates notice no one understands, a permit decision without a reason, a planning response that reads like a legal document, a reply that goes straight to the councillor. Participants learn to read what the resident is asking, explain decisions plainly, set the right tone and write emails, letters and portal messages that build trust. They rework real correspondence in the session, so replies that settle matters the first time follow.

Tailored to your organisation

We work with your templates, standard paragraphs and real correspondence, with personal details removed, so the program fits your council's decisions and services.

> "Very engaging and easy to follow. I thoroughly enjoyed your session and have learnt several key points to enhance my writing and communicating skills.

Sam, Mornington Peninsula Shire

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1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · COUNCIL WRITING

Writing Difficult Responses to Complaints

Write clear, empathetic responses to complaints from residents and ratepayers that hold up to scrutiny.

WHO IT'S FOR

Council officers who respond to complaints from residents and ratepayers.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Read a complaint for every issue and the underlying concern
- Write responses that are empathetic, clear and complete
- Explain adverse decisions and refusals with care
- Balance empathy with a firm, defensible position
- Respond to requests for review in a clear, reasoned way
- Handle difficult or abusive correspondence calmly

ABOUT THIS PROGRAM

Our complaint response writing training for councils is built for the replies that carry the most risk: a letter with several grievances, a refusal the resident will not accept, a request for review, an abusive email. Participants learn to understand the resident's situation, address every issue in order, explain adverse decisions with care and stay firm and fair. They draft real scenarios in the session, so confident, consistent responses follow, and fewer complaints escalate to councillors, the CEO or an external body.

Tailored to your organisation

We work with your complaints policy, your decision-making framework and anonymised scenarios from your team, so participants practise on situations they recognise.

> "I really enjoyed the session. There were some great takeaways that myself, and WaterNSW as a whole, can immediately embed into our day-to-day writing practices.
>
> Louise, WaterNSW

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BUSINESS AND GOVERNMENT WRITING · COUNCIL WRITING

Writing Effective Council Reports

Write clear, well-structured reports that support good decisions by council.

WHO IT'S FOR

Council officers who write formal reports to council meetings.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Plan a report around the decision council must make
- Write a clear recommendation supported by the analysis
- Address governance, legislation, risk and community impact
- Present options and financial implications concisely
- Use the council report template well
- Review and edit reports before they go to the agenda

ABOUT THIS PROGRAM

Our council report writing training deals with the reports that slow a meeting: a recommendation that does not match the analysis, governance and legal issues buried at the end, community impact left out, a template filled in without a clear argument. Participants learn to plan a report around the decision councillors must make, address governance, legislation, risk and community impact, write a clear recommendation and use the council's template well. They draft real report sections, so confident decisions follow.

Tailored to your organisation

We work with your report template, governance framework and de-identified past reports, and the program suits councils in any state or territory.

Talk to us about this program
1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · COUNCIL WRITING

Writing Effective Management Reports in Council

Write management reports and briefing notes that your CEO, directors and executive team can act on.

WHO IT'S FOR

Council officers who report to the CEO, directors and executive team.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Plan a report around what the executive must decide
- Write clear analysis and a firm recommendation
- Present performance, risk and business impact concisely
- Link reports to organisational objectives
- Write briefing notes that executives can read in minutes
- Review and edit reports before they reach the executive

ABOUT THIS PROGRAM

Our council briefing note writing training addresses the internal reports that leaders cannot use: a briefing note that describes the issue but not what to do, an analysis with no recommendation, a performance report full of figures and no message, a risk buried in the appendix. Participants learn to plan around the executive's decision, write analysis and recommendations clearly, present performance, risk and business impact and align reports with organisational objectives. They write real reports in the session, so decisions at the executive table come faster.

Tailored to your organisation

We work with your briefing note and report templates and de-identified examples, and the program suits councils in any state or territory.

> "Very beneficial session that will improve the quality of my council report writing moving forward.
>
> James, Mornington Peninsula Shire

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BUSINESS AND GOVERNMENT WRITING · COUNCIL WRITING

AI Writing Training for Local Government

Help council teams use AI tools to write faster without losing accuracy, tone or accountability.

WHO IT'S FOR

Council officers who write at work and want to use AI tools well.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Write clear prompts that produce useful first drafts
- Draft reports, letters and policy text faster with approved tools
- Keep tone and plain language suitable for the community
- Check AI output for accuracy, bias and gaps
- Protect resident, personal and confidential information
- Apply your council's AI policy in everyday writing

ABOUT THIS PROGRAM

Our AI writing training for local government meets a reality most councils already face: officers are experimenting with AI, and the rules and the results are unclear. Some drafts are generic or wrong, and some put resident information at risk. Participants learn to write clear instructions for approved AI tools, draft reports, correspondence and policy documents faster, check output for accuracy and tone and keep accountability with the officer. They work on their own documents, so faster drafting with sound judgement follows.

Tailored to your organisation

We work with your approved tools, AI policy and privacy obligations, and the program suits councils in any state or territory.

Talk to us about this program

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Enquire online



BUSINESS AND GOVERNMENT WRITING · COUNCIL WRITING

Writing Council Policy Documents

Write clear, practical council policies that staff and residents can understand and apply.

WHO IT'S FOR

Council officers who write or review policies, procedures and guidelines.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Plan a policy around its purpose, scope and readers
- Separate policy statements from procedures and guidelines
- Write requirements and responsibilities in plain language
- Structure policies so staff and residents can find answers
- Prepare policies for consultation and council adoption
- Review and update documents for clarity and consistency

ABOUT THIS PROGRAM

Our council policy writing training deals with the documents that are hard to apply: a policy written in legislative language, a procedure that leaves out the steps, a policy that residents read one way and officers another, a policy suite that overlaps. Participants learn to plan a policy around its purpose, scope and readers, separate policy from procedure, write requirements in plain language and prepare documents for council. They draft real extracts, so clearer, more consistent council documents follow.

Tailored to your organisation

We work with your policy template, framework and real documents, and the program suits councils in any state or territory.

> "Really valuable program – never too old to learn new ways, and I have already noticed the change in Council reports.
>
> Participant, Whitsunday Regional Council

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online



BUSINESS AND GOVERNMENT WRITING · COUNCIL WRITING

Writing Funding Requests for Councils

Write clear, compelling funding requests and grant applications for council projects.

WHO IT'S FOR

Council staff who write grant applications and funding requests.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Read funding guidelines and assessment criteria closely
- Answer each criterion directly, with evidence
- Describe community need and project impact convincingly
- Link the budget to the project story
- Write a clear, concise project summary
- Review and edit an application before it is submitted

ABOUT THIS PROGRAM

Our council grant writing training deals with the applications that miss out for avoidable reasons: a worthwhile project described in general terms, criteria answered loosely, a budget that does not match the story, an application that reads like every other. Participants learn to read funding guidelines closely, answer each criterion with evidence, make the case for community need and impact and present budgets clearly. They draft real application sections in the session, so stronger, more competitive requests follow.

Tailored to your organisation

We work with the funding programs you apply to, your past applications and assessor feedback, and the program suits councils in any state or territory.

> "I thought this was valuable–I think I will be able to write a tender now!"
>
> Sharon, Australian Council for Educational Research

Talk to us about this program

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Enquire online

PROGRAM CATEGORY

Artificial Intelligence



ARTIFICIAL INTELLIGENCE

AI for Leaders

Help leaders understand AI, plan its adoption and set a strategic AI roadmap.

WHO IT'S FOR

Business leaders and managers guiding their teams on AI.

DURATION

INSIGHT 3 hours, ACTIVATE 1 day, ROADMAP 2 days, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Explain what AI can and cannot do, in plain terms
- Spot where AI adds value in their team's work
- Set clear expectations and guardrails for AI use
- Prioritise AI uses and build an implementation plan
- Align AI priorities with strategy and risk appetite
- Lead people through change as AI reshapes their work

ABOUT THIS PROGRAM

Staff are trying new tools, vendors are promising savings, the board wants a position, and leaders have no shared view of what any of it means for the organisation. This AI training for business gives leaders that shared view and a clear way forward. INSIGHT builds AI literacy, ACTIVATE produces an implementation plan for your organisation and ROADMAP sets a strategic, long-term direction. Each stage stands on its own and is built around your organisation's priorities, risks and AI policy.

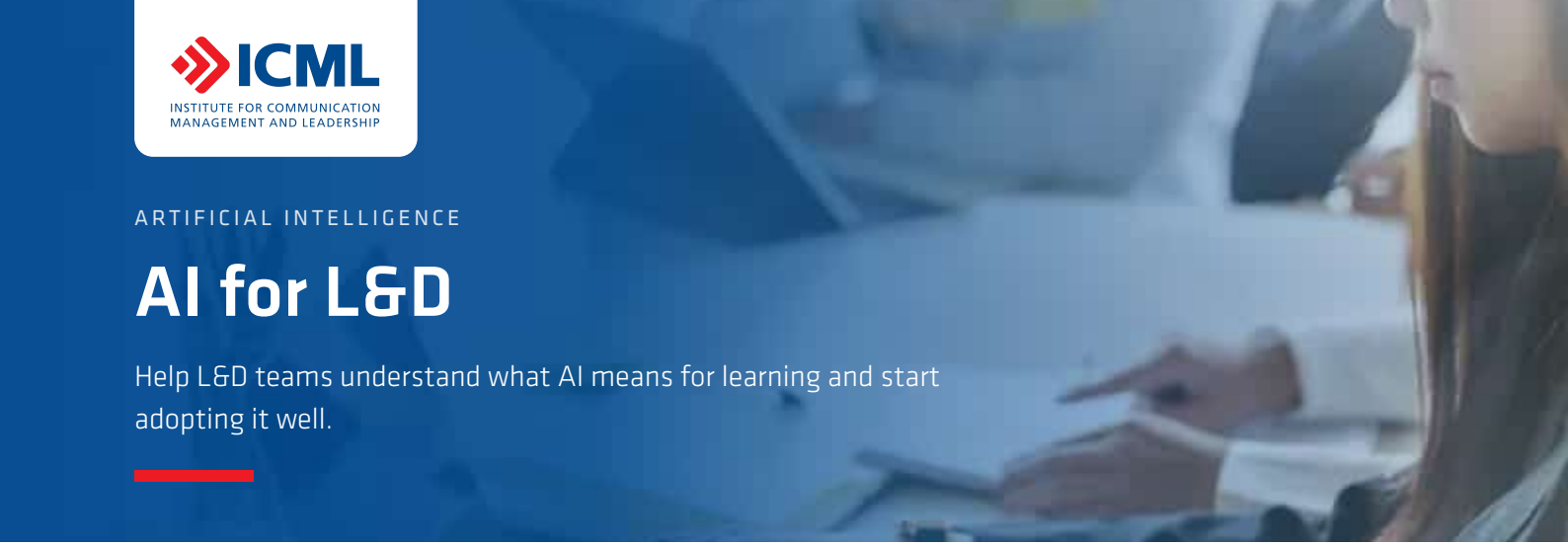
Tailored to your organisation

Before the workshop we talk with you about your strategy, the AI tools your people already use and any AI policy or governance in place, so the examples and exercises reflect your organisation.

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online



ARTIFICIAL INTELLIGENCE

AI for L&D

Help L&D teams understand what AI means for learning and start adopting it well.

WHO IT'S FOR

L&D leaders and learning teams adopting AI in their work.

DURATION

INSIGHT 3 hours, ACTIVATE 1 day, ROADMAP 2 days, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Explain AI in plain terms to colleagues and leaders
- Identify where AI adds value across the learning cycle
- Set guardrails for AI-assisted learning content
- Prioritise AI uses and build an L&D implementation plan
- Build the AI skills the L&D team needs
- Help the wider organisation build AI capability

ABOUT THIS PROGRAM

Learning teams are hearing two messages at once, use AI to design faster, and help the organisation get ready for AI. Meanwhile designers are trying tools on their own, content quality varies, and questions about privacy and accuracy go unanswered. This AI training for L&D gives your team a shared way forward. INSIGHT builds AI literacy, ACTIVATE produces an implementation plan for your learning function and ROADMAP sets a long-term direction for AI in learning. Each stage is built around your team's priorities.

Tailored to your organisation

Before the workshop we talk with you about your learning strategy, the tools and platforms your team uses and any AI policy in place, so the examples and exercises reflect your work.

Talk to us about this program

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ARTIFICIAL INTELLIGENCE

AI for Trainers

Help trainers, facilitators and instructional designers start using AI well.

WHO IT'S FOR

Trainers, facilitators and instructional designers using AI in their work.

DURATION

INSIGHT 3 hours, ACTIVATE 1 day, ROADMAP 2 days, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Explain core AI concepts in terms relevant to training
- Use AI to draft outlines, activities and assessments
- Write clear prompts and refine AI output to a high standard
- Set quality standards for AI-assisted training materials
- Handle participants who use AI during training
- Build a team plan for using AI across programs

ABOUT THIS PROGRAM

Trainers can now draft a session plan, a case study or a quiz in minutes, yet the results are uneven and the risks are easy to miss. Some team members rely on AI heavily, others avoid it, and nobody has agreed what good practice looks like. This AI training for trainers gives your team practical, shared ways of working. INSIGHT builds AI literacy, ACTIVATE produces an implementation plan for your training team and ROADMAP sets a long-term direction. Each stage is built around your programs.

Tailored to your organisation

Before the workshop we talk with you about your programs, the authoring and delivery tools your team uses and any AI policy in place, so the exercises use your own material.

Talk to us about this program

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PROGRAM CATEGORY

Communication and Interpersonal Skills



COMMUNICATION AND INTERPERSONAL SKILLS

Communicating with Impact

Communicate clearly, build rapport and influence with confidence.

WHO IT'S FOR

Professionals at any level who want to communicate with more clarity and impact.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Adapt communication to different personality and behavioural styles
- Listen actively and ask questions that confirm understanding
- Build trust and rapport through words, tone and body language
- Deliver short, clear spoken messages that persuade
- Write clear, concise emails that get the right response
- Give and receive feedback constructively

ABOUT THIS PROGRAM

A request misread and work redone, an email that lands with the wrong tone, a meeting that ends with everyone holding a different view of what was agreed. Our communication skills training tackles the everyday moments where communication breaks down. Participants learn to adapt to different styles, listen to confirm understanding, build rapport, give feedback and write emails that get the right response. They practise on their own workplace situations, so clearer, more confident communication shows up straight away.

Tailored to your organisation

We build in your values, your terminology and the situations your people actually face, from customer emails to team meetings, so effective communication training feels like part of the job.

"

I walked away from this session with key take-home messages which have increased my confidence to communicate with colleagues. I thoroughly enjoyed this session!

Participant, Western Health

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COMMUNICATION AND INTERPERSONAL SKILLS

Influencing and Negotiating Skills

Build the influencing and negotiation skills to persuade, gain buy-in and reach positive outcomes.

WHO IT'S FOR

Professionals who need buy-in from stakeholders they don't manage.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Map stakeholders and plan how to engage each one
- Adapt your style to how different people prefer to work
- Build the trust and credibility that make influence possible
- Make a clear, persuasive case that addresses what others value
- Handle objections and resistance without damaging relationships
- Negotiate outcomes that work for both sides

ABOUT THIS PROGRAM

A well-researched proposal is knocked back. A project stalls because another team has different priorities. A negotiation turns into a contest and the relationship takes the hit. Our influencing skills training is for the moments when being right isn't enough. Participants learn to map their stakeholders, understand what each one values, make a persuasive case and negotiate outcomes both sides can commit to. They practise on real situations, so they leave ready to win support ethically and keep relationships strong.

Tailored to your organisation

We build in your stakeholders, your decision-making processes and the negotiations your people actually face, internal or external, so practice feels like real work.

> "Excellent facilitation, relaxed environment, interactive. Great course – I learnt so much. Thank you for an engaging and fun course! Would highly recommend.

Liezl, Breastscreen Victoria

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COMMUNICATION AND INTERPERSONAL SKILLS

Managing Conflict

Spot the early signs of conflict and resolve it constructively.

WHO IT'S FOR

Employees and team leaders who need to resolve workplace conflict well.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Recognise the early signs and stages of conflict
- Understand different conflict styles, including your own
- Manage emotions, defensiveness and anger in the moment
- Use listening and questioning to uncover underlying needs
- Apply a conflict resolution model to find workable solutions
- Rebuild trust and working relationships after a conflict

ABOUT THIS PROGRAM

Our conflict resolution training helps people deal with conflict while it's still small. Two colleagues stop cooperating. A disagreement between teams slows a project. A heated email thread pulls in half the office. Ignored, conflict spreads; handled badly, it turns personal. Participants learn to recognise the early signs and stages of conflict, understand different conflict styles, manage emotions in the moment, uncover the needs behind positions and work towards solutions everyone can accept. They practise on realistic scenarios, so they leave with a clear approach to use straight away.

Tailored to your organisation

We build in your values, policies and realistic scenarios from your workplace, and handle sensitive team situations with care.

