



MARIA GOLDSMITH



CONSULTANCY AND TRAINING PROSPECTUS

FOREWORD INTRO

The challenge facing organisations in the public sector is to continue to deliver excellent services, drive efficiencies, cope with budget cuts and make sure that resources are used to the maximum effect. The same applies to the private sector and small and medium enterprises.

We at Maria Goldsmith have the ability to work flexibly with our clients and can deliver off the shelf or bespoke solutions for many areas in most businesses. We can also work with you to identify training needs and develop a course or a suite of training programmes tailored to meet your needs.

We work nationally and internationally and aim to be the best at delivering conferences, training, and consultancy.

I look forward to hearing from you.

Maria Goldsmith

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ABOUT MARIA GOLDSMITH

Maria has significant experience of leading and supporting people successfully through change: a highly skilled and qualified personal counsellor, mediator and trainer with considerable practical experience, available to deliver off the shelf and bespoke training and development solutions to a broad range of organisations, with specific experience in the public and voluntary sector.

Maria's philosophy is built upon mapping, planning and delivering "win/win" outcomes that meet the needs of the individual and the organisation.

Maria can audit your organisation to create a tailor made development plan to suit your needs.

CONTACT DETAILS

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OUR CONSULTANCY AND TRAINING OFFER

Absence Management

Appraisal for managers as appraisers

Assertiveness

Bullying and harassment

Change management

Conflict management and poor behaviours

Consulting skills

Counselling

Customer care

Discipline capability and grievances

Effective meetings

Equalities ad diversity

Management and Leadership skills

Mediation

Mentoring and coaching

Negotiating and Influencing

Outplacement support

People management

Recruitment and selection

Retention

Stress

Team building

Writing skills



ABSENCE MANAGEMENT

DESIGNED FOR ALL LINE MANAGERS

AIM

To enable managers to improve absence and attendance issues
Understanding different types of absence
Develop and understand the skills and tools that make a difference

CONTENT

The real cost of absence to your organisation
The definition of absence
Pay and absence
Legal and policy requirements
Monitoring and reporting absence
How to deal with different types of absence
Long term absence
The return to work interview
Record keeping
Listening
Nonverbal signals

METHOD

Training is delivered in workshop mode, including a range of presentations, workshop activities, question and answer sessions.



APPRAISAL FOR MANAGERS AS APPRAISERS

DESIGNED FOR ALL CURRENT MANAGERS

AIM

To provide the skills and knowledge to manage appraisals effectively over a yearly cycle and understand the tools that help the process. How to use emotional intelligence to engage your employees

CONTENT

An introduction to appraisals
Managing performance
Emotional intelligence
Principles and techniques
Target setting
How to prepare your staff for their own appraisal
How to positively criticise your staff and achieve the results you want
Dealing with negativity and denial
Making appraisals work year round not just a yearly conversation
Skills practice and role play

METHOD

Face to face presentation
Discussion
Question and answer sessions
Interactive practice using role play (video optional)



ASSERTIVENESS

SKILLS AND BEHAVIOURS

DESIGNED FOR PEOPLE ACROSS THE BOARD AT ALL
LEVELS IN AN ORGANISATION

AIM

To develop the skills that balance your personality, leading to assertive behaviour

- Identify what is assertiveness
- Identify the situations when you need but find it difficult to be assertive
- Learn about useful tools, techniques and approaches to assertive behaviour
- Practice assertiveness
- Recognise other behaviours

CONTENT

- The benefits to you and organisations
 - An overview of behaviours
- Recognising passive and aggressive behaviour in yourself and others
 - Are you a people pleaser?
 - Finding it difficult to say no.
- Overcoming those barriers to being assertive
 - Tools and techniques
 - Personal Action Plans
 - Role plays

METHOD

A positive experience in a relaxed environment, drawing on experiences and role plays and working with different tools, techniques, facilitated group discussions and a personal action plan.



BULLYING AND HARASSMENT

DESIGNED FOR EMPLOYEES AND MANAGERS WHO HAVE BEEN DESIGNATED AS “INVESTIGATORS” UNDER THEIR EMPLOYER’S ANTI-BULLYING AND HARASSMENT POLICIES.

AIM

To increase the understanding of bullying and harassment, to understand the role of the investigator and how critical that role is to a successful outcome. Identifying the differences between different types of investigations such as grievance or disciplinary action.
Managing issues early on.

CONTENT

Understanding what bullying and harassment means
The impact of behaviours and the legal framework
Managing responsibilities on bullying and harassment at work
Nipping it in the bud!
People’s sensitivities and interpretation
Listening skills
Ownership and understanding by all employees
Managing your responsibilities and reactions
Your personal action plans

METHOD

A positive experience in a relaxed environment, drawing on experiences and role plays and Direct training, group discussions, mixed small group discussions and role plays. Video recording is optional.



CHANGE MANAGEMENT

DESIGNED FOR ALL MANAGERS, CONSULTANTS
AND TEAM LEADERS LEADING OTHERS THROUGH
ORGANISATIONAL CHANGE

AIM

- To identify the definition of organisational change
 - To understand the change curve
- Identifying the role of the manager and others
 - Information and consultation
- To keep the business running smoothly during transition
- Understanding the theories, barriers and implementation of change

CONTENT

- Communication and change management
 - Information and consultation
 - Models of change management
 - Engaging with people
 - Supporting people through the process
 - Managing the business and the day job
 - Managing your own stress
 - What skills are you going to need?

METHOD

- A one day introductory course to managing change
 - Practical exercises
 - Group work
 - Individual skills assessments

- Discussions
- Tips and techniques
- Handouts
- Questions and answer sessions



CONFLICT MANAGEMENT AND POOR BEHAVIOURS

DESIGNED FOR ANY MANAGER WISHING TO DEAL WITH
POOR CONDUCT AND BEHAVIOURS WITHIN THEIR TEAM
OR ORGANISATION

AIM

To give managers the tools to manage behaviours and conflict at work
Importance of timely intervention

CONTENT

What is good behaviour?
Culture of the workplace
What is acceptable?
How to deal with unacceptable behaviour and conflict at work
Good practice record keeping
When to escalate
Investigating allegations
What happens if you don't deal with conflict or poor standards?
Prevention

METHOD

A one day introductory course
Practical exercises
Group work
Individual skills assessments
Discussions
Tips and techniques
Hand-outs
Questions and answer sessions



CONSULTING SKILLS

AIM

To provide line and project managers with consulting skills to enable them to build relationships at work, identify the key requirements of the activities, how to cost activities and consultancy programmes

CONTENT

Build highly productive working relationships with internal and external managers and 'clients'
Develop lasting solutions your internal and external clients will 'own'
Apply the skills and techniques to influence those 'difficult' people
Use professional consulting tools and techniques that really work
Boost your 'Emotional Intelligence' to read your client and get what you want
Gain a broader business perspective and speak the high-impact business language of your stakeholders
Overcome resistance and build lasting commitment to change

METHOD

Presentation
Role play
Interview techniques
Negotiation techniques



COUNSELLING

AIM

To give managers the skills and abilities to understand the importance of counselling and how to develop basic skills

Content

Counselling techniques

Common theories

Strengths based counselling – focusing on what is going well

Client centred counselling – using active listening, empathy and body language

Positive focus – what I like about me

Mood mapping processes

People lie – common lies we tell ourselves

METHOD

Presentation

Information sharing

Group Work

Individual follow up action plans



CUSTOMER CARE

DESIGNED FOR ANYONE IN A FRONT FACING ROLE

AIM

All the skills that every employee must master if they are working with customers
How to avoid embarrassing customer service problems
How to hold important conversations
The 15 key skills that matter

1. Patience
2. Attentiveness
3. Clear Communication Skills
4. Knowledge of the Product
5. Ability to Use "Positive Language"
6. Acting Skills
7. Time Management Skills
8. Ability to "Read" Customers
9. A Calming Presence
10. Goal Oriented Focus
11. Ability to Handle Surprises
12. Persuasion Skills
13. Tenacity
14. Closing Ability
15. Willingness to Learn

METHOD

Presentations
Workshop activities
Information sharing
Hand outs
Role plays



DISCIPLINE, CAPABILITY AND GRIEVANCES (INCLUDING INVESTIGATIONS)

DESIGNED FOR ALL MANAGERS WHO MAY BE REQUIRED
TO INVESTIGATE AND PREPARE A REPORT FOR A
DISCIPLINARY, CAPABILITY OR GRIEVANCE MATTER.

AIM

To gain the understanding to deal with capability, disciplinary and grievance situations

How to gather information

Techniques involved in conducting investigations

Managing your time

Managing the time constraints and barriers of others

Understanding the purpose

Gain familiarity with the processes and to gain experience and understanding of the basic principles that underpin investigations

CONTENT

The framework for employee relations matters

Managerial role

HR role

Investigators role

What are the definitions and meanings of each situation?

Standard of proof

How does the investigation fit in the process?

Preparing a report

Hearings and roles



EFFECTIVE MEETINGS

DESIGNED FOR ANYONE WHO HAS TO
ATTEND REGULAR MEETINGS

AIM

To provide an opportunity for those who attend meetings to practice their skills of listening, note taking and writing. How to keep meetings on track, managing the time at meetings.

CONTENT

- What are meetings?
- Who to consult about meetings
- What to do in advance
- Preparing accurate and informative agendas
 - What to include and how
- Listening and note taking skills
 - When to listen and when to write
- Using systematic note taking techniques
 - What to put in
 - What to leave out
 - How best to write them
 - Amending minutes
 - How to chair a meeting
- What to do if the meeting is just a talking shop

METHOD

- A one day introductory course to meetings
 - Practical exercises
 - Group work
 - Individual skills assessments
 - Discussions
 - Tips and techniques
 - Hand-outs
- Questions and answer sessions



EQUALITIES AND AND DIVERSITY

AIM

To understand the legal framework that underpins equalities and diversity

CONTENT

How to embed equalities in your organisation

Equalities Impact Assessments

The role of ACAS, the Employment Tribunal and the Equalities and Human Rights Commission in equalities at work

Equalities and service provision

METHOD

Presentation

Workshops

Template documents



MANAGEMENT AND LEADERSHIP SKILLS

DESIGNED FOR MANAGERS WHO WANT TO BE
EXPERIENCED AND GROW INTO LEADERS

AIM

To understand the differences between leaders and managers
To understand and hone new skills in leadership and management
To understand the relationship with HR

CONTENT

What is a leader?
What is a manager?
The art of delegation
Managing difficult staff and difficult situations
Conflict, grievances, discipline, capability and competence
Improving performance
Setting clear goals at work
Being fair and consistent
Walking the walk

METHOD

A one day introductory course
Practical exercises
Group work
Individual skills assessments
Discussions
Tips and techniques
Hand-outs
Questions and answer sessions



MEDIATION

DESIGNED FOR ALL MANAGERS, HR STAFF AND ANYONE WHO NEEDS TO RESOLVE CONFLICT BETWEEN OTHERS.

AIM

To enable participants to understand the principles, processes and skills required to make mediation effective.

To understand when to mediate or when to request help.
Practice skills and techniques

CONTENT

What is mediation?
How does it differ from conciliation?
What are the founding principles of mediation?
The skills and behaviours of successful mediators
Interpersonal and emotional intelligence skills
Body language, listening skills, feedback, persuasion, anger management
Problem solving
Creating the environment
Understanding the picture

METHOD

A one day introductory course to mediation
Practical exercises
Group work
Individual skills assessments
Discussions
Tips and techniques
Hand-outs
Questions and answer sessions





MENTORING AND COACHING

DESIGNED FOR LEADERS, MANAGERS, NEW MANAGERS,
MEMBERS, GOVERNORS AND FUND-RAISERS.

AIM

To enable participants to understand the philosophy of the mentoring and coaching model
To give participants confidence to adopt this style
To help build leadership skills and emotional intelligence

CONTENT

Improving work relationships with coaching and mentoring
Ultimately improving individual and organisational success
Reducing unwanted behaviours
Embedding a coaching and mentoring philosophy

METHOD

Direct training is provided over 2 to 3 days. Additional optional individual coaching sessions can also be organised over a few weeks to a few months, dependent upon need. A key part of the programme would be to deliver a training course followed by highly confidential coaching sessions to help individuals to see options open to them and develop their personal strengths.



NEGOTIATING AND INFLUENCING

DESIGNED FOR ANY MANAGER WHO NEEDS TO HAVE SKILLS TO NEGOTIATE AND AGREE CONTRACTS, BUDGETS AND SETTING TARGETS. THIS MAY REQUIRE SKILLS THAT INCLUDE PERSUASION, INFLUENCE AND NEGOTIATION.

AIM

To share the principles of good processing skills in relation to any situation where negotiation, influence, persuasion leads to a better outcome for the organisation or the person.

CONTENT

Understanding people
Persuasion from an early age
Identifying influencing techniques
What is appropriate and when
Manipulation and Machiavelli
All about power
Consensus and win-win

METHOD

A one day course, using presentations, discussions, interactive participation, questions and answers and feedback loops



OUTPLACEMENT SUPPORT

METHOD

A one day introductory course to meetings with staff facing redundancy

Practical exercises

Group work

Individual skills assessments

Discussions

Tips and techniques

Hand-outs

Questions and answer sessions

Optional follow up meetings (price on application)



PEOPLE MANAGEMENT

DESIGNED FOR ANYONE WHO MANAGES
PEOPLE AT WORK

AIM

To understand the role of people at work and how to effectively manage them

CONTENT

- How people learn
- Role modelling at work
- Clarity
- Setting targets
- Knowing who is doing what?
- How the structure works
- Who to communicate with
- Prioritisation tips
- Training or corrective behavioural techniques
- Personal Improvement Plans

METHOD

- A one day introductory course
- Practical exercises
- Group work
- Individual skills assessments
- Discussions
- Tips and techniques
- Hand-outs
- Questions and answer sessions



RECRUITMENT AND SELECTION

DESIGNED FOR ALL MANAGERS WHO WANT TO GET THE
BEST FROM RECRUITMENT

AIM

Understanding about recruitment policies and procedures
To understand what the legal situation is about
Managing equalities and recruitment

CONTENT

Preparing for a new role – getting it right
Is this the job you need?
Job descriptions and Person Specifications
Making sure the advert matches
Equalities at selection
Shortlisting
•Feedback to candidates who are unsuccessful in gaining an interview
Assessments
The interview itself
Different types of interview questions
Body language
The venue
Feedback
The job offer
Pre-employment checks

METHOD

A one day introductory course to meetings
Practical exercises
Group work
Individual skills assessments

Discussions
Tips and techniques
Hand-outs
Questions and answer sessions



RETENTION

AIM

This course is aimed at managers who need to understand recruitment and retention and how to keep good staff

CONTENT

Attracting the right people
Why people work
Motivational theories
How to rebuild demotivated staff morale
Trust

METHOD

Practical exercises
Group work
Individual skills assessments
Discussions
Tips and techniques
Hand-outs
Questions and answer sessions



STRESS

TWO TYPES OF TRAINING OFFERED , ONE FOR TEACHERS AND ONE FOR ANYONE WHO WOULD LIKE TO ACHIEVE A BETTER WORK LIFE BALANCE FOR THEMSELVES OR STAFF.

AIM

A one day course for people to help them to identify and manage stress in their work

CONTENT

- What is stress
- Stress statistics
- The hidden and actual cost of stress
- Disability related stress
- Breathing techniques
- Worklife balance

METHOD

- Presentation
- Practical exercises
- Group activities
- Role Plays
- Risk assessments



TEAM BUILDING

DESIGNED FOR ANY LINE MANAGER WANTING TO BUILD AN EFFECTIVE TEAM AND MOTIVATE INDIVIDUALS.

AIM

To build high performing teams
Develop a manager's skills
Providing tools and techniques
Shared experiences

CONTENT

Management
Leadership
Teams
Theory of motivation
Motivating people at work
Stages of team growth
Managing individual needs within the team

METHOD

A one day introductory course
Practical exercises
Group work
Individual skills assessments
Discussions
Tips and techniques
Hand-outs
Questions and answer sessions



WRITING SKILLS

DESIGNED FOR PEOPLE WHO NEED TO WRITE FOR THEIR
LIVING AT ALL ROLES AND ALL LEVELS

AIM

This course provides practical guidance on key factors that contribute to effective letter and report writing. Participants will have the opportunity to review a report they have written or a report provided by us.

CONTENT

Clarifying the purpose of writing
Planning a letter
Structuring a letter
Signatures
Planning a report
Structuring a report
Acknowledgements
Writing a summary
Developing a logical format
Using language that is relevant and appropriate
Style, expression and accessibility
Practising your skills

METHOD

One day course, using presentations and group work.
Practical activities designed to improve written skills



