

# THE POWER OF BEING UNDERSTOOD

AUDIT | TAX | CONSULTING

## TRAINING AND DEVELOPMENT

A practical approach to workplace training and development.



Analyse

Customise

Learning  
by doing

Reflective  
learning



OUR TRANSFORMATION AND CHANGE  
EXPERTS PARTNER WITH CLIENTS TO  
EFFECT TANGIBLE CHANGE CONTRIBUTING  
TO ORGANISATIONAL SUCCESS.

## OUR APPROACH TO TRAINING

### Training needs analysis

The health of an organisation depends on the growth and development of its employees. Training should be directly matched to the needs of the organisation and its employees.

At RSM Ireland, our expert team of trainers will work with organisations to conduct a training needs analysis to pinpoint exactly what they need. By doing this our trainers can design a suite of fully customised courses that directly suit the needs of the organisation.

### Customised training courses

As we have designed and delivered programmes to a variety of organisations, we understand that a standard approach is not the best fit for every organisation.

Every organisation has its own culture and approach to HR, personal development, interviews and business skills. Therefore, we will use our own extensive experience in the delivery of training to develop tailored and customised programmes.

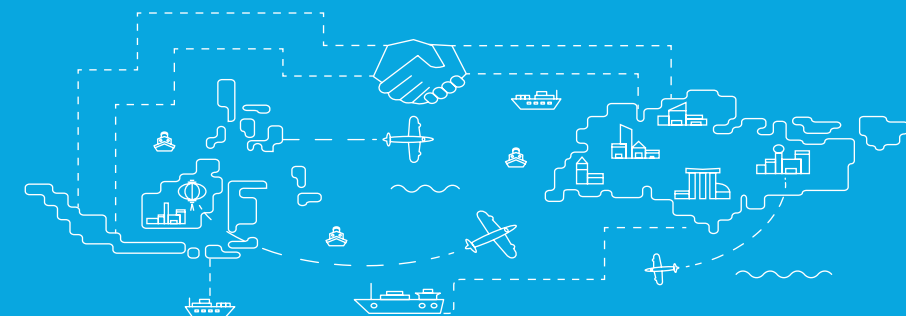
We will ensure that case studies, real case examples and discussions during the training are relevant to your organisation. This ensures that the training is practical and engaging for participants at all stages. It further ensures an overall high quality output at the end of the training whereby participants have the knowledge, practical skills, confidence and competency to effectively discharge their role.

### How we can help

We have significant experience in carrying out training in a multitude of sectors, including semi state, private sector, public sector and not for profit organisations.

We will develop a key understanding of your requirements and assemble an excellent team of tutors to meet your needs and provide a high quality service to your organisation.

Our team comprises experienced trainers, as well as executives who manage the end to end administration requirements on your behalf.





# OUR APPROACH TO TRAINING

## Learning by Doing

"A person with an experience is never at the mercy of a person with an argument" (C.C Lew, English Philosopher)

To effect change, we must provide people with an opportunity to be comfortable and commence practicing new ways of working, in a non-threatening environment. This learning empowers people to have the emotional confidence and conviction thereby facilitating them to add value to their organisation.

We understand that adults and experienced participants learn best by doing. We will focus on knowledge and skill development and will **integrate practical application at every opportunity.**

All our programmes are focused on practicing and applying relevant skills and typically we deliver our training through **small action learning sets**, where our facilitators work with smalls groups to ensure a **highly participative application of the training.** Our training programmes are designed to be **participative and interactive.**

## Reflective Learning

Properly applied reflective learning encourages participants to reinforce what they have learned to continue to grow in their roles and instill personal and professional growth and meaningful change. Our facilitators apply the **action-reflection model**, which allows the participants to reflect and observe the learning of new or refreshed skills after their initial introduction to the "new" experience. Our application of the reflective learning model ensures participants gain a greater understanding of their own strengths and weaknesses.

The workbooks used during all our training courses are key take-away material as they provide a record of the candidates learning experience and act as an aide-memoire for the future. We will also provide a summary of the candidate feedback forms for each course to the client company consistent with our open and transparent approach.

## Enjoying Training

We want all participants to enjoy our training. According to Pike, **learning is directly proportional to the amount of fun that attendees have.** The fun does not necessarily mean jokes, games or pointless entertainment. Rather, it relates to the creation of an environment in which people can enjoy learning something new, and using their energy and experience to contribute and be part of the training, rather than being presented to by the tutor. We deliver the training in a manner that is fun.

Every organisation has its own culture and approach to HR, personal development, interviews and business skills.

# TRAINING COURSES

Below is some of the courses we have previously offered clients. We conduct a training needs analysis and thus can create and design courses to suit your organisation's needs.

- Management Skills
- Interviewer Skills
- Foundations in Leadership
- Negotiation Skills
- Advanced Leadership Skills
- Personal Effectiveness
- Advanced Negotiation Skills
- Dignity at Work
- Advanced Presentation Skills
- Presentation Skills
- Communication Skills
- Project Management
- Conflict Management
- Resilience and Wellbeing
- Customer Care
- Time Management
- Finance for the Non-Finance Manager
- Workplace Investigation
- Interviewee Skills
- Writing Effective Technical Reports

## Management Development Training Programme

In addition to the training services listed above, we can also provide your organisation with a customised Management Development Training Programme. This is aimed at upskilling line managers in all areas of people management together with the operation of your organisation's policies and procedures, providing them with the requisite leadership skills to manage, encourage, involve and respond to their employees in a pro-active way. We will develop a comprehensive programme for your organisation which is broken down into optional modules at the discretion of your organisation.

For more information or to request a copy of our Management Development Training Brochure please contact us on +353 (0) 14965388



"A person with an experience is never at the mercy of a person with an argument"

## MANAGEMENT SKILLS

New and existing managers will be provided with a practical approach to effective management. Included in the content is:

- Understanding team dynamics relationship building
- Selecting and developing the right people
- Delegating effectively
- Motivation
- Managing discipline and dealing with conflict
- Communicating
- Planning, making decisions and problem solving
- Avoiding common managerial mistakes
- Case studies

## FOUNDATIONS IN LEADERSHIP

Providing practical guidance on how to lead a highly effective team. We will specifically look at:

- Transitioning from being a peer to manager
- Understanding personal style
- Practical guidance on how to motivate, engage, lead, coach and provide feedback to team members
- Practical guidance on how to address any issues that may arise
- Operating within the law and the firm's policies

## ADVANCED LEADERSHIP SKILLS

This programme will address the points above but will focus on leading the business and will incorporate feedback from the Foundation in Leadership programme to ensure a leadership model that is based on specific feedback and identified needs across the organisation.

## ADVANCED NEGOTIATION SKILLS

Participants will be provided with a deeper understanding of negotiation skills. Some of the content covered:

- Background to negotiation
- Different approaches to negotiation
- Interactive participation
- Key negotiation steps
- Mini case studies
- Negotiation styles
- Major case study
- Power, process and appreciative moves
- Dealing with conflict
- Characteristics of good negotiators



## ADVANCED PRESENTATION SKILLS

Upskilling and enabling participants to design, construct and create effective and robust presentations. The content covered:

- Presentation types
- Four step process for presenting
- Effective use of PowerPoint
- Ideas & approaches to make you a better presenter
- Overcoming nerves
- Participant presentations
- Key steps in building effective presentations
- Gaining and maintaining attention
- Answering questions effectively



## COMMUNICATION SKILLS

How to communicate effectively and the importance of doing so. The topics covered are:

- Benefits and downsides to communication
- Understanding communication styles and approaches
- 7 Cs of communication
- Elements of good communication
- Verbal communication
- Non-verbal communication
- Effective communication in practice

## CONFLICT MANAGEMENT

Providing participants with the skillset and knowledge to manage conflict effectively. Some of the topics covered are:

- Modes of conflict
- Steps in resolving conflict
- Essential skills for managing conflict
- Understanding perceptions, personalities and behaviours
- Understanding inappropriate behaviour and the legal context
- Case study to practice skills learned

## CUSTOMER CARE

The skillset to meet the needs of customers and provide superior quality customer service. The content covered:

- Development of the customer relationship
- Customer care, service and experience
- Importance of looking after your customers
- Techniques and approaches
- Role playing to practice skills learned





## FINANCE FOR THE NON–FINANCE MANAGER

This course is aimed at individuals who don't work directly in finance, but who can benefit from applying its key learnings in both their working and personal lives. This straight–forward and interactive course will provide a clear understanding of the fundamentals of business finance and the implications of finance decisions. Participants will be upskilled in the following areas:

- The financial reporting framework and analysis of financial information – Profit and Loss accounts, Balance Sheets and Cash Flow Statements
- Financial planning and control – managing working capital, cash–flow monitoring, Key Performance Indicators (KPI's) and sources of funding
- Management accounting including budgeting – the budget process and evaluation of operational projects
- Personal development – action plan formulation

## INTERVIEWEE SKILLS

This course is customised to suit every organisation's internal recruitment process. We will give employees the skills and confidence to undergo the interview process and equip them with the skills to perform to the best of their ability at an interview. Participants will be upskilled in the following areas:

- Understanding your organisations interview process
- Understanding the job advertisement, application form and competencies
- Managing themselves at an interview
- Tips and general information for interviewees
- Mock interview practice

## INTERVIEWER SKILLS

Equipping executives/managers with a legally compliant understanding of the objectives, management and process of competency based interviews. This course is heavily customised to suit the needs of your organisation. Some of the topics covered are:

- Understanding your organisations interview process
- Legal context
- 5 stage interview process
- Mock interview with candidate
- Interview panel feedback

## NEGOTIATION SKILLS

Enabling participants to develop a robust knowledge of the negotiating dynamic. Some of the topics that will be covered are:

- Define and understand what negotiation is
- Different types of negotiation
- Differing approaches and styles in negotiating
- Stages in the negotiation process
- Practice negotiating techniques and tools appropriate to individual background and needs

## PERSONAL EFFECTIVENESS

Participants can 'raise their game' in terms of personal effectiveness and work accomplishments and ultimately job satisfaction. The content covered:

- Defining and gaining an understanding
- Fact and fiction of personal effectiveness
- Skills needed for personal effectiveness
- Setting goals
- Tips, tools and habits

## DIGNITY AT WORK

Giving participants an understanding of your organisations policy. Some of the topics covered are:

- Understand your policy definitions and legislation concerning bullying, harassment, and sexual harassment
- Understand the roles of various people within your Dignity at Work policy
- Understand the processes for handling matters of dignity and respect – in line with your policy (particularly informal resolution and mediation)
- Skills for employees to deal with inappropriate behaviour
- Mediation and investigation





## PRESENTATION SKILLS

A tried and tested method for making successful presentations. Some of the content covered:

- Types of presentations
- Four – point process for presenting
- Examples of good and bad presentations
- Practising presenting
- Common challenges for presenters

## PROJECT MANAGEMENT

An overview of project management. The methodology is based around PRINCE2. Some of the topics covered are:

- Project definition
- Project initiation
- Controlling a project
- Project planning
- Project governance
- Risk management
- Quality management
- Change management
- Project reporting

## RESILIENCE AND WELL-BEING

Enabling participants to better manage their own well-being. Some of the topics covered are:

- The challenges and demands of modern life
- Ensuring work / life balance
- Prioritisation and self-management using your energy and time effectively
- Coping and well-being, tools and techniques for dealing with pressures and competing demands
- Confidence and assertiveness around you staying strong, productive and happy

## TIME MANAGEMENT

We give clear, valuable guidelines on how participants can manage their time to make the most of it. Some of the topics covered in the course are:

- Self-assessment
- The role of personality
- Tools and techniques for effective time management
- Controlling distractions and overcoming procrastination
- Steps to changing bad habits
- Time saving techniques

## WORKPLACE INVESTIGATIONS

This course will cover the legal landscape in which workplace investigations are conducted together with best practice procedural matters and methodology.

It will enable participants to build and practice their investigating skills and produce a fair and legally robust investigation report through interactive case studies and role play exercises.

- Key Principles – natural Justice and Fair Procedure
- Important Employment Law Issues
- Legal Definitions
- Your Policies
- The Investigation Process
- Listening and Interviewing Skills
- Handling Evidence
- Fact Finding
- Report Writing

## WRITING EFFECTIVE TECHNICAL REPORTS

Providing participants with the skills and confidence to write powerful and effective technical reports. Some of the material covered is outlined here;

- Key considerations and actions before writing the report
- Approach to report writing
- Report and its contents
- Where reports can go wrong





# OUR RECENT CLIENTS

- ESB
- Department of Public Expenditure and Reform
- Department of Agriculture, Food and the Marine
- Met Éireann
- The Office of Public Works
- Private Residential Tenancies Board
- InjuriesBoard.ie
- Revenue Commissioners
- Positive 2 Work Skillnet
- Department of Environment, Community and Local Government
- Dublin Airport Authority
- Local Government Management Services Board
- Ability West
- Department of Social Protection
- The Department of Transport & Marine
- General Motors
- Boston Scientific



## CASE STUDY: ESB

### Company Overview

The Electricity Supply Board (ESB) operates across the entire electricity market: from generation, through transmission, distribution and to supply. In addition, the ESB supplies gas and uses their networks to carry fibre for telecommunications. The ESB has also developed the electric vehicle public charging infrastructure throughout Ireland. Currently, the ESB Group employs approximately 7,000 people.

### Their Requirements

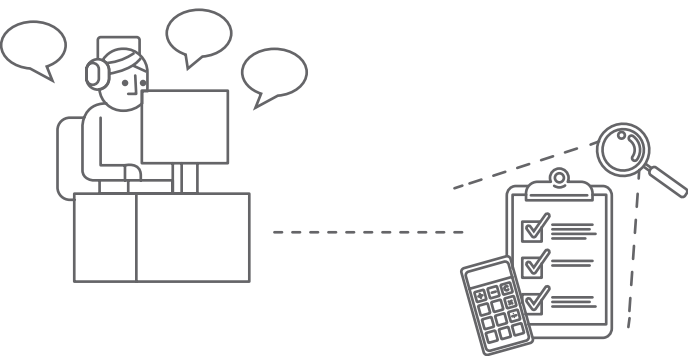
The ESB required the delivery of a suite of training services for personal and business skills across their entire staff. This included the scheduling, administration and delivery of training courses together with provision of all of the training facilities.

