

An aerial photograph of a dense forest. A circular path, possibly a dirt or gravel road, winds through the trees, forming a large circle in the center of the image. The trees are various shades of green, and the path is a light brownish-grey color. The overall scene is a lush, green woodland.

Grazing  
Minds

**Soft Skills Trainings**  
Catalogue

Grazing Minds

## Introduction



**Live as If You Were to Die Tomorrow.  
Learn as If You Were to Live Forever.**

*- Mahatma Gandhi*

Soft skills are also referred to as employability skills, enterprise skills and they are transferable between industries and occupations. They include topics like communication, teamwork, and problem solving, as well as emotional judgment and professional ethics.

As technology, globalization and demographic shifts continue to shape how businesses compete, the importance of soft skills is growing. Businesses recognize the importance of building soft skills in their employees in order to harness the broader benefits. Given the importance of soft skills, we must continue to build our understanding of how we perform. Effectively investing in improving our soft skills will bring significant benefits – to individuals, businesses and our economy.

The purpose of any learning programme with Grazing Minds is to improve the performance of individuals by upgrading their knowledge, developing their skills and increasing their motivation and commitment. The purpose is to change their behavior as a result of the things they have learned.



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*Our trainings are organized, but not limited into three categories:*



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## **Human Resources Management**

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- o HR Metrics

## Methodology

We aim to provide a **value-driven training**. We strongly believe that our methodology must be about **identifying, planning and achieving the highest benefits**.

Our approach follows a facilitation methodology rather than a classical training process, by helping the participants to think, reflect, being proactive through open and candid discussion and practice right away the concepts learned. The methodology though combines instructions with frequent reference to real case scenarios, video/movies accompanied with pre-work and after work. The training modules are intended to be as **practical and interactive**, aiming the desired impact on behavior change. The content will be tailored to meet the needs of the client.

LEADERSHIP  
&  
**MANAGEMENT**



# Managing difficult conversations

## Overview

As you grow in your career, a key skill required to perform effectively is to manage the "difficult conversations" we confront when working with colleagues, and stakeholders. When stakes are high, opinions vary, and emotions run strong, it requires more tact and skill to ensure the conversation arrives to the needed outcome. This workshop will help you, by using different techniques how to manage this conversations

## Who should attend?

This workshop is meant for all level of employees

## Training objectives

- Identify key characteristics of difficult conversations
- Identify points of escalation in conversation
- Identify and apply different strategies to manage difficult conversations to ensure more effective communication

# Managing by Objectives

## Overview

A compelling Vision without solid Goals and Objectives is just a Dream. Managing by objectives (MBO) is a systematic and organized approach allowing management to focus on achievable goals and to attain the best possible results from available resources.

## Who should attend?

This workshop is meant for seniors and managers at all levels with direct reports, team leaders, managers in service functions e.g. IT, Procurement, HR managers with budget responsibilities and project managers.

## Training objectives

- Understand why corporate objectives are relevant to all managers;
- Link department or business unit objectives to the corporate aims;
- Develop clear and appropriate employee objectives;
- Recognize the value in using the Balanced Scorecard;
- Understand how measures affect behaviors and thus the achievement of objectives.

# Critiquing and improving deliverables

## Overview

Critiquing and Improving Deliverables will help you evaluate and improve written deliverables, whether created by you or someone else. It will be focused also in skills and techniques to give structured and constructive feedback on key elements such as clarity, brevity, detail, and visuals.

## Who should attend?

This workshop is meant for professionals in senior and above position who are in the role of reviewers of other employees

## Training objectives

- Evaluate and improve written deliverables
- Give structured and constructive feedback
- Understand the key elements when critiquing

# Improved Management skills

## Overview

Managers need to acquire a certain set of skills, attributes and attitudes in order to drive towards excellence. Well-trained managers enhance productivity, improve retention of talented employees, and build the overall morale of everyone on their teams, resulting in an environment where both the business and its employees thrive. This workshop will inform participants of how they may become more confident and proactive managers and leaders, while guiding them through their concerns and assist them in unbundling their thoughts regarding their daily tasks as well as their role as a manager.

## Who should attend?

This workshop is meant for managers and senior level who wish to improve their productivity by becoming strong leaders in their organization. It is also suitable for those who want to advance their professional development skills.

## Training objectives

- Become more effective communicators and leaders;
- Understand their role and responsibilities as managers and leaders;
- Nurturing talent, coaching, and employee retention;
- Adopt a new delegation style;
- How to build trust and respect;
- Study and practice coaching techniques;
- Introduction to Leadership style

# Train the Trainers

## Overview

This program will provide you with the skills and knowledge you need to facilitate learning programmes technical and soft skills. Your role as a facilitator will be to help your colleagues build their own knowledge and skills, and encourage them to learn effectively both inside the classroom and on the job.

## Who should attend?

This workshop is meant for employees who are in charge for designing and delivering trainings in different functions/departments

## