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Training & Development



Marina HR Solutions is an independent HR, Executive Search & Training consultancy. We are a highly experienced team of recruitment & training professionals with a focus on Africa. We offer HR Services, Executive Search and Training Solutions to a number of clients across Africa in the following sectors:

- FMCG
- Financial Services
- Oil and Gas
- Telecommunications
- Manufacturing
- Government Organisations

When you need to satisfy individuals or group training needs quickly and cost effectively, Marina HR Solutions can help. Our training programmes are designed to cater for staff at all levels, whether you are looking at developing your leaders, or up skilling your workforce, we have a select range of training courses, workshops and conferences available as open events at any location that suits you.

We are also in partnership with a number of training providers both locally and internationally and therefore we can provide any training programme you need.

Our vision is to provide a first class service to our clients at all times. Our principles are built on independence, integrity, expertise and confidentiality.

Leadership Development Programme

Who it's for

This programme is designed for Executives, Business Leaders, Government Officials and leaders of the future.

The Programme

Marina HR Solution's leadership training programme is focused on finding solutions to organisational challenges that mirror the organisation's vision, values and strategic priorities in order to remain competitive in an ever-changing business context. Our leadership programme specialises in organisational development solutions, specifically focused on leadership, talent development and strategic change initiatives within organisations. We deliver highly interactive, transformational interventions to forward-thinking organisations, particularly where enhanced leadership development remains key to delivering sustainable, results-orientated growth.

How we work

Our team will partner closely with the management team responsible for the strategy, and ensure the framework, messaging and learning outcomes are aligned to the key organisational objectives.

Pre-design and post feedback, and reports on any additional modules required, are provided by our team both during and after the delivery of the intervention. This ensures the delegates are able to apply the learning within the context of their environment.

Programme Details

Our programme is an intensive 5-day event and will focus on the following key areas of leadership development:

- The essential profile: what makes a successful leader? Develop key attributes and abilities to balance leadership and management and learn the difference between Leadership & Management.
- Choose and adapt your leadership style: different people and different situations need different styles of leadership, learn to increase your flexibility and develop your understanding of good Leadership behaviours.
- Intelligent leadership: Taking a Personality profiling test to see your profile
 of your strengths and areas for development.
- Coaching skills: how to coach others, give effective and challenging feedback and understand how individuals and teams learn.

- **Motivation:** link theories and practice of motivation and use them in leadership and change situations to empower, motivate and Inspire others.
- Managing performance: how to monitor and assess performance, identify and deal with poor performance, understand performance challenges.
- Succession Planning: understand your role as a leader in recognising and developing rising stars and your leaders of tomorrow.

Further Information

This is an intensive training programme which usually lasts for 5 days. The programme can take place at any of our training venues in the UK, the US or locally.

For more information on our programme, please email training@marinahrsolutions.com

Management Development Programme

Who it's for

Marina's HR Solutions Management Development Programme is aimed at all those new to management who would like to learn new tools and techniques to better manage their staff.

The Programme

Marina HR Solutions Management Development Programme is focused on providing new and experienced managers with the skills and tools to recruit, motivate and manage their staff effectively and get the best out of them. We offer the following management training courses:

- Appraisal Skills
- Delegation
- Team Coaching
- Giving & Receiving Effective Feedback
- Managing your Team
- Motivational Management
- Recruitment & Interviewing
- Setting Objectives
- Team Building
- The First Time Manager

You can find a brief outline of the above courses below.

Further information

Our management programme is flexible, and our clients typically pick three modules from the list above that would be of benefit for them which will comprise a days training. Our Management Development Programme is run both at our clients' venue and at our offices. For more information on this, or to discuss your management training needs further, please email training@marinahrsolutions.com

Appraisal Skills

What's in it for me as a manager?

Time invested in preparing for and conducting effective appraisal and review meetings can give an excellent return on investment for managers in terms of motivation of team members, improved performance and ensuring that there is a clear agreement of what is required from a business perspective.

Why have appraisal meetings?

