



## BUSINESS READY WORKSHOPS

The Business Ready programme supports the SME population across the Coventry and Warwickshire LEP to grow, create jobs and contribute to the local economy.

Our team of highly qualified and experienced Business Advisers are complemented by a network of carefully selected Business mentors. As well as providing one-to-one support we also offer a range of workshops to contribute to your learning and development; we will consider tailoring a workshop to meet the specific needs of your organisation provided you have at least 4 confirmed employees willing to attend.

Business Ready, working out the University of Warwick Science Park, is funded through the European Regional Development Fund, Warwickshire County Council and the UoW Science Park.

Below you'll find a list of the workshops we can deliver, but please note if you have a particular requirement not listed here please do get in touch and we can discuss options.

Workshop titles, select a link for more detail

[Selling Skills for Prospecting, Qualifying & Closing](#)

[Selling for Engineers and Scientists](#)

[Marketing with substance \(not fluff!\)](#)

[Differentiate with Customer Experience](#)

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[Digital Marketing Planning](#)

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[Managing Teams](#)

[Personal Awareness](#)

[Raising Finance](#)

[Leading the Organisation](#)

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[Managing Individuals](#)

[Tendering](#)

Other workshop titles include:

#### Finance

- Raising Finance (and understanding the options)
- Customer Service Managing Finance

#### People and Personal Development

- Effective recruitment
- Building your team
- Communication Skills for personal impact
- Managing Performance in your team
- Presentation skills
- Leadership skills

#### Marketing and Sales

- Channel management (effective routes to market and export)
- From strategy to marketing plan
- Customer Service Skills
- Selling skills and processes
- Digital Marketing
- Negotiating Skills
- Tenders/procurement application

#### Strategic Planning

- Managing the board and investors
- Partnership development and Collaboration management
- International Trading
- Preparing for Mergers and Acquisitions

#### Innovation

- From Idea to new product
- New product development
- Protecting your know-how (intellectual property, patents and Trade Marks)

#### Operational

- Managing IT, systems and data
- Identifying and Managing Risk
- Effective Governance
- Agile/lean management
- Project Management Skills
- Supply Chain Management

## Communication skills

### Course description

The ability to communicate effectively is a powerful tool. This workshop allows participants the opportunity to discover the impact that they have on others, learn how they can flex this to influence the outcome of the interaction. Communication is, at the very least a two way process: participants will learn how to build trust and understanding in order to communicate with the most appropriate impact

### Course content

The course will include:

- Understanding communications styles
- Understanding communications types
- An introduction to Transactional Analysis

### Who should attend?

This course will be practical, giving participants the chance to explore and develop skills in this vital area. It is appropriate for anyone in the business, but in particular those with a sales, marketing, or management role.

### Practical takeaways

A handy quick reference guide to refer to at any time.

### Value for the business

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

- Understand the power that their presence and impact can have
- Recognise the 'footprint' that they create
- Prioritise the importance of understanding perspectives, building trust and listening
- Grasp the basics of Transactional Analysis and how to apply it
- Use the Personal Drivers model to start to understand how we build relationships

### Format

Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, feedback and self-analysis.

### Preparation for attendees

Listen to yourself and start to hear your voice and how it is perceived by others.

### Post workshop

Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme

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## Digital Marketing Planning

### Course description

Which social media should you use? Rather than assuming all channels are equal this session looks at user profiles and brand personas for Facebook, Snapchat, YouTube, Twitter, LinkedIn, Pinterest, and Instagram to evaluate which would be most suited for your business.

### Course content

The course will include:

- Understanding how to make the most of each channel and how to measure results
- Evaluate social media platforms in light of your business objectives  
Make an informed choice as to which platforms to use
- Who do you want to talk to? Audience mapping exercise; beyond client groups (current & future) to look at relationships that can be nurtured.
- Tips and tricks for getting the most out of social media
- Create a 30-day action plan for the chosen media and activity required (posts, images, and engagement). By formulating a plan, participants will see the level of activity and time required; this structured process ensures communications integrate with the overall business direction.

### Who should attend?

Any businesses who are looking to promote themselves to the General Public (B2C) or Organisations (B2B) in search of clients, sales, connections and brand growth.

### Practical takeaways

Create a month-long action plan to begin the momentum

### Value for the business

What the workshop covers:

- The concept of social; the role social media plays across different SMEs
- The social profile of different platforms - both from a user and a business persona point of view, who is using the following platforms and how are they using them?
- Prioritise your list - decide platforms most relevant for your business
- Evaluating new media - we'll look quickly identifying whether it should be further considered to incorporate a new platform in your activity

### Format

Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, feedback and self-analysis.

### Preparation for attendees

Have a note of your social media channels (log on and passwords) if appropriate to make improvements on the fly.

### Post workshop

Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme

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## Marketing with Substance (not fluff!)

### Course description

This workshop will show you how to harness your marketing investment and activities to power-up your growth strategy.

### Course content

The course will include:

- Segmenting your market (grouping customers)
- Examining market influences
- Market positioning, competition and strategies
- Identifying objectives for your marketing plan
- Measuring performance

### Who should attend?

Business leaders who feel that their marketing activities have become disconnected from the main business, or who feel that their marketing is limited to being a 'shop front' or news sharing platform.

### Practical takeaways

New knowledge and skills in the following areas:

- How to use marketing to grow your business
- How to organize important market information
- Tools to help you discuss and develop your business's strategy internally
- How to set objectives for your marketing team

### Value for the business

- Gain control of your marketing
- Invest your marketing budget to achieve business goals
- Leverage your competitive advantage for growth

### Format

Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, feedback and self-analysis.

### Preparation for attendees

Confirm your specific skill development needs to the Business Ready Programme. The course will be tailored accordingly.

### Post workshop

Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme.

