



in partnership with



Training News

A NEW VENTURE IN TRAINING PROVISION FOR THE CHAMBER

Portsmouth and S.E. Hants Chamber of Commerce and Moore Associates Hampshire Ltd, have developed a partnership aiming to deliver top quality training to small and larger companies who are members of the Chamber. The aim is to provide members with cost effective training at prices all companies can afford.

Training is a crucial component of a company's ability to stay in business. A skilled, knowledgeable and motivated staff make a difference to the future of a company.

Portsmouth and S.E. Hants Chamber of Commerce and Moore Associates Hampshire are determined to provide a service that ensures that your business is supported through training and in other ways at this difficult time for many companies.

Special features of the training programme:

If a course, workshop is at a date that you cannot make then all that is needed are four expressions of interest for us to plan and provide the session for you and those interested in the course or workshop at a time that suits you.

If you are interested in training that has not yet been advertised then let us know about your particular needs and we will develop appropriate bespoke training with you

Training courses are continually being developed, look out soon for Health and Safety, Credit Management and Marketing and Sales that are currently being planned

A special offer to help you plan your year's training in hours and save money

Mix and match in-house training—if you want to book a set number of days for your training year in advance then we will work with you to develop a programme that suits you. It could include one to one tutoring and coaching, small IT group training, larger groups for the softer skills. Training would usually be in-house. This training allows for groups of up to 10 in soft skills, 8 in IT and one to one work with colleagues over a period of designated hours or days that are planned with your training needs in mind.

We provide a free initial planning visit so that your training needs can be assessed. A plan for delivering the training is drawn up and costed based on the amount of time and number of delegates that you wish to include in your programme. Let us take the hassle out of your planning, contact us to discuss your training needs.

Moore Associates Hampshire Ltd

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Special points of interest

- ☺ A years training in hours
- ☺ Communication
- ☺ Redundancy
- ☺ Education



Communication and Leadership

Communication- it works but what is it?

Peppered amongst the winners of *The Sunday Times 100 best companies to work for 2009* results are references to the key role played by communication. "Our unique survey of more than 200,000 workers shows that those companies where the leadership communicates effectively and has a focus beyond profits alone are the ones managing to carry their staff with them." (Sue Leonard *The Sunday Times*).

Few managers would argue the importance of communication. But we can forget that as human beings we are constantly communicating and need to be aware of the messages we are relaying. What if, instead of leading to positive engagement and high performance our communication leads rather to confusion, alienation, or misunderstanding?

Before you even think of how clearly you communicate objectives and vision, think of what you are saying to your team in the way you walk into an office space and engage with them. Are you frosty and remote? We notice the good mornings and afternoons. An absence of these acknowledgements and you could be communicating distance, superiority, lack of care. The question to ask is does this motivate others, does it invite commitment?

How does your demeanour and language invite comment, new ideas and provide a catalyst to others' creativity? Communication is listening as well as talking. Active listening asks questions to enhance understanding and to engage others. This type of communication elicits nuggets of intelligence important for the development of the business as well as validating your team members. Team members who know they are listened to (hence valued) are encouraged by the very act of active listening to be proactive and accountable (they've had some input).

If you, as a manager, are hearing only your own voice in team meetings think about how you are inviting contribution- or not. How can you communicate the expectation and welcome of greater participation?

Recognise that people have different communication styles. Keep different channels of communication open. Some members of your team will be great in an open forum; others may need to reflect before contributing effectively. Know what works to make your whole team effective and to ensure you can adapt your communication style to get the best out of each member.

Whatever your personal style or that of your team, trusting what is communicated is the key to its efficacy. Without trust people will not listen, engagement is replaced with cynicism and its attendant spiral of lacklustre performance.

Effective communication is multi-layered, aware and flexible- inflexible only on the matter of trust. Lose that and you don't even get an ear!

Are you an effective communicator? Take the following test to find out. On a scale of 1-10 to what extent can I affirm the following?

1. I am aware that I am constantly communicating and that I can influence behaviours and morale by the way in which I communicate verbally and non-verbally.
2. I understand the importance of small communication in creating a relationship which paves the way for more significant communication
3. I encourage input from others and receive this both up and down the chain
4. I find a healthy spread of contribution from all members in meetings
5. I am aware of the different communication styles in my team and know how to leverage these to greatest effect
6. I communicate praise as well as developmental information in a timely and constructive fashion
7. People know when they receive information from me that it is to be trusted
8. I never communicate inappropriately (through wrong channels) or gossip
9. I ask questions to expand and deepen my understanding
10. I get back to people promptly and encourage others to do the same.
11. I ask for feedback on my communication style to check my perceptions and the perceptions of others.