Team Tasks: What could be the benefit to you of having one to one time with your boss during the appraisal meeting? Think of previous appraisal meetings you have had with your boss, what was particularly good? What would you have changed if you could?

Setting expectations for the meeting

Using a structure to set expectations: Objective – why we are meeting, Benefit – what will your team member get out of it? Agenda – how the meeting will be structured. Check back – ensuring that the meeting meets the appraisee's expectations.

Structuring the discussion - Quantitative v Qualitative topics

The pros and cons of starting. Discussing the big picture and discussing the fine detail and specifics – identifying the best place to start to ensure a positive discussion and effective outcome.

Conducting the discussion - negotiating objectives

Using AEIOU to structure the discussion: Acknowledge ... the result, Empathise ... with how they feel, Investigate ... how it happened (why investigating success is just as important as investigating failure), Objectives ... set new, Update ... the form with how they will do it.

Further information

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Delegation

What's in it for me as a manager?

Time is one of our most precious commodities. Being able to delegate effectively equips team members to be more effective and frees up our time as a manager to do things that are more beneficial to the business and more likely to generate a better business result.

What happens in your organisation today?

Team Tasks: What happens in your organisation today? How do you like to be delegated to? What could you do to make things better? Identifying the key considerations for effective delegation.

Choosing what to delegate

Using objective criteria to decide which tasks it will be most sensible and beneficial to delegate.

Choosing who to delegate to

Using a view of skill levels and motivation levels select who to delegate to. Individual task: identifying the levels of skill and will within your team.

Choosing how to delegate

Group discussion: How should we delegate to each skill/will level.

Team task: Identifying the appropriate delegation level and approach for different combinations of skill and will.

Effective delegation

Using the STEAMS process to delegate – Scope of the delegation, Tools required, Empowerment required, Approach needed, Milestones and time, Skills needed. Individual Task: Planning a real delegation to a member of your own team. Practice session in pairs: A 'dress rehearsal' for a delegation discussion that you plan to have with a member of your team.

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Team Coaching

What's in it for me as a manager?

Coaching team members creates an environment where they become increasingly self sufficient, able to analyse things that they need to change and identify what they need to do to change them. Coaching empowers your team members and empowered people achieve more.

Circles of concern and circles of influence

Establishing just how many things that cause us concern are within our sphere of influence or can be brought within our sphere of influence. Being a good coach is about helping team members bring more factors into their sphere of influence.

Coaching v Mentoring

Task in pairs: What is the difference between coaching and mentoring? How you can be an excellent coach without having all the answers?

The importance of robust questions in coaching

Which questions are the most effective when coaching? Questions to avoid as a coach.

Practice in pairs: Coaching a colleague by just using questions.

How to empower your team members to find their own solutions rather than providing all the solutions yourself.

The G.R.O.W coaching technique

Agreeing a Goal for the coaching, what's the Reality – where are we today? Options – what alternatives are available? Will – gaining commitment to the action that the person will take.

Effective questions to use within G.R.O.W.

Practice in Pairs: Coaching a colleague using the G.R.O.W technique.

Behavioural styles and coaching

Awareness of natural tendencies that we may need to moderate in order to be a really effective coach

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Giving & Receiving Effective Feedback

What's in it for me as a manager?

Team members who receive regular effective feedback understand what is expected of them, what they need to do differently and what they need to do to be successful. Individual success for each member of your team equates to business success.

What is the purpose of feedback?

Establishing the sound business reasons for delivering regular feedback.

When and how should we deliver feedback

Team Tasks: How is feedback currently delivered? How would you like to receive feedback from your manager?

Delivering effective feedback - the Three 'I's

A model for delivering feedback which focuses on the Incident – what actually happened, the Impact – what effect it had and the Improvement –what needs to happen in future.

Feedback for positive reinforcement

Practice in pairs: An opportunity to try out the three 'I's model to deliver positive feedback to a colleague.

Delivering feedback to generate an improvement

Team video review: 'Fly on the wall' exercise reviewing a real feedback session.

Using the Three 'I's to give feedback to the manager about how they deliver feedback. The importance of dealing in facts rather than opinions. Identifying when to be directive and when to be collaborative.