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## Competitive Advantage

<b>Course description</b>	During this course we will show you how to evaluate your business's position in the marketplace, consider your true competitive advantage and stay ahead of the competition.
<b>Course content</b>	<ul style="list-style-type: none"><li>• Understanding competitive positioning</li><li>• Effective SWOT analysis</li><li>• Evaluating wider market influences and trends</li><li>• Identifying key customer values</li></ul>
<b>Who should attend?</b>	Business owners or sales leaders who would like to improve sales performance through sharpening their competitive edge and getting ready for a change in customer needs.
<b>Practical takeaways</b>	New knowledge and skills in the following areas: <ul style="list-style-type: none"><li>• How to recognise true competitive advantage</li><li>• Tools to assess and understand market dynamics</li><li>• How to think from a customer/market perspective</li><li>• How to scan the market environment for new opportunity/risks</li></ul>
<b>Value for the business</b>	<ul style="list-style-type: none"><li>• Improved sales success</li><li>• More cost-effective marketing</li><li>• More powerful marketing messages</li><li>• Future insights</li></ul>
<b>Format</b>	Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, feedback and self-analysis.
<b>Preparation for attendees</b>	Confirm your specific skill development needs to the Business Ready Programme. The course will be tailored accordingly.
<b>Post workshop</b>	Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme.

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## Tendering

### Course description

This workshop will help you to understand and more successfully and confidently manage the tendering process including writing, decision-making and teamwork.

### Course content

- Choosing when to tender
- Identifying and addressing minimum requirements
- Streamlining the writing process
- Presenting your business and products clearly
- What to do when you've won/lost

### Who should attend?

Business owners or sales leaders wanting to streamline and improve the efficacy of their tendering processes.

### Practical takeaways

New knowledge and skills in the following areas:

- How to choose the tenders you are most likely to win
- How to prepare a proposal efficiently
- How to benefit, even if you lose

### Value for the business

- Reduce the disruption to your business during tender preparation
- Improve your tender win rate

### Format

Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, feedback and self-analysis.

### Preparation for attendees

Confirm your specific skill development needs to the Business Ready Programme. The course will be tailored accordingly.

### Post workshop

Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme.

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## Selling for Engineers/Scientists

<b>Course description</b>	This workshop will provide practical selling tools and approaches for engineers or scientists who are moving into a sales role for the first time.
<b>Course content</b>	The course will include: <ul style="list-style-type: none"><li>• Choosing your customers</li><li>• Understanding buying processes</li><li>• Presenting your product or service</li><li>• Making phone calls</li><li>• Negotiating</li><li>• Managing sales opportunities</li></ul>
<b>Who should attend?</b>	Engineers and scientists who deal with customers and would like to improve their sales skills and understanding.
<b>Practical takeaways</b>	New knowledge and skills in the following areas: <ul style="list-style-type: none"><li>• How to decide if a customer is right for your business</li><li>• How to deal with time wasters</li><li>• How to use marketing to make sales easier</li><li>• How to make the selling process more efficient</li><li>• How to get an order</li></ul>
<b>Value for the business</b>	<ul style="list-style-type: none"><li>• Reduce the stress of selling</li><li>• Focus on the opportunities most likely to deliver sales</li><li>• Manage sales opportunities more confidently</li></ul>
<b>Format</b>	Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, feedback and self-analysis.
<b>Preparation for attendees</b>	Confirm your specific skill development needs to the Business Ready Programme. The course will be tailored accordingly.
<b>Post workshop</b>	Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme.

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## Selling Skills for Prospecting, Qualifying & Closing

<b>Course description</b>	The best businesses have great sales teams. These sales teams have been trained to sell effectively and they put those skills to good use every day. On this course, you will learn advanced selling techniques and disciplines that will help you move the sales process forwards successfully, making you your customers' trusted advisor.
<b>Course content</b>	A subset of the following topics are covered, determined in advance based on understanding the needs of the participants: <ul style="list-style-type: none"><li>• Effective Prospecting - picking the right targets, setting goals</li><li>• Effective Qualifying - understanding the customer</li><li>• Effective Closing - managing objections, asking for orders</li></ul>
<b>Who should attend?</b>	People working in Sales roles, aiming for the next level of professional success.
<b>Practical takeaways</b>	New knowledge and skills in the following areas: <ul style="list-style-type: none"><li>• How to pick the right target customers</li><li>• How to set SMART call objectives</li><li>• How to ask customers the best questions</li><li>• How to listen to customers effectively</li><li>• How to prevent and handle objections</li><li>• How to ask for commitment</li><li>• How to self-analyse after the call</li></ul>
<b>Value for the business</b>	<ul style="list-style-type: none"><li>• Improve the quality of your sales pipeline</li><li>• Improve your sales conversion rate</li><li>• Increase the speed of selling</li><li>• Increase customer satisfaction and referrals</li></ul>
<b>Format</b>	Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, feedback and self-analysis.
<b>Preparation for attendees</b>	Confirm your specific skill development needs to the Business Ready Programme. The course will be tailored accordingly.
<b>Post workshop</b>	Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme.

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## Business Development Disciplines

### Course description

Developing new business is one of the hardest tasks for all businesses. Winning new customers and accessing new markets require focus and discipline. This course covers the range of activities within a business development process, discussing what good looks like and helping participants to understand their opportunities to improve.

### Course content

The course begins with a review of your current business goals and business strategy. It then discusses the best practices of each component in the business development process.

- Business Development Strategy - clarifying your focus
- The 4 Ps of Marketing - what needs to be covered
- The Competition - how to take them into account
- Pipeline Management - translate actions into opportunities
- Channel Management - working with partners to grow
- Product Innovation - blend Roadmaps with Sales

### Who should attend?

People working in business management, marketing and sales roles, looking to improve the rate of business growth.