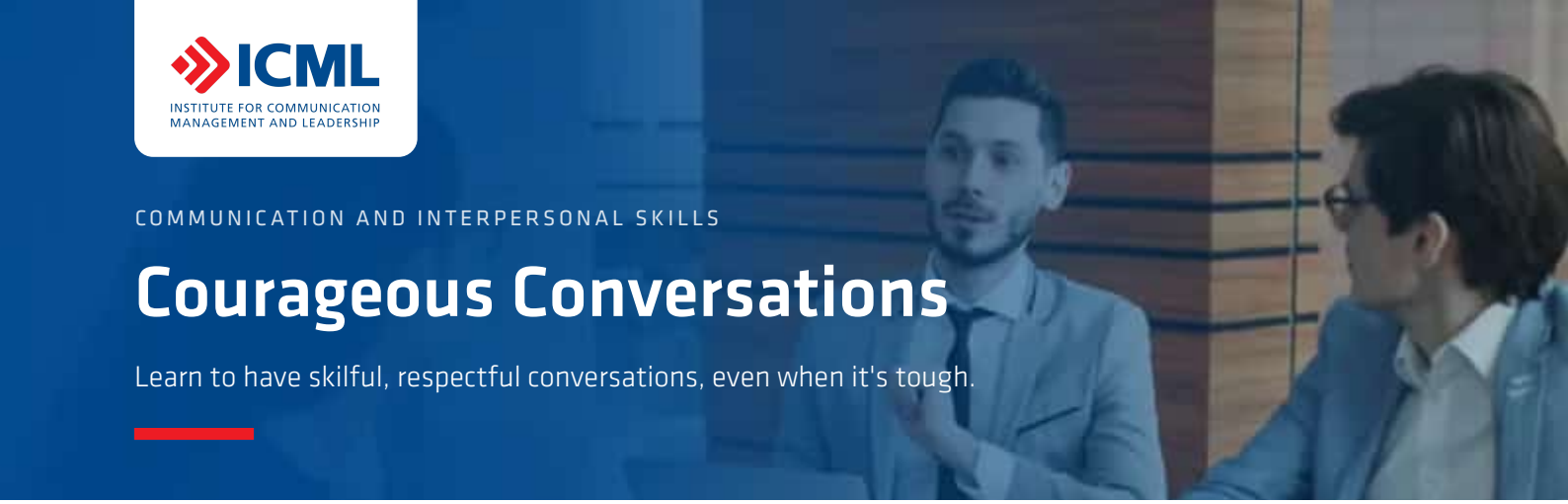
> Great training course. Very helpful to find our voice and how to deal with minor to major conflicts. Everyone should do this course.

Ernst, Banyule City Council

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COMMUNICATION AND INTERPERSONAL SKILLS

Courageous Conversations

Learn to have skilful, respectful conversations, even when it's tough.

WHO IT'S FOR

Employees at every level who need to raise or respond to tough issues.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Prepare for a difficult conversation and choose the right moment
- Open the conversation clearly and keep it focused on the issue
- Listen to understand and keep the conversation calm
- Use body language and tone that build trust
- Respond to emotional reactions without escalating
- Agree a way forward and follow it through

ABOUT THIS PROGRAM

Our difficult conversations training helps people deal with the issues most of us would rather avoid. A colleague keeps missing deadlines. A manager's request is unreasonable. A customer conversation is heading somewhere unpleasant. Left alone, these situations fester; handled badly, they escalate. Participants learn to prepare, open the conversation clearly, listen to keep it calm, respond to emotional reactions and agree a way forward. They practise on situations they're facing now, so they leave ready to have the conversation.

Tailored to your organisation

We build in your values, your terminology and realistic scenarios from your workplace, so having difficult conversations training feels directly relevant to the issues your people face.

> "I feel like I learnt so much – it was practical, introspective, empathetic. Very personable, took all of us on the journey with you!
>
> Kizzy, Australian Independent Record Labels Association

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COMMUNICATION AND INTERPERSONAL SKILLS

Assertiveness Skills

Build confidence, set boundaries and communicate assertively without damaging relationships.

WHO IT'S FOR

Professionals who want to speak up, say no and set boundaries with confidence.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Recognise passive, aggressive and assertive behaviour
- Ask for what you need clearly and respectfully
- Say no and set boundaries without damaging relationships
- Use assertive body language, tone and wording
- Respond to criticism and pushback calmly
- Manage self-talk and stay confident in challenging situations

ABOUT THIS PROGRAM

Our assertiveness training helps people find the middle ground between going along with everything and pushing too hard. Some people say yes to every request and quietly drown in work. Others come across as aggressive when they only mean to be direct. Many simply stay silent and let their ideas go unheard. Participants learn to ask for what they need, say no, set boundaries and respond to criticism calmly, using wording, tone and body language that keep relationships intact. They practise on their own situations, so they leave confident to speak up.

Tailored to your organisation

We build in your values, your terminology and realistic scenarios, and can focus on assertive leadership or on confidence and self-esteem.

> Honestly one of the best Airlie courses I've been on. Lots to take away and reflect on. Would recommend to my team.

Helen, Victorian public sector agency

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COMMUNICATION AND INTERPERSONAL SKILLS

Presenting with Confidence

Structure, design and deliver business presentations that are clear, engaging and persuasive.

WHO IT'S FOR

Professionals who present ideas, updates and proposals at work.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Plan a presentation quickly around what your audience needs
- Structure a clear message with a strong opening and close
- Design simple, effective slides and visual aids
- Simplify complex or technical information for any audience
- Manage nerves and deliver with clarity and confidence
- Handle questions, including difficult ones, with composure

Tailored to your organisation

We build in your templates, your typical audiences and the presentations your people actually give, from team briefings to board papers and client pitches.

ABOUT THIS PROGRAM

Too often a capable person presents forty slides of detail, the key message is buried, time runs out and the decision is deferred. Our presentation skills training focuses on the presentation itself: what to say, in what order and with what support. Participants learn to plan around their audience, build a clear structure, design simple slides, simplify complex information and handle questions with composure. They work on a real presentation, so they leave with one ready to deliver.

> "Facilitator is amazing, has a wealth of knowledge, tools and exercises. I really loved it and will set some time aside to go through the whole manual provided.

Participant, City of Casey

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COMMUNICATION AND INTERPERSONAL SKILLS

Speak Up, Be Heard and Feel Confident

Build the confidence to speak up and be heard in meetings and everyday work.

WHO IT'S FOR

Professionals who want to speak up and be heard in meetings and at work.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Understand what holds you back from speaking up
- Manage physical and mental nervousness
- Contribute ideas in meetings clearly and concisely
- Ask questions and hold confident conversations with senior people
- Project a professional, credible presence
- Speak to small groups with confidence

ABOUT THIS PROGRAM

A capable team member sits through a meeting with a good idea and never says it. Someone else freezes when asked for an update, or rambles until the point is lost. A conversation with a senior leader feels too daunting to start. Our confidence training is about speaking up at work. Participants learn what holds them back, how to manage nerves and how to contribute clearly, ask good questions and project a credible presence. They practise in a supportive group, so speaking up feels natural back at work.

Tailored to your organisation

We build in your values and the meetings and conversations your people actually take part in, so confidence in meetings training connects directly to their week.

> "Very specific and relevant – I took a lot from it and look forward to practising these tactics.
>
> Participant, Godfreys

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Enquire online



COMMUNICATION AND INTERPERSONAL SKILLS

Presenting Virtually

Engage and persuade audiences in online and hybrid presentations.

WHO IT'S FOR

Professionals who present on Teams, Zoom or Webex, or to hybrid audiences.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Plan an interactive online presentation around your audience
- Build connection and two-way conversation through a screen
- Use camera, voice, energy and body language to hold attention
- Switch modes and use platform tools to keep people engaged
- Present to hybrid audiences so remote people feel included
- Handle technical issues and questions calmly

Tailored to your organisation

We work on the platform your people use and build in the presentations they actually give, from team updates and client pitches to executive briefings, so remote presentation skills training feels like real work.

ABOUT THIS PROGRAM

Our virtual presentation skills training starts from a simple truth: a presentation built for a room rarely works on a screen. Cameras go off, attention drifts to email, and the presenter ends up talking to a grid of initials. Participants learn to plan interactive online sessions, connect through the camera, use voice and energy to hold attention, switch modes to keep people engaged and include everyone in hybrid meetings. The facilitator models the skills live, so participants see and practise exactly what works online.

> "The content was perfect. Much of it I already do as is, but there were some points and a realisation of the additional requirements when presenting online.
>
> Participant, Hunter Douglas

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Enquire online



COMMUNICATION AND INTERPERSONAL SKILLS

Storytelling for Influence

Use storytelling to influence, persuade and engage your audience.

WHO IT'S FOR

Leaders and professionals who need to engage, persuade and inspire action.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Recognise what makes a story compelling and memorable
- Find stories in your own work and experience
- Structure a story with a clear point and call to action
- Tailor stories to different audiences and situations
- Tell stories with confidence in meetings and presentations
- Use stories to build trust and bring people with you

ABOUT THIS PROGRAM

A strategy is explained in detail and forgotten by Friday. A proposal is logical but nobody feels it matters. A team has achieved something remarkable and no one outside it knows. Our storytelling training gives people a skill that facts and slides alone can't provide. Participants learn what makes a story compelling, find stories in their own experience, shape them with a clear point and tell them with confidence in meetings, presentations and everyday conversations. They practise several times, so they leave with stories ready to use.

Tailored to your organisation

We build in your strategy, values and the occasions your people speak, from corridor conversations to team meetings and client pitches. Participants do some light preparation beforehand so they arrive with material to work on.

> "The second session really resonated and provided tangible insights into things I can apply in my day-to-day role.
>
> Laura, Slater & Gordon

Talk to us about this program

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Enquire online



COMMUNICATION AND INTERPERSONAL SKILLS

Public Speaking

Build the confidence and presence to speak persuasively to any audience.

WHO IT'S FOR

Leaders and professionals who speak at events, briefings and formal occasions.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Manage nerves and turn adrenaline into energy
- Build presence through posture, gesture and eye contact
- Use your voice with control, pace and variety
- Speak without slides or a script, using simple notes
- Structure a speech that is easy to follow and remember
- Speak persuasively to audiences large and small

ABOUT THIS PROGRAM

A leader dreads the conference panel. A town hall speech is read from notes and loses the room. A request to say a few words at a farewell brings on panic. Our public speaking training focuses on the speaker: your presence, your voice and your confidence in front of an audience. Participants learn to manage nerves, build presence through posture, gesture and eye contact, use their voice with control and speak without relying on slides or a script. They speak many times with coaching, so they leave confident to stand up and be heard.

Tailored to your organisation

We build in the occasions your people actually speak at, from team briefings and town halls to conferences, awards and community events.

> "Very captivating and provided real skills that we can take away. Honestly it was great.
>
> Participant, City of Casey

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COMMUNICATION AND INTERPERSONAL SKILLS

Storytelling with Data

Turn data, metrics and analysis into clear, compelling stories that inform and influence decisions.

WHO IT'S FOR

Finance, analytics, research and operations staff who present data.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Find the insight that matters in your data
- Shape findings into a clear story with a recommendation
- Choose the right chart for the message
- Simplify and declutter visuals so the point stands out
- Tailor data stories to executives and non-specialists
- Present insights that lead to decisions and action

ABOUT THIS PROGRAM

A report runs to forty pages and the key finding sits on page thirty. A dashboard has every metric except the one that matters. An executive asks 'so what?' and the presenter scrambles. Our data storytelling training helps people who work with numbers get their insights heard. Participants learn to find the insight in their data, shape it into a clear story with a recommendation, choose and simplify the right charts, and tailor the message to executives and non-specialists. They work with their own data, so they leave with a better report or presentation ready to use.

Tailored to your organisation

We build in your reports, dashboards, templates and tools, so participants practise on the data they present every month.

"

It was a hands-on and engaging workshop. I appreciate the individualised feedback. Would recommend to everyone, great confidence booster.

Esther, Walter and Eliza Hall Institute

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COMMUNICATION AND INTERPERSONAL SKILLS

Presentation Skills Masterclass

Sharpen advanced presentation skills to captivate any audience in high-stakes presentations.



WHO IT'S FOR

Experienced presenters preparing for high-stakes presentations.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Capture attention from the opening moments
- Build executive presence through voice and body language
- Shape a narrative that moves your audience to act
- Make complex information clear and memorable
- Adapt your presentation to different audiences and cultures
- Handle challenging questions and interactions with confidence

ABOUT THIS PROGRAM

A board presentation is polished but doesn't produce a decision. A town hall informs but doesn't inspire. A client pitch sounds like every other pitch. Our advanced presentation skills training is for people who are already competent presenters and need to be compelling. Participants bring a real presentation, then refine their opening, narrative, presence and handling of challenging questions through repeated practice and individual coaching. They leave with a sharper presentation and the techniques to raise every one that follows.

Tailored to your organisation

Participants prepare a real presentation in advance, such as a board paper, pitch or town hall, so every minute of coaching applies directly to their work.

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COMMUNICATION AND INTERPERSONAL SKILLS

Facilitating Meetings and Workshops

Plan and facilitate meetings and workshops that keep groups focused and get results.

WHO IT'S FOR

Anyone who runs meetings, workshops or group sessions that need outcomes.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Plan a session with clear outcomes, agenda and process
- Choose techniques that suit the group and the purpose
- Encourage full participation and draw out quieter voices
- Manage discussion, differing views and difficult dynamics
- Stay neutral and keep the group focused and on time
- Guide the group to agreements, decisions and clear actions

ABOUT THIS PROGRAM

Our facilitation training is for anyone who has watched a meeting run over time while two people dominate, or a workshop fill a wall with sticky notes that nobody acts on. Participants learn to plan a session around clear outcomes, choose techniques that suit the group, draw out every voice, manage disagreement and difficult dynamics, and guide the group to decisions and actions. They practise facilitating real sessions, so they leave ready to run the next one with confidence.

Tailored to your organisation

We build in the meetings and workshops your people actually run, from team meetings to strategy days and stakeholder consultations, and pitch the group facilitation training to their experience.

> "A great session with lots of good takeaways and new learnings. Very happy I attended and will look to take some of the new learnings into my meetings.

Kerrie, John Holland Group

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COMMUNICATION AND INTERPERSONAL SKILLS

Leading Without Authority

Drive results across teams through collaboration and influence – no title required.

WHO IT'S FOR

Professionals who lead projects, change or improvement without a formal title.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Build credibility and trust without relying on a title
- Gain sponsor support for the change you want to lead
- Win real buy-in from people who don't report to you
- Collaborate across teams with competing priorities
- Keep momentum and shared accountability on cross-team work
- Handle resistance and reach agreement constructively

ABOUT THIS PROGRAM

A specialist spots a better way of working but can't get other teams to commit. A project lead needs time from people who report elsewhere. A senior sponsor agrees in principle, then support fades. Our leading without authority training is for the people organisations rely on to make things happen across boundaries. Participants learn to build credibility, secure sponsor backing, win real buy-in from peers, collaborate across competing priorities and keep cross-team work moving. They plan for a real initiative, so they leave ready to lead it.

Tailored to your organisation

We build in your structure, your decision-making processes and the cross-team work your people are doing now, so cross-functional collaboration training applies directly to it.

> "The first training I've had where I felt fully engaged for the whole session, and I learnt many valuable insights that I can apply in any aspect of my life.
>
> Anna, ASX Ltd

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COMMUNICATION AND INTERPERSONAL SKILLS

Business Partnering

Build the influencing, relationship and strategic skills to operate as a trusted business partner.

WHO IT'S FOR

HR, finance, IT and other internal advisers who partner with the business.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Identify key stakeholders and understand their priorities
- Build credibility and trust as an internal adviser
- Use listening, questioning and empathy to uncover real needs
- Anticipate needs and propose solutions early
- Influence decisions using sound principles of persuasion
- Plan and run productive business partnering meetings

ABOUT THIS PROGRAM

Advisers are called in after decisions are made, sound advice is overruled, and internal clients see the function as a gatekeeper. Our business partner training helps support functions earn a seat at the table. Participants learn to understand their stakeholders' priorities, build credibility, ask the questions that uncover real needs, anticipate problems and influence decisions early. They plan for real stakeholders and practise a business partnering meeting, so they leave ready to work as partners the business seeks out.

Tailored to your organisation

We build in your operating model, your internal clients and your function's priorities, whether it's HR business partner training, finance or IT, so practice reflects real work.

"

Matt was great! Good explanations, relatable examples, created a safe space. Very easy to talk to. Great session – now to put it all into practice!

Maarja, HFW

Talk to us about this program

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COMMUNICATION AND INTERPERSONAL SKILLS

Emotional Intelligence – Enhancing Relationships

Build self-awareness and stronger working relationships through emotional intelligence.

