Program Guide
Institute for Communication Management and Leadership
“I hear and I forget
I see and I remember
I do and I understand”
Confucius
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Introducing ICML

ICML Vision
Create tailored learning solutions that makes people productive and happy.

What we do
We specialise in developing leadership, interpersonal and professional effectiveness skills.
Our programs make our participants more confident and productive. We thereby boost their happiness, which in turn strengthens productivity.
Productive and happy employees increase their organisation’s bottom line.
We help people and organisations expand their potential through our training programs, coaching and consultancy.
We deliver our programs primarily to leaders, managers and aspiring managers.
Through our programs we boost:
- skills
- confidence
- motivation.
Our learning interventions improve job performance as well as relationships.

Why choose ICML?
Key reasons:
- We deliver powerful, tailored learning experiences.
- Our coaches and facilitators are experts.
- We focus relentlessly on helping our participants apply their new skills in practice.
- We create fun learning experiences.
- We jam-pack our training with practical activities and exercises.
- We’re a friendly bunch; give us a call to try it out.
- Our customer service promise: you and your organisation are number one for us.
Call us today on 1300 655 098 to discuss your personal or organisational development needs or to ask for an immediate quote.
ICML philosophy and learning approach

**Developing people from the inside**
We favour developing people from the inside through comprehensive skills practice.
We reinforce and build the skills most useful in work and life.

**Experiences**
Our highly interactive sessions make for powerful learning experiences.
ICML workshops combine the latest scientific insights with practical activities and experiences.
Expert facilitators offer continuous opportunities to interact, discuss and practise.

**Small groups**
We like small groups. Groups of five to 14 participants encourage vivid interaction and personal attention.

**Tailoring**
We tailor our in-house training to the organisation and participants.
Our training is therefore always fully relevant and links back to participants’ own work experiences.
Facilitators of our public courses tailor the program to individual objectives where possible, to target learning.

**Our system**
Training is most effective when it’s a process in which goals, objectives, action plans and follow-up reinforce the effectiveness of the training ‘event’. What you can expect from us:

- highly experienced and inspiring trainers
- an energetic and safe learning environment
- facilitators who address participants’ individual objectives
- we pay strong attention to making action plans
- we support follow-up after training sessions to ensure participants apply what they have learnt in practice.

**The ICML Continuous Growth Learning Model: making it stick**
ICML makes learning stick by tackling the entire learning process through the ICML Continuous Growth Learning Model.
Workplace learning takes place through a mix of formal training, coaching, feedback and on-the-job training. Training is a small but critical part of professional and personal development.

**Goals**
We help participants link their goals to our training. Before the program we ask them about their objectives, for two main reasons:

- you learn more when you know what you want to achieve with the training
- our facilitators tailor the session to the participants’ needs where possible.

Ideally, participants’ choice of training flows from their personal development plan, linking job or career goals and the capabilities they need to develop.
Training

“The mediocre teacher tells.
The good teacher explains.
The superior teacher demonstrates.
The great teacher inspires.”

William Arthur Ward

At ICML we provide training in short and intensive bursts. In one or a few demanding days participants listen, practise, discuss, experience, reflect and plan for the future.

At ICML we make learning engaging and fun. People don’t sit and listen to long drawn-out lectures, make a few notes and leave. Don’t expect ‘death by PowerPoint’.

We use the latest scientific insights in highly practical ways and let our participants experience what these insights mean for them personally.

Personal action plan

We continually focus on practical application of your new skills.

Personal action plans are the basis for transfer of skills to the workplace.

During the training session we make ample time for participants to write down how they will apply their new skills, tools and strategies in the workplace.

Implementation and follow-up

During the training workshop we give participants the skills to keep on learning back at work.

For in-house programs we work with managers and learning professionals to maximise participants’ opportunities to put newly learnt skills into practice.

Call us to discuss how we can help you to build a learning process together.
In-house training

**Delivering in-house programs**
We partner with our clients to deliver a people development process that extends well beyond the ‘training event’.

**We tailor and customise**
Depending on your budget and needs we tailor the perfect program for you.

We have a wide network of outstanding facilitators, so we can adapt, design and deliver any interpersonal skills program you can imagine.

Participants don’t waste any precious time in training; the program is tailored to your objectives, your business needs and any particulars about your organisation.

**Applying it in practice**
One of the biggest challenges we all face in training is making sure participants apply new skills and behaviours in practice.

Here we partner with you as our client to build as many elements as possible into the entire learning process to ensure the maximum amount of learning sticks.
Virtual Workshops

We deliver programs in interactive, live online workshops, accessible from a device anywhere.

**Highly impactful learning**
- Replicating face-to-face workshop experiences through conferencing technology.
- Using extra features for engagement: polls, quizzes, chat, electronic whiteboard.
- Learning in multiple shorter bursts – allowing practice between sessions.

**Benefits of virtual workshops**
- Attend the training from the comfort of home or personal workstation.
- No travel time or expenses.
- Multiple short sessions – less impact on work.

**Simple access**
- You need: a device with camera and a quiet place.
- No software needed.
- Click on a link to gain access.
- Works on any personal device and most corporate systems.

**Tailored group training – in-house or through virtual workshops**
Ask us how we will tailor this program to your organisation or team. Benefits are that we tailor the:
- **Content** to suit your organisation’s needs.
- **Delivery** to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- **Duration** to suit the availability of your team members and your budget.

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Coaching

Expanding potential
Every top athlete has a coach. So why should employees and leaders have to go it alone?

We coach people to expand their potential and solve challenging situations.

Our independent coaches offer a unique perspective. They provide expert knowledge, unbiased support and confidentiality.

Because of their highly developed coaching skills they are ideally placed to shift thinking and boost skills.

Achieving your goals
Our coaching approaches help the coachee achieve their goals and objectives through powerful techniques of questioning, challenging and the use of tools and feedback.

The coaching process is confidential and free of judgement.

Examples of situations where coaching is highly effective:
- Building leadership skills
- Assisting in a leadership transition
- Boosting performance
- Overcoming interpersonal relationship challenges
- Managing and mediating conflict
- Creating a personal or business vision
- Achieving big picture thinking
- Overcoming leadership challenges
- Improving communication strategies
- Developing kpis
- Boosting personal productivity
- Improving delegation skills
- Building positive team dynamics
- Cultivating stronger internal and external relationships
- Shaping skills required for a role
- Improving work-life balance.

Face-to-face or remote
We accommodate our clients’ preferences and circumstances with the mode of coaching.

Meeting face-to-face is ideal for individual and group coaching. You can choose a location to suit you.

Phone or Skype is not only convenient if you’re remote, but also if you prefer your coaching from the comfort of your own home or office.

Request a quote
Please call 1300 655 098 to discuss your objectives and how we can make your team more cohesive and high-performing.

Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au.
Solving your challenges through consultancy

We are able to deploy top HR specialists and professionals for HR consultancy.

We provide assistance on HR projects or help you outsource a task or activity.

Our consultancy process can be very fast or very thorough depending on your urgency and needs.

Our process:

- **Vision** – we identify your ideal end state through a thorough needs analysis.
- **Gap analysis** – we establish where you are now and the gap you need to bridge to reach your vision.
- **Solution development** – we develop and propose alternative solutions.
- **Implementation** – our experts help you implement your vision.
- **Evaluation** – We identify what went well and what can be improved.

We provide short term specialist resourcing for a project lasting a few hours to years.

We are able to design and implement strategies, processes and structures for:

**Learning and development**
- people development
- competency frameworks
- performance management
- leadership models.

**Facilitation**
- executive workshops
- problem solving
- strategy development
- innovation.

**Compensation, benefits and rewards**
- grading systems
- benefit systems
- compensation review processes
- bonus plans.

Organisational design and development

management restructuring
- cultural change
- business transformation
- redundancy programs
- outplacement.

**Human resources strategy and processes**

HR strategy
- writing policies, processes and procedures
- talent management
- recruitment and selection
- induction programs
- exit processes.

**Project Management**

- project management coaching
- developing a project management framework
- implementing project management
- full project management
- management of project tracks
- project systems and processes.

The list is not exhaustive. Give us a call on 1300 655 098 to discuss your situation and needs.

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**Team Building**

**Fun and engaging ways to encourage team building**

We facilitate fun and highly effective team building. Highly effective teams produce amazing results for your business. Team members are proactive, engaged, positive and productive. But how do they get that way?

We can assist you by facilitating fun and highly effective team building workshops focusing on your needs, which could include:

- Improving cooperation
- Improving relationships
- Fostering communication
- Motivating team members
- Boosting collaboration
- Creating a team identity
- Establishing a new team
- Promoting productivity
- Boosting morale
- Having fun while learning about each other
- Helping to deal with change.

**The team diagnostic to understand self and others**

We can use different tools and instruments to analyse the current team situation and possible challenges. They range from online tools completed prior to the session to self-assessing paper surveys or games and activities run during the workshop.

Examples of such tools: DISC, MBTI, Facet5, HBDI, 5 Behaviours of a Cohesive Team, Jensen-Tuckman, etc.

**Adding training elements to team building**

Depending on your goals we can include interactive and engaging training elements.

For example:

- Communication skills
- Influencing skills
- Assertiveness skills
- Conflict management skills
- Leadership skills
- Time management skills
- Customer service skills (internal and external)
- Meeting management.

**Our process**

1. Establish your desired outcomes of the session.
2. Facilitate a diagnostic of the team. Team members need to understand:
   - themselves
   - others in the team
   - team dynamics.
3. Establish a plan of activities and timelines to achieve the goals and embed the new culture.
4. Facilitate activities, discussions and introduce any relevant models.
5. Ensure there are tangible outcomes and a clear action plan.
6. Help you keep on building the team beyond the session.

**Request a quote**

Please call 1300 655 098 to discuss your objectives and how we can make your team more cohesive and high-performing.

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Often you have limited time available – you just want a quick interactive and powerful learning session for your staff: a Skill Shot.

Choose from a wide variety of topics, which we can deliver as a one-hour ‘lunch and learn session’, a keynote at your conference or as a short workshop.

We are able to give short presentations on just about any soft-skill topic you can think of.