### Practical takeaways

Through discussions with experienced practitioners:

- Identify gaps in your existing approach
- Learn which important tasks need more focus
- Learn new tools and techniques
- Share your challenges and get new ideas

### Value for the business

- Improve your sales pipeline
- Save time and money developing new business
- Gain confidence you are doing the right things
- Increase customer satisfaction with your sales processes

### Format

Three-hour workshops with presentations, whiteboarding, practical exercises and discussion. Knowledge-sharing between participants and instructor is emphasised.

### Preparation for attendees

Review your existing business goals, business strategy, and business development process. Identify the areas you believe need to improve.

### Post workshop

Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme.

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## Differentiate with Customer Experience

### Course description

How a customer experiences your business is arguably the most important driver of business success. This course focuses on how to structure an organisation that can consistently deliver the best possible experience to customers.

### Course content

The course begins with a review of the SWOT analysis that underpins your business strategy. It then covers the practical implementation of a Customer Excellence capability (CXc).

- A CXc Maturity Model - assessing your current capability
- The different types of feedback mechanisms you need
- Identifying the business case for CXc improvements
- Organisational Model - accountability and alignment
- Engaging the whole business - how to do it
- Maintaining your Momentum - it's a journey

### Who should attend?

Business leaders working to improve customer satisfaction and differentiate their business on customer experience. If the course is run within a single business, a lead from each business function (e.g. Sales, Marketing, Manufacturing, Development, Service, HR, Finance) should attend.

### Practical takeaways

Proven tools that simplify this complex subject, covering:

- What to measure
- How to set targets
- How to organise the company for success
- How to embed a customer excellence ethos in the company
- How to show the business benefits of customer experience
- Advice about the pitfalls to avoid

### Value for the business

- Learn how to deliver a world-class customer experience
- Use simple tools to manage a critical business subject
- Engage the whole company around a single approach
- Link customer experience with operational excellence
- Improve customer satisfaction and referrals

### Format

Three-hour workshops with presentations, whiteboarding, practical exercises and discussion.

### Preparation for attendees

Create or review your business' SWOT analysis. The SWOT analysis should include your customers' feedback, plus insight from employees, suppliers and competitors.

### Post workshop

Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme.

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## Leading the Organisation

### Who should attend?

Individuals with responsibility for creating a positive organisational culture and ensuring that organisational goals, objectives and strategies are cascaded and aligned with team and individual behaviours.

### Workshop description

Organisations are often very good at creating business strategies, financial and technical objectives – and then in cascading these down through to customer facing staff.

However, if vision and mission are not clear to all, and success measures or customer needs are not matched by team and individual behaviours, required outcomes may not be guaranteed.

The workshop consists of a number of structured group activities designed to establish that what the company wants and needs to be successful is supported by the behaviours and actions at the delivery edge of the business.

### Value to the business

This is an opportunity to step back from the immediate pressure of delivery and to work on this important aspect of strategy implementation. In rapidly developing environments we can all be impelled into working in and not on the business.

This workshop will focus attention on ensuring that individuals and teams are correctly aligned with overall objectives.

### Workshop output for the individual

A simple, clear Action Plan, and a description of what further needs to be achieved.

2018ACU1

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## Leading People

### Who should attend?

Individuals with responsibility for directly creating an organisational culture that assesses individual motivation and engagement and ensures that individuals and teams are empowered to deliver results.

### Workshop description

Engagement is created from 3 crucial elements:

1. The motivation and alignment of people to a common cause
2. The desire to contribute more of ourselves
3. The support we give to and receive from others.

Managers and leaders cannot directly control the engagement of others. However, they can create the environment where employees and teams motivate and engage themselves.

Research has comprehensively shown that the main drivers that motivate people are:

- Trust in all levels of the organisation
- Alignment of purpose
- Autonomy (giving people more space and responsibility for their work)
- Mastery – everyone wants to improve; the organisation's job is to help people improve
- Support and encouragement.

*(The Future of Engagement - Thought Piece Collection Edited by Dilys Robinson and Jonny Gifford 2014)*

### Methodology

We use information from the Gallup Employee Engagement Survey, in particular questions from the Gallup Q<sup>12</sup> Index, as a basis for an exploration of what can be done in the organisation to steadily build motivation and engagement.

The theory is simple and well researched, and so the workshop consists of a number of structured activities designed to establish practical steps that will enable the delivery of better business results. This will of necessity include inputs from individuals and teams.

### Value to the business

This is an opportunity to step back from the immediate pressures of the business to work on this important aspect of working practise and individual engagement.

### Workshop output for the individual

A structured way forward, including first steps.

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## Managing Teams

### Who should attend?

As people become good at their job, they are often promoted to a Team Leader position, sometimes managing the team that they have been part of. The role will often initially be a management role – a manager being defined as ...”a person who is appointed to get things done through and with other people”.

New responsibilities accrue rapidly, managing performance, solving problems, dealing with conflict – and often whilst still doing the job itself.

This workshop is for people new to this role, or about to move into First Line Management, where a new skill set is needed to supplement technical capability.

### Workshop description

The workshop comprises a number of experiential team projects with varied management and team roles. We use a Do / Review / Explore / Plan changes cycle to extend learning. Small group discussions link the learning from these experiences to work realities.

We intersperse experiential work with models of the stages of team development and successful team work to give an overview of relevant theory. We also include one or two significant areas of team management selected by participants as most important to their work. Topics will be selected from:

- Communication and presentation
- Self-Directed Work Teams
- Effective team meetings
- Problem solving in teams

### Value to the business

This is a practical workshop which makes use of the actual experiences of participants and the challenges that they face. A final discussion in small groups helps to structure a plan to carry learning forward into the role and how this can make a positive difference to the results that teams achieve.

### Workshop output for the individual

Participants gain an understanding of what it means to them to be a manager of a team, what teams need to function well and their role in achieving team success. They will take away a useful manual and Personal Development Plan.

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## Managing Individuals

### Who should attend?

Team Leaders, functional managers and anybody who has responsibility for achieving work results through other people.

This workshop has particular relevance for managers who have to carry out work assessments and appraisal and may be responsible for supporting the development needs of colleagues.

### Workshop description

This workshop is an introduction to the theory and practise of Coaching as an essential management and leadership skill. We introduce a simple but effective Coaching model, and consider the key personal skills needed to put Coaching into action at work.

Topics include:

- Developmental Coaching to motivate and empower
- The importance of questioning and listening skills
- A Coaching model to manage poor performance

Please note that this is a big topic, and a half day workshop can only act as an introduction to the power of these techniques, an overview of associated models and some opportunities to practice. This will enable individuals to understand the potential of this management style and to start their journey of becoming a Coach.

### Value to the business

This workshop will explore the actual experiences of participants and the challenges that they face, and where the introduction of a Coaching style will benefit their role and effectiveness. Participants will leave with an understanding of where to go next in continuing to develop skill and experience.

### Workshop output for the individual

Participants will understand and be able to use 'Quick Coaching' techniques with their team and will take away a guidance document – Becoming a Performance Coach.

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## Personal Awareness

### Who should attend?

A key success factor for managers and leaders, and indeed for people working in teams, is an understanding of difference in the colleagues that you work with. If this awareness is important to you, if you sometimes think “why does my colleague do things so differently to me?”, then this workshop is for you.

### Workshop description

It is well established that Emotional Intelligence, EQ, is an important factor in personal success. Intellectual ability, technical skill, personal drive, all are important in getting the job done. But to work effectively with people, to gain their co-operation and build good relationships, to demonstrate empathy, we need a developed EQ.

The Myers Briggs Type Indicator (MBTI®) is a well-regarded means of understanding personality difference and of developing personal and inter-personal awareness - a significant EQ skill.

Teams need a variety of individual skills, and the MBTI provides a way to value and support the different aptitudes of colleagues.

### How it works

We will send you a simple questionnaire to complete and bring to the event.

A number of short projects and activities practically illustrate the different areas of preference – how we are energised, use information, make decisions and organise our work and personal lives.

This discussion and exploration add richness and depth to the experiences. This enables you to arrive at your preferred ways of doing things, and to understand how difference in others can be understood.

### Value to the business

Individuals with an expanded ability to work effectively with others, managers who value difference.

### Workshop output for the individual

A short manual to expand knowledge.

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## Raising Finance

### Who should attend?

This course is appropriate for business managers who have responsibility for strategy, finance, growth or developing opportunities. You should also attend if you are looking to raise at least £10,000 to grow your business, are a Coventry & Warwickshire based and a small business looking to grow, or are a technology or innovation led business or a business in a rural location?

Are you a technology based or innovative SME business based in Coventry & Warwickshire, and looking to grow? Do you want to understand different funding options and how to write a good funding application? Do you want independent advice from Funding specialists? Then this workshop is a must for you.

### Workshop description

On completion of the workshop participants should have a good understanding of:

- What finance and funds are available to support business growth or invest in new assets?
- The funding options for different types of businesses?
- What potential grant funding is available?
- How to write a good funding application?
- How to get independent advice from a funding specialist?

### Value to the business

Delegates will learn how to leverage finance (equity, debt and grants) to stimulate growth. They should be able to determine how and what will work best for their business to access different strands of finance. Participants should have a better understanding of the need for good financial records to support the business on a day to day basis, as well as using those documents to help facilitate growth.

### Workshop output for the individual

A commitment to develop sound financials to help grow the business and manage it most effectively.

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## Developing a Succinct and Compelling Business Proposition

<b>Course description</b>	The workshop examines how you currently talk about your business. Aiming to move from a description of what you do to a description of how you do what you do.
<b>Course content</b>	Using third party examples attendees are asked to work on their own business examples - alone, in pairs and in groups and provide feedback from their deliberations to the room. Key points will be drawn out and emphasised by the facilitator.  Where attendees struggle with addressing the questions raised collective or individual guidance will be given
<b>Who should attend?</b>	Business owners and leaders who need a more fluid way to talk about their business, which can be used face-to-face, in sales, communications and marketing.
<b>Practical takeaways</b>	The foundation for an engaging and compact 'elevator pitch' or '60 second'.
<b>Value for business</b>	A lens through which content for marketing and communications can be viewed and created.
<b>Format</b>	Working in pairs or fours, attendees are invited to share and comment on how they describe their businesses.
<b>Preparation for attendees</b>	Collect and bring along examples of how you have talked about what you do online, in print or in audio-visual.
<b>Post workshop</b>	We ask for a commitment from you: <ul style="list-style-type: none"><li>• To book and attend a networking event at which you will trial your proposition</li><li>• To evolve your proposition over time through use and adjustment</li><li>• To make yourself accountable to a key person in your life for acting on the above</li></ul>

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## Defining Values, Purpose and Proposition

### Course description

The workshop looks at the motivation behind starting/joining a business, the standards by which it is run and the benefit that delivers to customers.

### Course content

Using third party examples attendees are asked to work on their own business examples - alone, in pairs and in groups and provide feedback from their deliberations to the room. Key points will be drawn out and emphasised by the facilitator.

Where attendees struggle with addressing the questions raised collective or individual guidance will be given.

### Who should attend?

Business owners and leaders whose organisations have grown beyond a scale where they can communicate informally and by 'osmosis'.

### Practical takeaways

The foundation of a document that makes it clear to potential recruits and prospects whether your organisation is going to a good fit for them.

### Value for business

A way of assessing prospects and recruits for their suitability. A reference point for 'how and why we do things round here'.

### Format

Working in pairs or fours, attendees are invited to share and comment on how they describe their businesses.

### Preparation for attendees

Think about:

- The taboos and 'sacred' cows in your business
- What gives you and your team joy
- Why that gives you and your team joy

### Post workshop

We ask for a commitment from you:

- To speak with your team about their values and purpose in relation to your business
- To speak to your customers about the benefits they have experienced in working with you
- To make yourself accountable to a key person in your life for acting on the above

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## Winning and Retaining Customers

### Course description

The workshop examines why customers buy from you, what sorts of people make the best customers, how prospects are guided from not knowing you to becoming a customer and how to retain customers once they are won over.

### Course content

Using third party examples attendees are asked to work on their own business examples - alone, in pairs and in groups and provide feedback from their deliberations to the room. Key points will be drawn out and emphasised by the facilitator

Where attendees struggle with addressing the questions raised collective or individual guidance will be given.

### Who should attend?

Business owners and leaders who have generated new business and regular income but don't know how – or – who believe they are missing out on opportunities to do business with both prospects and existing customers.

### Practical takeaways

The tools for creating an ideal customer profile and to put together a sales and marketing process that maps the prospect to customer journey

### Value for business

A way of grading prospects and a trackable path to guide prospects through to become customers or to be set aside.

### Format

Working in pairs or fours, attendees are invited to share and comment on how they describe their businesses.

### Preparation for attendees

Review your current customer base and identify any common characteristics.

Review your latest customer wins and see if you can work out where they came from.

### Post workshop

We ask for a commitment from you:

- To write a draft character profile for your ideal customer
- To write a draft sales and marketing process
- To make yourself accountable to a key person in your life for acting on the above

2018GLU3

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## Improving Internal Unity and Purpose

### Course description

The workshop looks at the motivation behind starting/joining a business and for staying with it. It links that with the purpose of the business and starts the process to find an expression for that purpose.

### Course content

Using third party examples attendees are asked to work on their own business examples - alone, in pairs and in groups and provide feedback from their deliberations to the room. Key points will be drawn out and emphasised by the facilitator.

Where attendees struggle with addressing the questions raised collective or individual guidance will be given.

### Who should attend?

Business owners and leaders who have become so focussed on delivery and meeting targets that they have lost touch with what inspired them to start or lead their business.

### Practical takeaways

The motivation behind creating or working for a business will be linked with the valuably different way people go about their business.

### Value for business

Linking purpose to process keeps that purpose and therefore motivation to achieve it alive.

### Format

Working in pairs or fours, attendees are invited to share and comment on how they describe their businesses.

### Preparation for attendees

Think about what drives members of your team to come in every day.

### Post workshop

We ask for a commitment from you:

- To articulate what your purpose is
- To invite your people to declare what their purpose is in relation to your business
- To make yourself accountable to a key person in your life for acting on the above

2018GLU4

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## Discovering Genuine Competitive Advantage

### Course description

The workshop delves into the real reason why customers buy from you instead of your competition. Accepting that certain standards of product, price, service levels and so on need to be reached. Also recognising the coincidence of wants. The work will uncover the valuably different way you do what do.

### Course content

Using third party examples attendees are asked to work on their own business examples - alone, in pairs and in groups and provide feedback from their deliberations to the room. Key points will be drawn out and emphasised by the facilitator.

Where attendees struggle with addressing the questions raised collective or individual guidance will be given.

### Who should attend?

Business owners and leaders who have become so focussed on delivery and meeting targets that they have lost touch with the wonder outsiders feel when they see the amazing work their organisations do.

### Practical takeaways

A renewed confidence and belief in the value and worth of what your organisation delivers.

### Value for business

A key message to be included in sales conversations, tenders, marketing and communications.

### Format

Working in pairs or fours, attendees are invited to share and comment on how they describe their businesses.

### Preparation for attendees

Collect and bring along examples of how you market your organisation.

### Post workshop

We ask for a commitment from you:

- To identify how your valuable difference can be communicated internally and externally
- To select one of these routes and trial the message
- To make yourself accountable to a key person in your life for acting on the above

2018GLU5

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## Building Your Team

### Course description

Building a team is a challenging experience which can be highly productive if you, as a leader, are able to capitalize on the strengths that each of member brings to the team and used the combined strengths to the optimise performance, output and morale. This workshop will give you practical, applicable tools that will help you to determine how your team is performing against the team development model and to create a strategy for building a high performing team.

### Course content

- The qualities of a high performing team
- The team development model
- Your role as a leader in developing your team.
- Creating a strategy for building a successful team.

### Who should attend?

Business owners, leaders and managers who have had little formal training in leadership or want to refresh their skills.

### Practical takeaways

The foundation of a document that becomes an action plan for your business. By the end of this workshop you should

- Understand your role as a leader
- Recognise the qualities of a high performing team
- Understand the stages of the team development model
- Understand and recognise the different types of team roles
- Create a plan to lead your team through the stages of the model

### Value for business

A high performing team will add significant value to your business through coordinated activities and a common understanding of direction.

### Format

### Preparation for attendees

Collect and bring along examples of how you currently work inside your organisation

### Post workshop

We ask for a commitment from you:

- To develop your own personal action plan
- To make yourself accountable to a key person in your life for acting on the above

2018ADE01

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## Business Coaching

### Who should attend?

Individuals with responsibility for directly creating an organisational culture that assesses individual motivation and engagement and ensures that individuals and teams are empowered to deliver results.