WHO IT'S FOR

Professionals at any level who want stronger working relationships.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Recognise your own emotions and how they affect others
- Notice your hot buttons and manage your reactions
- Read other people's emotions and respond with empathy
- Talk about feelings at work in a constructive way
- Stay calm and think clearly under pressure
- Use emotional intelligence to build stronger relationships

ABOUT THIS PROGRAM

Our emotional intelligence training deals with the human side of work that technical skills don't cover. A sharp comment in a meeting sours a relationship for months. Pressure brings out defensiveness. A capable colleague is seen as hard to work with. Participants learn to recognise their own emotions and hot buttons, manage their reactions, read others with empathy and talk about feelings constructively. They apply each idea to their own working relationships, so the change shows up in how they work with others the next day.

Tailored to your organisation

We build in your values, your terminology and the pressures your people face, whether that's leading a team, serving customers or working through change, so the emotional intelligence in the workplace training fits their real working relationships.

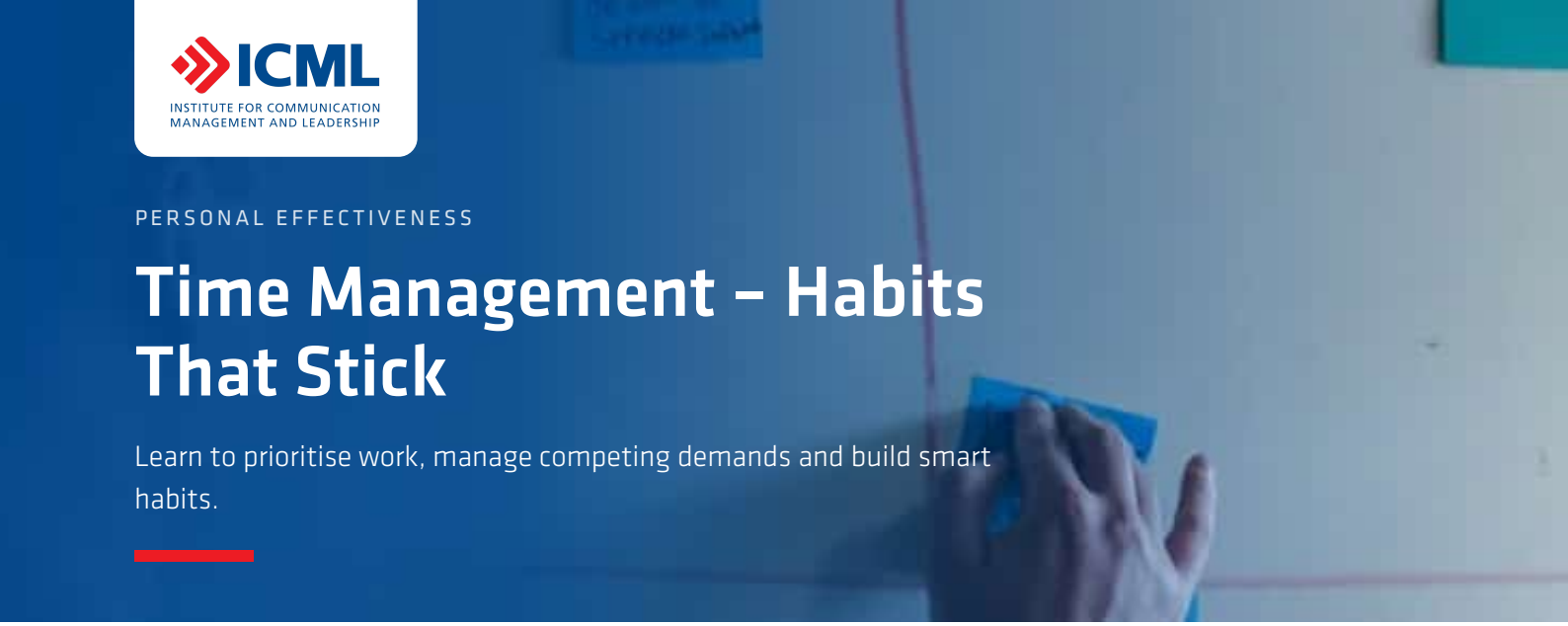
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PROGRAM CATEGORY

Personal Effectiveness



PERSONAL EFFECTIVENESS

Time Management – Habits That Stick

Learn to prioritise work, manage competing demands and build smart habits.

WHO IT'S FOR

Employees who juggle competing demands and want to use their time well.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Prioritise work against what matters most
- Plan your day and week and protect time for focused work
- Manage interruptions, email and competing demands
- Say no or negotiate deadlines without damaging relationships
- Build daily habits that make good time use automatic
- Stay productive when working from home or in a hybrid team

ABOUT THIS PROGRAM

Most people know the tips, yet the inbox, the interruptions and the long to-do list still win. Our time management training goes further: participants look at how they spend their time now, decide what matters most, and build habits that make productivity structural rather than a matter of willpower. They plan their week, protect focus time and leave with routines they can start on the next working day. Teams also agree shared norms for meetings and messages.

Tailored to your organisation

We build in the demands, systems and working arrangements in your organisation, including remote and hybrid work, so the habits fit the way your people work.

> "Got some really good practical things I can do to stop my bad habits like procrastinating and unrealistic standards.
>
> Jade, Godfreys

Talk to us about this program

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PERSONAL EFFECTIVENESS

Working Effectively Using Project Management Techniques

Practical project management techniques for people who run projects alongside their day-to-day role.

WHO IT'S FOR

Professionals who manage projects alongside their day-to-day role.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Define project scope, objectives and success measures
- Break work into tasks and build a realistic schedule
- Track progress and respond early when things slip
- Identify and manage risks before they become issues
- Keep stakeholders informed and involved
- Close a project and capture what was learned

ABOUT THIS PROGRAM

Many people end up running projects without formal training, and work slips on scope, time or communication. Our project management techniques training gives participants a practical toolkit: define what the project must deliver, plan the work, track progress, manage risks and keep stakeholders informed. Participants apply each technique to a project from their own workplace and leave with a plan they can start using immediately. Participants also learn to keep stakeholders informed without lengthy reports.

Tailored to your organisation

We build in your project templates, terminology and tools, and the kinds of projects your people run, so the techniques fit how your organisation works.

"

Brenda was absolutely brilliant facilitating and accommodating change through the workshop day.

Joni, Hearing Australia

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PERSONAL EFFECTIVENESS

Self Leadership

Build the self-awareness and self-management to take ownership of your own performance.

WHO IT'S FOR

Employees who want to take more ownership of their performance and growth.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Understand your strengths, values and working style
- Set meaningful goals and keep yourself on track
- Take ownership of your results and your development
- Manage your motivation, focus and emotions under pressure
- Seek and use feedback to keep improving
- Take initiative and influence outcomes without authority

ABOUT THIS PROGRAM

Some people wait to be told what to do, and others stay busy without moving towards what matters. Our self leadership training helps participants understand their strengths and habits, set clear goals and take responsibility for results without needing close direction. They practise self-management, motivation and accountability, and leave with a plan for their own development that they can start on straight away. The result is people who take initiative, handle feedback well and need less direction to do their best work.

Tailored to your organisation

We build in your values, performance framework and career pathways, so participants connect self leadership to the way your organisation works.

"

Really brought the group together, felt like we all aligned in values. Fabulous training – definitely feeling more empowered.

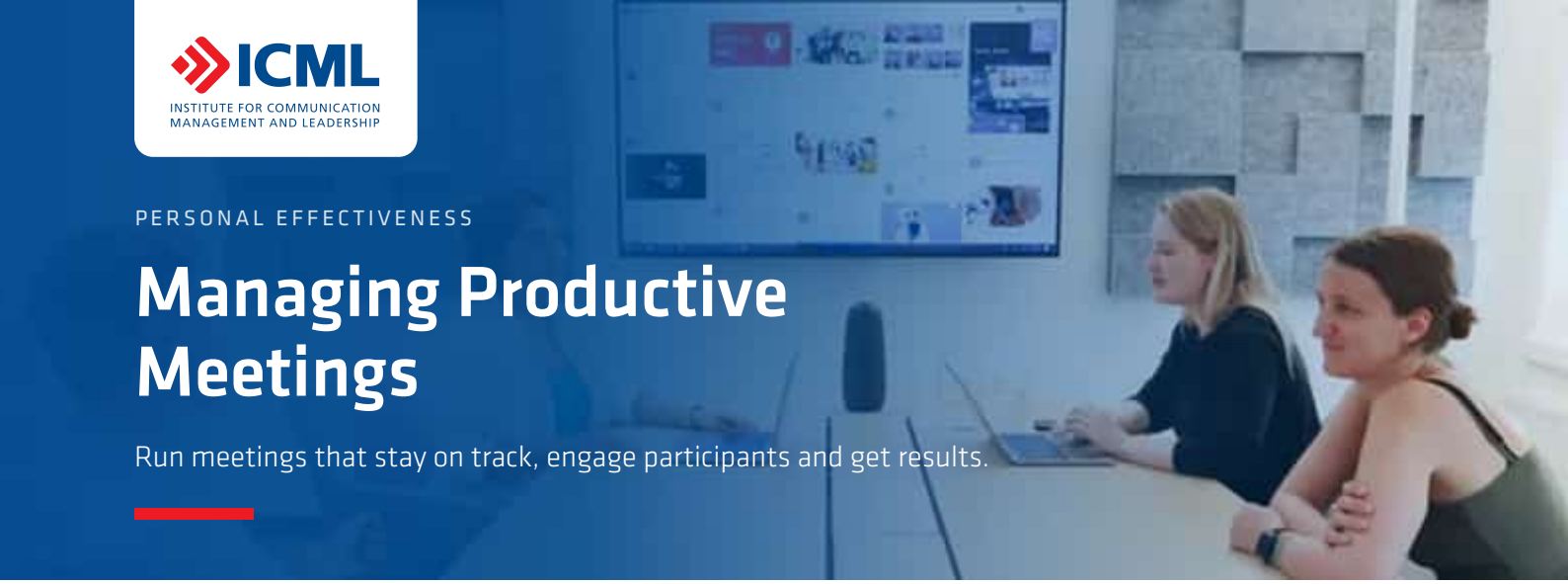
Jenna, YMCA Victoria

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PERSONAL EFFECTIVENESS

Managing Productive Meetings

Run meetings that stay on track, engage participants and get results.

WHO IT'S FOR

People who plan, chair or run meetings and want them to be more productive.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Decide when a meeting is needed and who should attend
- Plan a clear purpose and agenda in advance
- Start on time and keep discussion on track
- Draw out quieter participants and manage dominant ones
- Close with clear decisions, actions and owners
- Follow up so agreed actions actually happen

ABOUT THIS PROGRAM

Too many meetings start late, wander off the agenda and end without clear actions. Our meeting management training shows participants how to decide whether a meeting is needed, plan it well, keep discussion on track, draw in every voice and close with decisions and owners. Participants practise on the meetings they actually run, and leave able to give people back time every week. Participants also learn to run hybrid meetings so that everyone contributes, wherever they join from.

Tailored to your organisation

We build in your meeting types, tools and culture, from daily stand-ups to board and committee meetings, so the techniques fit how your people meet.

> "Facilitator was very engaging, kept it concise and to the point. I am going to ask my team to complete the Meeting Effectiveness Assessment.

Parveen, City of Casey

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PERSONAL EFFECTIVENESS

Creative Problem Solving

Define problems clearly, find root causes and generate better solutions at work.

WHO IT'S FOR

Teams and individuals who solve workplace problems and want a structured approach.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Define the real problem before looking for a fix
- Trace problems back to their root causes
- Generate many ideas, including unconventional ones
- Test ideas against clear criteria
- Choose a solution and plan how to put it in place
- Involve the right people in refining solutions

ABOUT THIS PROGRAM

Teams often rush to a fix before they understand the problem, so the same issues keep coming back. Our problem solving training gives participants a clear process: define the real problem, trace it to its root causes, generate ideas and choose a solution that will work. Participants practise on problems from their own workplace and leave with techniques they can use in the next team meeting. Groups learn to move past the obvious answer and agree on what to do next.

Tailored to your organisation

We work with real problems from your organisation, in your language, so participants practise on situations they will face again next week.

> "Very interactive, making what we learnt more practical. It was a great lesson – the best lesson so far.
>
> Participant, Western Health

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PERSONAL EFFECTIVENESS

Innovating – From Ideas to Impact

Build the mindset and skills to turn everyday ideas into practical improvements.

WHO IT'S FOR

Employees and teams who want to turn ideas into practical improvements.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Spot opportunities for improvement in your own work
- Generate and build on new ideas as a group
- Test and refine ideas quickly and cheaply
- Build a clear case and support for an idea
- Overcome the barriers that stop ideas going further
- Turn promising ideas into implemented improvements

ABOUT THIS PROGRAM

Good ideas are everywhere in most organisations, yet few get past a conversation. Our innovation training shows participants how to spot opportunities, generate and test ideas, build support and put the promising ones into practice. They work on a real opportunity from their own workplace, and leave with the skills to move an idea from a spark to an implemented improvement. Along the way they learn how to handle the doubts and objections that often stop good ideas in their tracks.

Tailored to your organisation

We build in your organisation's priorities and the opportunities your people see, so ideas generated in the program connect to real work.

> "Thank you for giving us the space to work through a problem. It made everything make even more sense when applied on the spot to a relevant problem.

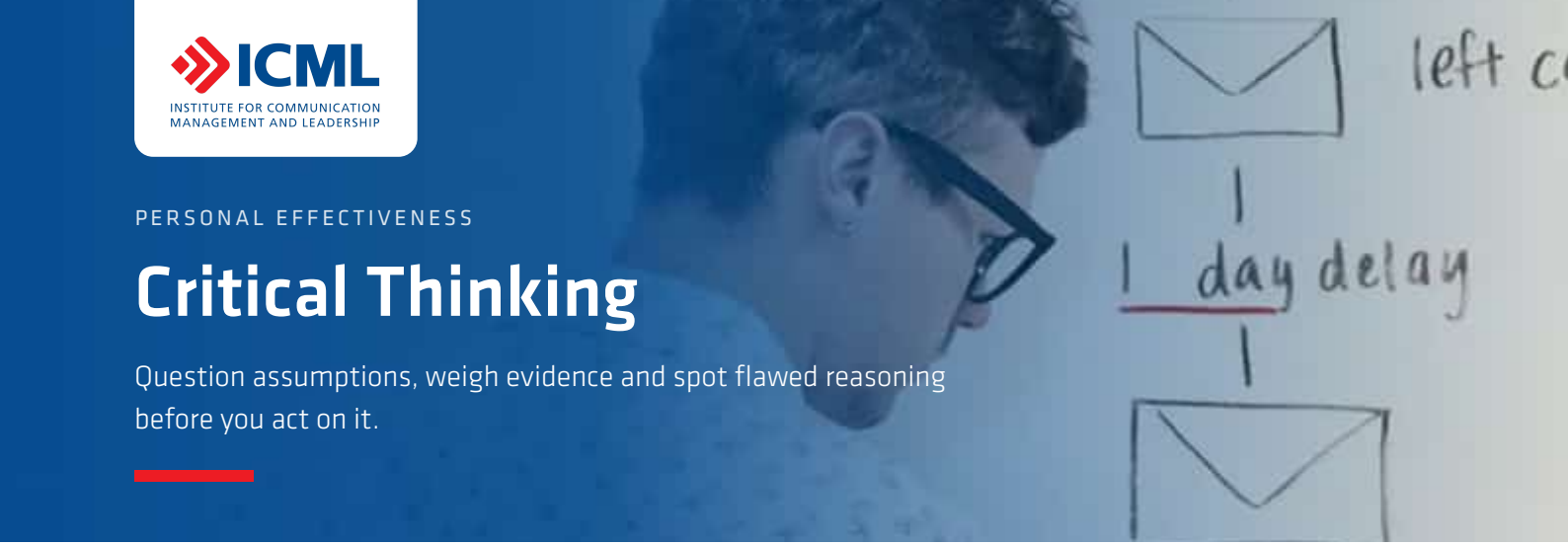
Participant, Emerging Professionals Network

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PERSONAL EFFECTIVENESS

Critical Thinking

Question assumptions, weigh evidence and spot flawed reasoning before you act on it.

WHO IT'S FOR

Employees who review, analyse or recommend and want sharper reasoning.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Question assumptions behind a claim, plan or recommendation
- Weigh the quality of evidence and its sources
- Spot bias, gaps and flawed arguments in reports and proposals
- Test your own reasoning before presenting it
- Judge AI-generated content before relying on it
- Ask sharper questions that improve decisions

ABOUT THIS PROGRAM

Information arrives faster than ever, and not all of it deserves to be believed. Our critical thinking training shows participants how to question assumptions, weigh evidence and sources, spot bias and flawed arguments, and judge claims before acting on them, including content produced by AI. Participants practise on real workplace material, such as reports, proposals and data, and leave with a repeatable way to test their own thinking. They also learn to ask questions that sharpen thinking without creating conflict.

Tailored to your organisation

We build in the types of reports, data and decisions your people handle, so participants practise testing thinking in their own context.