Some topic ideas:

**Leadership Skill Shots**
AI – Appreciative Inquiry
Accountability at work
Authentic leadership
Becoming the boss: how to transition from peer or friend
Behavioural interviewing styles
Boosting employee engagement
Building an innovating organisation
Business acumen
Change management
Charisma: a skill you can develop
Coaching for leaders
Courageous conversations
Creating a feedback culture
Creating a high-performance culture
Creating a vision
Creating behavioural change
Crisis management
Cultural diversity
Delegating skills
Getting into and staying in big picture thinking
How to successfully form a new team
Leading a virtual team
Managing gen-Y
Managing professionals
Managing underperformance
Why employees underperform
Measuring performance
Mentoring
Motivating and empowering
Performance appraisals
Servant leadership
Teamwork
The Five Dysfunctions of Teams
Values-based leadership
Women in leadership

**Communication and Interpersonal Skills**
Assertiveness
Body language
Breaking down silos
Building trust and rapport
Communicating with emotional intelligence
Conflict resolution
Dealing with different generations
Dealing with difficult colleagues
Getting things done through others
How to listen to understand
Interpersonal Skills
Making the most of millennials and gen-Y
Negotiation tips from pros
Negotiating with colleagues and stakeholders
Overcoming negative colleagues
Phone skills
Powerful first impressions
Resolving conflict
Storytelling
Strategic stakeholder management
The secrets of influence
**Professional Effectiveness**

**Decision Making**
- Behavioural Economics – how we decide
- Courage in the workplace
- Critical thinking
- Decision making
- Idea generation
- Innovation and creative thinking
- Problem solving

**Operations**
- Continuous improvement
- Creating a culture of innovation
- Lean Six Sigma

**Presenting**
- Advanced presentation skills tips
- Engage audiences presenting financials
- Managing nerves during presentations
- PowerPoint tips for powerful presentations
- Presentation skills
- Public speaking for beginners

**Self Leadership**
- Career skills for graduates
- Initiative and personal leadership
- Knowing yourself
- Optimism
- Personal leadership
- Professional networking
- Networking within your organisation
- Resilience under change

**Time Management**
- Goal setting
- How to work hard, have a happy family life and live healthily
- Managing emails productively
- Managing productive meetings
- Managing stress
- Mind mapping
- Personal and team effectiveness
- Personal productivity
- Speed reading
- The multi-tasking myth
- Time management
- Work-life balance

**Internal and External Customer Service**

**Customer Service**
- CX: creating customer experience
- Customer service essentials
- Customer service over the phone
- Dealing with aggressive people
- Dealing with difficult members of the public
- Dealing with difficult customers
- Email writing for customer service people
- Internal customer service
- Managing difficult and emotional customers

**Sales and Commercial Relationships**
- Account management
- Building a professional network
- Building client relationships
- Getting to ‘Yes’
- Negotiation secrets
- Consulting skills
- SPIN sales
- Strategic selling

**HR**
- Bullying and harassment
- Career management
- Diversity
- Job design
- Recruiting talent
- Retaining staff
- Succession planning
- Talent management

**Train the Trainer**
- Emotional intelligence for trainers and facilitators
- Facilitation secrets
- Quick tips for workplace trainers
- The manager as a trainer
- Training colleagues in group sessions
- Training Needs Analysis
- Training on-the-job

**Request a quote**
Please call us on 1300 655 098 to discuss how we can deliver a Skill Shot on virtually any soft-skill topic. Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au.
Management and Leadership
Leading and Managing Virtual Teams

Are you like so many people now managing a virtual team? You may be:

• Worried about leading your team remotely, when this is new to all of you
• Unsure how to maintain effective collaboration and communication when everyone is working remotely – often for the first time
• Wondering how you can be sure people are OK and on track.

This online training workshop will help you build the skills and confidence that ‘Remote-Ready’ leaders need. You will learn to bring the virtual team along and support team members to be productive while changing the way they work.

**Designed for you**
This workshop is designed for people who manage a virtual team.

**Outcomes**
Learn how to:

- Agree expectations with team members for this new way of working.
- Create a sense of community and continuity through team routines and commitments.
- Manage performance and workloads remotely.
- Run engaging team meetings using Zoom or other technology to ensure productive collaboration.
- Support team members through this challenging time of change and isolation so that they can be productive.

**Tailored group training - in-house or through virtual workshops**
Ask us how we will tailor this program to your organisation or team.
Benefits are that we tailor the:

- **Content** to suit your organisation’s needs.
- **Delivery** to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- **Duration** to suit the availability of your team members and your budget.

Tailoring is mostly for free and always economical as costs are based on a per day delivery and not per participant.

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Essential Leadership Skills

So you are a subject matter expert and have been promoted. You now have to deal with the people issues – gaining cooperation, motivating, maintaining performance standards and planning. There is a different set of skills required; all of which can be learnt.

This leadership and management course builds the skills you need to become an influential and respected leader. You will discover how to create and inspire powerful teams.

**Designed for you**
This program is aimed at new or soon to be appointed team leaders, supervisors and managers who have never attended leadership training before.

**Outcomes**
In a typical program participants learn how to:
- Set clear goals, prioritise and work smartly
- Shape and flex your leadership style
- Delegate effectively
- Build trust
- Manage performance in your team
- Give feedback that motivates
- Coach people
- Build a motivated and collaborating team.

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Advanced Leadership Skills

Designed for you
This program is designed for leaders with:
- At least five years leadership experience
- A passion to develop further as a leader
- Previous leadership skills training exposure.

Outcomes
In a typical program participants learn how to:
- Set your personal leadership vision
- Understand and stretch your leadership strengths
- Get into the habit of big picture thinking
- Develop a widely supported vision for your team, department or organisation
- Build teams that work collectively towards a goal
- Develop and coach individuals
- Conduct difficult conversations
- Be an inspiring, respected and motivating leader.

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Courageous Conversations for Leaders

Handling difficult conversations is a fundamental requirement for effective leadership but it is challenging. Most managers face a natural reluctance to confront poor performance in fear of being disliked, potential industrial action or bullying and/or unfair dismissal claims. However, with the right skills, framework and preparation you’ll be able to communicate positively, assertively and achieve positive outcomes. This program builds practical skills and techniques to confidently conduct difficult conversations.

Designed for you
This program is designed for anyone wanting to learn how to courageously resolve tough situations with team members, colleagues, suppliers, customers, your managers or other stakeholders.

Outcomes
Learn how to:
- Identify and overcome internal barriers to engage in difficult conversations
- Prepare and deliver honest feedback
- Utilise a step-by-step difficult conversations framework
- Build acceptance
- Manage difficult and emotional reactions
- Use communication skills to achieve a constructive conversation
- Identify common ground and agreement
- Reach agreement and commitment
- Maintain relationships even after addressing tough issues.

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Coaching for Performance

We all know examples of good sports coaches who take an average team to an extraordinary performance. The same principles apply in the workplace. Leaders with strong coaching skills are far better equipped to help their people reach their full potential. You can learn to be a great coach.

If you want to build on your ability to unlock and even expand other people’s potential, this course is for you.

**Designed for you**
This program is designed for leaders at any level who want to develop coaching skills to help others perform to their full potential.

**Outcomes**
Learn how to:
- Build trust
- Coach using a structured model
- Adapt your coaching to different styles
- Provide effective feedback
- Make people want to perform better
- Coach with emotional intelligence
- Identify and overcome barriers
- Be a trusted, challenging and inspiring coach.

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Developing High Performance Teams

Great leaders inspire great teams. And great teams require enthusiastic and motivated members, working together to achieve goals. But how do you create an environment where people ‘get along’ and cooperate?

This program will help you understand and use individual differences to produce a high performing team. After following this program, you will be looking forward to applying your knowledge to build a passionate team, set on delivering results.

**Designed for you**
This course is designed for any leader looking for inspiration and techniques to build team cohesiveness and boost team performance.

**Outcomes**
Learn how to:
- Identify different types of teams
- Identify different stages of team formation
- Promote trust and rapport in a team
- Identify and manage issues that may affect performance
- Apply techniques to improve a dysfunctional team
- Use various tools to work with the team to analyse and enhance performance
- Develop shared team action plans that work
- Build a high-performance team.

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DIY Team Building

Would you like to organise a team building event for your team? Sometimes you want to take your team away from the day-to-day business to improve team communication and collaboration. You can get an outside facilitator to deliver your team building session, or you can do it yourself. Doing it yourself is fun, economical and it builds your leadership profile.

In this in-house team building training workshop will give you many ideas, formats, practical tips and templates to create your own team building sessions, whether on-site or off-site. We will show you how to analyse your team to choose the best team building solution. You will learn to confidently organise and deliver a smooth and successful team building event.

Designed for you
This program is designed for leaders wanting to organise their own team building session.

Outcomes
Learn how to:
- Identify team dynamics
- Use tools to diagnose team development opportunities
- Create a team building plan
- Learn tips and tricks to lead your own team building event
- Utilise tools and techniques to build great team events
- Ensure team building events make a lasting difference.

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We are operating in a time of exponential change. However change can be frightening – it can make many people fearful, cynical and resistant.

If you plan, manage and communicate well, you can achieve the opposite and have people participating enthusiastically in a culture of change.

This program builds the skills to drive successful change – harnessing the energies for quick change whilst dealing proactively with the hurdles and navigating skilfully around the pitfalls.

**Designed for you**
This workshop is designed for leaders managing change initiatives.

**Outcomes**
Learn how to:
- Identify the role leadership plays in various change and transformation approaches
- Build confidence leading change involving complexity, disruption and ambiguity
- Apply effective change leadership skills
- Create requisite resources and capability to enable change
- Build adaptability, resilience and agility for self, others and organisation
- Successfully lead change.

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Managing Performance

Do you feel your team members are motivated, focused and energised? Are they clear on what you want them to achieve and how well they are doing? Do you think some of your team members have more to offer? Good performance management inspires improved performance and keeps people on track to achieve their goals.

This program will help you:

- manage your team so every member can achieve success and reach their full potential
- deal effectively with underperformance.

**Designed for you**
You are responsible for managing other people's performance.

**Outcomes**
Learn how to:
- Use goal setting to direct performance
- Set standards that provide clarity and direction
- Evaluate performance effectively
- Prepare for an appraisal
- Give constructive and motivating feedback
- Conduct difficult conversations
- Create a motivating environment for team members
- Use training, coaching and workplace development opportunities to improve and inspire your team.

**Tailored group training - in-house or through virtual workshops**
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- **Content** to suit your organisation’s needs.
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Successful organisations recruit the finest talent. It’s tricky to find top staff. People with the right fit sometimes don’t interview well. Conversely, some people who have great interviewing skills turn out not to fit the job too well.

This recruitment course looks at all the critical steps in finding new staff. You’ll know how to attract the best talent for the job.

Designed for you
This program is for anyone involved in recruiting new employees.

Outcomes
Learn how to:
- Plan and manage the process from vacancy to induction
- Perform a role analysis
- Design a position description
- Write great job advertisements
- Choose the most promising candidates
- Develop a suite of assessment strategies
- Write behavioural interview questions
- Ask candidates the right questions
- Ask questions in the right way
- Probe responses
- Interview giving consideration to discrimination laws
- Ensure effective induction processes.

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HR for Managers

Human Resources Management is not just an HR responsibility. Understanding and applying HR Management is core to the responsibilities of all leaders. This course will introduce you to the HR knowledge and skills relevant to leaders.

**Designed for you**
This course is designed for leaders or business owners and can easily be tailored for other target groups.

**Outcomes**
Learn how to:
- Recruit effectively and attract the best talent
- Give ongoing effective feedback
- Hold performance appraisals
- Performance manage staff effectively considering australian unfair dismissal law requirements
- Coach employees to develop performance
- Terminate employment tactfully and lawfully
- Manage redundancies
- Develop succession planning.

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Communication and Interpersonal Skills
We spend most of our day communicating. However, 70% of workplace mistakes are caused by miscommunication.

This program will help you build strong relationships and ensure a solid foundation for two-way communication. Through listening and persuasive verbal and written messages you will be able to influence another person’s behaviour.

**Designed for you**
This program is designed for people wishing to enhance their communication skills and maximise influence.

**Outcomes**
Learn how to:
- Identify and overcome communication challenges
- Adapt your communication to personality styles
- Listen to others to make sure you understand
- Recognise and manage body language
- Build trust and rapport
- Give and receive effective feedback
- Craft short, clear and persuasive messages
- Communicate with impact.

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Influencing and Negotiating

In our interconnected world we continuously rely on other people for our success. We need to negotiate and gain buy-in from stakeholders, peers, senior leadership, team members and clients, without the use of formal authority.

This training program provides the skills to form trusting, respectful relationships. We’ll give you practical tips and strategies to work collaboratively and influentially with others to achieve your goals.

**Designed for you**

This workshop is designed for anyone who needs to influence and negotiate with internal and external stakeholders to achieve outcomes, without using authority.

**Outcomes**

Learn how to:

- Understand others to adapt your own style
- Build trust and effective rapport
- Inspire and motivate people
- Influence (and not manipulate)
- Communicate with clarity and persuasion
- Create win-win solutions
- Negotiate effectively
- Gain commitment without the use of power, position or status
- Influence people to get things done.

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Presenting with Confidence

Many of us find presentations nerve-racking. We also know how difficult it can be to keep the audience captivated and engaged.

This course will help you dramatically improve your presentation skills. You will learn to plan, structure and use delivery techniques that hold your audience’s interest and let them easily follow your line of thought. It also includes four proven strategies to deal with nerves, giving you reassurance and confidence.

**Designed for you**
This program is designed for people who need to give presentations with confidence and impact.

**Outcomes**
Learn how to:
- Plan your presentation quickly and effectively to suit audience needs
- Give your presentations an effective structure
- Captivate your audience right from the start
- Raise your confidence and deal with tension
- Manage your nerves
- Create effective and appropriate visual aids
- Create an interactive atmosphere
- Deal with tricky or difficult questions
- Plan and deliver a presentation with a punch.

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A facilitator helps a group arrive at their objectives by managing the process and skilfully directing communication flow.

This facilitation skills training program will give you the techniques, tools and confidence required to make meetings, workshops and group sessions successful. You will learn how to engage group members to take responsibility and keep discussions on track. As a skilled facilitator you will be able to create the right atmosphere and group dynamics to achieve the desired outcomes.

**Designed for you**
This facilitation skills training course is designed for any facilitator wanting to achieve tangible outcomes from their meetings and group sessions.

Note, for facilitating training workshops, please check out our Train the Trainer programs.

**Outcomes**
Learn how to:
- Plan a group session
- Adjust your facilitation approach to group styles
- Encourage participation
- Use techniques to manage divergent perspectives
- Deal with difficult dynamics and participants
- Facilitate towards agreements and actions.

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Courageous Conversations

It’s daunting holding conversations with unpleasant messages and delivering difficult feedback. How do you tell a team member they’re not pulling their weight? What do you tell a client when you cannot meet the timelines you promised? It’s not surprising most of us have the tendency to avoid potential conflict.

Holding courageous conversations means overcoming your internal barriers and skilfully addressing the issues rather than the person. In this program you’ll learn to confidently address performance matters, deliver bad news, tackle difficult behaviour and resolve interpersonal issues.

**Designed for you**
This program is designed for anyone wanting to learn how to courageously resolve tough situations with team members, colleagues, suppliers, customers, your manager or other stakeholders.

**Outcomes**
Learn how to:
- Overcome reluctance to have difficult conversations
- Manage different personality styles
- Use your body language constructively
- Use listening techniques to create a calm atmosphere
- Structure your message
- Apply conflict resolution models
- Give and receive feedback
- Deal with emotional reactions
- Conduct successful performance management conversations.

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Emotional Intelligence - Enhancing Relationships

Successful people are often set apart not by their IQ, but by their EQ; their Emotional Intelligence. Emotional Intelligence is the ability to recognise and manage emotions. Many extraordinary people are successful because they have the ability to connect with others at a personal and emotional level.

This training program will help you develop your EQ and take full ownership of your emotions, to enable you to influence others and succeed.

**Designed for you**
This course is designed for anyone wanting to be more effective in work and life relationships by better understanding and managing emotions.

**Outcomes**
Learn how to:
- Recognise the 7 basic human emotions
- Understand your own emotions and their impact
- Communicate about feelings
- Recognise and manage your hot buttons
- Manage impulse and reaction
- Focus on the key elements of happiness
- Use emotional intelligence to build relationships.

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Managing Conflict

Conflict is common. Everyone has different interests, opinions and agendas. In addition, common miscommunication can easily lead to tension and conflict. If unaddressed, it can be detrimental to relationships, workplace productivity and sense of well-being.

This conflict management training course will help you recognise the early signs of conflict and give you tools to effectively deal with it. You will feel confident to manage difficult situations and turn them into positive outcomes.

**Designed for you**

This course is designed for anyone requiring new and effective ways to manage and resolve conflict.

**Outcomes**

Learn how to:
- Identify situations and stages of conflict
- Change yourself to change others
- Improve verbal and non-verbal communication
- Use conflict resolution models
- Use effective techniques for intervention
- Manage emotions in situations of intervention
- Deal with criticism and put-downs
- Manage defensiveness and anger
- Strengthen trust with others
- Manage rather than avoid conflict.

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Assertiveness Skills

Life can be overwhelming and stressful if you have trouble saying ‘no’. At the same time, relationships can be damaged if you communicate in an overpowering way. This program teaches you simple techniques that dramatically change the way you think about yourself and how you influence others. Our assertiveness skills training helps you:
- confidently stand your ground
- moderate any overbearing communication styles.

**Designed for you**
This assertiveness skills training course is designed for people who want to:
- improve confidence
- learn how to effectively deal with an overload of demands
- deliver confident and assertive, yet non-aggressive messages.
It’s also a great program if you are sometimes perceived to be communicating too powerfully.

**Outcomes**
Learn how to:
- Set and achieve goals
- Improve confidence
- Deliver an assertive verbal and non-verbal communication style
- Improve self-esteem and confidence
- Handle difficult people
- Create positive relationships
- Deal with challenging situations
- Ask for what you want
- Be assertive, not aggressive.

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Speak Up, Be Heard and Feel Confident

Do you lack speaking confidence? Are you tired of sitting in meetings and hearing others suggest good ideas you had yourself? Do you want to make smooth conversation at social gatherings or business events? If so, this speaking with confidence training is just for you.

This program will help you become more confident when interacting with others, speaking in a variety of informal situations and presenting to small groups.

**Designed for you**
This speaking confidence course is designed for people wanting to improve their confidence and speaking skills in situations such as meetings and social gatherings.

**Outcomes**
Learn how to:
- Beat the fear of speaking up
- Overcome communication barriers
- Present a professional image
- Ask questions and listen actively
- Hold a conversation
- Present to small groups
- Control physical and mental nervousness
- Tell a story in an engaging way
- Build your public speaking confidence.

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Professional Effectiveness
Time Management - Creating Smart Habits

With the frantic pace of the current work environment it’s hard not to get overwhelmed by the volume of tasks at hand. You know you need to prioritise and minimise time wasters. But do you ever look back at your incredibly busy day and wondered what you have actually done?

After this fast paced and highly efficient program, you’ll feel re-energised to manage your priorities and those of your stakeholders. You’ll look forward to dealing with distractions, managing people’s expectations and being highly productive.

Designed for you
This time management training course builds smart habits for anyone who feels the day is too short and wants to gain more control over an overload of tasks, requests and demands.

Outcomes
Learn how to:
- Identify and tackle time gobblers and wasters
- Set clear and achievable goals and objectives
- Prioritise tasks and activities
- Use a list to never forget a task again
- Make a plan to work smarter and stick to it
- Tackle procrastination
- Be assertive to demands
- Take control of your email
- Create smart habits.

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Working Productively from Home

With the current change to many workplaces, people need to adapt to working from home. The way you communicate with your colleagues and manage your workload will help you to be productive and deal with distractions and interruptions.

This virtual workshop will teach you to manage your time efficiently, avoid procrastinating, and prioritise tasks when working from home.

**Designed for you**
This workshop is designed for team members who have recently started working from home and would like practical tips on how to balance work expectations and adapt to their new environment.

**Outcomes**
Learn how to:
- Clarify expectations with your manager
- Communicate with your colleagues effectively
- Use technology to your advantage
- Increase concentration and motivation
- Avoid procrastination
- Prioritise tasks and activities
- Deal with distractions and interruptions
- Turn working from home into an opportunity to shine.

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Managing Productive Meetings

Are your meetings the productive sessions you want them to be? Poorly run meetings are a hidden expense for businesses and a source of frustration for participants. However, targeted and well-run meetings are a source of collaboration and productivity.

This course reveals how you can turn unproductive meetings into creative powerhouses. This course will make you known for organising and facilitating smooth and effective meetings.

**Designed for you**
This workshop is designed for any person wishing to prepare, structure and facilitate highly effective meetings.

**Outcomes**
Learn how to:
- Prepare and plan a successful meeting
- Create a climate of trust amongst participants
- Manage time wasters, chatter boxes and meeting hijackers
- Drive action and commitment
- Close meetings on an upbeat and positive note
- Evaluate meetings quickly and effectively
- Follow up on meetings to ensure action.

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Designed for you
This program is suited for any person required to manage small projects in their day to day work.

Outcomes
Learn how to:
- Identify stakeholders
- Set project goals
- Define the project scope
- Use planning to achieve your goals
- Identify tasks, resources and constraints
- Schedule resources
- Track and manage a project or assignment
- Keep everyone involved, motivated and informed
- Work more efficiently and effectively using project management tools and techniques.

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Professional Networking

Networking: for some it’s a dirty word. However, successful people know that you achieve goals through relationships. By establishing interpersonal bridges you’re building the foundations of success.

This course gives you an understanding of what professional networking is about and will give you confidence and skills to build your internal and external networks. This workshop will turbo-charge your performance and career.

**Designed for you**
This course is for anyone wanting to build an industry profile and create high value connections within and outside of their organisation.

**Outcomes**
Learn how to:
- Strategically plan your network
- Identify key stakeholders
- Add value to your networking relationship
- Maintain your connections
- Hold a networking conversation
- Establish and build your personal brand.

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Resilience and Dealing with Change

We are under increased pressure to do more in less time under ever changing circumstances. We need resilience and mental strength to deal with all these sources of stress. You can build resilience and positive attitudes through proven strategies. This program provides you with strategies to deal with pressure and change. You learn practical skills and techniques to build strength and bounce back when things don’t go as planned.

**Designed for you**
This workshop is designed for any person wanting to improve their ability to deal with pressure and change in their environment.

**Outcomes**
Learn how to:
- Maintain and build resilience to face change
- Recognise and prevent what diminishes resilience
- Develop the capability to build resilience
- Develop positive self-belief, especially under pressure
- Distinguish between different personality types and understand how each reacts to pressure
- Manage personal health and wellbeing to ensure greater resourcefulness and resilience.

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Dealing with Anxiety and Stress

We all deal with stress from time to time. However, currently stress levels are skyrocketing due to the coronavirus pandemic and its consequences on our lives. Excessive and chronic stress can be detrimental to physical and mental health.

This workshop will help you to deal with excessive stress by reducing the demands on you and increasing your resources to manage the stressors in your life.

**Designed for you**

This workshop is designed for people who are experiencing high or chronic stress.

**Outcomes**

Learn how to:
- Be aware of the importance of managing exposure to information.
- Have a deeper level of self-awareness, emotional triggers and reactions.
- Understand the feelings of anxiety and stress at a deeper level and be more mindful of noticing and managing them.
- Learn strategies for dealing with uncertainty by building personal resilience, managing stress and practising self-care.
- Be mindful of the importance of the emotional bank balance.

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Change Agility

Sometimes it’s hard to keep up with the pace of change around us. However, the more change agile we are, the easier it is to anticipate and deal with change. When you’re change agile you are able to take advantage of new opportunities.

Resilience helps us recover from change. Change agility takes a step further and builds the skills and mental state to create your own future. After this Change Agility workshop you will be able to move quickly and decisively when facing change.

**Designed for you**

This workshop is designed for any person wanting to improve their ability to deal with pressure and change in their environment.

**Outcomes**

Learn how to:
- Deal with the uncertainty change brings and take ownership
- Stay positive and cultivate optimism
- Organise yourself by prioritising ruthlessly
- Connect with people to create a network of opportunities
- Identify your strengths and build new skills

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Mindfulness at Work

Are you easily distracted at work and do you tend to jump from one activity to the next? Being mindful helps. Mindfulness is the ability to focus with a calm and confident mind.

When you’re mindful you are less distracted and can access more of your potential at work. It’s not a surprise then, that Google, Facebook, Intel, SAP Software and the House of Lords are investing heavily in mindfulness training programs. After this practical workshop, you’ll boost your performance by harnessing your wandering mind and bring calm to everything you do.

**Designed for you**
This program is designed for leaders and individual contributors who want to learn how to improve focus on their work and reduce the feeling of being overwhelmed

**Outcomes**
Learn how to:
- Focus on the present and be less distracted by your thoughts
- Manage unhelpful thoughts and feelings
- Invest your full attention into everything you do
- Replace stress with calmness
- Increase your self-awareness and confidence
- Clarify your goals and values
- Learn to use genuine insight to identify your strengths.

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- **Delivery** to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- **Duration** to suit the availability of your team members and your budget.

Tailoring is mostly for free and always economical as costs are based on a per day delivery and not per participant.

**Request a quote**
Please call 1300 655 098 to ask us how we can tailor a program to your needs.
Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au.
Do you sometimes struggle finding new and better ways to do things? Natural creative talent is useful, but you can also develop your creativity. Through training and practice you can become the person that people turn to when problems need to be solved.

Finding innovative solutions requires the ability to sort through relevant facts and put them together in ways that work. After this workshop you will feel equipped and charged to find creative solutions to complex problems. Decision making will be easier.

**Designed for**
This program is aimed at teams and individuals who want to tackle problems in more creative ways and who want to generate different and better solutions.

**Outcomes**
In this course you will learn how to:
- Use a structured method to approach problems
- Distinguish root causes from symptoms
- Use a set of tools and techniques to analyse issues
- Think creatively
- Use the top ten rules of good decision making
- Solve problems smartly, creatively and effectively.

**Tailored group training - in-house or through virtual workshops**
Ask us how we will tailor this program to your organisation or team.
Benefits are that we tailor the:
- **Content** to suit your organisation’s needs.
- **Delivery** to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- **Duration** to suit the availability of your team members and your budget.

Tailoring is mostly for free and always economical as costs are based on a per day delivery and not per participant.

**Request a quote**
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Self Leadership

Self Leadership can be defined as ‘influencing yourself to achieve your objectives’. To lead ourselves, we need to be aware of who we are and what we aim to achieve.
This program helps you to develop the mindset and skills to become an empowered and productive contributor to your organisation.

Designed for you
Employees and people managers who seek to maximise their personal power and effectiveness.

Outcomes
Learn how to:
- Identify your personal values
- Recognise your mindset and move from a fixed to a growth mindset
- Set goals and ensure you achieve them
- Define and build your leadership brand
- Be a proactive team player
- Be accountable and ‘walk the talk’
- Embrace change and flexibility.

Tailored group training - in-house or through virtual workshops
Ask us how we will tailor this program to your organisation or team.
Benefits are that we tailor the:
- Content to suit your organisation’s needs.
- Delivery to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- Duration to suit the availability of your team members and your budget.
Tailoring is mostly for free and always economical as costs are based on a per day delivery and not per participant.

Request a quote
Please call 1300 655 098 to ask us how we can tailor a program to your needs.
Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au.
Business Writing
Effective Business Writing

All business documents should be understood on the first read and interpreted with the tone intended. If you must re-read a passage to understand it, then the author has failed. When you write clear, concise and compelling documents you will be more influential with the reader thereby prompting their attention and action.

This highly interactive workshop builds the skills to quickly write crisp and logical business documents.

Duration
- One-day face-to-face or
- 2x 3.5 hours live virtual training

Designed for you
This business writing course is designed for people who are required to write any business document such as emails, proposals, reports, submissions etc.

Outcomes
Learn how to:
- Use a mind map to plan your documents
- Significantly reduce your writing time
- Write interestingly and persuasively
- Make your documents concise
- Create clear sentences and paragraphs
- Apply formatting techniques to increase readability
- Proofread and edit documents
- Avoid common spelling and grammar mistakes
- Write powerful business documents.

Business Writing group training - using your documents
Where relevant, we will use your organisation’s internal formats, templates and style guide.

We will also use anonymised examples of participants’ writing in the workshop. With this material the facilitator:
- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

We deliver our tailored business writing courses across Australia and abroad.

Request a quote
Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au/.
Report Writing

Reports can be more than bland representations of facts and figures. We can make them attractive and interesting to read.

We’ll show you how to write clean reports that provide just the right amount of information. Moreover, you’ll discover how to write clear and polished reports that achieve your objectives.

Duration
- One-day face-to-face or
- 2x 3.5 hours live virtual training

Designed for you
Because we tailor this program, it is suitable for groups at any level. We customise the content to cover anything from contact reports to executive board-level and ministerial reports.

Outcomes
Learn how to:
- Plan your content
- Build a logical structure
- Write faster
- Get your key messages across
- Achieve more with fewer words
- Make your writing easily readable
- Create sound, clear sentences
- Signpost your report through headings
- Utilise an effective layout for reports
- Effectively display facts, figures, tables and graphs
- Apply attractive report formatting.

Report Writing group training - using your documents
Where relevant, we will use your organisation’s internal formats, templates and style guide.
We will also use anonymised examples of participants’ writing in the workshop. With this material the facilitator:
- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.
Ask us how we apply this to your organisation.
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Alternatively, email us at info@icml.com.au or start a 'chat' on our website icml.com.au.
Writing Winning Tenders and Proposals

What is your strike rate with proposals for new or ongoing contracts? Maybe you need to take a fresh approach to boost your success.

This program will change the way you prepare and write tenders. It reveals the secrets, skills and techniques to persuasively respond to your clients’ needs. We show how to stand out from the crowd. You’ll learn to write compelling tailored bids and tenders that make a decisive case to win.