### Workshop description

Organisations that have a coaching culture are shown to have more engaged employees and higher levels of team and individual performance. Leaders who develop their coaching skills can use them for both personal development and managing others, achieving higher motivation, improve results, promote growth and save time. This practical workshop introduces a simple but effective coaching model and gives you an opportunity to practice using it on real life business situations

### Methodology

- What is coaching?
- First things first – building the relationship
- Introducing the GROW model
- Setting GOALS
- Establishing the REALITY
- What are your OPTIONS
- What WILL you do next
- Practice coaching session
- Action plans

### Value to the business

Use a framework and process for coaching in a business context  
Have had an opportunity to coach and be coached: for this, all attendees should bring with them an business issue that they would like to be coached on for a short practice session.

### Workshop output for the individual

A structured way forward, including first steps.

2018ADE02

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## Change Management

### Course description

How to manage change within a business looking at strategic change through to change in day to day activities

### Course content

- Practical application of theories of change management
- The change curve and its application within business
- A look at what constitutes change in an organisation
- Managing different types of change
- Understanding and overcoming resistance to change.
- Leadership and Communication of change

### Who should attend?

Managing Directors and Line Managers

### Practical takeaways

A Workbook and checklists for managing change

### Value for business

- An ability manage change more efficiently and effectively
- An appreciation of how change effects people and how to avoid the adverse effects.

### Format

Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, discussion, feedback and self-analysis.

### Preparation for attendees

Confirm your specific skill development needs to the Business Ready Programme. The course will be tailored accordingly.

### Post workshop

Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme.

2018ADE03

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## Communication skills for Personal Impact

### Course description

The ability to communicate effectively is a powerful tool. This workshop allows participants the opportunity to discover the impact that they have on others, and learn how they can flex this to influence the outcome of an interaction. Communication is, at the very least a two way process: participants will learn how to build trust and understanding in order to communicate with the most appropriate impact.

### Course content

The course will include:

- Presence and impact: The Golden Rules
- The Communication Spectrum
- The Communication Equation
- The Essential Listening ratio
- The Personal Drivers model
- Transactional Analysis
- Creating a plan for communication success

### Who should attend?

This course will be practical, giving participants the chance to explore and develop skills in this vital area. It is appropriate for anyone in the business, but in particular those with a sales, marketing, or management role.

### Practical takeaways

A handy quick reference guide to refer to at any time.

### Value for the business

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

- Understand the power that their presence and impact can have
- Recognise the 'footprint' that they create
- Prioritise the importance of understanding perspectives, building trust and listening
- Grasp the basics of Transactional Analysis and how to apply it.
- Personal Drivers model to understand how we build relationships

### Format

Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, feedback and self-analysis.

### Preparation for attendees

Listen to yourself and hear your voice and how it is perceived by others.

### Post workshop

Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme

2018ADE04

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## Effective Recruitment

### Course description

To session will cover: preparing to recruit, starting the recruitment process and finding the right person. The aim of the session will be interactive sharing good practice and ideas between the group and identifying pros and cons of different approaches.

### Course content

- Preparing to recruit. Do you know what you are looking for – job description, personal qualities?
- Have you considered the salary and benefits that go with the role?
- Why would someone want to work for you? What can you offer and how will it attract people to apply?
  
- Starting the recruitment process, How to go about recruiting
- Different ways to attract applicants. What's right for your business
- What are the pros and cons of each? What are the costs
- Positioning– how you describe what it is and what you are looking for
- What will you do with the applications you receive? Get the admin right
- Determining your process – what is right for your business
  
- What can you and can't do. How will you choose between applicants
- Shortlisting, Interviewing, Other methods, The decision, The offer

### Who should attend?

Anyone who has responsibility for recruitment, line managers, admin staff

### Practical takeaways

An underpinning knowledge needed to recruit the right people for the business. Tips on how to go about recruiting to ensure you attract and identify the very best candidates. An overview of relevant aspects of employment law within the recruitment and selection process. A checklist for managing recruitment

### Value for the business

- Recognition of the importance of recruiting the right people to your business
- Understanding of how to manage the recruitment process in an efficient and cost effective way

### Format

Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, feedback and self-analysis.

### Preparation for attendees

Confirm your specific skill development needs to the Business Ready Programme. The course will be tailored accordingly.

### Post workshop

Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme

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## Employee Engagement with the Business

<b>Course description</b>	An overview of how to engage your staff with the business through effective appraisals, setting clear objectives, focuses on their strengths and development and managing reward and recognition.
<b>Course content</b>	<ul style="list-style-type: none"><li>• Why manage employee performance</li><li>• Are appraisals effective</li><li>• What does a good appraisal process look like</li><li>• How to make the appraisal process work</li><li>• Linking appraisal to business objectives, mission, vision and values</li><li>• Setting meaningful objectives,</li><li>• Identifying and meeting development needs</li><li>• Managing reward and recognition</li></ul>
<b>Who should attend?</b>	Managing Directors and Line Managers
<b>Practical takeaways</b>	<ul style="list-style-type: none"><li>• An overview of the purpose of appraisal</li><li>• Practical tips for engaging staff with the process</li><li>• A workbook on managing appraisal</li></ul>
<b>Value for the business</b>	Practical ways to engage individuals with the business in order to improve overall performance and gain commitment.
<b>Format</b>	Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, feedback and self-analysis.
<b>Preparation for attendees</b>	Confirm your specific skill development needs to the Business Ready Programme. The course will be tailored accordingly.
<b>Post workshop</b>	Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme

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## Employment Law

### Course description

An overview of the main areas of employment to be aware of when recruiting, forming contracts of employment, managing and dismissing employees

### Course content

- Overview of the Equality Act 2010 and what it means for recruiting, managing and dismissing employees
- Other areas of law in relation to recruitment – eligibility to work in the UK, Rehabilitation of Offenders Act
- Employment Rights Act, 1996 - contracts of employment
- Dismissal Law

### Who should attend?

Managing Directors, Line Managers and Administration staff responsible for any aspects of HR.