> "The program made me question my own assumptions and biases, which I very much liked, and I feel encouraged to practise more in my day-to-day role.
>
> Participant, NSW Health

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PERSONAL EFFECTIVENESS

Decision Making

Make sound, timely decisions, even with incomplete information and competing priorities.

WHO IT'S FOR

Employees and managers who make or recommend decisions at work.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Frame the decision and clarify what you need to achieve
- Weigh alternatives against clear criteria
- Assess risk and uncertainty and decide with incomplete information
- Involve the right people without slowing the decision
- Recognise and avoid common decision traps
- Commit to a decision and follow it through

ABOUT THIS PROGRAM

Decisions get delayed, reversed or made on gut feel, and the cost shows up later in rework and lost trust. Our decision making training gives participants a clear process: frame the decision, weigh alternatives against criteria, consider risk and uncertainty, involve the right people and commit. They learn to avoid common decision traps and to follow through, and they practise on real decisions from their own roles. Groups also agree the criteria they will use next time, so decisions become faster and easier to explain.

Tailored to your organisation

We build in the types of decisions your people make, your governance and delegations, and the language your people use, so the program fits how decisions are made in your organisation.

> "Great presenter that tied this topic into other training the Leadership Team has been doing – wonderful session!"
>
> Participant, Gordon TAFE

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PERSONAL EFFECTIVENESS

Mindset Matters – Transforming Challenges into Opportunities

Reframe challenges and setbacks as opportunities to learn, grow and perform.

WHO IT'S FOR

Employees and leaders who want to meet challenges with a learning mindset.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Recognise fixed and growth mindsets in yourself and others
- Reframe limiting thoughts and setbacks as chances to learn
- Use your character strengths to meet challenges
- See stress as something that can help you perform
- Build small daily habits that keep a growth mindset going
- Encourage a growth mindset in your team

Tailored to your organisation

We build in the challenges and change your people are facing and the language they use, so the program speaks to their real situations.

ABOUT THIS PROGRAM

How people think about a challenge shapes what they do next. A fixed view says 'I can't do this', while a growth view asks 'what can I learn?'. Our growth mindset training shows participants how fixed and growth mindsets show up at work, how to reframe limiting thoughts, how to use their strengths, and how to see stress as something that can help them perform. Participants build small daily habits that make the shift stick.

> The session has taught me how to be a better coach and has given me the tools I need to perform my job better.
>
> Participant, Asahi

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PERSONAL EFFECTIVENESS

Professional Networking

Build the confidence and skills to network effectively and grow professional relationships.

WHO IT'S FOR

Professionals who want to build relationships and be more visible in their field.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Start conversations with confidence at any event
- Introduce yourself and your work clearly and memorably
- Build rapport and find common ground quickly
- Listen and ask questions that open up conversations
- Follow up so new contacts become lasting relationships
- Plan and manage your own professional network

ABOUT THIS PROGRAM

Many capable people avoid networking because it feels awkward or self-promoting, and their opportunities stay limited to the people they already know. Our professional networking training gives participants practical ways to start conversations, introduce themselves clearly, build rapport and follow up so a contact becomes a relationship. They practise in realistic situations, from conferences to internal events, and leave with a plan they can start on straight away. Practical exercises build confidence quickly.

Tailored to your organisation

We build in the events your people attend, your industry and your culture, so participants practise in situations they will face.

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PROGRAM CATEGORY

Local Government Training

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LOCAL GOVERNMENT TRAINING

Business Partnering in Local Government

Help council staff advise, influence and add value as trusted business partners.

WHO IT'S FOR

Support function staff who advise and work with council service areas.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Build trusted relationships with service managers and leaders
- Understand what each service area needs to deliver
- Influence decisions with clear, well-timed advice
- Plan proactive support in place of reacting to requests
- Handle resistance to change and keep people on side
- Prepare and run productive business partnering meetings

ABOUT THIS PROGRAM

Our business partnering training for local government is for the teams that serve other council departments. Requests arrive late, advice is sought after decisions are made, and support functions are seen as gatekeepers instead of advisers. Participants learn to build trusted relationships with service managers, understand what each service area must deliver, influence decisions and plan proactive support. They practise on real situations from their own council, within the regulatory and accountability frameworks local government works in.

Tailored to your organisation

We build in your council's structure, service areas, plans and governance requirements, along with the language your people use, so the learning fits how your council works.

> "Matt demonstrates great skills in presenting ideas and can relate to a lot of the things we talk about, which makes all the points very practical for us.
>
> Jen, HFW

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LOCAL GOVERNMENT TRAINING

Creating Psychosocially Safe Councils

Manage psychosocial hazards in councils, from councillor interactions to community aggression.

WHO IT'S FOR

Council managers and team leaders responsible for staff wellbeing.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Identify the psychosocial hazards that come with council work
- Assess and control hazards linked to councillor interactions
- Respond to community aggression and public scrutiny
- Connect WHS controls to council governance and codes of conduct
- Support staff who carry the brunt of difficult interactions
- Spot early signs of harm in teams and act on them

ABOUT THIS PROGRAM

Councils carry the same psychosocial duties as any employer, yet some of their biggest hazards sit outside ordinary management, such as elected councillors who can't be performance managed, community aggression at the counter and in the field, and constant public scrutiny. This psychosocial hazards training for councils helps leaders identify and control those hazards, connect their controls to council governance, such as codes of conduct, councillor and staff interaction protocols and complaint processes, and support the staff who bear the brunt.

Tailored to your organisation

We build in your council's code of conduct, councillor and staff interaction protocols, complaint processes and WHS framework, and the settings your teams work in. An optional module on councillor wellbeing is available.

> "We covered so much ground in this session and it's given me so many tools to work with.
>
> Participant, Baw Baw Shire Council

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LOCAL GOVERNMENT TRAINING

De-escalating Heated Situations in Councils

Help council staff stay calm and safe with aggressive people, at the counter and in the field.

WHO IT'S FOR

Council staff who deal with the public at the counter, on site and in the field.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Spot early signs of escalation and respond before it grows
- Defuse anger with calm, assertive communication
- Set boundaries and end an interaction safely
- Act within legal and council obligations when risk rises
- Protect personal safety at the counter, on site and in the field
- Debrief and look after wellbeing after a difficult interaction

ABOUT THIS PROGRAM

Council staff meet the community in places other training doesn't reach, such as inspections, compliance visits, site work and public meetings, often alone and often delivering unwelcome decisions. This de-escalation training for councils builds the skills to spot escalation early, defuse it with calm, assertive communication and act within legal and council obligations when risk rises. Participants also learn to protect their own safety on site and to stop public hostility from following them home.

Tailored to your organisation

We build in your council's policies, incident reporting and customer service standards, and the settings your teams work in, from counters and call centres to inspections and depots.

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LOCAL GOVERNMENT TRAINING

Interview Mastery for Council Panels

Run fair, consistent and effective panel interviews in a council setting.

WHO IT'S FOR

Council hiring managers and staff who sit on interview panels.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Structure interviews so every candidate gets a fair go
- Write behavioural questions linked to the selection criteria
- Probe for evidence and take notes that stand up to review
- Score responses objectively against agreed criteria
- Spot and manage bias during the interview and panel discussion
- Run merit-based interviews that follow council policy

ABOUT THIS PROGRAM

Our interview panel training for councils helps panels make hiring decisions that stand up to review. Without a shared approach, panels drift into gut feel, candidates are asked different questions, notes are thin and scoring is inconsistent, so the strongest candidate is not always the one appointed. Participants learn to structure the interview, ask behavioural questions, probe for evidence, take clear notes and score against the selection criteria. They practise in the panel roles they hold, within your council's recruitment policy.

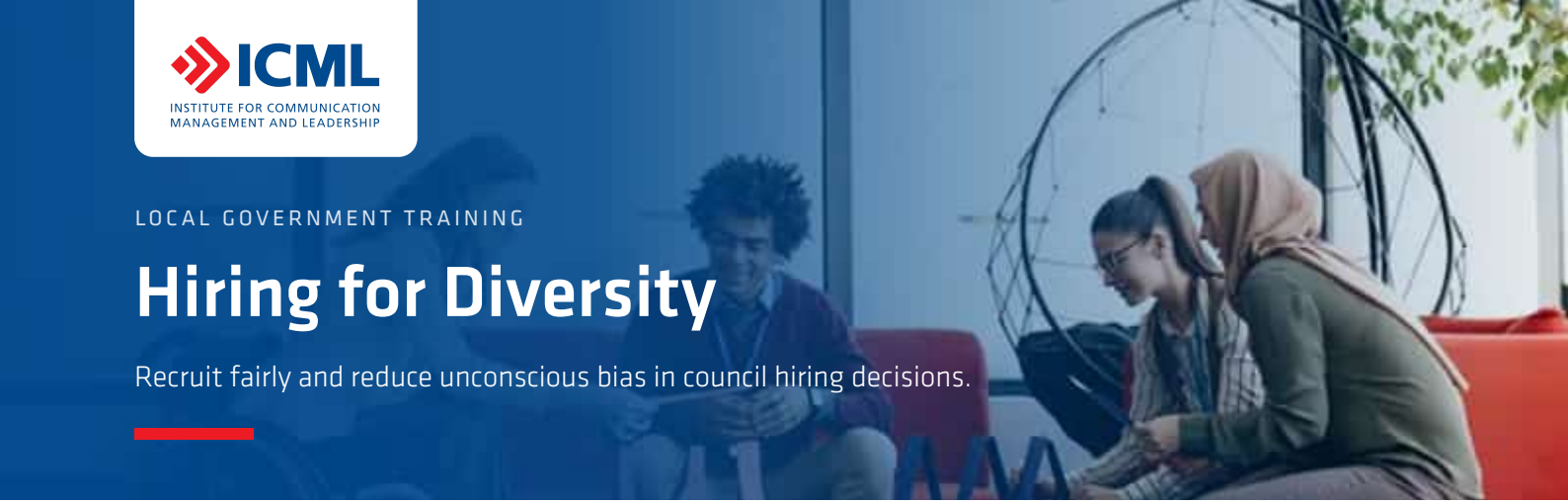
Tailored to your organisation

We build in your council's recruitment policy, selection criteria templates, values and diversity commitments, and the roles your panels recruit for, so the learning fits how your council hires.

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LOCAL GOVERNMENT TRAINING

Hiring for Diversity

Recruit fairly and reduce unconscious bias in council hiring decisions.

WHO IT'S FOR

Council hiring managers who recruit and select new staff.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Explain why diversity in recruitment matters to your council
- Spot where unconscious bias enters each step of hiring
- Write inclusive job ads that attract a wider range of applicants
- Shortlist fairly using agreed selection criteria
- Interview and assess every candidate on the same basis
- Make hiring decisions that are fair, evidence-based and explainable

ABOUT THIS PROGRAM

Our hiring for diversity training for councils starts from a simple point: how a role is advertised, shortlisted and interviewed shapes who joins your team. Job ads attract the same applicants, shortlists favour familiar profiles and interviews reward similarity, so a workforce can drift away from the community it serves. Participants learn why diversity in recruitment matters, spot where unconscious bias enters each step of hiring and apply practical changes to ads, shortlisting, interviews and decisions in their own recruitment.

Tailored to your organisation

We build in your council's recruitment process, workforce profile and diversity commitments, and the roles you recruit for, so the learning fits how your council hires.

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LOCAL GOVERNMENT TRAINING

Contact Officer Training for Local Government

Help council contact officers understand their role and respond confidently to concerns.

WHO IT'S FOR

Council staff who act as contact officers for colleagues.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Define the contact officer role, its limits and boundaries
- Apply council policy and legislation to concerns raised
- Hold a supportive first conversation with a colleague
- Explain informal and formal resolution options
- Follow up and keep records in line with council policy
- Recognise and manage bias in their own decisions

ABOUT THIS PROGRAM

Contact officers are often the first person a colleague approaches with a concern about bullying, harassment or discrimination, usually without clear guidance on what the role involves. This contact officer training for councils clarifies the role and its boundaries, builds the listening and conversation skills to support colleagues, and works through council policy, legislation and the resolution options open to staff. Participants practise first conversations and follow-up, so they respond with confidence and fairness and know when to refer on.

Tailored to your organisation

We build in your council's policies, code of conduct, values and resolution procedures, and the realities of your workforce, including depot and outdoor teams and the councillor and community context.

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PROGRAM CATEGORY

Project Management



PROJECT MANAGEMENT

Project Management Essentials

Build the core project management skills to plan, deliver and manage projects with confidence.

WHO IT'S FOR

People new to projects, or who manage projects as part of their role.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Define a clear project vision, scope and success measures
- Balance time, cost, scope and quality
- Plan quickly and build a realistic project schedule
- Monitor progress and resolve issues early
- Report to stakeholders and keep them involved
- Close a project and evaluate what was learned

ABOUT THIS PROGRAM

Many people are handed a project with a deadline and little guidance. Scope grows, the schedule slips and stakeholders hear about problems late. Our project management fundamentals training gives participants a clear, practical way to run a project from start to finish. They define the vision, plan quickly, build a schedule, monitor progress and close the project well, using examples from your own workplace. It is project management for beginners, built around the work your people already do.

Tailored to your organisation

We build in your project framework, templates and terminology, and the kinds of projects your people run, so the fundamentals match how work gets done in your organisation.

> "Really engaging but kept us on track and energised. It really hit the mark – I will definitely be using the tools.
>
> Scott, Latrobe Community Health Service

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PROJECT MANAGEMENT

Implementing Project Management

Establish and embed consistent project management practices across your organisation.

WHO IT'S FOR

Leaders and project managers introducing a consistent project approach.

DURATION

2 days, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Assess current project practice and where it falls short
- Align the project approach with organisational strategy
- Build or adopt a practical project management framework
- Plan a roll-out roadmap and change plan
- Put governance and reporting processes in place
- Apply the framework consistently on live projects

ABOUT THIS PROGRAM

Projects are run differently in every team, with different templates, different reporting and different ideas of what 'done' means. Our project management implementation training helps your organisation establish and embed one practical approach. Participants assess where practice stands today, build or adopt a framework that fits your strategy and governance, plan the roll-out and apply the model on live projects. The result is a shared way of planning, tracking and closing projects that people actually use.

Tailored to your organisation

We start from the templates, tools and terminology you already have, or help you develop them, and align the approach with your strategy, governance and the mix of projects you run.

"

I loved the 'real life' examples. I added the theory to it and now I understand why project management is crucial in every company.

Kasia, Gordon TAFE

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PROJECT MANAGEMENT

Agile Project Management

Plan and deliver projects using agile principles and practices.

WHO IT'S FOR

Project teams, managers and stakeholders who work with agile delivery.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Explain agile and how it differs from traditional delivery
- Work in agile roles and team practices
- Plan and estimate work in short delivery cycles
- Develop and manage requirements as they change
- Apply core agile practices and techniques to real work
- Collaborate across the team, business and customers

ABOUT THIS PROGRAM

When requirements shift halfway through, a fixed plan breaks and teams spend more time reworking than delivering. Our agile project management training shows participants how to plan and deliver in short cycles, keep work visible and adapt as priorities change. Teams practise agile roles, planning and estimation, and the core practices on real work from your organisation, so they understand how agile differs from traditional delivery and can use it with confidence.

Tailored to your organisation

Teams new to agile start with the mindset and core practices. Teams already using agile review what they do now and focus on embedding what works. We build in your tools, terminology and the projects your teams deliver.

> "I've created and presented a burn-up chart to the business. It was really well received.
>
> Melinda, Kangan Institute

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PROJECT MANAGEMENT

Managing Risk

Identify, assess and manage risk to keep projects and initiatives on track.

WHO IT'S FOR

Project teams and managers who need to identify and manage risk.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Establish the context for managing risk
- Apply a risk management framework to a project
- Identify risks early, from every part of the project
- Design and complete a risk assessment
- Plan practical responses to the risks that matter
- Set up risk reporting, monitoring and review

ABOUT THIS PROGRAM

Most project problems were visible earlier, if someone had been looking. Our risk management training gives participants a structured way to see them: set the context, identify what could go wrong, assess likelihood and impact, and agree how to respond. Participants complete a risk assessment on a project or initiative from their own workplace, build a response plan and set up the reporting that keeps risk in front of decision-makers.

Tailored to your organisation

We build in your risk framework, rating scales, registers and terminology, or help you develop them, and use risks from your own projects, department or organisation.

> "I found the training very beneficial and understood a lot more of the information than I thought I would. I learnt something new, which is what I wanted.

Participant, Latrobe Community Health Service

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PROJECT MANAGEMENT

Advanced Project Management for Leaders

Lead complex, high-stakes projects with confidence in a fast-changing environment.

WHO IT'S FOR

Managers and experienced project managers leading complex projects.

DURATION

2 days, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Set and communicate a compelling project vision
- Match leadership style to the team and the situation
- Lead project planning, budgets and risk
- Influence and negotiate with sponsors and stakeholders
- Lead people through the change a project creates
- Build and sustain a high-performing project team

ABOUT THIS PROGRAM

Complex projects rarely fail on technical grounds. They fail when sponsors, stakeholders and teams pull in different directions and the leader cannot hold them together. Our advanced project management training builds the leadership side of project delivery: setting and communicating a vision, choosing a leadership style, influencing and negotiating, leading people through change and building a high-performing project team. Participants apply it to a complex project from their own organisation.

Tailored to your organisation

We use the projects your leaders are running now, your governance and your terminology. Senior project manager training for your organisation focuses on the pressures your projects actually create.

> "It went so quick because it was very engaging and insightful as well as learning practical strategies... Would recommend to anyone wanting a great PM PD!
>
> Amy, Gordon TAFE

Talk to us about this program

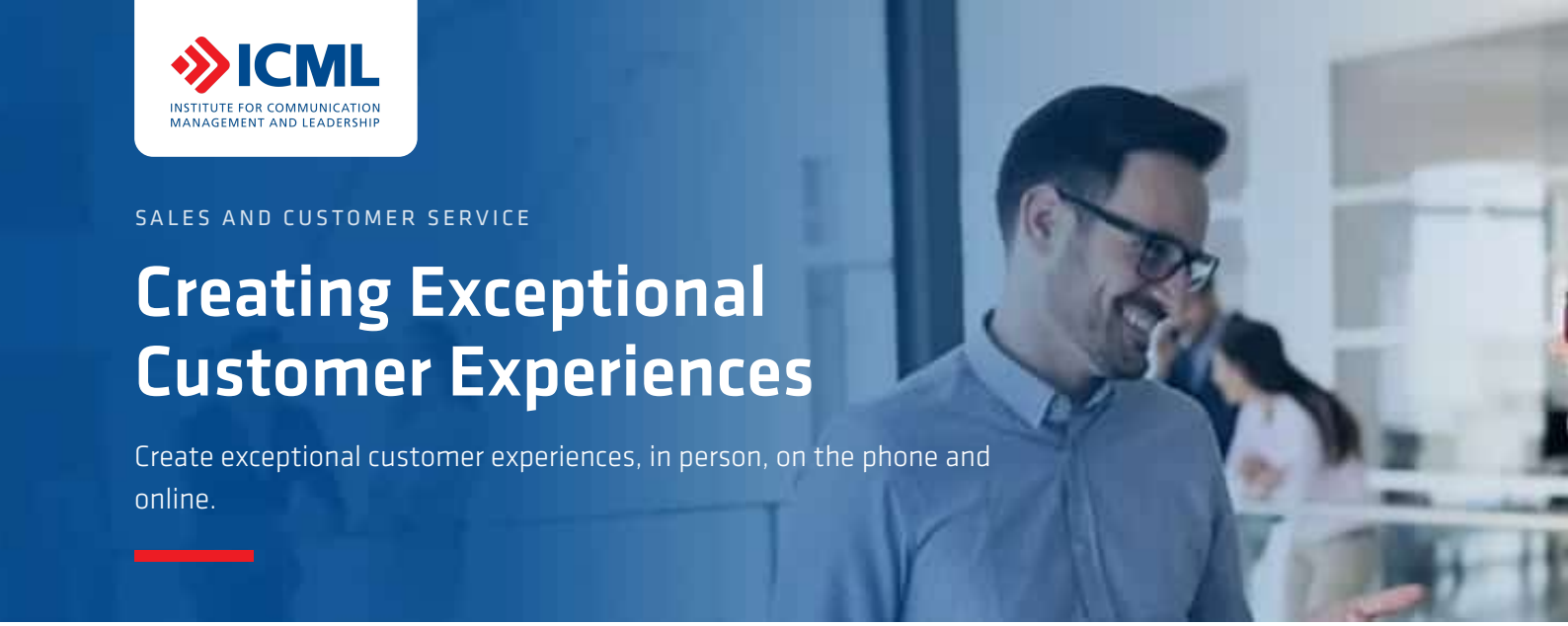
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Enquire online

PROGRAM CATEGORY

Sales and Customer Service

ICML
INSTITUTE FOR COMMUNICATION MANAGEMENT AND LEADERSHIP



SALES AND CUSTOMER SERVICE

Creating Exceptional Customer Experiences

Create exceptional customer experiences, in person, on the phone and online.

WHO IT'S FOR

Frontline and customer-facing staff who deal with customers every day.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Make a strong first impression, face to face or on the phone
- Recognise what outstanding service looks like to customers
- Listen and respond in ways that make customers feel heard
- Build customer relationships that bring people back
- Handle difficult situations and tough customers with calm
- Write clear, friendly emails and messages that serve the customer

ABOUT THIS PROGRAM

Our customer service training programs give frontline teams the skills to make every contact count. Customers remember how an interaction felt: whether they were greeted warmly, listened to, helped and kept informed. Participants learn what outstanding service looks like, make strong first impressions, use advanced listening and responding techniques and handle difficult moments while keeping the relationship intact, whether the contact is face to face, on the phone or in writing.

Tailored to your organisation

We build in your customers, your channels, your service standards and the language your people use, so the learning fits how your organisation serves its customers.

> "It was really informative and interactive over Zoom. I learnt a lot that I will take back into my role.
>
> Participant, Custom Fleet

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SALES AND CUSTOMER SERVICE

Service Excellence Across the Organisation

Create exceptional service experiences for colleagues and internal teams.

WHO IT'S FOR

Teams and staff who provide services to colleagues.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Treat colleagues as customers and understand what they need
- Set clear service expectations and keep to them
- Respond promptly and clearly to internal requests
- Handle internal complaints and difficult requests constructively
- Work across teams to fix hand-offs and delays
- Build a service culture that colleagues notice

ABOUT THIS PROGRAM

Teams such as HR, IT, finance, facilities and operations serve colleagues every day, yet internal requests drift, hand-offs stall and 'internal' too often means second priority. Our internal customer service training brings the service mindset of the front line to the back office. Participants learn to understand what their colleagues need, set clear expectations, communicate well, handle requests and complaints, and build a service culture where colleagues feel supported. The result is faster, friendlier and more consistent service across the organisation.

Tailored to your organisation

We build in your service standards, request processes, values and the language your people use, along with the services your teams provide, so the learning fits how your organisation works.

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SALES AND CUSTOMER SERVICE

Dealing with Challenging Customers

Handle challenging customers calmly, professionally and with confidence.

WHO IT'S FOR

Frontline staff and team leaders who deal with challenging customers.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Respond to complaints and resistance with empathy
- Stay calm and professional when customers are not
- Set limits and decline requests without raising tension
- Manage your own emotional reactions as well as the customer's
- Use language that defuses tension and builds trust
- Keep the conversation focused on a solution

ABOUT THIS PROGRAM

Dealing with difficult customers training gives frontline staff a calm, practical way through the conversations they dread. Complaints, pushback and unreasonable demands test patience and can leave staff drained and customers angrier. Participants learn to respond with empathy, set limits and say no without raising the temperature, manage their own reactions as well as the customer's, and use language that calms the situation and keeps the conversation focused on a solution.

Tailored to your organisation

We build in your procedures, values and the terminology your people use, along with the kinds of customers and situations they face, so the learning fits how your organisation works.

"

Enjoyed the training – found it well worth the time. I believe this has improved my ability to de-escalate conversations.

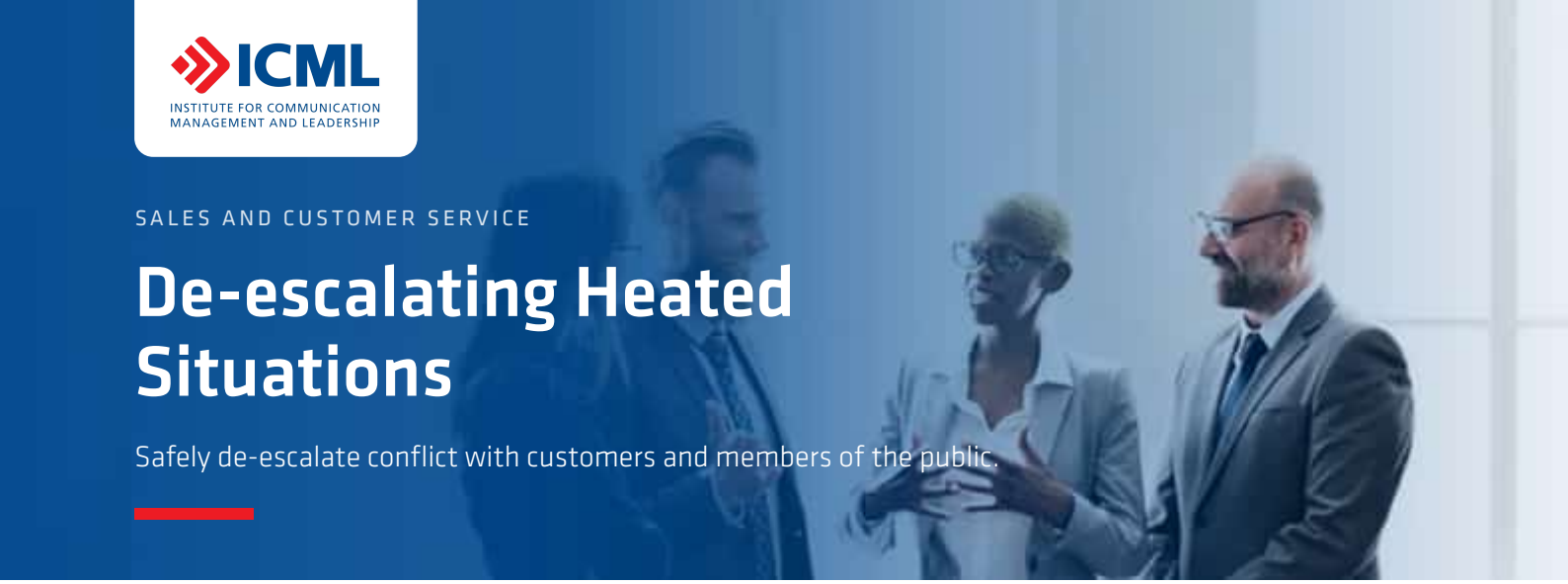
Elisabeth, Ballarat Community Health

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SALES AND CUSTOMER SERVICE

De-escalating Heated Situations

Safely de-escalate conflict with customers and members of the public.

WHO IT'S FOR

Frontline and public-facing staff who deal with upset customers.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Recognise early signs of escalation and respond before it builds
- Use calm, clear language that lowers the temperature
- Assess risk and know when to step back or call for help
- Stay composed and confident under pressure
- Understand your rights and responsibilities when threatened
- Manage your triggers and protect your wellbeing afterwards

Tailored to your organisation

We build in your procedures, safety and escalation policies, values and the terminology your people use, along with the situations your staff meet at the counter, on the phone or in chat, so the learning fits how your organisation works.

ABOUT THIS PROGRAM

A routine request turns into a confrontation in seconds: a customer raises their voice, a member of the public becomes abusive, and staff freeze or react. Our de-escalation training gives frontline teams a clear way to respond. Participants learn to spot the early signs of escalation, stay calm, assess risk and use words and actions that bring the temperature down. They practise on scenarios drawn from their own work and leave steadier, safer and more confident.

> Great energy and approach. Worthwhile short course – it opened up discussion with our team about internal and external communications and responses.

Paul, Comcater

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SALES AND CUSTOMER SERVICE

Essential Selling Skills

Identify needs, present value and close with confidence.

WHO IT'S FOR

People and teams who sell products or services to customers.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Plan and lead a sales conversation from first contact to close
- Ask questions that uncover what matters most to the customer
- Show the value of what you sell in the customer's terms
- Anticipate and handle objections with confidence
- Move conversations beyond price and margin
- Ask for the business and close with confidence

Tailored to your organisation

We build in your products and services, sales process, customer types and the language your sellers and customers use, so the learning fits how your organisation sells.

ABOUT THIS PROGRAM

Strong sellers do more than pitch. They find out what the customer needs, show the value of the answer and ask for the business with confidence. Our sales training builds those habits across your team. Participants learn to plan and run a sales conversation, ask better questions, handle objections, move the discussion beyond price and close in a way that works for both sides. They practise on realistic scenarios from your own market and leave ready to grow their sales.

> Amazing communication and conveying of information. Made me look at and understand sales and negotiations in a different way. Great program.

Claudia, Onyx Gaming

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SALES AND CUSTOMER SERVICE

Developing Business – Finding New Customers

Find new customers and grow the business.

WHO IT'S FOR

People responsible for finding and winning new customers.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Define a narrow, high-potential target market
- Prioritise time and effort where the returns are highest
- Network in a planned, focused way that leads to conversations
- Reach out and cold call with confidence
- Make a strong first impression and build trust quickly
- Turn first meetings into lasting business relationships

ABOUT THIS PROGRAM

Our business development training turns an intention to find more customers into a clear, repeatable routine. Participants choose a narrow, high-potential target market, decide where their time earns the best return and build a steady pipeline through planned networking and confident outreach. They learn to make a strong first impression and to build the trust that turns a first meeting into a lasting business relationship, working on real prospects from your organisation.

Tailored to your organisation

We build in your market, your customers and your sales process, along with the language your people use, so the learning fits how your organisation wins business.

"

Engaging course and facilitator. Relevant content and key learnings we can take back to our roles.

Steph, Onyx Gaming

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SALES AND CUSTOMER SERVICE

Building Client Relationships

Build trusted, long-term client relationships.

WHO IT'S FOR

Client-facing people who want longer-lasting client relationships.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Build rapport quickly and make clients feel understood
- Earn trust through consistent, open communication
- Ask questions that uncover what each client really needs
- Hold engaging client conversations, in person and online
- Influence with credibility, using principles of persuasion
- Keep relationships strong between projects and through change

ABOUT THIS PROGRAM

Our client relationship training builds the habits that turn clients into long-term partners. Clients rarely leave over one big failure. They drift when contact turns transactional, when nobody checks in between projects or when a new contact has to start from scratch. Participants learn to build rapport quickly, earn trust through the way they communicate, hold conversations that uncover what clients need and keep the relationship strong between jobs, all practised on situations from your organisation.

Tailored to your organisation

We build in your client types, your account approach and the language your people use with clients, so the learning fits how your organisation works.

> "Very engaging, listened to answers and considered responses. Gained a lot even though I would have thought I was good in this area before.
>
> Shaun, Mutual Trust

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SALES AND CUSTOMER SERVICE

Strategic B2B Selling

Build the strategic selling skills to win and grow complex B2B accounts.

WHO IT'S FOR

Sales professionals who sell to organisations with several decision makers.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Understand how your business customers buy
- Identify everyone who influences a purchasing decision
- Build consultative relationships with key stakeholders
- Spot strategic threats and opportunities in an account
- Influence decision makers by addressing their interests
- Negotiate win-win outcomes that grow the account

ABOUT THIS PROGRAM

Winning a business customer rarely depends on one person. Buying decisions involve several stakeholders, long timelines and competing priorities, and a good pitch to one contact is not enough. Our B2B sales training helps sales professionals understand the buying process, map everyone who influences the decision and build consultative relationships. Participants practise influencing key decision makers, spotting threats and opportunities early and negotiating win-win outcomes, using accounts and scenarios from your own market.

Tailored to your organisation

We build in your products and services, sales cycle, buyer types and account planning approach, along with the language your sellers and customers use, so the learning fits how your organisation sells.

"

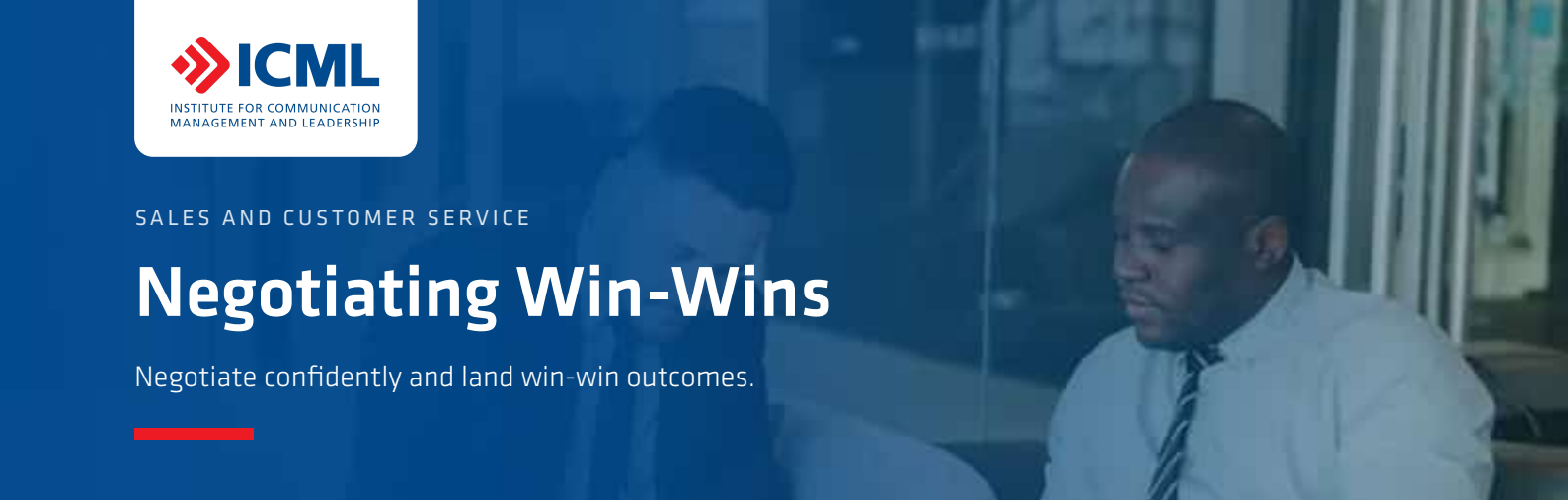
Best face to face training I have done in a very long time. Best day!

Jeremy, Greenacres

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SALES AND CUSTOMER SERVICE

Negotiating Win-Wins

Negotiate confidently and land win-win outcomes.

WHO IT'S FOR

Sales and business professionals who negotiate agreements with others.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Prepare for a negotiation with clear goals and limits
- Understand the other side's interests as well as your own
- Manage and control the negotiation from opening to close
- Bargain effectively without giving away value
- Create win-win solutions both sides can commit to
- Respond to pressure tactics and close agreements well

ABOUT THIS PROGRAM

A negotiation that starts unprepared often ends with a concession nobody planned or a relationship that cools. Our negotiation skills training gives participants a structure for the whole conversation. They learn to prepare, understand the other side's interests, bargain effectively, create solutions that work for both parties and close the agreement while keeping the relationship strong. Scenarios come from your own deals, suppliers and stakeholders, so participants leave negotiating with more confidence and better results.

Tailored to your organisation

We build in the situations, stakeholders and agreements your people deal with, along with your policies, approval limits and the language your people use, so the learning fits how your organisation negotiates.

> "Very relatable and engaging. Really enjoyed the course – one of the best courses I have undertaken. Content was relatable and relevant.
>
> Louise, Serene Capital

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SALES AND CUSTOMER SERVICE

Commercial Skills for Consultants

Build the commercial skills technical experts need to advise, influence and win business with clients.

WHO IT'S FOR

Technical experts and professionals who advise and work with clients.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Become the trusted adviser clients turn to first
- Hold consultative conversations that uncover real needs
- Understand client motivations and how decisions get made
- Run client meetings that build confidence and momentum
- Influence clients and negotiate demands with confidence
- Spot opportunities and grow business from existing clients

ABOUT THIS PROGRAM

Our consulting skills training is built for people who are hired for their expertise and then asked to bring in work. Strong technical expertise gets a consultant into the room. Becoming the adviser a client trusts, listens to and calls again takes a further set of skills. Participants learn to hold consultative conversations, understand what motivates the client and the people around them, run strong client meetings and spot the next opportunity, all shaped around the kind of work your people do.

Tailored to your organisation

We build in your services, your clients and your professional standards, along with the language your people use, so the learning fits how your organisation works with clients.

> "Very engaging. One of the best sessions I've attended. Definitely plenty to take on board and act on.
>
> Debbie, Plunkett Pharmaceuticals

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PROGRAM CATEGORY

HR and Wellbeing



HR AND WELLBEING

Unlocking Unconscious Bias

Recognise and manage unconscious bias in everyday decisions.

WHO IT'S FOR

Employees and managers who make or influence decisions about people.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Explain how unconscious bias shapes everyday decisions
- Spot their own biases and the situations that trigger them
- Slow down and test first impressions before acting
- Apply simple checks to hiring, feedback and promotion decisions
- Raise bias in meetings and teams in a respectful way
- Build everyday habits that make workplace decisions fairer

ABOUT THIS PROGRAM

Unconscious bias training shows people how quick mental shortcuts shape who gets heard, hired, promoted and trusted. Teams notice it when the same voices dominate meetings, when shortlists look alike, or when a first impression colours a performance review. Participants learn to spot their own patterns, slow down at the moments that matter and apply simple checks to everyday decisions. The program is built around your organisation's processes, so people leave with fairer habits they can use in recruitment, feedback and day-to-day teamwork.

Tailored to your organisation

We build in your recruitment, performance and promotion processes, your values and the language your people use. We also run unconscious bias training for managers as a dedicated group, with examples from the decisions they make most often.

> "I feel more equipped to provide advice and assistance to managers with issues, recruitment, remuneration etc.
>
> Jessica, Tonkin + Taylor

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HR AND WELLBEING

Respectful Workplace Behaviours

Help every employee understand their role in a respectful, inclusive workplace.

WHO IT'S FOR

Employees at every level, from new starters to senior leaders.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Recognise bullying, harassment and discrimination at work
- Understand how their own behaviour affects colleagues
- Apply your organisation's behaviour standards day to day
- Speak up early and respectfully when something is not right
- Know how to report a concern and what happens next
- Contribute to an inclusive team where everyone is respected

ABOUT THIS PROGRAM

Most people want to treat colleagues well, yet the line between banter and bullying, or a compliment and harassment, is not always clear to everyone. Small behaviours go unchallenged, people stay quiet and concerns surface late. Our workplace behaviour training gives every employee a shared, practical understanding of what respectful behaviour looks like, how bullying, harassment and discrimination affect people, and what to do when something is not right. Employees leave knowing how to prevent, report and respond, shaped around your values and policies.

Tailored to your organisation

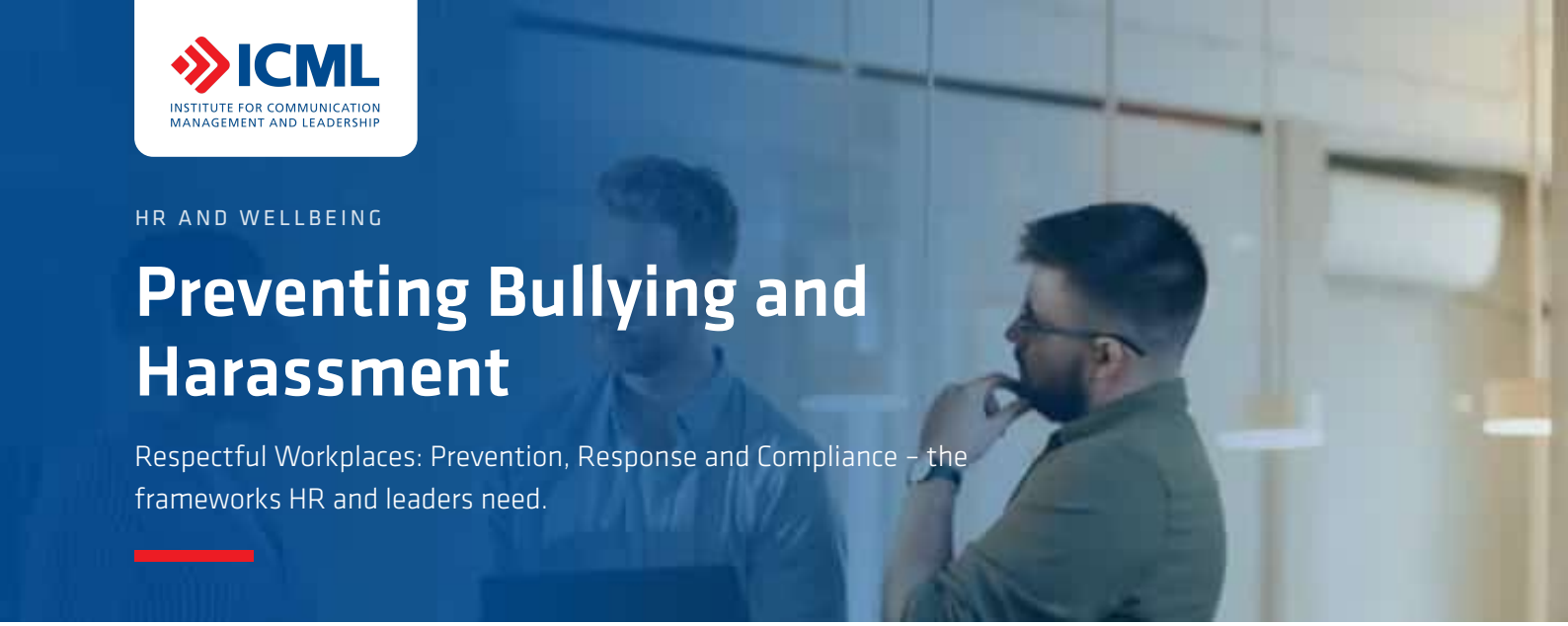
We build in your code of conduct, values and policies, and the language your people use, so employees learn what respect means in your workplace. Where leaders need a stronger focus on setting the tone, we add it.

Talk to us about this program

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HR AND WELLBEING

Preventing Bullying and Harassment

Respectful Workplaces: Prevention, Response and Compliance – the frameworks HR and leaders need.

WHO IT'S FOR

HR, People and Culture teams and leaders who manage conduct issues.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Identify bullying and harassment risks across the organisation
- Set clear behaviour standards that leaders model and uphold
- Respond to concerns early, fairly and consistently
- Apply natural justice and keep clear, accurate records
- Meet compliance obligations, including the positive duty
- Support people who raise concerns and guard against reprisal

ABOUT THIS PROGRAM

A policy on paper does not stop bullying and harassment. Concerns reach HR late, leaders are unsure whether a behaviour crosses the line, responses vary from team to team and the organisation carries the legal and cultural risk. Our bullying and harassment training gives HR and leaders the frameworks to identify risk, set clear standards, respond to concerns fairly and consistently and meet their compliance obligations, including the positive duty to prevent sexual harassment. Participants leave with processes and conversations they can use straight away, shaped around your policies and people.

Tailored to your organisation

We build in your policies, complaint process, code of conduct and the legislation and regulators that apply to your sector, so participants practise with the processes they will use.

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HR AND WELLBEING

Creating Psychosocially Safe Workplaces

Recognise and manage psychosocial hazards to meet your obligations and protect your team.

WHO IT'S FOR

Managers and leaders responsible for team health and safety.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Recognise psychosocial hazards in how work is designed and managed
- Assess risk and apply controls that fit your team's work
- Notice early signs of harm in team behaviour and performance
- Consult your team on risks and involve them in the solutions
- Meet your WHS obligations and keep records that show it
- Respond to incidents and support people affected

Tailored to your organisation

We build in your WHS framework, risk process, jurisdiction and the pressures specific to your sector, so managers practise with the tools and language they will use.

ABOUT THIS PROGRAM

Excessive workload, unclear roles, low support, strained relationships and poorly handled change are all psychosocial hazards, and managers are the people closest to them. Our psychosocial hazards training for managers shows what to look for, how to assess and control the risk, and how to keep records that show your organisation has met its work health and safety obligations. Managers leave ready to act early, consult their teams and build controls into daily work.

> A great workshop. Would love it to be mandatory training at DVA.
>
> Natalie, Fed Department of Veterans' Affairs

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HR AND WELLBEING

Psychological Safety for Managers

Help managers build and sustain a team where people feel safe to speak up.

WHO IT'S FOR

People leaders, from supervisors to executives, who shape team culture.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Invite ideas and concerns so every voice is heard
- Respond to bad news, mistakes and challenge with curiosity
- Build a feedback culture where candour is welcomed
- Model the behaviours that build trust and mutual respect
- Encourage sensible risk-taking and innovation
- Notice when people are holding back and draw them out

ABOUT THIS PROGRAM

People speak up when they trust the response will be fair. Managers create that trust, often without realising it, through how they react to questions, mistakes, bad news and disagreement. Our psychological safety training for managers gives leaders practical habits to invite input, respond well to challenge, welcome mistakes and give feedback that builds the team. They leave able to lead open communication, mutual respect and curiosity, shaped around your teams and culture.

Tailored to your organisation

We build in your leadership framework, values and the ways your people raise concerns, so the learning fits how your organisation works.

> "Many tips to improve my work practice and relationships with colleagues.
>
> Annie, The Salvation Army

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HR AND WELLBEING

Psychological Safety for Employees – Speak Up and Speak Out

Help employees speak up, share ideas and contribute to a psychologically safe team.

WHO IT'S FOR

Employees at every level who want to speak up and contribute.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Explain what psychological safety is and why it matters
- Recognise assertive, passive and aggressive behaviour
- Give and receive candid feedback respectfully
- Identify what holds them back from speaking up
- Handle difficult situations calmly and constructively
- Solve problems with colleagues and strengthen relationships

ABOUT THIS PROGRAM

In teams where people hold back, good ideas stay unspoken, concerns go unraised and mistakes are hidden. Our psychological safety training gives every employee the skills to speak up. Participants learn to recognise assertive, passive and aggressive behaviour, give and receive candid feedback, identify what holds them back and handle difficult situations constructively. They return to work able to share ideas, raise concerns and strengthen relationships, in a team shaped around what your organisation needs.

Tailored to your organisation

We build in your values, code of conduct and the ways your people raise concerns, so the learning fits how your organisation works.

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HR AND WELLBEING

Diversity Awareness

Build the understanding and everyday behaviours that support an inclusive workplace.

WHO IT'S FOR

Employees and leaders who work with others and want a more inclusive team.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Explain what diversity and inclusion mean in your workplace
- Describe the benefits of diverse, inclusive teams
- Recognise the barriers that limit diversity and inclusion
- Understand the legislation and policies that apply to them
- Bring an inclusive mindset to everyday interactions
- Use practical behaviours that help every colleague contribute

ABOUT THIS PROGRAM

Diversity and inclusion training helps people understand what diversity means in your workplace and what inclusion looks like day to day. Teams recognise the gaps: some voices carry more weight, newer or different colleagues stay quiet, and policies sit on the intranet without shaping behaviour. Participants explore the benefits of diverse teams, the barriers that limit them and the legislation that applies. They leave with an inclusive mindset and practical behaviours they can use in meetings, decisions and everyday conversations.

Tailored to your organisation

We build in your diversity and inclusion policies, values and terminology, and the examples your people recognise. We run diversity training for a single team or a whole organisation, and a tailored version for leaders.

> "It was great to get my brain thinking out of my own comfort zone. I will definitely move forward being more aware of my own assumptions and take more time to listen.

Kathy, Arts Events and Cultural Venues

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HR AND WELLBEING

Contact Officer Training for Safer Workplaces

Help contact officers know their role and respond to bullying, harassment and discrimination.

WHO IT'S FOR

Staff appointed as contact officers, and those about to be.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Explain the contact officer role, its boundaries and limits
- Listen and respond calmly when a colleague raises a concern
- Apply the principles of natural justice and confidentiality
- Recognise bullying, harassment and discrimination
- Explain the internal and external pathways open to a colleague
- Keep clear, accurate and confidential records at each stage

ABOUT THIS PROGRAM

Being appointed a contact officer is a trusted role, and it raises questions. What exactly is the role? Where does it stop? What do you say when a colleague describes bullying, harassment or discrimination? Our contact officer training answers them. Participants learn the boundaries of the role, how to listen and respond, the principles of natural justice, the key definitions and legislation, and the internal and external pathways open to a colleague. They leave ready to support people confidently and keep accurate records.

Tailored to your organisation

We build in your contact officer policy, complaint process and the legislation that applies to your sector, so participants practise the role as it works in your organisation.

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HR AND WELLBEING

Be Upstanding – Bystander Intervention Training

Give employees the skills and confidence to safely speak up and intervene.

WHO IT'S FOR

Employees at every level who want to speak up and act safely.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Spot early warning signs of harmful behaviour at work
- Hold upstanding conversations using a shared language
- Respond constructively when someone pushes back
- Judge when to step in and when to put personal safety first
- Use curious questions to encourage lasting behaviour change
- Check in with and support a colleague afterwards

ABOUT THIS PROGRAM

Most people want to do something when they see bullying, harassment or discrimination at work. Many freeze, worry about getting it wrong or assume someone else will step in. Our bystander intervention training gives employees a clear way to respond. They learn to spot early warning signs, use a shared language for upstanding conversations, handle pushback and judge when to step in and when to put their own safety first. The result is a workplace where people look out for each other, shaped around your culture.

Tailored to your organisation

We build in your code of conduct, values and respectful workplace policies, realistic scenarios from your industry and the language your people use, so the learning fits how your organisation works.

> "I was really surprised at how engaging the facilitator was. I thought it was going to be another HR tick-box exercise but I got a lot out of it.
>
> Trent, Victorian public sector agency

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HR AND WELLBEING

HR for Managers

Give managers practical HR knowledge to lead people with confidence.

WHO IT'S FOR

Designed for experienced managers, team leaders, supervisors, and emerging leaders with responsibility for people management.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to your premises, or deliver virtually or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Understand the manager's role in people management and HR practices
- Apply HR policies and procedures consistently and fairly
- Manage performance, conduct, and workplace issues confidently
- Handle difficult conversations with professionalism and respect
- Create psychologically safe and psychosocially safe workplaces
- Reduce people-related risks through informed decision-making

ABOUT THIS PROGRAM

Effective people leadership requires more than technical expertise. Managers also need practical HR knowledge to navigate employee issues, support performance, reduce risk and create positive workplace cultures, knowledge that's rarely covered in a technical career path. This program equips leaders with the confidence, skills and tools to manage common people challenges while meeting organisational and legal responsibilities, learning how to handle difficult conversations, support employee performance and create psychologically and psychosocially safe workplaces.