Delivering difficult feedback

How to handle the feedback that we prefer to avoid. Dealing with emotion, tears etc. Practice in pairs or trios: Practice delivering feedback in a realistic Savills scenario.

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Managing Your Team

What's in it for me as a manager?

Individuals will go further and work harder for someone they consider to be a great boss. Understanding your preferred style will enable you to understand how to 'flex' to suit the team and the environment and therefore get more from the resources you have available.

The role of a manager

Team Tasks: What is your job as a manager? What are the challenges for managers?

Being an effective leader

Team Activity: Testing the principles of effective leadership. Achieving team objectives. Giving direction as a leader. Sending clear messages. The importance of effective communication. The need to test understanding. The pitfalls of leadership. Creating 'followship'. Why trust is crucial. The criteria for effective leadership.

Your management style

Individual Diagnostic: a) Your managerial style. b) What your situation requires of you

Task in pairs: Reflect on your preferred style - what advice can you give each other? What have you learnt about yourself?

Overcoming common management challenges

Team Task 1: Which management style should we adopt to best face a variety of typical management challenges? Why?

Team Task 2: Famous leaders that have each management style. What were the characteristics that they displayed? In what circumstances would each approach be beneficial?

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Motivational Management

What's in it for me as a manager?

Motivated team members achieve more, have a positive effect on colleagues, create fewer issues for managers to resolve and are less likely to leave. There are many benefits to having motivated team members and a few simple ideas will enable you to generate and maintain motivation within your team.

Motivated people v demotivated people

What differentiates a motivated person from a demotivated person? How can we influence individual's motivation?

Identifying individual motivators

How to spot whether team members are motivated by moving toward a positive element or away from a negative element. What are the implications? Do your team members feel they will be rewarded for their efforts? How much do they value the rewards available? How valued do they feel compared to their colleagues?

What motivates you?

Group Activity: Identifying some typical factors that can have a positive or negative impact on individuals. Recognising similarities and differences.

Typical factors that are more likely to demotivate than to motivate. Why people leave.

Team Tasks: Considering your own motivators what are the similarities and what are the differences?

Team Tasks: What are the external signals, emotions and impacts on other people that we can observe in people that are a) Motivated b) Demotivated c) Neutral What implications does this have for the way we behave with our teams?

Creating a motivating environment

Team Tasks: What practical steps can be taken to a) Positively increase motivation b) Reduce the risk of demotivation.

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Recruitment & Interviewing

What's in it for me as a manager?

Poor recruitment is detrimental to business in many ways – time wasting for the manager, employees capable of achieving less, the possibility that we miss a better candidate and potentially a negative impact on the team – so getting this right can have real business benefits.

The challenges of recruitment

Team Task: How do we currently recruit within Savills? What are the main challenges that we face?

Selecting the right candidate

Pairs task: Competency and Behaviour – what do we need people to be able to do? How do we want them to do it? Understanding the core drivers. Establishing that an individual has the competence we need is relatively easy, establishing how they will behave less so. How do we find out what really makes someone tick? Practice session: The E.A.R.L methodology – exploring previous experiences to identify how a candidate would behave in typical Savills situation.

Using effective interview questions

Which questions are most effective for recruitment interview? Practice session in pairs.

Active Listening

Team exercise: How to identify if someone is really listening. Techniques to encourage and demonstrate active listening.

Evaluating things that are hard to judge

Reliability, passion, commitment may all be qualities that we are looking for, but how can we identify whether or not our candidate has them? Facilitator demonstration.

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Setting objectives

What's in it for me as a manager?

Vague objectives lead to a number of issues: lack of clarity in terms of what needs to be achieved and by when, team members who are demotivated because unsure about what is expected of them and business goals being missed. Clearly defined and agreed objectives mean a greater chance of business success.

What happens in your organisation today?

Team Tasks: How are objectives currently set within Savills? Which type of objectives are the most effective /generate the best results? What are the different purposes of setting objectives?

Setting SMART objectives

Creating objectives that are Specific, Measureable, Ambitious, Realistic and Time bound. Team Task: Applying SMART principles to your own objectives.

Cascading Corporate Goals

The importance of linking individual objectives to the goals of the business.

Team Task: Create 2 individual objectives which relate to a current Savills corporate goal.

The principle of RAC

Objectives frequently relate to business Results, however we also need to ensure that team members know what they need to do to achieve the results objective (Activity) and also they are able to carry out the activities required (Competence). Team task: Applying the RAC methodology to the objectives that were created in the previous task.

Ensuring Success

Three further considerations when setting SMART objectives:

How do we ensure that we have the commitment from our team member? What kind of milestones should we set?

How will we follow up? How often?

Further information

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Team Building

What's in it for me as a manager?

Research by Harvard Business Review has identified that it is possible to achieve up to a 30% better result from people working as an effective team. Generating truly effective teamwork may be easier than you think and could have a real business benefit.

Teamwork within your organisation

Team Tasks: When you've been in a good team what worked well? When you've been in a team that didn't work well what would you like to have changed?

Effective Teamwork

Individual Task: Analysing information and making decisions in isolation.

Team Task: Analysing the same information and making decisions as a team.

What works well and what is counter productive in a team environment? What needs to be in place for effective teamwork to flourish? What impact does effective teamwork have?

Factors that inhibit teamwork

There are three key factors that inhibit teamwork. What are they? What can we do about them?

Team tasks: Which inhibitors are predominant in your team? What are the implications for current ways of working? What can you do to manage them?

Creating a high performance team

Five principles for building better teams: Direction, Responsibility, Encouragement, Support, Structure.

Team task: What does each principle mean to you? What actions would you take to make them a reality?

Individual Task: Using principles decide 2 or 3 actions or ideas you believe would improve the performance of your team.

Further information

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The first time manager

What's in it for me as a manager?

A good manager is supportive, leads by example, gets the best from people and enables the team to perform better. Better performance = better result. There are many pitfalls for newly appointed managers and getting it right early is crucial. Moving from professional skills to people skills.

Team Task: What are the common pitfalls? What are the challenges? What new people skills will you need?

From team member to team leader

How will we communicate as a leader?: Understanding the impact of a message – what we say, how we say it, how we behave.

What's your style?

Team Task: Identifying personal characteristics and your preferred communication style.

Characteristics of behavioural styles

Explanation of the characteristics that identify the four different styles and the pros and cons of each style for newly appointed managers. How the different styles interact.

Team Task 1: How to identify each style, the strengths of each style.

Team Task 2: What are the challenges of working with each style?

Understanding your new team members

Individual Task: The characteristics that each of your team display. The predominant style of each team member. How to adapt your style to each team member.

Overcoming the challenges of adapting your style

Practice session in pairs: Communicating using your least preferred style. Learning that it's not as tough as you think!

Influencing team members

Practice session in pairs: Dealing with a challenging situation with a new team member.

Further information

Our management programme is flexible, and our clients typically pick three modules from the list above that would be of benefit for them which will comprise a days training. Our Management Development Programme is run both at our clients' venue and at our offices. For more information on this, or to discuss your management training needs further, please email training@marinahrsolutions.com

Business Skills Training

Who it's for

Marina HR Solutions offers a range of business skills Training aimed at individuals and teams who would like to develop their business. Our business skills training is aimed at individuals and is focused on developing individual business skills. Some of the training interventions we offer are listed below:

- Presentations Skills
- Negotiation Skills
- Effective Communication Skills
- · Business Writing
- Networking

You can find a brief outline of the course details below on pages 21 to 25

Further information

Our business development is run as a schedule which individuals can book themselves onto. Additionally, we do offer this in-house for our clients if you have more than 5 delegates.

For more information, or to book a place on any of our courses, please email training@marinahrsolutions.com

Presentations Skills

Who Should Attend

The ability to organise your thoughts and speak confidently and fluently to an audience is a crucial business skill. The initial presentation made in a business situation can mean the difference between success and failure. Even internally, creating the right impression can be a daunting task. This course develops the ability to structure information in an authoritative way, and to deliver it clearly, concisely and with confidence.