### Practical takeaways

- Overview of Employment Law
- Understanding of the main requirements when employing someone
- Quick Guide to employment Law

### Value for the business

Practical ways to engage individuals with the business in order to improve overall performance and gain commitment.

### Format

Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, feedback and self-analysis.

### Preparation for attendees

Confirm your specific skill development needs to the Business Ready Programme. The course will be tailored accordingly.

### Post workshop

Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme

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## Improving Organisational Performance Through People

### Course description

Motivating and communicating with your team to ensure they provide the best performance for the business. Having a clear strategy and vision which you engage people with. Job design and job descriptions to ensure understanding of role and contribution. Employee Development

### Course content

- The link between effective management and business performance
- Developing your mission, vision and values that people relate to
- Effective employee communication
- Designing jobs that motivate people to perform at their best
- Developing your people to perform at their best

### Who should attend?

Managing Directors and Line Managers

### Practical takeaways

- An understanding of what motivates people in the work place and how this leads to effective individual performance and improved business performance.
- A workbook for improving organisational performance through people
- Tips for motivating and communicating the companies values

### Value for the business

An opportunity to look at the business from the perspective of the people who work within it.

An opportunity to reflect on your business and where you want to be and to link this with your approach to the management of your staff.

### Format

Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, feedback and self-analysis.

### Preparation for attendees

Confirm your specific skill development needs to the Business Ready Programme. The course will be tailored accordingly.

### Post workshop

Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme

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## Managing a Team

### Who should attend?

Managing Directors, Line Managers and Supervisors responsible for staff and who have aspirations for line management.

### Workshop description

Successfully managing a team is about leading people, organising tasks and motivating and inspiring the team to work together for a common purpose. This workshop is designed to give you an insight into what it takes to be a successful leader, along with practical tools that allow you to put the theory into action.

### Value to the business

- Understand your role as a leader
- Recognise the component parts of a successful team
- Analyse and determine the reality of your team make up
- Understand the team development model and asses your team's position
- Create a plan for success

### Workshop output for the individual

Participants gain an understanding of what it means to manage a team and what can go wrong if not done correctly.

2018ADE09

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## Talent Development, Succession Planning and Retention

### Course description

An overview of how to identify, develop and retain your best staff, how to plan for the future and ensure you have the right people in place with the right skills and commitment to take the business forward.

### Course content

- Why it is important to develop and retain your current staff in a tight labour market The benefits of growing your own
- Practical tips on identifying and developing your current staff so avoiding costly recruitment
- Building your workforce for the future

### Who should attend?

Managing Directors and Line Managers

### Practical takeaways

- Understanding the real cost of recruitment and benefits of retention
- Practical ideas for identifying and retaining talent; a process to follow
- Proformas and checklists to use

### Value for the business

Save money on recruitment  
Higher productivity through higher levels of skill and commitment

### Format

Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, feedback and self-analysis.

### Preparation for attendees

Confirm your specific skill development needs to the Business Ready Programme. The course will be tailored accordingly.

### Post workshop

Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme

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## Time Management

### Who should attend?

Managing Directors, Line Managers and Supervisors responsible for staff and who have aspirations for line management.

### Workshop description

- An ideal day
- An actual day
- What are our blockers?
- Devising enablers:
- The 3D model
- The Circle of Influence model
- The Urgent/Importance matrix
- The Payoff matrix
- Creating a plan for managing time successfully

### Value to the business

By the end of this workshop you will be able to:

- Identify the optimum use of your time
- Explore the impact of how you currently use your time
- Focus on core priorities and create a plan using the most appropriate time management tools for you

### Workshop output for the individual

Participants gain an understanding of the tips and tricks for better managing their time.

2018ADE11

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## Developing a Business Plan

### Course description

What does a business plan look like? Anything from the back of an envelope to a leather bound, gold lettered tome. The best plan will be one that is put into action, not just looks good. But what will be of most use to your business? This workshop will share a well proven model to help you develop your business plan. From this you will be able to enhance it for everyday use, and for sharing with investors and lenders.

This highly interactive workshop will show you how to prepare you plan and use a flexible format to enable you to determine the key actions required that will lead you towards you vision for your business.

### Course content

- By then end of this workshop you will be able to:
- Consider the 5 key words in your business plan
- Define the objectives in each area
- Consider your targets and vision
- Describe some of the actions you must take
- Write a one-page business plan.

### Who should attend?

Business leaders looking for a way to capture their thoughts for the future, and translate those thoughts into action, in a structured and practical way. Also team members who have to deliver strategic objectives.

### Practical takeaways

- What must you do to grow a business?
- The Five Key Words
- Objectives, measures and targets
- Writing Your Plan

### Value for the business

- Direction
- Key Performance Indicators
- Easier, structured, decision making
- Buy in from the team, and other stakeholders

### Format

Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, feedback and self-analysis.

### Preparation for attendees

Confirm your specific skill development needs to the Business Ready Programme. The course will be tailored accordingly.

### Post workshop

Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme

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## Effective Finance Tools

### Course description

This workshop will enable you to read and use the information your Finance Director or accountant provides. You will also be able to compare your own company's financial performance with that of other relevant benchmarks.

Using a range of simple but tried and tested tools, you can measure progress to ensure that sales will generate profits, and that profitability will not be at the expense of future stability.

The workshop is fully interactive and uses relevant case studies and exercises which build confidence and enable easy application of the key principles. You will gain even more from it if you bring along a set of your accounts.

### Course content

A subset of the following topics are covered, determined in advance based on understanding the needs of the participants:

- Financial Statements – Income Statement & Balance Sheet
- Using budgets
- Building and using the Cash Flow forecast

### Who should attend?

Managers in business who need to understand how to help their business survive the ups and downs to gain a level of financial sustainability.