Tailored to your organisation

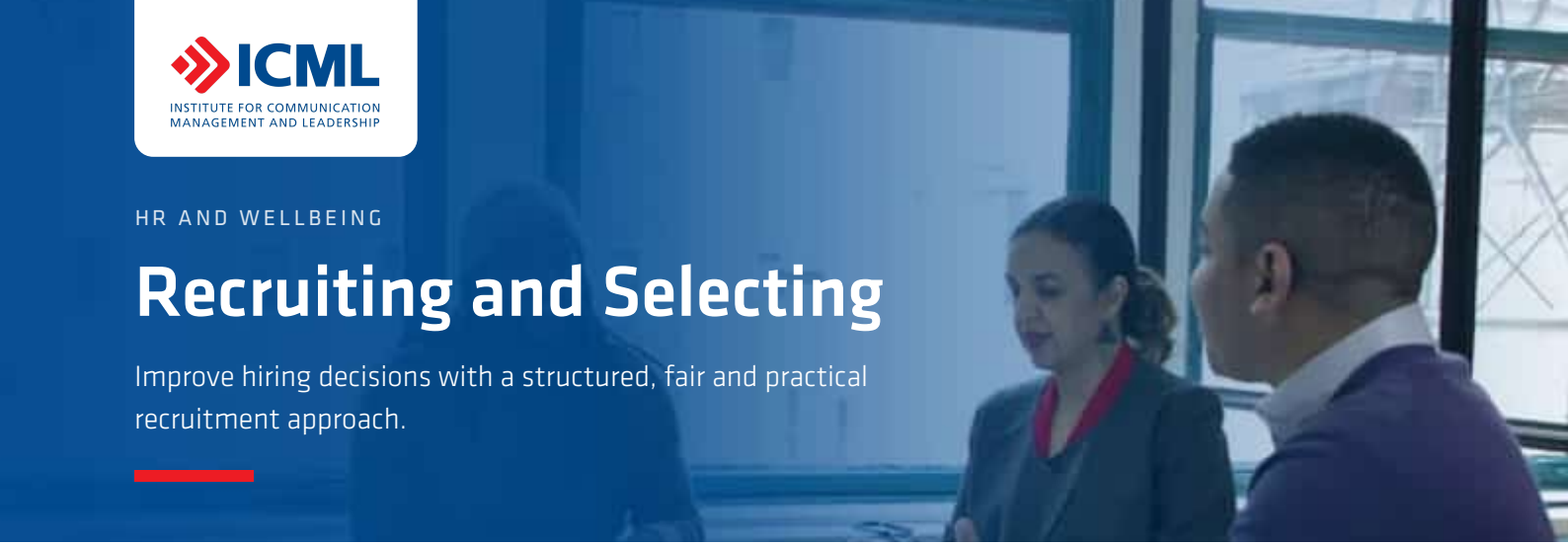
Every organisation operates within a unique environment. We customise examples, discussions, scenarios, and activities to reflect your culture, workforce, policies, systems, and leadership challenges. This ensures participants gain practical skills they can immediately apply in their workplace.

> Loved the facilitation style, also the mix of info, chats about competence, the skills matrix and coaching. Loved the facilitator – what a gem.
>
> Participant, Wyndham City Council

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online



HR AND WELLBEING

Recruiting and Selecting

Improve hiring decisions with a structured, fair and practical recruitment approach.

WHO IT'S FOR

Designed for managers, supervisors and anyone involved in recruiting and selecting new employees for their team.

DURATION

2 days, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Plan and manage a recruitment process from vacancy to induction
- Analyse a role and write an accurate position description
- Write job advertisements that attract the right candidates
- Design a structured assessment strategy for shortlisting
- Ask effective, legally sound interview questions and probe responses fairly
- Select candidates objectively and manage a smooth induction

ABOUT THIS PROGRAM

Many managers are handed hiring responsibility without ever being taught how to run a fair, effective process, and decisions often come down to gut feel. This program gives managers the skills to plan a recruitment process, assess candidates objectively and select the right person for the role with confidence.

Tailored to your organisation

We can incorporate your existing recruitment process, position description templates, interview guides and organisational language, so the training reflects how your business actually hires.

> "The method will be valuable for ensuring recruitment success: we often rely on intuition, and now we have a plan and method in mind.
>
> Participant, Domaine Chandon

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HR AND WELLBEING

Interviewing Skills for Hiring Managers

Plan and conduct effective job interviews and compare notes with confidence.

WHO IT'S FOR

Managers who interview candidates and own the hiring decision.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Work from the job criteria to define what to look for
- Write behavioural questions that draw out real evidence
- Open, structure and close an interview with confidence
- Probe answers and take notes that support a decision
- Reduce bias and keep the candidate experience positive
- Compare notes with co-interviewers and reach a fair decision

ABOUT THIS PROGRAM

Interview training for managers turns a conversation into a structured way of finding the best person for the role. Hiring managers will recognise the pull of an easy chat, questions made up on the spot and a decision based on who felt like a good fit. Participants work from the job criteria, write behavioural questions, probe for evidence, take useful notes and compare notes fairly with co-interviewers. They leave able to run a consistent interview for every candidate, using your own roles and recruitment process.

Tailored to your organisation

We build in your recruitment policy, selection criteria and values, and practise on roles your managers actually recruit for. Interview skills training sticks best when participants rehearse with their own vacancies.

> Jill made a long day very engaging. I thought I was very competent with recruitment but learnt my approaches are not always correct. I feel more confident now.

Luke, City of Darebin

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HR AND WELLBEING

Interview Mastery for Panels

Run fair, consistent and effective panel interviews.

WHO IT'S FOR

Panel members and chairs who help select internal or external candidates.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Agree panel roles and a shared plan before interviews start
- Write behavioural questions tied to the selection criteria
- Probe for evidence and take clear, usable notes
- Score each candidate against the criteria with consistency
- Reduce bias and keep the candidate experience positive
- Run a fair panel discussion and record the decision

ABOUT THIS PROGRAM

Interview panel training gets every member asking good questions, listening for evidence and scoring the same way. Without it, panels drift: questions vary from candidate to candidate, one strong voice sways the decision, and notes are too thin to explain the outcome. Participants practise behavioural questions, probing and note-taking, agree how to assess against the selection criteria, and run a fair panel discussion. Your panel leaves ready to make sound, defensible selection decisions, using your own roles, criteria and process.

Tailored to your organisation

We build in your recruitment policy, selection criteria, scoring approach and values, and practise on roles your organisation recruits for. If your panels work in local government, see Interview Mastery for Council Panels.

> "It really helped me to see where I can improve and also, as a team, where we need to change what we are doing now. Really enjoyed this training session.
>
> Dominique, Knox City Council

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HR AND WELLBEING

Wellbeing

Build the habits and awareness to protect wellbeing at work.

WHO IT'S FOR

Employees at every level who want to protect their wellbeing at work.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Explain what wellbeing involves and why it affects performance
- Spot early signs of declining wellbeing in themselves and others
- Build small daily habits that protect energy and focus
- Set healthy boundaries around workload and time
- Support a colleague with care and point them to help
- Use the wellbeing supports their workplace offers

ABOUT THIS PROGRAM

Workplace wellbeing training gives people practical ways to protect their energy, focus and health while work stays busy. Many teams recognise the signs: long hours become normal, breaks disappear, people keep going while tired, and colleagues hesitate to ask for help. Participants learn what wellbeing involves, how to spot early warning signs in themselves and others, and which small daily habits make a difference. The program is shaped around your workplace, so the examples, tools and support pathways match how your people work.

Tailored to your organisation

We build in your wellbeing initiatives, support services and the language your people use. We run employee wellbeing training for a whole organisation or a single team, and connect the program to what you already offer, such as your employee assistance program.

> Great training: thought-provoking, with useful tools and strategies I can use with myself and others.
>
> Participant, Anglicare Victoria

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HR AND WELLBEING

Managing Anxiety and Stress

Practical tools to recognise and manage workplace stress and anxiety.



WHO IT'S FOR

Employees at any level facing pressure, workload or uncertainty.

DURATION

3 hours, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Recognise the early signs of stress and anxiety in themselves
- Understand their emotional triggers and reactions
- Manage anxious thoughts and feelings mindfully
- Reduce the effect of constant information and interruptions
- Cope with uncertainty without losing focus or energy
- Build self-care habits that protect wellbeing and performance

ABOUT THIS PROGRAM

Heavy workloads, constant information, uncertainty about change and pressures at home all land at work. Our stress management training shows employees how to reduce the demands on them and build the resources to handle what remains. They learn to recognise their emotional triggers, notice anxiety early, manage it mindfully and use strategies for uncertainty, resilience and self-care. Employees return to work with practical tools they can use at their desk, and the program is shaped around the pressures your people face.

Tailored to your organisation

We build in the pressures specific to your workplace, your wellbeing initiatives, your employee assistance program and the support channels your people can use.

"

I thought I was a good leader, but I realise that I can improve by being present and listening, and speaking more clearly when stressed.

Participant, TAFE NSW

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HR AND WELLBEING

Resilience and Dealing with Change

Build the resilience to stay effective and positive through workplace change and pressure.

WHO IT'S FOR

Employees who want to cope with change and pressure and recover faster.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Understand how you respond to pressure and setbacks
- Manage unhelpful thinking and reset your outlook
- Recover your energy and focus after a difficult period
- Stay constructive and adaptable through change
- Draw on support and build strong relationships at work
- Create a personal plan for sustaining resilience

ABOUT THIS PROGRAM

Restructures, new systems and heavier workloads test everyone, and some people find it hard to bounce back. Our resilience training helps participants understand how they respond to pressure and setbacks, and gives them practical ways to recover faster and keep performing. They build habits for managing thoughts, energy and support, and leave with a personal plan for the next time change arrives. Teams leave better equipped to support each other, which makes the whole group more steady in uncertain times.

Tailored to your organisation

We build in the change your organisation is facing and the pressures your people describe, so the program fits their real circumstances.

"

Absolutely excellent course, the training was engaging, informative and will help me engage with change more effectively moving forward.

Harry, Australia Post

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HR AND WELLBEING

Change Agility

Help employees anticipate and deal with change with confidence.

WHO IT'S FOR

Employees at any level who want to adapt to change with confidence.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Manage the uncertainty change brings and take ownership of it
- Stay positive and build optimism when things shift
- Prioritise clearly to stay organised and productive
- Build a network that opens up new opportunities
- Identify strengths and build the skills to be change-ready
- Act quickly and decisively when change arrives

ABOUT THIS PROGRAM

Restructures, new systems, shifting priorities and new ways of working keep arriving. Some people wait for the dust to settle, while others get ahead of it. Our change agility training builds the mindset and skills to get ahead. Employees learn to manage the uncertainty change brings, stay optimistic, prioritise ruthlessly, build a network of opportunities and develop the strengths that make them change-ready. They return to work ready to act quickly and decisively, shaped around the changes your organisation is facing.

Tailored to your organisation

We build in the changes your people are facing, your values and the language they use, so the learning fits how your organisation works.

> "Found some really useful strategies for understanding mindsets, emotions and giving and receiving feedback.

Nat, Gordon TAFE

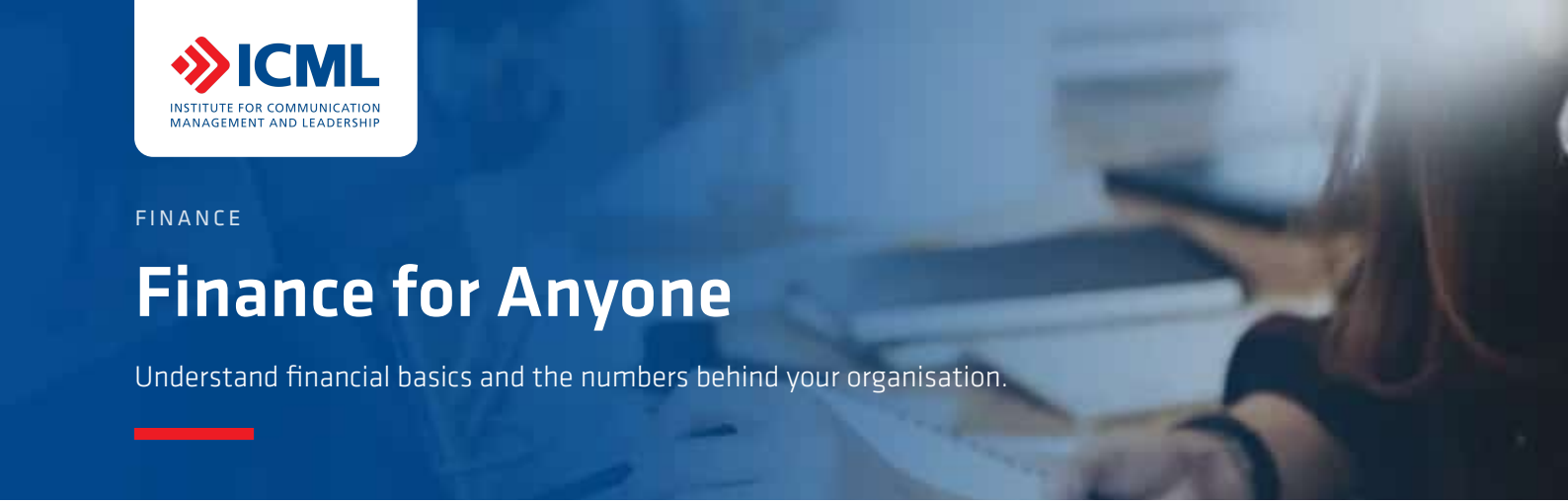
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PROGRAM CATEGORY

Finance



FINANCE

Finance for Anyone

Understand financial basics and the numbers behind your organisation.

WHO IT'S FOR

Staff in any role who want to understand the organisation's numbers.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Interpret financial terms, statements and reports
- Explain how revenue, costs and profit connect to their work
- Read a budget and ask informed questions about it
- Take part in financial discussions with confidence
- Talk with finance teams and external contacts in plain terms
- Make financially informed decisions in their own role

ABOUT THIS PROGRAM

Budget updates, monthly results and board papers are full of numbers that only a few people feel comfortable questioning. Our finance training for non-finance staff closes that gap. Participants learn the language of finance, how to read the key financial reports and how the numbers connect to the work their team does every day. They leave able to follow a financial discussion, ask better questions and contribute with confidence, using examples from your own organisation.

Tailored to your organisation

We work with your own terms, reports and examples, such as your budget pack, monthly results or annual report, so the learning applies straight away. We also build in your policies and the language your people use.

> "I gained knowledge on a topic that will help me in business and personal life.
>
> Nathan, City Holdings

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FINANCE

Finance and Budgets for Non-Finance Managers

Build the financial skills managers need to budget, plan and make sound decisions.

WHO IT'S FOR

Managers who are responsible for budgets but have no finance background.

DURATION

2 days, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Interpret the organisation's financial reports and key ratios
- Build, track and manage a budget for their team
- Explain variances and act on them early
- Control costs and the flow of money through their area
- Work productively with finance colleagues
- Plan and make decisions that improve financial performance

ABOUT THIS PROGRAM

Managers are handed a cost centre, a forecast or a savings target and expected to explain the result at the next review. Our finance for non-finance managers training gives them the footing to do it well. Participants learn to read the organisation's financial reports, build and track a budget, control costs and talk to finance colleagues in a shared language. They leave able to plan with confidence, explain variances and make decisions they can back with numbers, using your own reports as the working material.

Tailored to your organisation

We work with your own financial reports, budget templates, planning cycle and terminology, and build in your policies, so finance training for managers applies in the next budget round.

> "Terry was very engaging and understandable. Excellent – I enjoyed it and learnt a lot.
>
> Taryn, Garden Village Port Macquarie

Talk to us about this program

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FINANCE

Financial and Business Acumen

Make sound decisions as if you were responsible for the profit and loss.

WHO IT'S FOR

Managers and professionals who want to decide like an owner.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Explain how the organisation earns, spends and creates value
- Read financial results and see what is driving them
- Weigh cost, return and risk in everyday decisions
- Test the evidence and assumptions behind a proposal
- Connect their work to the organisation's financial goals
- Make decisions they can explain and defend

ABOUT THIS PROGRAM

Good ideas stall when nobody can say what they cost, what they return or what could go wrong. Our business acumen training combines financial understanding with critical thinking, so participants can weigh cost, return and risk as if the profit and loss were theirs to answer for. They learn how the organisation earns and spends, read the commercial picture and test the assumptions behind a decision. They leave able to make choices they can defend, using the financial and strategic context of your own organisation.