By the end of the course, delegates will be able to:

- Communicate confidently using voice and body language
- Structure information in a clear and logical way
- Deal with nerves and fear
- Use visual aids correctly
- Deal with questions effectively
- Engage with your audience

Course Details

Duration: 1 Day
Delegate Numbers: 6

Cost per Delegate: Price on application

Further Information:

This course is run as a schedule at our training location and is open to the public. We are also able to run this course privately at your company location. For more information on this, or to request a place on our next scheduled course, please email training@marinahrsolutions.com

Successful Negotiation

Who should attend?

This course is designed for anyone who has to negotiate at any level in professional environments. For those who are newer to negotiating we recommend you attend assertiveness training first.

Objectives

The ability to negotiate successfully is a key business and management skill. It does not depend on arbitrary decisions or winning at any price; it is about creating a climate of success. This course will enable you to understand and apply a set of processes, styles and tactics to achieve your objectives and develop productive, long-term business relationships that save time, effort and money.

By the end of the course, delegates will be able to:

- Negotiate from a base of greater confidence and knowledge
- Handle difficult situations more effectively
- Use the processes, strategies and tactics to maintain control of what is happening
- Recognise and react to different styles of behaviour
- Trade concessions successfully
- Ensure that you remain in control of the situation.

Course Details

Duration: 1 Day

Delegate Numbers: 8

Cost per Delegate: Price on application

Further Information:

This course is run as a schedule at our training location and is open to the public. We are also able to run this course privately at your company location. For more information on this, or to request a place on our next scheduled course, please email training@marinahrsolutions.com

Effective Communication Skills

Who Should Attend

This course is aimed at people who want to improve the quality of their interaction with others and use their communication to build and maintain strong working relationships as well as those who want to communicate their messages and ideas in the most effective way.

Objectives

Through questionnaires, discussion and practical exercises you will examine your current style of communication to highlight and build on what is working well for you. The course will provide techniques to enhance communication in order to achieve your development goals.

By the end of the course you will be able to:

- Use the essentials of good communication to influence positive outcomes
- Manage your conversation for better results
- Communicate clearly to avoid or clarify misunderstandings
- Provide positive and constructive feedback
- Resolve conflict positively

Course Details

Duration: 1 Day
Delegate Numbers: 8

Cost per Delegate: Price on application

Further Information:

This course is run as a schedule at our training location and is open to the public. We are also able to run this course privately at your company location. For more information on this, or to request a place on our next scheduled course, please email training@marinahrsolutions.com

Business Writing

Who Should Attend

This course is aimed at everyone who regularly has to write reports, proposals, letters and email. It is for those who feel their writing style has become tired and stale - and anyone who writes to win and retain business.

Objectives

The ability to express ideas and information in writing is as important as ever. Well-constructed and well-written communications can help you win new business and influence other people. This practical course addresses the challenges of contemporary business writing, helping you to communicate with readers more effectively and efficiently. How will this course benefit you?

By the end of this course, delegates will be able to:

- Structure persuasive proposals
- Plan informative and factual reports
- Communicate more concisely yet still effectively
- · Adopt the right style and tone to appeal to your audience
- Overcome writer's block and edit your own work objectively

Course Details

Duration: 1 Day
Delegate Numbers: 8

Cost per Delegate: Price on application

Further Information:

This course is run as a schedule at our training location and is open to the public. We are able to run this course privately at your company location, for more information on this, or to request a place on our next scheduled course, please email training@marinahrsolutions.com

Networking

Who Should Attend

Associates and above who are responsible for business and client development, and whose networking skills could be enhanced.

Course summary

There will be many opportunities in a professional person's life for attracting new business relationships. The first step is to discover how to network successfully and the second is knowing what to do face to face when the opportunity is offered.