Notice the areas where you need to become more aware. If you don't already, ask for anonymous feedback from your peers, reports and managers perhaps using the above questions.

Any lower than a 7

- What could you do to improve the score? What small thing you could implement straight away that would make a difference? What could you start doing differently? What do you need to stop doing? What could you do more of?

7 and over

- Well done. Chances are you are an effective communicator with an engaged team that contribute actively and effectively to the success of the organisation. Are there areas you could still improve? Is communication equally effective across team/peers and upward management? How can you actively and encourage effective communication across all areas of your influence?

The author, **Helen Battersby** is a performance coach and consultant and a trainer associate of **mahl** (Moore Associates Hampshire Ltd).

Redundancy Issues

How easy is it to let your friends and colleagues go? How do you approach redundancy?

Every current news bulletin seems to contain more bad news of job loss, cost cutting and redundancy. For SME business owners these decisions can be doubly difficult and stressful for a number of reasons.

- Redundancy is a dismissal: although a fair reason for dismissal, like any dismissal if it is done wrongly or unfairly it can be costly.
- Staff let go are not faceless numbers but often friends and colleagues who have worked for the owners for many years and who have contributed and given loyal commitment as the business has grown. The owners themselves have to cope with the stress of making them redundant.
- The owners may have little knowledge of when and how to make people redundant correctly and with minimum pain and disruption. What are the legal requirements for consultation, advice, meetings, documentation, etc
- Finally, a common concern is how to actually speak and communicate empathetically with those losing their jobs while ensuring they understand the bad news.

Do:

- Have a redundancy policy. Many companies don't. The policy should cover selection units, selection criteria and the process for deciding on and implementing redundancy.
- Consider all the other options before moving to redundancy.
- Decide as soon as practical whether there is a need for redundancy.
- Start the communication process with staff who might be at risk as early as possible (if you plan to make 20 or more staff redundant there are legal requirements governing this). Delays can make the situation even more stressful for all.
- Ensure that all letters, documents and meetings comply with legislative requirements and are well written: clear, concise and sensitive.

Don't:

- Hope it will go away: failure to act could result in legal difficulties and more stress.
- Simply target staff who you think are problems and see redundancy as an opportunity to get rid of them
- 'Cherry-pick' that staff you want to keep without objective and defensible justification

Jim Gilhooley, a Human resources specialist, has supported a number of companies navigate the choppy waters of redundancy. He has helped companies as varied as estate agencies, manufacturing, retail and business services. Contact us for further information on the support we can give with HR and Personnel.

Education We also work with educators to help them develop projects such as hosting visiting teachers from Oslo to help them learn about assessment for learning.

Creativity supports team building

Team building can be carried out in a variety of ways, as not everyone wants to build bridges! We offer equine assisted team building and coaching, a variety of challenges to help a team bond and discover each others' talents and more relaxing activities such as creating a piece of jewellery for a special occasion. Whilst jewellery making could seem a soft option, teams working in pairs have to achieve objectives and show cooperation in decision making, designing, and planning. They have to learn new skills rapidly and execute a task successfully in a given time. **Sue Trelvelick** runs this activity and teaches delegates in their teams how to design, select and make pieces that fulfil the given objectives. Delegates get to keep the jewellery that they have designed.

Working creatively in a team shows colleagues that they can enjoy working together and can achieve positive results!

Have you completed the HR questionnaire? Please do and let us know your needs



Jim and Sue deciding which piece will best suit the occasion!

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Well-being courses made for you



Other courses include:

- **Stress awareness**
- **Anger management**
- **Sage Accounts, MS Office, Excel workshops**
- **Visual Basic for Applications**
- **Developing aspects of leadership**
- **Improving personal performance**
- **Managing meetings effectively**
- **Employment Law**
- **Redundancy**

Well-being Special workshop:

Generating Energy and Balance in the Workplace

A workshop that helps you to assess and evaluate your work and plan to manage it effectively. This course can be adapted as an in-house course in business and education establishments.

Complete and send to us for more information

Name

Position

Please tick beside the area of training that interests you

Area of Training	Leadership & Management Development	<input type="checkbox"/>
Required / Of Interest	Personal Development	<input type="checkbox"/>
	Human Resources & Personnel	<input type="checkbox"/>
	Well-Being (includes stress awareness/anger management)	<input type="checkbox"/>
	IT	<input type="checkbox"/>
	Credit Management	<input type="checkbox"/>
	Marketing & Sales	<input type="checkbox"/>
	Health & Safety	<input type="checkbox"/>

Company Name

Company Address

Person Responsible for Training

Business Phone

Mobile

Email Address

Web-site Address