**Duration**
- One-day face-to-face or
- 2x 3.5 hours live virtual training

**Designed for you**
This course is designed for teams and individuals required to submit proposals, bids or tenders to win or retain business.

**Outcomes**
Learn how to:
- Analyse and understand your audience
- Save precious time when planning and writing
- Use a mind map to develop a logical flow
- Build relationships through word choice
- Write clearly, succinctly and persuasively to a criteria
- Use relevant and appropriate language
- Build a convincing argument
- Address the tender criteria to exceed the requirements
- Achieve consistency
- Use winning structures, formats and mediums
- Incorporate appropriate graphics
- Edit and review for maximum impact.

**Tender and Proposal Writing group training - using your documents**
Where relevant, we will use your organisation’s internal formats, templates and style guide.
We will also use anonymised examples of participants’ writing in the workshop. With this material the facilitator:
- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.
We deliver our tailored business writing courses across Australia and abroad.

**Request a quote**
Please call 1300 655 098 to ask us how we can tailor a program to your needs.
Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au.
Writing Persuasive Business Cases

Whether you want to initiate projects, propose investments or plan other initiatives, you need to present clear evidence that the opportunity is worthwhile. You need to clearly define the benefits, justify the costs and put forward a strong logical case.

This program helps you build and write such business cases. You will learn practical tips and skills to structure your document and write in a gripping style. After this program you will find it easier to gain approval for your plans.

Duration
- One-day face-to-face or
- 2x 3.5 hours live virtual training

Designed for you
This program is designed for anyone needing to write business cases proposing investment in programs, products or projects.

Outcomes
Learn how to:
- Navigate the systematic processes needed to develop a business case
- Bridge the gap between technical justifications and business expectations
- Develop your personal business case checklist
- Identify key information to address tricky questions
- Compare the costs and benefits of alternative solutions
- Forecast and mitigate risk
- Develop a clear and succinct writing style
- Incorporate tables and graphics.

Business Case Writing group training - using your documents
Where relevant, we will use your organisation’s internal formats, templates and style guide.

We will also use anonymised examples of participants’ writing in the workshop. With this material the facilitator:
- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

We deliver our tailored business writing courses across Australia and abroad.

Request a quote
Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au.
Writing Customer Focused Emails and Letters

Are the emails and letters generated by your team members too officious, long winded or not focused on addressing the issues raised in incoming correspondence? A formal tone and inappropriate content can unintentionally offend internal and external customers and discredit your business’s credibility and customer alliance.

This program focuses on your department’s documentation and presents simple techniques to create high quality letters and emails with a customer focused tone whilst concisely addressing all the relevant issues.

**Duration**
- Half-day face-to-face or
- 1x 3.5 hours live virtual training

**Designed for you**
This program is suited for all team members who write external and internal emails and letters.

**Outcomes**
Learn how to:
- Isolate all key issues in the incoming correspondence that need addressing
- Prepare a diagrammatic tool to ensure relevant content and structure
- Compose concise and grammatically correct sentences with the reader in mind
- Use formatting techniques to isolate multiple issues within the document and enable quick comprehension
- Effectively include standard paragraphs
- Add in key words to control the tone such as empathy, cooperation, alliance or assertiveness.

**Email and Letter Writing group training - using your documents**
Where relevant, we will use your organisation’s internal formats, templates and style guide.

We will also use anonymised examples of participants’ writing in the workshop. With this material the facilitator:
- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

We deliver our tailored business writing courses across Australia and abroad.

**Request a quote**
Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au/
Writing Requests for External Funding

External funding is a major source for capital works and continuous improvement initiatives within your business. You are competing against other providers and it is very easy to ‘miss the mark’ through a poor submission. These submissions require succinct and compelling composition of information to validate your business’s competency against the criteria.

Using examples previously created in your business, this course creates awareness and skills within this highly competitive area so that submissions have the best chance of success.

Duration
- One-day face-to-face or
- 2x 3.5 hours live virtual training

Designed for you
This program is suited for employees who prepare submissions to external bodies.

Outcomes
Learn how to:
- Interpret the process funding bodies follows to evaluate submissions
- Prepare a diagrammatic tool to:
  - ensure relevant and convincing content for all criteria
  - create a logical flow
- Present substantiated and evidence-based claims against the criteria
- Compose tight sentences which highlight the main points for the reader
- Eliminate 20 - 30 per cent of wasted words in your document
- Use formatting techniques to assist readability
- Edit the document prior to submission for content and readability.

External Funding Writing group training - using your documents
Where relevant, we will use your organisation’s internal formats, templates and style guide.

We will also use anonymised examples of participants’ writing in the workshop. With this material the facilitator:
- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.
We deliver our tailored business writing courses across Australia and abroad.

Request a quote
Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au.
Reporting to Government

Government funding requires recipients to submit progress and final reports for accountability purposes. These are necessary but time consuming. They can also include too much detail which is not required by the funding body and subsequently blurs salient points. This leads to frustration and confidence issues within the funding body.

This program uses the requirements of the specific funding department and examples previously created in your organisation. You will learn to present the right level of information and the best format in which to present it. Completing this program will reduce your preparation time and increase report reliability.

**Duration**
- One-day face-to-face or
- 2x 3.5 hours live virtual training

**Designed for you**
This program is suited for employees who prepare reports to government funding bodies.

**Outcomes**
Learn how to:
- Interpret funding body reporting requirements regarding focus and depth of detail
- Utilise a visual planning technique to:
  - ensure relevant and convincing content for all criteria
  - create a logical flow
- Present evidence-based narrative for relevant points
- Present and interpret statistics
- Compose tight and easy to read sentences which highlight the main points for the reader
- Reduce your document by eliminating up to 30 per cent of words
- Develop easy to use templates and formatting techniques
- Plan to meet time frames
- Edit the document prior to submission for content and readability.

**Reporting to Government Writing group training - using your documents**
Where relevant, we will use your organisation’s internal formats, templates and style guide.

We will also use anonymised examples of participants’ writing in the workshop. With this material the facilitator:
- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

We deliver our tailored business writing courses across Australia and abroad.

**Request a quote**
Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au/.
Writing Board Papers

Are the Board Papers within your organisation concise and strategic? Often writers are confused as to what is appropriate and inappropriate content required by the Board to help them make their decisions. The reports often include too much detail and operational content which requires significant editing prior to submission. Relevant strategic information is then lost in detail making decision for Board Members much harder.

This course helps staff members write succinct, strategic and high-level reports. The workshop is tailored to focus on your specific documentation and develops the skills that help you write high level reports attracting minimal editing.

**Duration**
- One-day face-to-face or
- 2x 3.5 hours live virtual training

**Designed for you**
This program is suited for team members who write Board Papers.

**Outcomes**
Learn how to:
- Understand the purpose of a Board Paper
- Identify the objectives of a Board Paper
- Understand what information the Board Members need to make their decisions
- Define the structure and purpose of the headings in the Board Papers
- Populate the Board Paper templates with appropriate information
- Capture key information and write it succinctly with a logical flow
- Effectively construct sentences and paragraphs to increase readability
- Eliminate 20 - 30 per cent of wasted words in a report.

**Board Paper Writing group training - using your documents**
Where relevant, we will use your organisation’s internal formats, templates and style guide.

We will also use anonymised examples of participants’ writing in the workshop. With this material the facilitator:
- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

We deliver our tailored business writing courses across Australia and abroad.

**Request a quote**
Please call 1300 655 098 to ask us how we can tailor a program to your needs.
Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au/.
Writing Executive Summaries

Executive summaries are hard to write. You have spent hours, days or even months researching and writing your report and subsequently it is hard to summarise the content into an executive summary. It often becomes more like an extension of the report’s objective without the required content or is a document with many ‘cut and pastes’ in it thereby presenting too much detail.

This course helps team members identify the appropriate information for an executive summary, given its purpose and reader. The workshop:

- is tailored to your business and focuses on your specific documentation
- develops the skills that help you write high level reports attracting minimal editing.

**Duration**
- Half-day face-to-face or
- 1x 3.5 hours live virtual training

**Designed for you**
This program is suited for team members who write executive summaries.

**Outcomes**
Learn how to:
- Understand the purpose and reader of an executive summary
- Identify the objectives of an executive summary
- Define the structure headings in the executive summary
- Differentiate between relevant and irrelevant information for the executive summary
- Capture key information and write it succinctly with a logical flow
- Effectively construct sentences and paragraphs to increase readability
- Include formatting techniques to highlight key points
- Eliminate wasted words in the document.

**Executive Summary Writing group training - using your documents**
Where relevant, we will use your organisation’s internal formats, templates and style guide.

We will also use anonymised examples of participants’ writing in the workshop. With this material the facilitator:

- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

We deliver our tailored business writing courses across Australia and abroad.

**Request a quote**
Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au/.
Writing Minutes of Meetings

Writing minutes of meetings present great challenges to the author – concentrating during highly detailed conversations, capturing the right level of detail during the meeting and writing it up in a useful way for the attendees post meeting. Your minutes are powerful as they can become official records for the organisation and personally, can be a testimony to your competence.

This program presents many useful tips and templates to help you write accurate, organised and purposeful minutes quickly and confidently.

Duration
- Half-day face-to-face or
- 1x 3.5 hours live virtual training

Designed for you
This program is suited for any team member who is required to take the minutes for a meeting. It will focus on real examples and templates prepared within the organisation.

Outcomes
Learn how to:
- Differentiate between good and poor minutes
- Use meeting documents to the ensure the best outcomes
- Prepare for a meeting
- Take notes within the meeting using a variety of methods
- Work with the chairperson throughout the meeting
- Identify appropriate information from the meeting notes to insert into the minutes
- Compose concise and grammatically correct sentences with the reader in mind
- Use formatting techniques to enable quick comprehension
- Eliminate unnecessary words from the minutes.

Minute Writing group training - using your documents
Where relevant, we will use your organisation’s internal formats, templates and style guide.

We will also use anonymised examples of participants’ writing in the workshop. With this material the facilitator:
- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

We deliver our tailored business writing courses across Australia and abroad.