By the end of the course, delegates have a better understanding of:

- What do I need to do to start networking?
- Stakeholder mapping with relevance to SPIKE
- Being an effective networker
- Rules for good networking
- Preparation, setting objectives and targeting
- Starting and ending conversations
- DRINK acronym to structure questioning techniques
- · 'Reading' others better
- Getting away from the crashing bore

This will be a practical day culminating with a drinks party to practice networking skills, from which participants will receive feedback.

Course Details

Duration: 1 Day

Delegate Numbers: 8

Cost per Delegate: Price on application

Further Information:

This course is run as a schedule at our training location and is open to the public. We are also able to run this course privately at your company location. For more information on this, or to request a place on our next scheduled course, please email training@marinahrsolutions.com

Social Media Training

Who should attend?

Anyone who would like to explore the powerful benefits social media can have with recruitment.

The Programme

Our Social Media Training programme is focused on opening up new ways to engage, source and recruit new candidates. Our training program looks to merge the different social media channels into organizations recruitment strategies developing their social media capabilities.

Our team will partner closely with the recruitment team responsible for the strategy, and ensure we implement the training in a systematic and informative fashion.

Our programme is an intensive training programme that will focus on the following key areas of social media:

- Social Media Introduction:
- The Power of LinkedIn:
- LinkedIn, Twitter, Facebook and Google + for recruiting:
- Boolean Searches and Sourcing from the Web:

Course Details

Duration: 1 Day

Delegate Numbers: 8

Cost per Delegate: Price on application

Further Information:

This course is run as a schedule at our training location and is open to the public. We are also able to run this course privately at your company location. For more information on this, or to request a place on our next scheduled course, please email training@marinahrsolutions.com

Customer Services Training

Who it's for

Whilst any of our courses can be taken in isolation, Marina HR Solutions has devised two customer services courses that ideally anyone interested in taking should do both:

Our Customer Services Courses

Providing a first class customer experience is critical in developing that first impression of quality. Our range of customer service courses have been developed to ensure that individuals and teams are equipped with the skills and behaviours necessary in order that your business can deliver a great customer experience.

- Delivering Excellent Customer Services on the Telephone and via Email
- Going the Extra Mile

You can find out details of these courses on pages 28 & 29.

Further Information:

This course is run as a schedule at our training location and is open to the public. We are able to run this course privately at your company location, for more information on this, or to request a place on our next scheduled course, please email training@marinahrsolutions.com

Delivering Excellent Customer Services via Telephone and Email

Who should attend?

All those who work in a customer service facing department.

Course Summary

This one-day workshop focuses on the latest thinking on how to deliver a differentiated customer experience via email and on the telephone. Being aware of the do's and don'ts makes a difference in developing long-term customer loyalty.

By the end of the course, delegates will be able to:

- Project a professional 'brand image' of y our organization
- Identify your customer's real needs swiftly
- Assess and change your behaviour when managing difficult situations
- Investigate your personal impact on customers do's and don'ts
- Plan and manage your response to your customers
- Practice Top !0 best practice techniques for managing the interaction

Course Details

Duration: 1 Day
Delegate Numbers: 8

Cost per Delegate: Price on application

Further Information:

This course is run as a schedule at our training location and is open to the public. We are also able to run this course privately at your company location. For more information on this, or to request a place on our next scheduled course, please email training@marinahrsolutions.com

Going the Extra Mile

Who should attend?

All managers who work in a customer service facing department and manage customer service staff.

Course Summary

This one-day course equips you with the skills to deliver consistent service excellence. It will also enable you to handle difficult situations and achieve increased customer satisfaction and loyalty.

By the end of the course, delegates will be able to:

- State your role in achieving a differentiated branded customer experience
- Shape and deliver your customers' expectations
- Identify the relationship between effective communication and customer loyalty.
- Handle customer complaints and objections successfully, using new tools, tips and techniques
- Maintain a positive, customer-focused attitude, even in challenging situations
- Deliver consistent service excellence at every level

Course Details

Duration: 1 Day

Delegate Numbers: 8

Cost per Delegate: Price on application

Further Information:

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Standard Training Terms & Conditions

1. Definitions

These are the terms and conditions governing the provision of training services by

Marina HR Solutions or its subcontractors with the exclusion of any other oral or

written statement or agreement whatever its legal character

'Client or Customer' means a company or individual that completes a course

booking form or enters into a contractual arrangement.