Tailored to your organisation

We build in your annual report, funding model, strategy and policies, and the language your people use. For government and not-for-profit groups, we shape the program around public value, funding and accountability, and for business teams around revenue, margin and competition. Commercial acumen training lands best when it uses the organisation's own numbers.

Talk to us about this program

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FINANCE

Developing a Robust Business Case

Building evidence-based recommendations – the robust analysis that underpins a compelling business case.

WHO IT'S FOR

Managers, project leads and analysts who build proposals for funding.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Frame the problem and define what the case must decide
- Identify and compare realistic options, including doing nothing
- Estimate costs and benefits and analyse them soundly
- Test the assumptions, sensitivities and risks behind the numbers
- Recommend the option the evidence supports
- Present findings so decision makers can act on them

ABOUT THIS PROGRAM

A business case is only as strong as the analysis underneath it. Our business case development training teaches participants to frame the problem, identify the options and test each one for cost, benefit and risk before a word of the proposal is written. They learn to challenge their own assumptions, quantify what can be quantified and recommend the option the evidence supports. They leave able to build a case that stands up to scrutiny, working on a real proposal from your organisation.

Tailored to your organisation

We build in your investment criteria, templates, approval thresholds and policies, and the language your decision makers use, so business case analysis training fits how your organisation approves proposals.

Talk to us about this program

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FINANCE

Advanced Finance for Leaders

Test pricing, investment and funding decisions with the right financial analysis.

WHO IT'S FOR

Managers and leaders who already understand financial basics.

DURATION

2 days, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Analyse costs and set prices that protect margin
- Evaluate investments using NPV, IRR and payback
- Explain how debt and equity funding affect the cost of capital
- Assess financial risk in strategic and investment decisions
- Challenge forecasts and financial assumptions with confidence
- Present a financial case that executives and boards can approve

ABOUT THIS PROGRAM

Once managers know the basics, the decisions get harder: what price protects the margin, which investment earns its cost of capital, how exposed the organisation is if the forecast is wrong. Our advanced finance training for managers builds the analysis to answer them, from costing and pricing to NPV, IRR, cost of capital and financial risk. It also looks at how AI is changing forecasting and what an investment in AI itself should return. Participants leave able to test the numbers and defend a recommendation to executives and boards.

Tailored to your organisation

We build in your pricing model, investment criteria, funding arrangements and policies, so investment appraisal training works on the decisions your leaders actually face.

> "Terry was great. Very knowledgeable and explained things well using stories and practical examples. Would recommend or mandate this training for all leadership staff.

Karen, Banyule City Council

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FINANCE

The Trusted Finance Business Partner

Influence, advise and add strategic value as a trusted finance business partner.

WHO IT'S FOR

Finance analysts, controllers and managers who advise the business.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Explain the value of the finance business partner role
- Analyse stakeholders and what each one needs from finance
- Listen and probe to uncover the real question
- Influence decisions with clear, persuasive messages
- Present financial insight as a story people act on
- Deliver difficult messages and handle tricky conversations

ABOUT THIS PROGRAM

Finance teams produce accurate numbers, yet are often brought in after the decision is made, or asked for data rather than advice. Our finance business partnering training changes that. Participants learn to understand what stakeholders need, listen for the real question, influence one conversation at a time and present financial insight as a story that moves people to act. They leave as trusted advisers to management, working through case studies and reports from your own finance function.

Tailored to your organisation

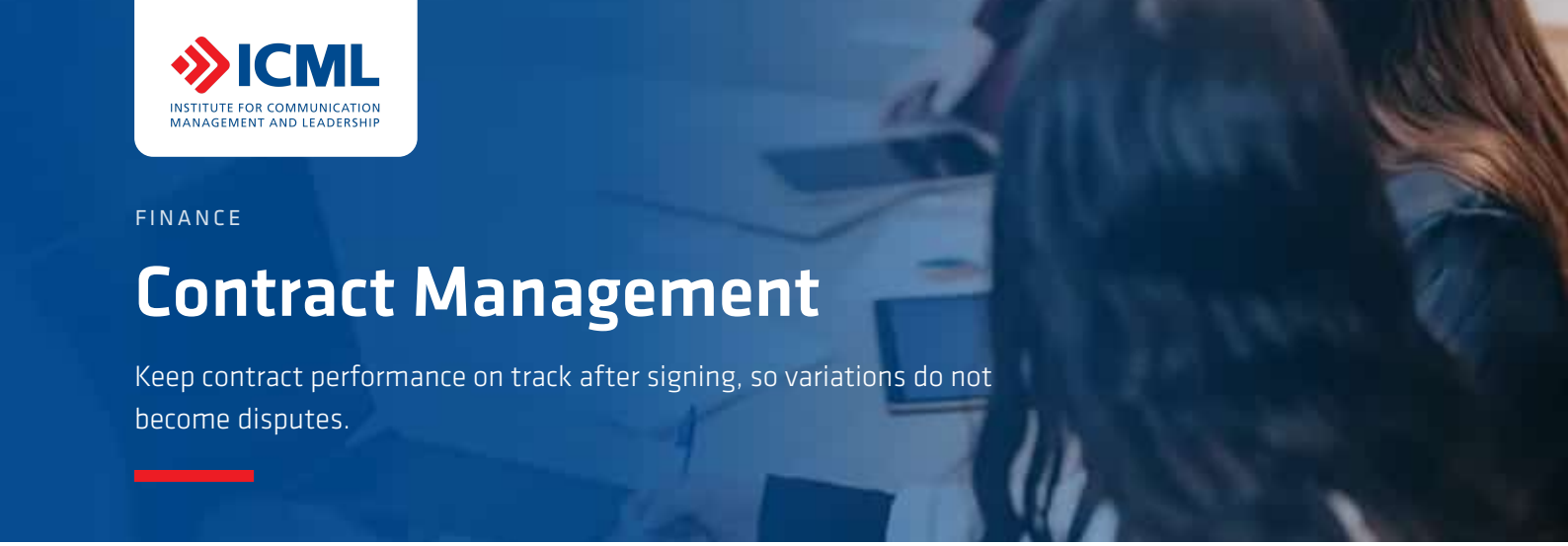
We use your own financial reports, stakeholder map and real situations in the case studies and exercises, and build in your policies and language, so the skills apply the next time someone from the business calls.

> "Steve was super engaging and energetic. I really enjoyed today's session and felt it opened the team up to new possibilities.
>
> Fiona, Marketing and Communications

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FINANCE

Contract Management

Keep contract performance on track after signing, so variations do not become disputes.

WHO IT'S FOR

Managers and staff who manage contracts and suppliers after signing.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Set up a contract for success from the first day after signing
- Monitor supplier performance and obligations against the agreement
- Identify and manage contract risk before it becomes an issue
- Manage the supplier relationship to keep performance on track
- Negotiate variations without damaging the relationship
- Resolve disagreements early so they do not become disputes

ABOUT THIS PROGRAM

The contract is signed, and the real work starts. Deliverables slip, suppliers drift from the agreement, and a small variation becomes a dispute because nobody tracked it. Our contract management training focuses on what happens after signing: setting the contract up for success, monitoring performance and obligations, managing risk and relationships, and negotiating variations. Participants leave with a practical approach they can apply to their own contracts. The focus is day-to-day contract management, with legal questions referred to your legal team.

Tailored to your organisation

We build in your contract types, templates, governance and policies, and the language your people use, so the learning fits the contracts they manage. We do not provide legal advice; the focus is practical management.

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PROGRAM CATEGORY

Train the Trainer



TRAIN THE TRAINER

Train the Trainer – Facilitating Engaging Training Sessions

Deliver training sessions that keep learners engaged from start to finish.

WHO IT'S FOR

Workplace trainers who want sessions that are engaging and memorable.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Run a quick training needs analysis to focus your session
- Build a structured learning plan for each session
- Design varied, interactive sessions that hold attention
- Use questioning techniques to draw participants in
- Handle difficult people and situations calmly
- Make learning stick well beyond the session

ABOUT THIS PROGRAM

Most trainers know their subject. What makes a session work is how it is planned and run: a clear learning plan, activities that keep people involved, questions that draw people out and a way to handle the participant who takes over the room. Our training facilitation skills training gives trainers a practical method for each, so learners stay engaged from start to finish and take the learning back to work. Participants practise on sessions from your own organisation.

Tailored to your organisation

We build in your training topics, materials, learning standards and the language your people use, so the learning fits how your organisation works.

Talk to us about this program

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TRAIN THE TRAINER

Train the Trainer – Advanced Facilitation Skills

Sharpen advanced facilitation techniques to manage challenging groups and complex content.

WHO IT'S FOR

Experienced trainers who want to handle tough groups and complex content.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Create a positive learning atmosphere from the first minute
- Use advanced facilitation strategies to guide complex discussions
- Handle dominant, resistant and silent participants with confidence
- Use storytelling to make complex content memorable
- Present powerful sessions without relying on PowerPoint
- Respond to difficult questions without losing the room

Tailored to your organisation

We build in your training standards, the content your trainers deliver and the language your people use, so the learning fits how your organisation works.

ABOUT THIS PROGRAM

Experienced trainers know the content. The harder part is the room: a participant who dominates, a group that has gone quiet, a question nobody planned for, or material that is dense and difficult to land. Our advanced facilitation skills training for trainers builds the techniques that keep sessions on track in those moments. Participants practise advanced strategies, interventions and storytelling, and leave with a wider toolkit shaped around the groups and content your organisation trains.

> "Justine was the best trainer I've ever been taught by! Very engaging and confidence building – it was great!

Daniel, Specialized Group

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TRAIN THE TRAINER

Developing Training Programs and Processes

Design training programs that engage learners and deliver real results.

WHO IT'S FOR

Trainers and L&D professionals who design and improve training programs.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Identify learning needs and set clear learning outcomes
- Choose a design approach that suits the audience and content
- Structure content so understanding builds step by step
- Design activities and assessments that check learning
- Build a learning program proposal that wins support
- Evaluate programs and use the results to improve them

ABOUT THIS PROGRAM

Training often starts with a request rather than a plan: a new system, a compliance gap, a team that needs upskilling. The result can be slides without a purpose, content that runs long and no way to show what changed. Our instructional design training gives trainers a clear process: define the learning need, choose a design approach, build content and activities, make the case for the program and evaluate it. Participants work on real training topics from your organisation.

Tailored to your organisation

We build in your learning strategy, existing programs, templates and the language your people use, so the learning fits how your organisation works.

> "The training had variety and was continuously engaging throughout the day and was tailored to our business areas to ensure relevance. Clear, engaging and approachable.

Dalian, VIC Department of Transport and Planning

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TRAIN THE TRAINER

Training Colleagues and Employees in Group Sessions

Give subject matter experts the skills and confidence to train their colleagues in groups.

WHO IT'S FOR

Subject matter experts and managers who train colleagues in groups.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Identify what your audience needs to learn
- Prepare a lesson plan and content that fit a short session
- Design an engaging session, even for technical or dry topics
- Present with clarity and confidence to a group
- Adapt to different learning styles and handle tough moments
- Make the training stick after the session ends

Tailored to your organisation

We build in the topics your experts teach, your systems and materials and the language your people use, so participants practise on real sessions from their own area.

ABOUT THIS PROGRAM

Being the expert does not make a session work. Without a method, training turns into a content dump, slides do the talking and colleagues go back to old habits. Our training colleagues skills training gives subject matter experts and managers a practical way to plan, design and deliver short group sessions that people remember, even when the topic is technical or dry. Participants prepare and practise a real session from their own area.

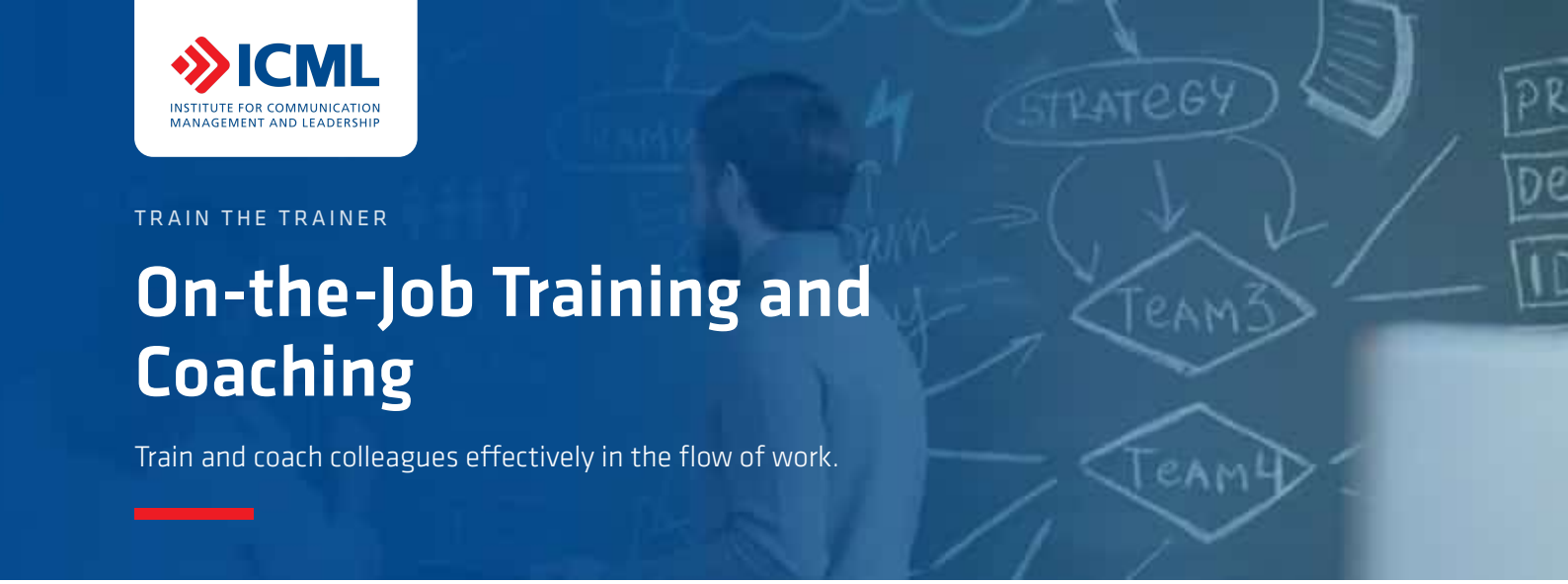
> Loved the learning style content. Really good to reflect on my own biases in how I deliver coaching.

Sam, VIC Department of Transport and Planning

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TRAIN THE TRAINER

On-the-Job Training and Coaching

Train and coach colleagues effectively in the flow of work.

WHO IT'S FOR

Supervisors and subject matter experts who train colleagues one-on-one.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Identify what a colleague needs to learn, and why
- Choose the best way to share a skill or piece of knowledge
- Build rapport so learners ask questions and speak up
- Give clear instructions and demonstrate skills step by step
- Check understanding and progress as learning happens
- Give motivating feedback and coach rather than tell

ABOUT THIS PROGRAM

Most workplace learning happens on the job, often with no structure: a new starter shadows whoever is free, an expert shows the task once and moves on, and mistakes surface weeks later. Our on-the-job training skills training gives the people who train colleagues a simple, repeatable approach. Participants learn to find out what a colleague needs, explain and demonstrate clearly, check understanding, give motivating feedback and coach rather than tell. They practise on real tasks from your workplace.

Tailored to your organisation

We build in your procedures, equipment, safety requirements and the language your people use, so participants practise on tasks from their own workplace.

> "Some areas of the coaching and training that I do were validated and I also learned some new skills to implement in my coaching and training strategies.

Daniel, Tradeflex

Talk to us about this program

1300 655 098 · info@icml.com.au

Enquire online

PROGRAM CATEGORY

Team Building



TEAM BUILDING

Team Building Workshops

Facilitated team building workshops that build trust, communication and collaboration.

WHO IT'S FOR

Teams and their leaders who want to work better together.

DURATION

1 day, or tailored to your needs

FORMAT

On-site: we come to you, virtual or hybrid.

PARTICIPANTS WILL DEVELOP THE SKILLS TO

- Build trust and openness between team members
- Communicate more clearly and listen better across the team
- Improve cooperation and collaboration on shared work
- Create a shared team identity and ways of working
- Lift morale and engagement, and have fun doing it
- Leave with an action plan the team agrees to follow

ABOUT THIS PROGRAM

A team can be capable and still not work as one. People collaborate unevenly, communication gets guarded under pressure, a restructure leaves everyone unsettled or a new team has not yet found its feet. Our team building workshops give the team a shared experience that changes this. A team diagnostic helps members understand themselves and each other, practical activities build trust and cooperation, and the team leaves with an action plan it has agreed to follow.

Tailored to your organisation

We build in your team's goals, culture, current challenges and the language your people use, and set the desired outcomes with you before the session, so the workshop fits how your team works.

> Simon was fantastic. I wish I had this training earlier in my career. It provides me with the insight as to why some of my conversations haven't worked.

Frederick, Custom Fleet

Talk to us about this program

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