

Employee Skills Training

Online Courses
2019



About Norwell EDGE

We support our clients around the world with a wide range of supplementary skills courses for their employees.

These courses complement our professional oil & gas training by providing significant resources to train in areas from HR and Leadership to Digital Skills and HSE.

With Norwell EDGE you can tailor your online training courses to fit the competency requirements of your organisation.

Use this guide to learn more about our online courses.

Each of our modules have been created by experienced oil and gas and e-learning professionals. Each course is designed to meet core skills gaps.

Our mission is to break down barriers to quality oil & gas and employee skills training around the globe by ensuring modules are affordable, open and accessible. Working in collaboration with the industry to create a more effective, safer and sustainable future.

Norwell EDGE courses are accessed via the Learning Management System via any wi-fi connected device including PC, tablet, laptop or smartphone.

Employers can track progress, while individuals will retain permanent access to completed modules, enabling them to build a wealth of valuable reference material.

Get in touch with us today to discuss your training requirements info@norwelledge.com.

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Course Name	Course Description	Learning Outcomes
<p>Business Development Tools and Techniques</p> <p>40 minutes</p>	<p>In this module a range of business development tools, techniques, strategies and continuous improvement methods are investigated and discussed.</p>	<ul style="list-style-type: none"> • Understand business development tools • Evaluate a range of tools and understand where they can best be applied • Able to analyse approaches to continuous improvement relationship to other systems
<p>Commercial Acumen and Awareness</p> <p>30 minutes</p>	<p>In this module learners will analyse the commercial environment, real business scenarios and methods for developing and motivating in the workplace.</p>	<ul style="list-style-type: none"> • Understand the management of team performance • Can identify the roles required within a successful team • Is able to recognise types of team and varying dynamics within the workplace • Understands a range of motivational theories
<p>Effective Budget Controls</p> <p>30 minutes</p>	<p>Budget control is essential for modern business. This module provides an understanding in effective budget control including the procedures needed for financial control.</p>	<ul style="list-style-type: none"> • Understand how to set and monitor budgets • Importance of efficiency and cost control • Can explain how to set realistic budgets and plan for contingencies • Budget monitoring • Can decide when to investigate variances in budget reporting
<p>Financial Forecasting</p> <p>1.5 hours</p>	<p>This module emphasises the importance of accurate financial forecasting and its many benefits to an organisation, reviewing the different methods and techniques used, including the Delphi method, market surveys and reference class forecasting.</p>	<ul style="list-style-type: none"> • Understand methods of financial forecasting • Can explain the importance of accurate financial forecasting • Able to describe the challenges in creating accurate financial forecasts • Can evaluate methods of financial forecasting • Understand how the key components of financial forecasting are used



Course Name	Course Description	Learning Outcomes
Financial Management 30 minutes	Financial management is concerned with planning, organising, monitoring and controlling and organisations monetary resources efficiently. In this module the learner will explore financial concepts, from accrual accounting to cost-benefit analysis, and financial practices from compliance to record keeping.	<ul style="list-style-type: none"> • Understand the processes and documents that are used in financial management and reporting • Understand the processes used to track income and expenditure • Understand how an organisation's records are set up and maintained to meet the requirements of governance and compliance
Financial Updates and Reporting 30 minutes	The two main components of financial updates are actual figures and budget figures. In this module these concepts are described in detail, including how to use them to generate financial reports.	<ul style="list-style-type: none"> • Understand how to monitor budgets and provide reports • Can gather and interpret the financial information needed to create updates • Able to create accurate financial updates • Can compare reports against budgets to assess whether targets are being met
Making the Case for Change 30 minutes	This module describes how to assess when change is needed and uses the four key aspects from the Harvard Business Review to conduct the analysis on an organisation and decide whether it is ready and needs change.	<ul style="list-style-type: none"> • Can initiate, lead and manage change within an organisation • Tools and techniques for planning change • Can assess potential barriers to change and identify how they can be overcome • Explain appropriate systems for monitoring and assessing the progress of a change
Management Reporting 30 minutes	In this module we describe what a management report is, its different components and how it presents, clarifies and identifies information. The elements of a management report are reviewed – role, scope and format.	<ul style="list-style-type: none"> • Understand the role of the management report • Evaluate the features of a viable management report • Explain when and how to use management reports



Course Name	Course Description	Learning Outcomes
<p>Organisational Governance</p> <p>30 minutes</p>	<p>This module describes how successful organisations must demonstrate effective governance by implementing financial management controls and following financial reporting guidelines.</p>	<ul style="list-style-type: none"> • Can describe the purpose of governance and compliance in finance • Identify governance and compliance processes relating to financial reporting, dealing with income, record keeping and audits • Is able to describe the implications to an organisation of unresolved governance and compliance issues
<p>Organisational Strategy</p> <p>30 minutes</p>	<p>In this course we describe how to develop and explain organisational strategy. What is an organisational strategy and who should be responsible for creating one, including the five recommended steps.</p>	<ul style="list-style-type: none"> • Can explain the process of developing an organisational strategy • Is able to explain how operational plans relate to the overall strategy of the organisation
<p>Process and Documentation</p> <p>30 minutes</p>	<p>In this module the learner will gain an understanding of the process and documentation elements of both financial management and its component activities from business planning to prioritising debt.</p>	<ul style="list-style-type: none"> • Processes and documents that are used in financial management and reporting • Understands the processes used to track income and expenditure • Management of records to meet the requirements of governance and compliance
<p>Team Strategy and Planning</p> <p>30 minutes</p>	<p>How does a positive team culture and behaviour impact on strategy and planning? This module gives learners the knowledge for communicating organisational strategy to their teams, how to conduct an organisational gap analysis, and the different types of communication strategy and how can these be monitored and controlled.</p>	<ul style="list-style-type: none"> • Communicate organisational strategy and team purpose • Effectively implement operational or team plans, given resources available • Describe the actions needed to implement operational/team plans within agreed timescales and budget • Explain how operational/team plans are revised in response to changes in organisational objectives



Course Name	Course Description	Learning Outcomes
<p>Video Module – Strategy and Organsiation</p> <p>1 hour</p>	<p>A series of 21 videos summarising the key features of our business skills modules from the “McKinsey 7S Model” to “SWOT Analysis” and “Paine’s Manager Compass”.</p>	<ul style="list-style-type: none"> • Eight Stages of Commitment • Executing Change • Kotter’s 8-step Change Model • McKinsey 7S Model • Organisational Structures • Stakeholders – Analysing Power and Interest • Dealing with the Five Temptations of a Leader • Ethical Leadership – Kasthuri Henry • Five Temptations of a Leader • Leadership Management Debate • Paine’s Manager Compass • Mission Statements and their Value • Motivational Directions • Political Awareness • PESTLE Analysis • Knowledge Management • SWOT Analysis • Tapping into Innovation • The Power of Values • Your Development – Organisational Objectives • Key Performance Indicators



Course Name	Course Description	Learning Outcomes
<p>Video Module – Understanding Change 1 hour</p>	<p>A series of 18 videos summarising the key features of our business change modules from the “Kubler-Ross Change Curve” to “Kotter’s 8-step Change Model”.</p>	<ul style="list-style-type: none"> • Unfreeze for Change • Change – Conner’s Change Cycle • Plan Do Check Act • Force Field Analysis • Kubler-Ross Change Curve – Explained • Kubler-Ross Change Curve – Managers Guide • McKinsey 7S Model • Eight Stages of Commitment • Executing Change • Overcoming Resistance • Kotter’s 8-step Change Model • The Change House • Blake and Mouton Management • PESTLE Analysis • Fishbone Diagram • Cost Benefit Analysis • Compliance vs. Commitment • Tapping into Innovation



Decision Making

Course Name	Course Description	Learning Outcomes
Decision Making 30 minutes	The seven steps to successful decision making are described and the module explores several tools and techniques for decision making. The course also describes three different types of decision and techniques to deal with these.	<ul style="list-style-type: none">• Understand the principles of effective decision making• Understand the different decision making techniques
Problem Solving 30 minutes	This course explores the causes of problems, problem solving techniques, various problem solving models and the consequences of not effectively solving problems.	<ul style="list-style-type: none">• Recognise the causes of problems• Understand problem solving techniques• Understand the importance of effectively addressing problems



Decision Making

Course Name	Course Description	Learning Outcomes
<p>Video Module – Critical Thinking, Problem Solving and Decision Making</p> <p>1 hour</p>	<p>A series of 21 videos summarising the key features of our decision making modules from the “Eight Roadblocks to Critical Thinking” to “Root Cause Analysis”.</p>	<ul style="list-style-type: none"> • Becoming a Critical Thinker • Eight Reasoning Errors in Critical Thinking • Eight Roadblocks to Critical Thinking • Alternatives, Possibilities and Choices • Consequences and Sequels • Thoughts on Thinking • Unfreeze for Change • Factors and Priorities • Other People’s Views • Criteria-based Harvesting of Ideas • Fishbone Diagram • Root Cause Analysis • Using Data and Information • Force Field Analysis • Good Decision Making • Dot Voting/Multi Voting for Decision Making • Innovation – Enhancement Checklist • Innovation – The Ideas Pipeline • Innovation – Hamel’s Ideas Funnel • Methodical vs. Intuitive Decision Making • Paired Comparisons for Decision Making



Equality, Diversity, Inclusion

Course Name	Course Description	Learning Outcomes
<p>Inclusive Behaviour and Unconscious Bias</p> <p>30 minutes</p>	<p>The course describes the definition of equality, diversity and inclusion and how the terms 'equality, diversity and inclusion' can often be used interchangeably yet have different meanings.</p>	<ul style="list-style-type: none"> • Understand equality, diversity and inclusion in the workplace • Understand the difference between equality, diversity and inclusion • Know the responsibilities of organisations under UK equality legislation • Understand the potential consequences of not adhering to equality legislation in the UK
<p>Equality, Diversity and Inclusion in the Workplace</p> <p>3 hours</p>	<p>Some people are wary of dealing with issues relating to equality, diversity and inclusion for fear of getting it wrong. However, under the UK Equality Act 2010, it is illegal to discriminate against people's gender, race, sexuality, ethnicity, abilities, disabilities, age or background in a workplace. Eemployers need to understand how to deal with these potentially sensitive issues. This Equality, Diversity and Inclusion in the Workplace e-learning module is designed to help.</p>	<ul style="list-style-type: none"> • Understand the definition of equality and diversity • Understand how the law in the UK impacts on equality and diversity • Understand what needs to be done to tackle remaining prejudices and biases • Promote equality, diversity and inclusion best practice within your organisation



Equality, Diversity, Inclusion

Course Name	Course Description	Learning Outcomes
<p>Video Module – Equality, Diversity and Inclusion</p> <p>1 hour</p>	<p>A series of 19 videos summarising the key features of our Equality, Diversity and Inclusion modules from the “Two Views on Disability” to “Challenging Inappropriate Behaviour”.</p>	<ul style="list-style-type: none">• Paired Comparisons for Decision Making• What Does Equality and Diversity Mean?• The Nine Protected Characteristics• Equality Impact Assessments• Stereotyping and Making Assumptions• Social Identity Theory• Two Views on Disability• The Illusion of Objectivity• Unconscious Bias• Other People’s Views• Understanding Empathy• Erikson’s Life Stage Theory• The Value of Diverse Teams• Managing Difference• Challenging Exclusion• Consequences of Exclusion• Challenging Inappropriate Behaviour – Part 1• Challenging Inappropriate Behaviour – Part 2• The Cost of Bullying



Health and Safety

Course Name	Course Description	Learning Outcomes
IOSH Working Safely 3 hours	IOSH are the biggest health and safety membership organisation in the world and the only chartered body for H&S professionals. This interactive course leads to a globally recognised IOSH certificate in 'Working Safely' and will provide individuals with thorough knowledge about the essentials of health and safety.	<ul style="list-style-type: none"> • The principles of why working safely is important • Recognising risks in the workplace and understanding the application of risk assessments • Understanding how hazards arise and how to prevent them • Improving safety performance • Protecting our environment
Health and Safety at Work – 7 modules 4 hours	This Health and Safety course covers a wide range of critical topics, helping employers fulfil HSE requirements while promoting staff awareness that can lead to greater efficiency, lower insurance costs and a reduction in lost time.	<ul style="list-style-type: none"> • Demonstrate the key principles of workplace health and safety • Recognise the importance of risk assessment to Health and Safety and how it is undertaken • Outline accident and incident investigation and reporting • Communicate health and safety information clearly • Recognise common health and safety hazards and how they can be controlled
Fire Safety 2 hours	Learners will gain knowledge of fire prevention and will understand warning systems and what to do. They will learn what key factors are involved in the event of an evacuation, recognise different types of fire, and what fire extinguishers they can use.	<ul style="list-style-type: none"> • The "Fire Triangle" • Fire detection, warning systems and how to use and react to them • Evacuation procedures • The different types of fire and what extinguishers can be used • Precautions to minimise the risk of fire



Health and Safety

Course Name	Course Description	Learning Outcomes
First Aid 2 hours	<p>This first aid training course was developed in partnership with First Response Training to provide learners with an overview of how to act safely and effectively in the event of an incident requiring first aid assistance.</p>	<ul style="list-style-type: none"> • Know what to do if you are first on the scene of an accident • Be able to assess the situation as a potential danger zone • Understand what is meant by AVPU • Understand Danger, Response, Airways, Breathing and Circulation • Understand the importance of the recovery position and how to apply it
Manual Handling in the Workplace 2 hours	<p>Our Manual Handling in the Workplace course helps employers to meet their health and safety obligations, educating staff about how to protect their health, and subsequently the wider business.</p>	<ul style="list-style-type: none"> • Understand why you need to know how to move and handle objects correctly • Understand the responsibilities of employees and employers with regard to manual handling • Know the basic theory of how the spine works, common injuries and how to avoid them
Slips, Trips and Falls in the Workplace 1 hour	<p>Slips, trips and falls in the workplace can seriously affect the health and wellbeing of workers, as well as a company's overall productivity should key members of staff need time off as a result of these incidents. In this module we explore the key causes of these incidents and the prevention techniques that can be employed.</p>	<ul style="list-style-type: none"> • Know why it is important to prevent slips, trips and falls in the workplace • Understand what can cause slips, trips and falls from a height • Understand the role of risk assessment in preventing workplace slips, trips and falls • Know what can be done to prevent slips, trips and falls



Health and Safety

Course Name	Course Description	Learning Outcomes
Working at Height 2 hours	<p>This online course has been developed to provide individuals and organisations with the knowledge required to comply with working at height regulations. It is recommended that any workers who have to plan or carry out working at height complete this course.</p>	<ul style="list-style-type: none"> • Recognise different types of access equipment and their use • Know what is required to work safely with general access scaffolds • Know what is required to work safely with ladders • Know what is required to carry out roof work safely
An Overview of COSHH 1 hour	<p>By completing this COSHH training course, learners will be able to work with hazardous substances safely and effectively in a way that is appropriate to their work. Employees will understand the risks associated with dangerous substances, and the precautions they can take to ensure their safety.</p>	<ul style="list-style-type: none"> • What COSHH stands for and why it is important • Learners will understand where hazardous substances may be found • The effects that dangerous substances can have on their health • Learners will be able to identify danger warning symbols • Learners will know how to assess risks and ensure control measures are used and maintained • How to carry out appropriate health surveillance
Personal Safety for Lone Workers 1 hour	<p>Undertaking our Personal Safety for Lone Workers e-learning course can help staff learn how to safeguard themselves and the premises they look after, minimising risk for all.</p>	<ul style="list-style-type: none"> • The personal safety responsibilities that both employer and employee have • Potential risks exist from lone working • Assess your own situation each time you work alone • Precautions to take in order to reduce the risks of lone working



Health and Safety

Course Name	Course Description	Learning Outcomes
<p>Introduction to Risk Assessment</p> <p>2 hours</p>	<p>Our An Introduction to Risk Assessment course teaches workers in a supervisory position how to carry out a risk assessment properly.</p>	<ul style="list-style-type: none"> • Hazard identification • Risk evaluation • Identification and implementation of control measures • Communication • Monitoring and review of risk assessments
<p>Risk Assessment on Site and at Work</p> <p>1 hour</p>	<p>This course aims to provide learners with the knowledge and understanding of the risk assessment process and the skills required to undertake a suitable and sufficient risk assessment of activities on a construction site or workplace.</p>	<ul style="list-style-type: none"> • Outline the five key steps to the risk assessment process • Recognise the hazards and risk associated with risk assessments • Summarise the risk evaluation process • Identify and discuss control measures • Recognise how to report your findings and how to implement them • Explain how to review and update risk assessments
<p>Display Screen and Workstation Assessment</p> <p>1 hour</p>	<p>This course provides learners with an increased understanding of health and safety relating to display screen equipment and workstations. It provides learners with the knowledge and skills required to carry out a thorough assessment of their workstation, identifying potential risks and implementing corrective action where necessary.</p>	<ul style="list-style-type: none"> • The importance of good posture and changing position • How to adjust furniture to help avoid risks • Organising the workplace to avoid awkward or frequent stretching • Avoiding reflections and glare on or around the screen • Adjusting and cleaning the screen and mouse • Organising work for activity changes or breaks if necessary • Completing individual self-assessments



Course Name	Course Description	Learning Outcomes
Portable Appliance Testing 1 hour	In this module we provide an understanding of the modes of electrical, mechanical or thermal damage to electrical equipment and appliances and their flexes which may be encountered in a work environment.	<ul style="list-style-type: none">• Know the stages involved in PAT testing• Recognise the difference between Class I and Class II appliances• Know what standards are required in order for an appliance to pass each stage of PAT testing• Know where to find more information about re-test frequencies• Understand the hazards involved in PAT testing and the precautions that should be taken



Human Resources

Course Name	Course Description	Learning Outcomes
Developing HR Professionals 3 hours	This HR management toolkit was specially designed to provide HR staff with the knowledge and skills they require to become a great people manager in their business. It is suitable for those who are also non HR or even for those who are looking to progress into a HR role.	<ul style="list-style-type: none">• What makes a great HR professional• Performing as an HR professional• The 'what' and 'how' of continuous professional development
How to Resource and Plan 3 hours	Effective recruitment processes and retaining of top talent is crucial for businesses. This line management training toolkit helps managers, or those looking to progress into a managerial role create a resourcing strategy and be able to manage selection and recruitment activities.	<ul style="list-style-type: none">• Creating a resource strategy• Managing recruitment and selection activities• Retaining top talent
Managing Stress and Pressure 2 hours	The course is designed to ensure that HR staff and managers are putting patients' best interests at the heart of everything they do in their managing attendance policy, to safeguard their wellbeing, and the performance of their company.	<ul style="list-style-type: none">• What factors affect wellbeing• How mental and psychological health problems can affect you• Managing pressure and stress• Some of the details of the legalities and implications of stress at work• How to identify stress signs and how managers can help these be prevented



Human Resources

Course Name	Course Description	Learning Outcomes
<p>Mental Health Awareness</p> <p>1 hour</p>	<p>Take this course to improve your understanding of your own mental health and wellbeing. Having positive mental health in the workplace can lead to an increase in productivity and morale which can also have a good effect on your colleagues. This course is suitable for anyone who wishes to improve mental health and wellbeing and it can help improve your understanding of it.</p>	<ul style="list-style-type: none"> • Identify personal stressors and actions that can be taken to relieve them • Compare workplace factors and their effect on personal wellbeing management • Determine factors affecting clear communication and identify best practice for positive communication • Describe types of positive mindset and how they can be adopted • Summarise the role of physical health in mental health and the areas in which personal improvements can be made • Identify the stigma and cultural issues attached to mental health and actions for overcoming them
<p>Supporting Your Staff – Mental Health</p> <p>1 hour</p>	<p>This course looks at the six main factors affecting mental health and wellbeing at work and how you can support your employees. It defines mental health, looks at the symptoms, the impact of it, legislation and how to devise an action plan to promote mental wellbeing in the workplace.</p>	<ul style="list-style-type: none"> • Define mental health and the key influencing factors • Identify the symptoms of a range of common mental health issues • Describe the impact of mental health issues on the workplace • Summarise the legislation associated with mental health at work • Devise an action plan as to how you can promote mental wellbeing in your workplace and support your staff



Human Resources

Course Name	Course Description	Learning Outcomes
Confidentiality in the Workplace 30 minutes	This module is designed to teach staff how to handle internal sensitive matters, the importance of workplace confidentiality and the 4 part Confidentiality Model.	<ul style="list-style-type: none"> • Protect & Inform • Provide choice and improve • Confidentiality and you
Professional Boundaries 1.5 hours	This course teaches staff about why professional boundaries are needed in the workplace, the need for clear limits and how they relate to colleagues and clients.	<ul style="list-style-type: none"> • Why we need boundaries in the workplace • The boundaries of professional relationships with clients • Best practice with regards to professional boundaries • The need for clear limits relating to professional boundaries • The concept of professional boundaries with colleagues and other professionals
Managing Challenging Conversations 30 minutes	This course covers how to approach difficult conversations and the steps and principles involved in addressing them. It covers resolving conflict, performance management, reflective activity, effective two-way communication, and generating confidence and commitment in your staff.	<ul style="list-style-type: none"> • To understand and use the key principles for managing challenging conversations • To utilise the skills of communication and listening to generate positive outcomes
Continuous Professional Development 30 minutes	This course looks at Continuing Professional Development, what it is, how important it is and how it works. It includes the advantages of CPD and how to set appropriate targets and goals, through your personal development plan.	<ul style="list-style-type: none"> • Understand approaches to personal development planning for the workplace • Create an effective personal development plan • Maintain a Continuing Professional Development log



Human Resources

Course Name	Course Description	Learning Outcomes
Employee Development Plans 30 minutes	This course looks at creating personal development plans, developing skills in goal planning and how to outline goals using the SMART approach – it also helps to identify and prioritise learning needs.	<ul style="list-style-type: none">• Understand how to produce a personal development plan• Understand the benefits of a personal development plan
Carbon Literacy – 8 modules 4 hours	This Carbon Literacy course looks at the basic science behind climate change. Completing this course will help you understand how our climate is changing and learn more about your role in taking action.	<ul style="list-style-type: none">• How the climate is likely to change and how we know this• How changes in the climate are likely to affect us• How our actions impact on the amount of greenhouse gases produced and the impact that they have• How we can motivate others to take action and gain confidence in expressing our Carbon Literacy to others



IT & Digital Skills

Course Name	Course Description	Learning Outcomes
<p>Digital Business Skills Suite</p> <p>6 hours</p>	<p>This digital business skills suite is a course built from 27 bite-size modules, designed for learners developing their digital marketing knowledge for business.</p>	<ul style="list-style-type: none"> • Understand the importance of social media for business • What impact a social media campaign will have on your business and how to implement one • Key website aspects from design, writing web copy, SEO and data analytics, website hosting, and mobile friendly websites • Develop business objectives and be able to look at how successful a digital marketing campaign has been
<p>Managing your Professional Digital Profile</p> <p>1 hour</p>	<p>This course is appropriate for anyone who uses digital or social media for either personal or professional use. The digital footprint of these platforms can be significant, so it's important that everyone knows how to protect their personal data and their business on these sites.</p>	<ul style="list-style-type: none"> • Understanding of your Digital Footprint • How to monitor and maintain a professional digital profile • The necessary steps to remedy any discrepancies or correct any mistakes
<p>Social Media for Business</p> <p>45 minutes</p>	<p>Social media marketing can help to increase brand awareness, brand loyalty, customer service, and lead to increased sales, regardless of a business' size. This e-learning course is for anyone who wants to learn how to implement a successful social media campaign for their business.</p>	<ul style="list-style-type: none"> • The benefits of social media sites for businesses • How to get started and how much time to spend on social media marketing • The different ways of using social media • How to run a successful social media campaign • Return on Investment (ROI) from social media
<p>Cyber Security Basics – 12 modules</p> <p>2.5 hours</p>	<p>This leading cyber security introduction, developed by Bob's Business, is a tool to bridge the knowledge gap of information security related issues for employees.</p>	<ul style="list-style-type: none"> • The threats employees face day-to-day • Why businesses need protect themselves from threats • How to mitigate threats • Steps to improve cyber security



Course Name	Course Description	Learning Outcomes
<p>Cyber Security Awareness – 13 modules 2 hours</p>	<p>This cyber security awareness course is aimed at employees who use devices to store data or connect to the internet in their day-to-day role. This course will help employees protect their organisations from cyber crimes.</p>	<ul style="list-style-type: none"> • How to protect your network from attack using anti-malware defences • Process for responding to a cyberattack or a suspicious incident • Identify additional security measures required for working from home or remote locations • Implement best practice cyber security guidance into your work • Identify the weak points in your network and devices
<p>Cyber Security for Leaders 45 minutes</p>	<p>This course is aimed at anyone in management or leadership within an organisation to both bolster cyber security knowledge, and support staff undertaking awareness cyber security training.</p>	<ul style="list-style-type: none"> • Understand how you can personally help to keep cyber safe • How to ensure that your organisation keeps functioning and thriving • Management preparedness • Support staff undertaking our introduction or awareness courses
<p>Microsoft Word – 3 modules 37 hours</p>	<p>Learn the skills you need for Microsoft Word 2013 with this set of introductory, intermediate and advanced training modules. In this course, learners will understand the program interface including manipulation and navigation, text and formatting, graphical elements and the document review functions.</p>	<ul style="list-style-type: none"> • Understand the parts of the Word system • Understanding default settings and how to customise • Create, edit and publish documentation



Course Name	Course Description	Learning Outcomes
<p>Microsoft Excel – 3 modules 49 hours</p>	<p>Learn the skills you need to become familiar with Microsoft Excel 2013 tools and be able to utilise the program effectively. In this course, learners will be able to manipulate cell ranges and whole worksheets, filter through extensive data and calculate subtotals, and analyse data via charts and conditional formatting.</p>	<ul style="list-style-type: none"> • Understand how Excel can be used to maximise working efficiency • Learn how to operate and customise Excel settings • Create, edit and publish spreadsheets
<p>Microsoft Powerpoint – 3 modules 29 hours</p>	<p>Learn the skills you need to use Microsoft PowerPoint 2013 effectively with our three individual training courses. In this course, learners will become familiar with the various tools offered by the program, be able to navigate around, and create presentations with different components including text, graphical elements and animations.</p>	<ul style="list-style-type: none"> • Become familiar with the Powerpoint interface • Create, edit and publish presentations
<p>Microsoft Outlook – 3 modules 29 hours</p>	<p>Learn the skills you need to use Microsoft Outlook 2013 effectively with our three individual training courses. In this set of three interactive courses, users will learn to navigate around Microsoft Outlook 2013, use the address book, use the calendar and be able to manage emails.</p>	<ul style="list-style-type: none"> • Become familiar with the Outlook interface • Manage your address book and calendar • Create, edit and publish meetings and emails



Leadership

Course Name	Course Description	Learning Outcomes
<p>An Introduction to Leadership 30 minutes</p>	<p>The course describes basic leadership and management skills and the main differences between these, the role of coaching in the workplace to empower employees and how teams develop and the implications for leadership.</p>	<ul style="list-style-type: none"> • Understand the differences between management and leadership • Understand the role coaching plays in the workplace • Learn how teams develop and the implications for leadership • Learn the management or leadership skills required to lead different types of teams
<p>Creative Thinking 30 minutes</p>	<p>This course uses five concepts to explore the use of creative thinking in business and each of these is explored separately – what is creative thinking, what happens if we don't use creative thinking, what makes a creative thinker.</p>	<ul style="list-style-type: none"> • Understand the role of creative thinking in business • Explain the concepts of creativity and innovation and the conditions and processes required to encourage them • Describe the characteristics and behaviours associated with initiative, leadership, creativity and innovation and how to foster these attributes
<p>Developing High Performing Teams 30 minutes</p>	<p>The course describes the eight key areas which must be addressed in order to achieve a high-performing team and reviews two models used to form diverse and stable teams: Tuckman's Team Development Model and Belbin's Team Role Model.</p>	<ul style="list-style-type: none"> • Understand how to motivate and improve performance • Explain the process of setting objectives to develop high-performing teams • Describe how to identify and address skills gaps within a team to meet team objectives • Explain how the appraisal process can be used to develop a high-performing team • Explain the importance of collaboration between team members and knowledge-sharing to develop a high-performing team



Leadership

Course Name	Course Description	Learning Outcomes
Leadership and Management Styles 30 minutes	The course describes basic leadership styles, their strengths and weaknesses and their suitability in different situations. What are the advantages and disadvantages of the different leadership styles and how do great leaders mix and match these to their business advantage?	<ul style="list-style-type: none"> • Understand different leadership styles • Able to explain different leadership styles and identify their strengths and weaknesses • Can explain the suitability of different leadership styles in different situations
Listening 30 minutes	This course covers various aspects of listening and emotional intelligence: the impact of communication, effective two-way communication, empathic listening, active listening, considered responses, tips for better listening, providing constructive feedback, managing communications in a team and chairing team meetings.	<ul style="list-style-type: none"> • To recognise the power of being an effective listener • To utilise the skills of communication and listening to generate positive outcomes and positive working relationships
Organisational Culture 30 minutes	The course describes organisational culture, its characteristics and its impact on an organisation's success, including how it manifests itself, with examples provided. Four different types of organisational culture are explored, with their significant characteristics and impacts.	<ul style="list-style-type: none"> • Understand the importance of organisational culture • Recognise the different cultures that exist in organisations • Explain how different types of culture can affect individuals and teams in different ways • Identify internal and external factors which can affect an organisation's culture
Use of Technology 30 minutes	We explore in more detail the four key business areas where technology can be used effectively: productivity, customer service, operations and marketing and communications, including examples of tools which can be utilised in each business area.	<ul style="list-style-type: none"> • Evaluate the use of technology in operational planning and management • Explain the use of data management and security in an organisation



Course Name	Course Description	Learning Outcomes
<p>Video Module – Trust, Ethics, Authentic Leadership</p> <p>1 hour</p>	<p>A series of 17 videos summarising the key features of Ethical and Authentic Leadership from “Trust Building” to “Values Based Leadership”.</p>	<ul style="list-style-type: none"> • Trust – Five Waves of Trust • Trust – 13 Trust Building Behaviours • Trust – The Four Cores of Credibility • Authentic Leadership – An Introduction • Balancing Authenticity and Skill • Paine’s Manager Compass • Seven Keys to Leadership • Five Temptations of a Leader • Dealing with the Five Temptations • Ethical Leadership – Kasthuri Henry • Ethics – Roadblocks to Ethical Decisions • Values Based Leadership • The Power of Values • Taking Responsibility • Good Decision Making • The Illusion of Objectivity • Leadership – Myth of the Complete Leader



Course Name	Course Description	Learning Outcomes
<p>Video Module – Creativity and Innovation</p> <p>1 hour</p>	<p>A series of 16 videos summarising the key features of Creativity and Innovation in Leadership from “Lateral Thinking for Creativity” to “Tapping into Innovation”.</p>	<ul style="list-style-type: none"> • Challenges to Creativity • Alternatives, Possibilities and Choices • Brainstorming • Inverse Brainstorming • Divergent and Convergent Thinking • Lateral Thinking for Creativity • Mind Maps • Priming the Mind for Creativity • de Bono’s Six Thinking Hats • Support Ideas and Innovation • Tapping into Innovation • Creating Affinity Diagrams • Factors and Priorities • Fishbone Diagram • Innovation – Hamel’s Ideas Funnel • Top Ten Tips for the Innovative Leader



Course Name	Course Description	Learning Outcomes
<p>Video Module – Leadership Summary 1.5 hours</p>	<p>A series of 23 videos summarising our Leadership modules from “Seven Keys to Leadership” to “Getting Leadership Right”.</p>	<ul style="list-style-type: none"> • Leadership Management Debate • Management Styles • Fayol’s 14 Principals of Management • The Engaging Manager • Leadership – Myth of the Complete Leader • McGregor’s Theory X and Theory Y • Seven Keys to Leadership • Situational Leadership • Tannenbaum and Schmidt’s Leadership Continuum • Action Centred Leadership • Authentic Leadership • Balancing Authenticity and Skill • Blake and Mouton Management • Ethical Leadership – Kasthuri Henry • Ethics – Roadblocks to Ethical Decisions • Five Temptations of a Leader • Dealint with the Five Temptations • Getting Leadership Right • Developing your Influencing Skills • The Emotional Intelligence Journey • Appraisal – A Managers Guide • Grievance and the Manager’s Role • Discipline and the Manager’s Role



Course Name	Course Description	Learning Outcomes
Managing a Team 30 minutes	<p>The course describes how to manage team performance using different management models and by identifying the different roles and requirements in a team, as well as understanding motivational theory.</p>	<ul style="list-style-type: none"> • Understand the management of team performance and management models • Can identify the difference roles and requirements within a team • Recognise different types of teams and team dynamics within the workplace • Can identify a range of motivational theories
Managing Remote Teams 30 minutes	<p>Managing remote teams can require different skills because of the varying locations, time zones, work patterns etc. In this course various considerations when managing remote teams are reviewed, including four key factors and team members having complementary roles and responsibilities.</p>	<ul style="list-style-type: none"> • Understand how to manage remote and multiple teams • Be able to explain how technology can be used to overcome the challenges of managing remote teams • Be able to explain how to monitor and maintain the performance of remote teams
Managing Change 30 minutes	<p>This module describes how to manage change within a team, its positive and negative effects and techniques for supporting a team through change. The course reviews the reasons, drivers and reactions to change and enables the learner to understand how to manage resistance to change.</p>	<ul style="list-style-type: none"> • Understand how to manage change within a team • Is able to manage change effectively • Can describe positive and negative impacts change can have within a team • Understands techniques that could be used to support a team through change
Managing Resources 30 minutes	<p>In this course the learner will understand the role of project and resource management in bringing about organisational change, by understanding the key stages and factors of a project, including how to use resources to achieve the aims and objectives of the project.</p>	<ul style="list-style-type: none"> • Describe how to manage resources to deliver a project effectively • Demonstrate how to use project management tools to monitor project progress • Explain the importance of reviewing project performance



Management

Course Name	Course Description	Learning Outcomes
<p>Managing Risk 30 minutes</p>	<p>This course covers product risk, the steps of risk management, how to successfully manage risk, and what can go wrong when risks are not managed.</p>	<ul style="list-style-type: none"> • How to deliver a project – identifying risks and issues • The difference between project risks and issues • How to identify and mitigate risks • How to manage issues
<p>Operational Management – Approaches and Models 45 minutes</p>	<p>The course briefly describes ten management theories which underpin successful operational management and then reviews each one in more detail. The responsibilities and key functions of operational management are discussed as a multi-disciplinary function covering HR, assets and costs.</p>	<ul style="list-style-type: none"> • Understand operational management approaches and models • Can analyse the key components of operational management including Inputs, Transformation Processes and Outputs
<p>Effective Contract Management 1 hour</p>	<p>This introductory course combines theory and best practice to help improve understanding and performance when it comes to managing contracts.</p>	<ul style="list-style-type: none"> • Recognise best practice preparation • Understand contract administration • Determine and explain the reasons for poor performance • Learn how to manage and monitor risks and supplier performance • Know the importance of relationship management in maximising performance
<p>Team Strategy and Planning 30 minutes</p>	<p>The course reviews time management and SMART goal setting and how to monitor progress towards those goals. An integral part of implementing and progressing an organisational strategy is to manage performance effectively and be aware of plans adapting and changing due to different circumstances.</p>	<ul style="list-style-type: none"> • Communicate organisational strategy and team purpose • Effectively implement operational or team plans, given resources available • Describe the actions needed to implement plans within agreed timescales and budget • Explain how plans are revised in response to changes in organisational objectives



Course Name	Course Description	Learning Outcomes
<p>Effective Complaints Handling 2 hours</p>	<p>The Effective Complaints Handling course has been created for both employees and employers. By completing this course you will understand your role in dealing with complaints, the arrangements for dealing with complaints and how to provide an appropriate response to the complaints.</p>	<ul style="list-style-type: none"> • Analysing and defining complaints • Investigating complaints • Decision making • Common problems associated with complaints • Good practice, support and procedures
<p>Conflict Resolution 3 hours</p>	<p>This course has been developed by the UK National Syllabus for conflict resolution and deals with communication skills, personal safety and 'what if' situations.</p>	<ul style="list-style-type: none"> • Describe the common causes of conflict • Describe patterns of behaviour they may encounter during different interactions • Describe the use of distance when dealing with conflict • Explain the use of 'reasonable force' as it applies to conflict resolution • Describe different methods for dealing with possible conflict situations



Performance and Communication

Course Name	Course Description	Learning Outcomes
<p>Building Strong Relationships</p> <p>30 minutes</p>	<p>The course describes the keys to success in building trusting and lasting relationships with stakeholders, colleagues and customers, what are the key techniques and the importance of striking a professional balance.</p>	<ul style="list-style-type: none"> • Understand approaches to partner, customer and stakeholder relationship management • How to use, and the importance of, collaborative working techniques • Understand how to manage different levels of workplace conflict
<p>Collaborative Working Techniques</p> <p>30 minutes</p>	<p>In this course the learner will explore what collaboration means in the workplace including the challenges, risks and solutions of successful collaboration.</p>	<ul style="list-style-type: none"> • Understand what collaboration is • Understand the challenges of collaboration • Understand the methods of improving the effectiveness of collaboration • Understand the risks of external collaboration and how to mitigate those risks
<p>Giving Constructive Feedback</p> <p>30 minutes</p>	<p>This course explores the two main feedback models – CORBS and SBI, in addition to reviewing the place of workplace observation in the appraisal process and constructive feedback.</p>	<ul style="list-style-type: none"> • Understand how to give constructive feedback • Know the golden rules of giving feedback • Know the differences between 'objective' and 'subjective' feedback
<p>Working With Others</p> <p>30 minutes</p>	<p>The course will explore team models and team leadership and look at achieving win-win situations. Applying the right skills in the right situations helps build, develop and maintain excellent collaborative working relationships.</p>	<ul style="list-style-type: none"> • Understand team building and dynamics • Understand Emotional Intelligence (EQ) as part of customer and stakeholder management.



Performance and Communication

Course Name	Course Description	Learning Outcomes
<p>Video Module – Performance Improvement 2 hours</p>	<p>A series of 39 videos summarising the key features of Performance Improvement from “Key Performance Indicators” to “Situational Leadership”.</p>	<ul style="list-style-type: none"> • Informal and formal approaches to performance improvement • Evaluating employee performance • Key performance indicators • Appraisal – Managers guide • Appraisal – The appraisee’s guide • ASK ABE for performance • Goals and objectives • SMART objectives • Plan Do Act Check • Prioritising tasks • Management speak and Weasel words • Hobb-jective • Giving constructive feedback • Feeding back with BIFF • BOOSTing your feedback • The golden rules of giving feedback • Continuing professional development • Herzberg’s Two Factor theory • Maslow’s Heirarchy of Needs • Kolb’s Learning Cycle • Tuckman – Stages of group development • Support methods for performance improvement • Situational leadership • Tannenbaum and Schmidt’s Leadership Continuum



Performance and Communication

Course Name	Course Description	Learning Outcomes
		<ul style="list-style-type: none"> • Don't just self assess • Opportunities and ways to learn • Identifying areas to improve • What is coaching? • Mentoring – definition and role of the mentor • Coaching supervision • Coaching with GROW • GROW Model • Conflict – Causes, symptoms and cures • Conflict – Thomas & Kilmann • Difficult conversations • Seven principles of fierce conversations • Discipline and the Manager's role • Grievance and the Manager's role • Taking responsibility
<p>Video Module – Effective Communication 2 hours</p>	<p>A series of 27 videos summarising the key features of Effective Communication from “Asking Good Questions” to “Levels of Listening”.</p>	<ul style="list-style-type: none"> • Barriers to Effective Communication • Importance of Good Communication • Asking Good Questions • The what and why of Metacommunications • Seven principals of fierce conversations • Management speak and Weasel words • Difficult conversations • Mission statements and their value • Giving constructive feedback • Feedback with BIFF • BOOSTing your feedback • Objective vs. Subjective feedback



Performance and Communication

Course Name	Course Description	Learning Outcomes
		<ul style="list-style-type: none"> • Johari’s Window • The golden rules of giving feedback • Levels of listening • Ten tips for better listening • Understanding empathy • Using data and information • Support methods for performance improvement • Informal and formal approaches to performance improvement • Appraisal – Managers guide • Appraisal – The appraisee’s guide • Conflict – causes, symptoms and cures • Developing your influencing skills • de Bono’s Six Thinking Hats • Presenting data to your audience • Effective presentations
<p>Video Module – Coaching and Mentoring 2 hours</p>	<p>A series of 35 videos summarising the key features of Coaching and Mentoring from “Transformational Coaching” to “Mentoring to grow organisational knowledge”.</p>	<ul style="list-style-type: none"> • What is Coaching? • Get set to coach and mentor • Mindset of a coach • The role of a coach • The case for coaching • Transformational coaching • Coaching with GROW • GROW Model • Focus, Openness and Energy coaching model • T-GROW model • Step up with STEPPA • Line Managers as coaches • Developing coaching cultures • Coaching supervision • Mentoring – definition and role of mentor • Mentoring to grow organisational knowledge



Performance and Communication

Course Name	Course Description	Learning Outcomes
		<ul style="list-style-type: none"> • Giving constructive feedback • Asking good questions • Objective vs. Subjective feedback • Levels of listening • Ten tips for better listening • The what and why of Metacommunications • Johari’s Window • Introduction to Emotional Intelligence • The Emotional Intelligence journey • Understanding empathy • Barriers to effective communication • SMART objectives • Hobb-jective • Don’t just self assess • Self-limiting beliefs • Support methods for performance improvement • ASK ABE for performance • Identifying areas to improve • Honey & Mumford learning style
<p>Video Module – Team Building 1 hour</p>	<p>A series of 18 videos summarising the key features of Team Building from “Team Roles” to “The engaging manager”.</p>	<ul style="list-style-type: none"> • Belbin Team Roles – An introduction • Dunbar’s number • Fisher – Decision emergence • Tuckman – Stages of group development • Social identity theory • The engaging manager • Tannenbaum and Schmidt’s Leadership Continuum • Situational leadership • de Bono’s Six Thinking Hats • Herzberg’s Two Factor Theory • Kolb’s Learning Cycle



Performance and Communication

Course Name	Course Description	Learning Outcomes
		<ul style="list-style-type: none"> • McGregor’s Theory X and Theory Y • Action centred leadership • The psychological contract • Taking responsibility • Benefits of delegation • Change – overcoming resistance • Conflict – Thomas & Klimann
<p>Video Module – Motivation</p> <p>1 hour</p>	<p>A series of 19 videos summarising the key features of Motivation from “Needs-based motivation” to “Motivation and management systems”.</p>	<ul style="list-style-type: none"> • The engaging mentor • Support methods for performance improvement • Herzberg’s Two Factor theory • Immaturity Maturity Theory – Chris Argyris • Maslow’s Hierarchy of Needs • McClelland – Needs-based motivation theory • McGregor’s Theory X and Theory Y • Motivational directions • Motivation and management systems • Erikson’s Life Stage Theory • The Hawthorne experiments • Values-based leadership • Vroom’s expectancy theory • The psychological contract • Social identity theory • Giving constructive feedback • Benefits of delegation • Either career anchors • Force field analysis



Performance and Communication

Course Name	Course Description	Learning Outcomes
Video Module – Health and Wellbeing 1 hour	A series of 19 videos summarising the key features of Health and Wellbeing in the workplace from “10 habits of positive people” to “Mindfulness in practice”.	<ul style="list-style-type: none">• Introduction to Emotional Intelligence• Motivational Directions• Stress-Human Function Curve• Self-limiting beliefs• Understanding empathy• Resilience• The emotional intelligence journey• Maslow’s hierarchy of needs• Increasing your happiness• Identifying your strengths• 10 habits of positive people• Positive thinking• Introduction to mindfulness• Mindfulness in practice



Personal Development

Course Name	Course Description	Learning Outcomes
Emotional Intelligence 30 minutes	This course looks at emotional intelligence and having the ability to understand and manage your emotions and those of the people around you.	<ul style="list-style-type: none"> • Understand the concept of emotional intelligence • Understand how emotional intelligence can impact on how you deal with different situations in the workplace
Problem Solving 30 minutes	This course covers problem solving and decision making, the possible causes of problems, problem solving techniques, various problem solving models and the consequences of not addressing problems.	<ul style="list-style-type: none"> • Recognise the causes of problems • Understand problem solving techniques • Understand the importance of addressing a problem
Time Management 1.5 hours	This course has been designed to help learners improve their time management skills. Covering a wide variety of effective time management techniques, the module provides learners with the knowledge and skills required to help them achieve more, in less time.	<ul style="list-style-type: none"> • Understand the importance of good time management • Factors that affect time management • Understand techniques used to improve time management
Presentation Skills 1 hour	This presentation training will provide people at any level, in any sector, with guidance that will help them develop good presentation skills.	<ul style="list-style-type: none"> • Know what makes a presentation successful • Be able to better prepare for a presentation • Be more confident in you're a presentation delivery • Be able to evaluate your own presentation skills
Positive Attitudes and Behaviours 1.5 hours	Positive attitudes and behaviours are important in the workplace because they lead to productive thinking, productive relationships and productive working. In this module learners will explore the benefits of positive attitudes and behaviours, identifying strengths and weaknesses and minimising conflict in the workplace.	<ul style="list-style-type: none"> • Understand behaviours, attitudes and attributes required for employment • Appreciate the different types of communication and how it can affect behaviour • Identify own strengths and weaknesses • Recognise the impact of motivation in the workplace • Identify the causes of conflict in the workplace



Project Management

Course Name	Course Description	Learning Outcomes
Project Management Techniques 45 minutes	The course will define a project, describe the key stages and process of project management and will use PRINCE2 project management methodology to illustrate the project management process.	<ul style="list-style-type: none"> • Understand how to deliver a project • Understand how to manage resources, identify risks and issues and use relevant project management tools • Understand the project lifecycle and roles • Understand the management of a project
Key Project Documentation 30 minutes	The course reviews why project documentation is needed and the correlation between project size and the amount of key documentation required for success. The course discusses which documents are necessary for large and smaller projects from a range of available document types and gives examples of each document type.	<ul style="list-style-type: none"> • Explain the purpose of key project documentation • Demonstrate how to use relevant project management tools • State which project documentation may be used to deliver a project • Explain how the key project documents are used to ensure effective project delivery
Project Lifecycle 30 minutes	The course describes the main components of a project lifecycle and an extended lifecycle. Gate reviews and Benefits Realisation reviews are explored with examples.	<ul style="list-style-type: none"> • Define project lifecycles and phases • Explain why project phases exist • Understand the difference between project and extended lifecycles • Know the processes for sharing knowledge • Understand the benefits of conducting reviews throughout a lifecycle
Project Planning 30 minutes	The course reviews the different types of plan, according to the size and type of organisation or project. The course goes on to describe the common elements contained in each plan and outlines the seven stages required to define every project and produce the project plan.	<ul style="list-style-type: none"> • Understand the planning and management of a project • Know how to plan a project • Know what to include in a project plan • Know how to deliver against a project plan



Project Management

Course Name	Course Description	Learning Outcomes
<p>Video Module – Project Management 2 hours</p>	<p>A series of 39 videos summarising the key features of Performance Management from “Project Management Methodologies” to “Project Quality”.</p>	<ul style="list-style-type: none"> • What is a project? • McKinsey 7S model • Options appraisals • Paine’s Manager Compass • PESTLE analysis • Project management methodologies • Project stakeholder – internal and external • Project environment • Stakeholders – analysing power and interest • Stakeholders – role and importance to your audience • Tapping into innovation • Creating the business case • Presenting the business case • Work breakdown structures • Project start-up and control • The project manager • The project executive • The project lifecycle • Management styles • Managing project risk • Managing project communications • Project quality • Cost benefit analysis • Goals and objectives • SMART objectives • Budgeting methods • Effective action planning • Key performance indicators • Good decision making • Plan Do Check Act • Using data and information effectively • Configuration and change control • Critical path analysis



Project Management

Course Name	Course Description	Learning Outcomes
		<ul style="list-style-type: none">• Fishbone diagram• Force field analysis• Gantt charts• Immaturity Maturity theory• Inverse Brainstorming• Controlled project closure



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