'Delegate' means the party or parties named as attendees on the course booking

form.

'Invoice' means an invoice for the charges delivered by Marina HR Solutions to the

customer.

2. General

These Terms and Conditions shall apply to all training carried out in the provision of

services by Marina HR Solutions to the Customer in accordance with any order

confirmation authorised by the Customer. No additions to, or modifications of, these

Terms and Conditions shall have effect unless expressly agreed in writing by both

parties and expressed to be amendments to these Terms and Conditions. Marina HR

Solutions employees or agents are not authorised to make any representations whatsoever concerning the provision of services unless confirmed by Marina HR

Solutions in writing. The Customer acknowledges that it does not rely on, and waives

any breach of, any such representations that are not so confirmed.

3. Acceptance of order

i. Bookings can be accepted at any time up to the course start date, subject to

availability.

ii. An official confirmation must be received from the Customer in order to reserve a

place. Prior to your confirmation, your place is only held provisionally.

iii. Confirmed bookings can be made by letter, fax or email (provisional bookings can

be made by telephone, email or via our on-line service). Bookings will only be

confirmed on receipt of written authorisation plus deposit or if booked within 30 days

of the start date full payment.

4. Substitutions, Rescheduling and Cancellations

- i. Delegate substitutions may be made prior to the start of the course without penalty, providing Marina HR Solutions is informed in writing. It is the Customer's responsibility, having referred to relevant Marina HR Solutions course information, to ensure the course is suitable for the student's requirements.
- ii. Bookings rescheduled by the customer within one to seven days of the commencement date of the course will incur a 30% transfer fee plus any price difference in the new course fee.
- iii. Bookings transferred by the customer more than seven days before and less than 31 days before the commencement date of the course will incur a 15% transfer fee plus any price difference in the new course fee, all transfers must take place within 3 months of the commencement date of the original class.
- iv. Transfer requests received once a course has commenced are not acceptable and will be considered to be a cancellation and will be subject the terms and conditions regarding cancellations.
- v. In the event that a customer cancels a booking for which a transfer has taken place, this will incur a minimum 50% cancellation fee subject to the terms below.
- vi. In all circumstances Marina HR Solutions require written notification of any transfers.
- vii. Cancellations by customers made more than thirty days before course commencement will not incur cancellation charges.
- viii. Cancellations within one to seven days of course commencement will incur a 100% cancellation fee, between eight and thirty days will incur a 50% cancellation fee.
- ix. In all circumstances Marina HR Solutions require written notification of any cancellations.
- x. Marina HR Solutions undertakes to provide the training course on the date specified except when external circumstances prevent this. In these circumstances Marina HR Solutions will endeavour to re run the course on a mutually agreeable basis.
- xi. Marina HR Solutions reserves the right to cancel a course, though we make every effort to ensure this does not occur. In the event of a course being cancelled by Marina HR Solutions, alternative dates will be proposed or a full refund of monies paid will be made to the customer.

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xii. Marina HR Solutions takes no responsibility for loss of profit and/or for any

incidental, consequential special or indirect losses as a consequence of exceptional

cancellations.

5. Sub-contracting

Marina HR Solutions reserves the right to assign or sub contract its training courses

to other appointed and approved personnel

6. Pricing and Payment terms

i. All course fees are fixed and published by Marina HR Solutions, however Marina

HR Solutions reserves the right to review and change prices.

ii. The course fee includes tuition, training materials, refreshments, manuals and

computer time as appropriate to the course.

iii. Payment of the course fee, together with the VAT, should be received by Marina

HR Solutions 30 days prior to the course start date or on booking, whichever is the

later.

iv. No training services will be provided unless payment conditions have been

satisfied.

v. All prices quoted are exclusive of VAT, which will be charged at the prevailing rate

as notified by Customs and Excise.

vi. Payment can be made by Bank transfer, guaranteed cheque, cash or Google

Checkout. Credit card payments incur a 3% surcharge on the gross amount.

vii. The client agrees to pay for any loss or extra cost incurred by Marina HR

Solutions through the client's instructions or through failure in taking delivery on the

part of the client, its servants or employees.