### Practical takeaways

- What must you do to grow a business?
- The Five Key Words
- Objectives, measures and targets
- Writing Your Plan

### Value for the business

- Direction
- Key Performance Indicators
- Easier, structured, decision making
- Buy in from the team, and other stakeholders

### Format

Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, feedback and self-analysis.

### Preparation for attendees

Confirm your specific skill development needs to the Business Ready Programme. The course will be tailored accordingly.

### Post workshop

Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme

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## Managing Business Risk

### Course description

You are growing your business: something, at some point, will go wrong. This workshop enables you to have the plans in place for when that happens and will enable you to prepare for the unknown. Risk can come in many shapes and sizes, this workshop will enable you to categorize the most likely problem areas, and then put in place plans to minimize the incidence or consequence.

The workshop is highly interactive and will begin the development of a personalized risk management plan. Where the delegates will consider the worst, and plan for something better.

### Course content

- What is risk?
- The Risk Matrix – and how your risks may appear
- Key Risk Indicators: how you know when things go wrong
- Mitigating actions – you have in place in advance

### Who should attend?

Managers and business leaders who need to understand how to help their business survive the everyday issues and “3a.m.” problems which will shape their future sustainability.

### Practical takeaways

- Define risk as it applies to your business
- Consider what may go wrong
- Prioritize your risks using a Risk Matrix
- Prepare a plan using Key Control, Risk & Performance Indicators

### Value for the business

- An understanding of the obstacles you face
- Reduced incidences of time lost through risk
- More confidence through having a process to manage risk
- Improved financial outcome by managing risk in a structured format.

### Format

Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, feedback and self-analysis.

### Preparation for attendees

Confirm your specific skill development needs to the Business Ready Programme. The course will be tailored accordingly.

### Post workshop

Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme

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## Negotiating Your Success

### Course description

Every business leader will be successful at negotiation. This workshop will ensure you have the essential negotiation skills to enable you to have easier, better negotiations with that favoured win/win outcome. This workshop is highly practical and will involve you in real negotiation to establish your style and enhance your skills. You will leave with a set of tools to equip you better for your next negotiation, whatever, and whoever it is with.

### Course content

- Negotiation and attitude: Your attitude
- Negotiate to WIN
- The ABC of first impressions
- BATNA – or how to walk away
- Tactical Tips, and not negotiating
- Practice for preparation

### Who should attend?

Anyone in business who wants to learn some essential negotiation tools - not just split the difference - come out in a better place and build relationships at the same time.

### Practical takeaways

- Describe the process of successful negotiation
- Consider what constitutes preparation for negotiation
- Define your WIN and your BATNA
- Prepare your strategy for your next negotiation position

### Value for the business

- Direction
- Key Performance Indicators
- Easier, structured, decision making
- Buy in from the team, and other stakeholders

### Format

Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, feedback and self-analysis.

### Preparation for attendees

Confirm your specific skill development needs to the Business Ready Programme. The course will be tailored accordingly.

### Post workshop

Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme

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## Pitching for Finance

### Course description

Every growing business will at some point require financing, and that means asking people for money. This workshop is designed to build the confidence needed to approach lenders and stakeholders, and demonstrate how to present your case. The emphasis will be on how to put your case across, and the importance of considering what potential lenders and investors are looking for.

Each participant will be encouraged to have a go at pitching: this will provide the opportunity to practice a pitch and learn first hand about what makes your pitch effective. You can use your own pitch or a provided, prepared case study.

### Course content

- The two most important words
- What Lenders and Investors want – CAMPARI & ICE
- How to present your case – tips & techniques
- The first 3 minutes
- Into the Dragons' Den: what we learn from TV
- Pitching Practice & feedback

### Who should attend?

Business leaders who need to raise external finance from lenders or shareholders to enable sustainable growth

### Practical takeaways

- Describe what lenders are looking for
- Describe what potential investors want
- Consider how you phrase your pitch to appeal to others
- Demonstrate and receive feedback on your pitch

### Value for the business

- Ultimately, profitable growth
- Understanding of lenders and investors viewpoint
- The ability to raise finance more easily
- Confidence through a practiced and developed presentation

### Format

Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, feedback and self-analysis.

### Preparation for attendees

Confirm your specific skill development needs to the Business Ready Programme. The course will be tailored accordingly.

### Post workshop

Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme

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## Strategic Planning Tools

### Course description

How do you decide your strategy? Taking a big picture view can uncover more words than are really needed. While there is plenty of information about tools available, how you use these to define your strategy is more difficult without practice. This workshop will show you how. We will start from an overall view of the world and the market, then progress to looking at your business and how it can develop. It will introduce you to the relevant tools and show you how to use them to develop a coherent strategy

### Course content

- Big Picture - PESTLE
- Your Market place – 5 Forces
- Your business SWOT & the Nine Box plan
- Developing a strategy

### Who should attend?

Business leaders looking for a way to develop their business plan and demonstrate their thinking to stakeholders. Also, team members who have to deliver strategic objectives

### Practical takeaways

- Describe PESTLE, SWOT, Five Forces and Boston Matrix
- Define what each can be used for
- Demonstrate the output from each tool and how they interconnect
- Practice developing an outline strategic plan

### Value for the business

- Ideal to go with Business Plan training
- Profitable growth
- The confidence that comes from a considered, structured approach
- Buy in from the team, and other stakeholders

### Format

Three-hour workshops with a high proportion of practical exercises to gain new knowledge and skills through practise. The aim is to learn through role-play, feedback and self-analysis.

### Preparation for attendees

Confirm your specific skill development needs to the Business Ready Programme. The course will be tailored accordingly.

### Post workshop

Learning and implementation support from the instructors is available, to be agreed with the Business Ready Programme

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