Request a quote
Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au/.
Editing Skills for Leaders

Do you have a team member who struggles with writing any document – it might jump around, includes irrelevant information, has insufficient information, has too many words or is grammatically incorrect? You are faced with editing the document before it leaves your department and most often, you end up re-writing it to meet a looming deadline. You track the changes hoping the team member will absorb your techniques only to find when he/she submits another document later, it presents the same issues.

This course will help you tackle the editing challenge while coaching the team member. It presents techniques to enhance the writing and ways to convey that to the team member to ensure skill acquisition. It provides a refresher component for contemporary effective business writing techniques along with how to manage the team member’s development.

Duration
- Two hours face-to-face or
- 1x 2 hours live virtual training

Designed for you
This program is suited for any leader who is required to edit a team member’s written work.

Outcomes
Learn how to:
- Conduct two sweeps for editing – content and wordsmithing
- Encourage the team member to profile and think like the reader to identify appropriate content
- Prepare and explain a diagrammatic tool to ensure relevant content and structure
- Compose tight sentences which highlight the main points for the reader
- Eliminate 20 -30 percent of wasted words in the document
- Use formatting techniques to assist readability
- Include key words to control the tone
- Provide constructive and positive feedback to a team member
- Manage the team member to meet deadlines and corrections.

Editing Skills group training - using your documents
Where relevant, we will use your organisation’s internal formats, templates and style guide.

We will also use anonymised examples of participants’ writing in the workshop. With this material the facilitator:
- Assesses their writing ability
- Gains a thorough understanding of the written work they prepare
- Extracts examples for use as training material within the program.

Ask us how we apply this to your organisation.

We deliver our tailored business writing courses across Australia and abroad.

Request a quote
Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au.
Other Business Writing Programs

Apart from our Effective Business Writing, Report Writing, Tender Writing and Business Case Writing programs, ICML offers other tailored in-house business writing programs. Ask us for a free quote.

**Board Papers**
Create appealing and convincing board papers. Learn how to make your documents attractive through persuasive writing, enticing headlines, a clear structure and an attractive layout. Turn bloated prose into crisp and compelling language. Get your board papers read and actioned.

**Email Writing**
In this email business writing workshop we show you how to do away with ambiguous and convoluted emails. After this email writing training course, your emails will be fresh and to the point. You’ll learn to write to achieve specific objectives.

We can also incorporate other correspondence, such as memos and letters.

**Customer Service Writing**
In customer service business writing workshops, we focus on short and to the point writing that achieves its objectives. We’ll show you how to eliminate wordiness. You will discover new ways to make an impact on clients through sparkling communication.

**Sales Proposals**
Boost your conversion rates by learning to write proposals that touch a nerve with your prospective clients. This program shows you how to analyse your clients’ needs. You’ll learn to create tight and persuasive documents that win you clients.

**Minutes and Agendas**
A common challenge with writing minutes is choosing what to include. As a result, many minutes suffer from too much detail. This minute writing program shows you how to focus on decision, action and responsibilities.

**Submissions, Requests for Funding and Proposals**
Whether you like it or not, when you request money for your project or activities you are in the business of selling and persuading. We will show you how to structure your document for most effect. We’ll demonstrate how to analyse your audience and craft persuasive messages to achieve your objectives.

**Local Government – Writing for Clarity**
Local councils are also making the move to write with more clarity and focus on the reader. This specifically tailored program sets all its scenarios and examples in a local government context. We’ll help you create a culture of clear and concise reading within your council.

**Government Briefs**
Our battle-hardened facilitators teach you how to write briefs that demonstrate a clear understanding of their purpose and their audience.

This program unpacks the various stages of the writing process and helps participants create briefs that excel in clarity, precision and relevance.
Business Writing

**Copywriting**
Writing brochures, websites, sales letters and other marketing and sales documents is like an art. Fortunately, we can teach you to how write copy like a professional.

We deliver this training program in-house but also online for individuals.

**SEO-Savvy Blogs and Social Media for Business**
Writing for the web is unlike any other writing. Short attention spans are even more pervasive. Discover how to create sizzling content that engages and builds authority for your business.

**Public Relations Writing Training**
Press releases aren’t dead. In fact, well-written and smartly distributed press-releases are highly effective in getting published in this era of reduced investment in journalistic content.

Our facilitators are experienced PR managers who guide you through the dos and don’ts of writing public relations documents.

**Executive Summaries**
Are your executive summaries clear? Do they only contain critical information and conclusions? To write a great executive summary you need to understand your audience. In addition, you need to be clear about your objectives. In this tailored in-house executive summary writing training program, you’ll practise with your own documents. You’ll learn to create tight and influential executive summaries.

**Editing Skills for Managers**
Don’t make the mistake of re-writing other people’s work. It costs too much time and you’ll condemn yourself to doing it over and again, as people won’t learn that way.

We’ll demonstrate how to save time by giving feedback that creates writing skills. This is a program for managers who would like to make their job easier over time.

**Technical Writing**
A lot of technical writing can be improved by showing less technical expertise and more focus on what the reader needs to know. With a simple step-process we’ll show you how to turn murky technical text into clear and reader focused writing.

**Business Writing for Leaders with English as a Second Language**
Any foreign language is hard, but English has unique challenges when you’re not a native speaker. Getting up to speed quickly and writing at an acceptable level can be hard. The demands are usually higher the more responsibility you have within the organisation. The best way to quickly raise the writing levels of leaders and executives is through a coaching program, consisting of face-to-face and distance learning.

**Tailored group training - in-house or through virtual workshops**
Ask us how we will tailor this program to your organisation or team.

Benefits are that we tailor the:
- **Content** to suit your organisation’s needs.
- **Delivery** to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- **Duration** to suit the availability of your team members and your budget.

Tailoring is economical as costs are based on a per day delivery and not per participant.

**Request a quote**
Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au.
Project Management
Project Management Essentials

Organisations are increasingly turning to specialised teams to work on projects. Sometimes these projects can seem intimidating. When you know the fundamentals of project management, you will feel much better equipped to make a productive contribution. You will also be well equipped to manage small projects independently and confidently.

After this program, you will have a clear understanding of how projects work and how to make them manageable. You will feel confident that your next project will be a well-run success.

Designed for you
This program is for people who are looking for a project management foundation to manage day-to-day projects or to contribute to larger projects.

Outcomes
Learn how to:
- Balance time, cost, scope and quality
- Define a project vision
- Plan quickly and effectively
- Create a project schedule
- Monitor projects
- Communicate with stakeholders
- Conduct a risk assessment
- Close and evaluate a project.

Tailored group training - in-house or through virtual workshops
Ask us how we will tailor this program to your organisation or team.

Benefits are that we tailor the:
- Content to suit your organisation’s needs.
- Delivery to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- Duration to suit the availability of your team members and your budget.

Tailoring is mostly for free and always economical as costs are based on a per day delivery and not per participant.

Request a quote
Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au.
Advanced Project Management for Leaders

As a leader you are responsible for achieving results in an increasingly complex and fast-changing world. Projects are critical to creating change in the organisation. Success depends on two key factors:

- Your process skills: preparation, planning and control of the project.
- Your people skills: how well do you communicate with your sponsor, stakeholders, clients and team members? How are your influencing, negotiation and conflict management skills?

This Advanced Project Management training program gives you the tools and skills in both areas to lead critical projects successfully.

**Designed for you**
This program is designed for managers who need to lead complex projects. The program assumes participants have project management experience.

**Outcomes**
Learn how to:

- Set and communicate an inspiring project vision
- Understand how to use different leadership styles
- Lead project planning initiatives
- Communicate with stakeholders at a high level: influencing, negotiating, managing conflict, delegating, inspiring, consulting
- Lead people through change
- Balance your project responsibilities with your day-to-day role
- Create a high-performing project team
- Identify and manage risk
- Create and manage project budgets.

**Tailored group training - in-house or through virtual workshops**
Ask us how we will tailor this program to your organisation or team.

Benefits are that we tailor the:

- **Content** to suit your organisation’s needs.
- **Delivery** to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- **Duration** to suit the availability of your team members and your budget.

Tailoring is mostly for free and always economical as costs are based on a per day delivery and not per participant.

**Request a quote**
Please call 1300 655 098 to ask us how we can tailor a program to your needs.

Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au.
Implementing Project Management

Would your organisation like to apply project management in a more consistent and effective way? You may already use templates and a project management framework, or you may need help with developing a fit-for-purpose approach.

We can help you build internal capability to plan, execute and close projects of varying sizes. Staff and management need knowledge, skills and motivation to manage successful projects.

Our Implementing Project Management program is a tailored solution. Our level of assistance depends on your objectives, budget and internal project management capabilities. We are able to assist through consultancy, training and coaching.

**Designed for you**
Organisations aiming at implementing a consistent and internally supported project management approach.

**Options**
In this program our Project Management and Change Consultants can advise and assist you with implementing a suitable project management approach in your organisation.

Some examples of what we help our clients with:
- Conducting a project management gap analysis
- Developing a business case
- Aligning an approach to organisational strategy
- Developing a project management framework
- Building an implementation roadmap
- Creating a change plan
- Putting governance processes in place
- Training staff and managers on implementing your project management model
- Liaising with executive management.

**Duration**
We have assisted organisations with widely varying needs, aims and budgets. We help with implementation of project management in many ways: through half-day training interventions to consultancy, training and coaching spanning years.

**Tailored group training - in-house or through virtual workshops**
Ask us how we will tailor this program to your organisation or team.

Benefits are that we tailor the:
- **Content** to suit your organisation’s needs.
- **Delivery** to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- **Duration** to suit the availability of your team members and your budget.

Tailoring is mostly for free and always economical as costs are based on a per day delivery and not per participant.

**Request a quote**
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Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au.
Managing Risk

Are you managing uncertainty and threats? Risk management has long been a key part of project management but increasingly it is becoming part of organisational best practices. Effective risk management not only reduces the negative impact of crises; it also provides real benefits and cost savings.

The tools and techniques provided in this course are flexible enough for any organisation. You can apply them to a single project, a department, or use them as a basis for an enterprise-wide risk management program.

**Designed for you**
Our tailored in-house risk management training program will be economically designed for people who:

- Are involved in project management, or
- Want to better understand and manage risks within their organisation or unit.

**Outcomes**
Learn how to:

- Establish a risk management context
- Apply a framework of risk management activities
- Design and complete a risk assessment
- Create a plan for appropriate risk responses
- Set up reporting, monitoring and evaluation of risk
- Identify and manage risks.

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Working Effectively Using Project Management Techniques

Planning and managing tasks in a project oriented way is a key skill for success at work and at home. Whether you’re planning an office move or an offsite meeting, we all work on projects.

This Project Management Techniques course will make you feel comfortable managing activities efficiently and effectively, using a simplified project management methodology.

**Designed for you**
This program is suited for any person required to manage small projects in their day to day work.

**Outcomes**
Learn how to:
- Identify stakeholders
- Set project goals
- Define the project scope
- Use planning to achieve your goals
- Identify tasks, resources and constraints
- Schedule resources
- Track and manage a project or assignment
- Keep everyone involved, motivated and informed
- Work more efficiently and effectively using project management tools and techniques.

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Leading Change

We are operating in a time of exponential change. However, change can be frightening – it can make many people fearful, cynical and resistant.

If you plan, manage and communicate well, you can achieve the opposite and have people participating enthusiastically in a culture of change.

This change management training program builds the skills to drive successful change – harnessing the energies for quick change whilst dealing proactively with the hurdles and navigating skillfully around the pitfalls.

**Designed for you**

This tailored in-house change management training program is designed for any one managing change initiatives.

**Outcomes**

Learn how to:

- Identify and manage risks.
- Identify the role leadership plays in various change and transformation approaches
- Build confidence leading change involving complexity, disruption and ambiguity
- Apply effective change leadership skills
- Create requisite resources and capability to enable change
- Build adaptability, resilience and agility for self, others and organisation
- Successfully lead change.

**Tailored group training - in-house or through virtual workshops**

Ask us how we will tailor this program to your organisation or team.

Benefits are that we tailor the:

- **Content** to suit your organisation’s needs.
- **Delivery** to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
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Agile Project Management

In some projects, it is difficult to foresee and plan the end result, such as in fast changing or complex situations. Then, an Agile project management approach may be more effective than traditional project management methods.

We offer different solutions, depending on the level of Agile maturity in your organisation.

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**You don’t have Agile capability yet**

You don’t know if Agile project management is right for you:

- One of our consultants will review your projects and project approaches and advise you if Agile is right for you and what would be the next steps.

**You want to implement Agile project management:**

- We will support you at the level you need.
- If you know exactly what you want and need, we can provide the elements, such as just Agile training of your people.
- If you’d like more support, we can create a plan with you to ensure a solid implementation of Agile in your organisation. This may include establishing work practices and training of your team.

**You are already using Agile**

You are seeking help in further implementation:

- We will review your Agile practices and advise you on steps to further embed the Agile philosophy and concepts into your organisation.

**You just need training of your people**

- You can choose from the below options or discuss a tailored approach to ensure we deliver exactly the right depth and scope of training and coaching to your teams.

**Duration**

Each of the following three modules are a full day duration in total, which can be delivered as:

- One full day face-to-face or
- Two half days face-to-face or
- Two 3-hour live virtual workshops

**Audience**

- Teams and team members new to Agile.
- Managers working with Agile delivery teams.
- Business and customer representatives involved with Agile solution development.
- Anyone working in or around an Agile team.

**Agile Foundations 1**

What is Agile? How does it work? How is it different? Agile Foundations 1 provides a sound introduction to Agile concepts for people new to Agile.

**Prerequisites**

None.

**Outline**

- Agile values and principles.
- Agile project delivery framework.
- Agile team roles and responsibilities.
- Agile practices.
Outcomes
Participants will understand:
- The Agile mindset.
- The benefits of adopting Agile.
- The background and philosophy behind Agile.
- The differences between traditional and Agile approaches.
- Key elements of Agile ways of working.

Agile Foundations 2
Agile Foundations 2 is designed to further explore Agile Introduction concepts, tools and techniques for teams using Agile for solution delivery. Participants will gain skills to work with Agile concepts.

Prerequisites
Agile Foundations 1 or a good understanding of Agile.

Outline
- The Agile team.
- Collaboration skills.
- Agile planning and requirements management.
- Key Agile practices and techniques. Agile practices.

Outcomes
Participants will understand:
- Essential elements for successful teamwork and collaboration.
- How to use Agile processes to develop and deliver solutions.

Agile Foundations 3
Agile Foundations 3 provides participants with a solid base to apply Agile techniques in practice, enabling participants to develop and deliver successful solutions.

Prerequisites
- Agile Foundations 1 and 2 or a firm understanding of Agile project management and a mastery of the foundational skills.

Outline
- Agile project considerations.
- Agile planning and estimation.
- Agile requirements development.
- Agile delivery practices.
- Putting Agile in practice.

Outcomes
Participants will have learnt to:
- Apply the Agile concepts, principles and tools in practice.

Tailored group training - in-house or through virtual workshops
Ask us how we will tailor this program to your organisation or team.
Benefits are that we tailor the:
- Content to suit your organisation’s needs.
- Delivery to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- Duration to suit the availability of your team members and your budget.

Request a quote
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Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au.
Train the Trainer
Training Colleagues and Employees in Group Sessions

Workplace training by subject matter experts and managers is a highly effective way to transfer knowledge and skills throughout the organisation. However, not everyone is a natural at preparing, presenting and facilitating instruction and training sessions.

This intensive program helps people who aren’t training experts to deliver short group training sessions in a confident and engaging way, even when the topic is technical or may seem dry.

**Designed for you**
This tailored in-house train-the-trainer course is designed for subject matter experts or managers who train or instruct colleagues and staff in short group training sessions or demonstrations.

**Outcomes**
Learn how to:
- Identify what your audience needs to learn
- Prepare lesson plans and content
- Design an engaging session
- Present effectively
- Understand and adapt to learning styles
- Use powerpoint and other visual aids
- Deal with challenging situations
- Make your training stick
- Plan, design and deliver great training.

**Tailored group training - in-house or through virtual workshops**
Ask us how we will tailor this program to your organisation or team.
Benefits are that we tailor the:
- **Content** to suit your organisation’s needs.
- **Delivery** to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- **Duration** to suit the availability of your team members and your budget.

Tailoring is mostly for free and always economical as costs are based on a per day delivery and not per participant.

We can combine this program with our program ‘On-the-job Training and Coaching’ to build all-round training and coaching skills.

**Request a quote**
Please call 1300 655 098 to ask us how we can tailor a program to your needs.
Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au.
On-the-Job Training and Coaching

Some 70% of workplace learning happens on-the-job. Yet most organisations leave its success up to chance. How skilled are you in training and coaching colleagues and team members?

In this program we build your ability to explain and demonstrate knowledge and skills. We uncover how to monitor progress and give motivating feedback.

**Designed for you**
Designed for subject matter experts or managers who train or instruct colleagues and staff on-the-job.

**Outcomes**
Learn how to:
- Establish learning needs
- Identify how to best share knowledge and skills
- Build rapport
- Give clear instructions
- Demonstrate skills
- Adjust your style to suit the learner
- Check for comprehension and progress
- Give motivating feedback
- Use coaching instead of telling
- Create high performance through your training.

**Tailored group training - in-house or through virtual workshops**
Ask us how we will tailor this program to your organisation or team.
Benefits are that we tailor the:
- **Content** to suit your organisation’s needs.
- **Delivery** to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- **Duration** to suit the availability of your team members and your budget.

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We can combine this program with our program ‘Training Colleagues and Employees in Group Sessions’ to build all-round training and coaching skills.

**Request a quote**
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Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au/.
Train the Trainer – Facilitating Engaging Sessions

Training should be interactive, energetic and full of experiences for participants. Can you use some inspiration to spice up your learning sessions and make them more dynamic?

This program will show you how to set up your training plan and organise for an engaging learning experience your participants won’t forget. You’ll learn how to identify and deal with different learning styles. Your sessions will be highly valued and fun experiences for everyone you train.

Designed for you
This program is designed for HR officers or workplace trainers who need to design and deliver exciting and engaging training sessions, without having to complete a full-blown Certificate IV in TAE.

Outcomes
Learn how to:
- Conduct a quick training needs analysis
- Make a structured learning plan
- Design a varied and interesting training session
- Design workshop materials
- Engage through questioning techniques
- Keep the workshop highly interactive
- Use a variety of visual aids
- Deal with difficult people and situations
- Make learning stick.

Tailored group training - in-house or through virtual workshops
Ask us how we will tailor this program to your organisation or team.
Benefits are that we tailor the:
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Train the Trainer – Advanced Facilitation Skills

Spectacular training doesn’t happen by accident. It requires special skills, great preparation and practice.

This program develops the mastery to deliver remarkable training sessions. Through more advanced theory and above all, a lot of skills practice, you will leave this course equipped and inspired to create and deliver exciting training programs.

**Designed for you**

This program is designed for HR officers or workplace trainers with a theoretical and practical foundation in workplace training, for instance a Cert IV TAE.

**Outcomes**

Learn how to:
- Create a positive learning atmosphere
- Use advanced facilitation strategies
- Add fun and humour to sessions
- Discover and practise the power of story telling
- Sharpen your use of visual aids
- Present without powerpoint
- Use advanced interventions in difficult situations.

**Tailored group training - in-house or through virtual workshops**

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Developing Training Programs and Processes

Training and learning is essential within any organisation. It helps people become more productive, it motivates and it increases retention. Therefore, setting up a suitable and effective learning program makes a critical strategic contribution to the organisation.

This practical course will give you the skills and enthusiasm to design and implement a learning system that fits the strategy, structure and needs of your organisation and its employees.

**Designed for you**
This program is designed for HR officers or workplace trainers with a theoretical and practical foundation in workplace training.

**Outcomes**
Learn how to:
- Define learning needs in the organisation
- Apply different methodologies to program design
- Research, prepare and deliver strong content
- Design a learning system
- Create a learning program proposal
- Evaluate the learning program
- Develop strategic and practical learning programs!

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Sales and Customer Service
Delivering Exceptional Customer Service

Customer service is an attitude, not a department. With customers’ expectations continuing to rise, everyone in your organisation needs to be able to handle each customer contact in a highly professional way.

This program builds both your skills and motivation to deliver truly exceptional service, both to internal and external customers.

**Designed for you**
This program is designed for people who deal with internal or external customers, either in person or over the phone.

**Outcomes**
Learn how to:
- Make great impressions
- Understand what exceptional customer service is
- Use advanced listening and responding techniques
- Develop customer relationships
- Manage difficult situations and tough customers
- Take your client service skills to a whole new level.

**Tailored group training - in-house or through virtual workshops**
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Essential Selling Skills

Designed for you
This program is for people who sell products or services and aim to build skills and confidence to influence and build business.

Outcomes
Learn how to:
- Plan and drive the sales process
- Use the six-step sales process
- Identify what is really important to your client
- Create value for your clients
- Communicate as a trusted advisor
- Anticipate and overcome objections
- Take discussions beyond price and margin
- Close and negotiate the sale
- Grow your sales.

Tailored group training - in-house or through virtual workshops
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Developing Business – Finding New Customers

Business is getting increasingly competitive. The current environment demands a lot from business development people. Do you know who you should target to create new business? Do you have a good system to prioritise your efforts where the pay-off is largest? Do you plan and execute your networking systematically?

This business development course will give you a framework to find new customers. It will also help you overcome your fears and hesitations about ‘cold calling’ and give you alternative strategies. You will use a variety of proven strategies and win valuable new customers.

Designed for you
This program is designed for people responsible for expanding their client base.

Outcomes
Learn how to:
- Define a narrow target market with high potential
- Continuously prioritise your time and efforts
- Network in a planned, focussed and effective way
- Cold call effectively and without fear
- Make the right impressions and build trust
- Find new and sustainable business relationships.

Tailored group training - in-house or through virtual workshops
Ask us how we will tailor this program to your organisation or team.
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Strategic B2B Selling

Business to business sales requires a combination of strategic and tactical skills. Strategic skills help you identify and influence all your client’s stakeholders in the decision making process. The tactical skills help you in the client relationship building and communication process.

Our strategic B2B sales training model empowers you to win business because you’ll identify and influence all the relevant people. It helps you develop enduring and profitable relationships with your clients because you understand how to look out for their interests.

Designed for you
This program is designed for sales people who sell to organisations where multiple people influence purchasing decisions.

Outcomes
Learn how to:
- Understand the buying process
- Identify all purchasing decision influencers
- Develop consultative relationships with clients
- Recognise strategic threats and opportunities
- Influence key decision makers
- Identify and address influencers’ interests
- Negotiate win-win solutions.

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Sales Proposals and Presentations

You’ve found an interested client but now you need to put forward your proposal. Are you confident it will be good enough to clinch the sale? Do you know how to make a great first impression and how to make people like you?

This course will help you write clear, concise and persuasive proposals. You will also learn the secrets to presenting proposals that win your clients over.

Designed for you
You write and present sales proposals and would like fail-proof methods to boost your conversion rate.

Outcomes
Learn how to:

- Identify the key components of a quality proposal
- Identify your winning elements
- Write clear, concise and winning proposals
- Make the right first impressions
- Prepare and give winning presentations
- Plan and execute strategies to retain customers
- Win more business through great proposals and presentations.

Tailored group training - in-house or through virtual workshops
Ask us how we will tailor this program to your organisation or team.
Benefits are that we tailor the:

- Content to suit your organisation’s needs.
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Building Client Relationships

Building and maintaining client relationships is more effective when you understand the psychology of relationships, trust and influence.

This program is not about tricks or quick fixes. It will help you understand what it takes to build enduring and trusting relationships with your clients, leading to influence and long-term profitable business.

Designed for you
This program is for people who interact with clients.

Outcomes
Learn how to:
- Use the rules of likeability to your advantage
- Create strong customer connections
- Develop trust through opening up about yourself
- Use communication strategies to strengthen client relationships
- Apply the rules of persuasion
- Hold engaging conversations with clients
- Build trusting and sustainable customer relationships.

Tailored group training - in-house or through virtual workshops
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Negotiating Win-Wins

Effective negotiating is about achieving exceptional outcomes while maintaining strong relationships. Great negotiators get to the heart of what both sides really want. They negotiate faster and more effectively through planning, professionalism and strategy. Thereby, they achieve better outcomes.

This intensive and challenging program will give you the confidence, skills and tactics to negotiate constructively and successfully with internal and external parties.

**Designed for you**
This program is designed for people who need to reach agreements with others.

**Outcomes**
Learn how to:
- Prepare for negotiations
- Manage and control the negotiation process
- Effectively bargain
- Create win-win solutions
- Respond to challenges
- Close and build a lasting agreement
- Negotiate effectively.

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Finance
Finance and Budgets for Managers

Are you managing a team or department and feel uncomfortable about finances and budgets? You are not alone. Many non-finance trained managers and supervisors are responsible for controlling expenses and even have revenue responsibility.

In just one action-packed day, our program will give you an understanding of relevant financial concepts used in your organisation. We’ll simplify what seems complex. You will learn to interpret your organisation’s financial reports and make sound financial decisions.

**Designed for you**
Leaders needing to understand finances in their organisation.

**Outcomes**
Learn how to:
- Interpret your organisation’s financial reports
- Control the flow of money through your team, department or organisation
- Keep track of expenses
- Manage budgets
- Create forecasts
- Analyse financials and plan for improved financial performance.

**Tailored group training - in-house or through virtual workshops**
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Finance for Anyone

Are you supposed to understand your organisation’s finances and you’ve never learnt how to?
Fear no more. After this fun finance training course, you’ll be able to understand finances in your organisation and even make financially informed decisions if you need to.

Designed for you
This program is designed for anyone who wants to understand finance in their organisation.

Outcomes
Learn how to:
- Interpret financial terms and reports
- Understand the importance and relevance of financial statements
- Lead and participate in financial conversations
- Gain confidence in discussing financial matters with internal and external contacts.

Tailored group training - in-house or through virtual workshops
Every organisation is different and the way you report and manage your finances is different from other organisations.
Ask us how we will tailor this program to your organisation or team.
Benefits are that we tailor the:
- Content to suit your organisation’s needs.
- Delivery to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- Duration to suit the availability of your team members and your budget.
Tailoring is mostly for free and always economical as costs are based on a per day delivery and not per participant.

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HR Training
Diversity Awareness

Diversity in the workplace is vital. It creates more opportunities for employees and leads to increased profitability. However, unconscious biases about age, cultural backgrounds, gender or other aspects or traits can hamper our diversity efforts.

In this fast-paced workshop, you will build an inclusive mindset and learn about the impact of diversity in the organisation.

**Designed for you**
This program is designed for everyone working with others.

**Outcomes**
Learn how to:
- Understand diversity and its benefits
- Build awareness of what limits diversity
- Understand diversity legislation
- Understand and implement diversity policies
- Build an inclusive mindset.

**Tailored group training - in-house or through virtual workshops**
Ask us how we will tailor this program to your organisation or team.
Benefits are that we tailor the:
- **Content** to suit your organisation’s needs.
- **Delivery** to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
- **Duration** to suit the availability of your team members and your budget.

Tailoring is mostly for free and always economical as costs are based on a per day delivery and not per participant.

**Request a quote**
Please call 1300 655 098 to ask us how we can tailor a program to your needs.
Alternatively, email us at info@icml.com.au or start a ‘chat’ on our website icml.com.au.
Be Upstanding – Bystander Intervention Training

When you are a bystander of bullying, harassment, discrimination or other potentially harmful situations, you are facing the choice to intervene in some sort of way – or stand by.

This workshop will explore how to recognise these situations and the options you have to positively influence the outcome of the situation.

Designed for you
This course is for you to improve your ability to recognise potential harmful cues and positively influence the situation.

Outcomes
Learn how to:
- use a common language to have upstanding conversations
- Engage in slow thinking and curious enquiry to facilitate long-term sustainable behavioural change
- Deal with resistance in an effective and constructive way
- Know when to use upstanding conversations and when not to, managing personal safety.

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Unlocking Unconscious Bias

Whether we like it or not, we tend to form opinions about people without being aware of it. For instance, we may have biases relating to gender, age, race or physical appearance. When we want to create inclusive and diverse workplaces, we need to understand those biases first.

With this understanding we can put strategies in place to reduce the impact of our implicit biases.

**Designed for you**

This program is designed for teams and organisations seeking to reduce or eliminate the impact of unconscious bias.

**Outcomes**

Learn how to:

- Understand the types of biases and their effect on behaviour and decision making
- Become aware of your own biases
- Make more conscious decisions and thereby reducing the impact of implicit biases
- Engage in slow thinking to improve decisions
- Put in place other strategies to avoid unconscious bias
- Enhance diversity in your workplace by reducing unconscious biases.

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Recruiting and Selecting

Successful organisations recruit the finest talent. It’s tricky to find top staff. People with the right fit sometimes don’t interview well. Conversely, some people who have great interviewing skills turn out not to fit the job too well.

This recruitment course looks at all the critical steps in finding new staff. You’ll know how to attract the best talent for the job.

**Designed for you**
This program is for anyone involved in recruiting new employees.

**Outcomes**
Learn how to:
- Plan and manage the process from vacancy to induction
- Perform a role analysis
- Design a position description
- Write great job advertisements
- Choose the most promising candidates
- Develop a suite of assessment strategies
- Write behavioural interview questions
- Ask candidates the right questions
- Ask questions in the right way
- Probe responses
- Interview giving consideration to discrimination laws
- Ensure effective induction processes.

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HR for Managers

Human Resources Management is not just an HR responsibility. Understanding and applying HR Management is core to the responsibilities of all leaders.
This course will introduce you to the HR knowledge and skills relevant to leaders.

Designed for you
This course is designed for leaders or business owners and can easily be tailored for other target groups.

Outcomes
Learn how to:
- Recruit effectively and attract the best talent
- Give ongoing effective feedback
- Hold performance appraisals
- Performance manage staff effectively considering australian unfair dismissal law requirements
- Coach employees to develop performance
- Terminate employment tactfully and lawfully
- Manage redundancies
- Develop succession planning.

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- Delivery to reflect your procedures, values, examples and terminology, which encourages participants to apply their new skills in their roles.
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