### Our Role

RSM Ireland provide the ESB with a suite of over 18 interactive, participative and engaging training courses. Each of these courses has been fully customised to best match the ESB's organisation culture, approach to HR, business skills requirement and their personal development needs. Our training team run the end-to-end administration of all of the training courses, this includes the scheduling of training courses, inviting participants and managing a dedicated ESB training mailbox to answer all participant queries.

We offered training to the ESB at their locations and across all RSM facilities including Dublin, Birr and Portlaoise. The training sessions include customised lecture material, discussions and case studies that are relevant to the ESB. The training experience was greatly enhanced by student self-assessments, presentations, action learning sets, realistic role play and skill development exercises.

Furthermore, participants are provided with individual work booklets as a take home in order to aid reflective learning and capitalise on their new skill set. We provide the ESB Learning and Development Team with monthly reports including learning metrics, issues raised and key feedback trends. At RSM, we believe in learning by doing, this combined with our approach to training ensures that the ESB staff training participants have the knowledge, practical skills, confidence and competency to create real value for the business.





#### OUR OTHER SERVICES

Tax

Audit & Assurance

Management Consulting

- Transformation – HR & Change
- Risk Advisory
- Business Advisory
- Investigation Services
- IT Consulting

Outsourcing

Restructuring

Transaction Advisory

#### YOUR TRAINING AND DEVELOPMENT CONTACTS

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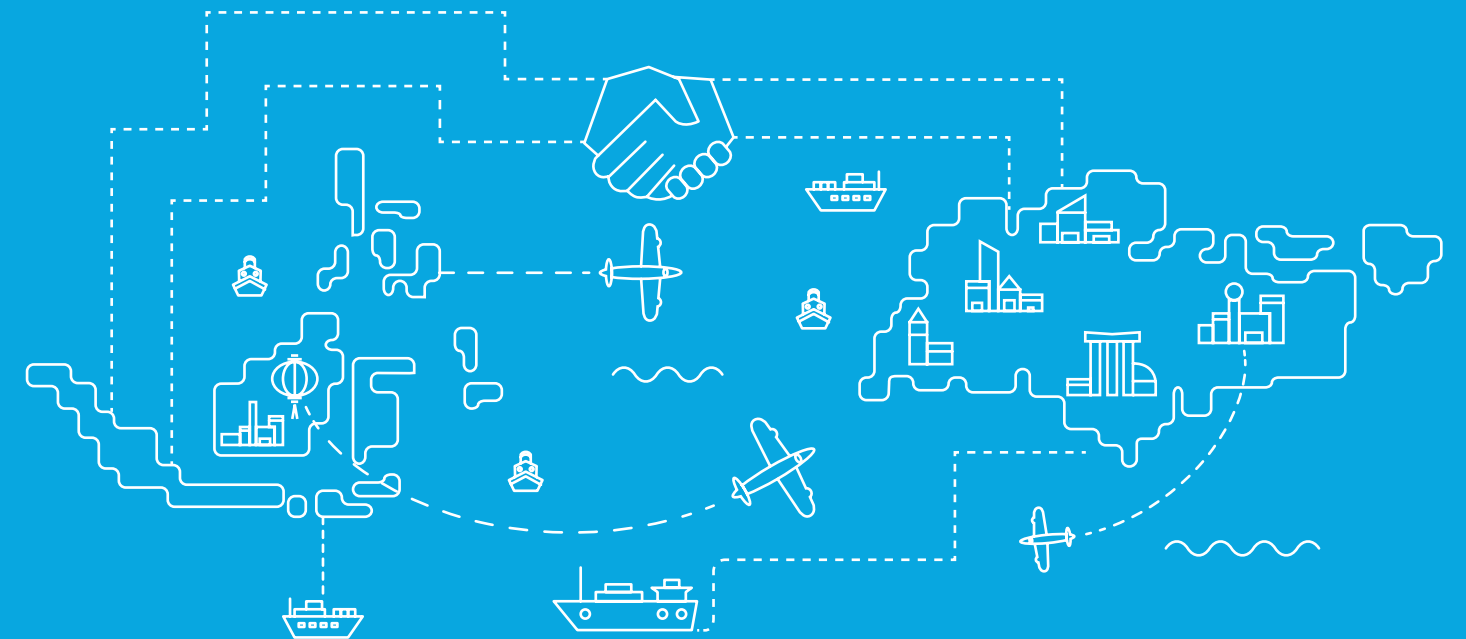
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