7. Course content

Our course listing is provided for information purposes only and does not constitute

an offer for a particular course or programme. Marina HR Solutions constantly strives

to improve the content of its courses and therefore reserves the right to modify the

specification of a course without notice to the Customer. A course title, duration, cost,

content and location are liable to change at any time.

8. Delegate Suitability

- i. It is the Customer's responsibility to ensure that the course is suitable for their requirements. All delegates should have read and understood the course outline and met the necessary prerequisites.
- ii. Marina HR Solutions reserves the right to ask a delegate to leave the training event if the delegate does not meet the course prerequisites.
- iii. Marina HR Solutions urges clients to support this policy, which is designed to protect the Customer's investment.

9. Force Majeure

Marina HR Solutions shall be entitled to delay or cancel delivery or to reduce the amount delivered if it is prevented from, hindered in or delayed in the provision of services through any circumstances beyond its reasonable control including but not limited to strikes, lock outs, accidents, war, fire, acts of God, reduction in or unavailability of power, break down of plant or machinery or shortage or unavailability of raw materials from normal sources of supply.

10. Limitation of Liability and Indemnities

- i. Except as may otherwise be expressly provided in these Terms and Conditions, all warranties, conditions, terms, undertakings and representations of any kind whatsoever, express or implied, whether by statute, common law or otherwise, are hereby excluded by Marina HR Solutions to the fullest extent permitted by law and Marina HR Solutions shall have no other obligation, duty or liability whatsoever in contract, tort, statute or otherwise to the Customer.
- ii. Marina HR Solutions represents and warrants that the services provided will be performed in a professional and skilful manner consistent with the professional standards and the general customs and practices of the industry.
- iii. Marina HR Solutions' maximum aggregate liability for any and all losses, claims, demands, damages, costs and/or expenses of any kind whatsoever arising out of or in connection with any order confirmation and/or these Terms and Conditions (whether in contract, tort, by statute or otherwise) shall not, in total, exceed the amount actually paid by the Customer to Marina HR Solutions for the services which are the subject of the order confirmation in question.
- iv. Without prejudice to the generality of the foregoing, Marina HR Solutions shall not be liable to the Customer (whether in contract, tort, by statute or otherwise) for loss of profits and/or for any incidental, consequential, special or indirect loss or damage arising out of or in connection with any order confirmation and/or these Terms and Conditions, including but not limited to: (a) loss of use; (b) loss of goodwill; (c) loss and/or corruption of data; (d) loss of information; (e) loss of business; (f) loss of

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goods; (g) loss of anticipated savings; (h) loss of revenue; (i) downtime; (j) any

damage relating to the procurement by the Customer of any substitute services.

v. For the avoidance of doubt, neither the types of loss and/or damage specified in sub-clauses 12.5 (a) through (j) inclusive above nor any similar types of loss and/or

damage shall constitute direct loss for the purposes of these Terms and Conditions

and/or any order confirmation.

vi. For the avoidance of doubt, nothing in these Terms and Conditions and/or any

order confirmation shall restrict and/or exclude in any way Marina HR Solutions'

liability for (a) death or personal injury resulting from the negligence of Marina HR

Solutions, its officers and/or employees; and/or (b) fraudulent misrepresentation. The

Customer is liable for any loss, damage or injury to Marina HR Solutions staff or their

property which may arise whilst working at the Customer location and is due to

negligence or breach of statutory duty by the Customer.

vii. Marina HR Solutions accepts no liability for the failure of any third party hardware,

software and/or systems which may be the subject of any Marina HR Solutions

services: this includes failure to meet its operating specification.

viii. No part of the training material may be reproduced, stored in a retrieval system,

or transmitted in any form, or by any means, electronic, mechanical, photocopying, or

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owner.

ix. All Intellectual Property Rights for any product or service remain the property of

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hardware products described in it.



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Signature:
Position in Company:
Date: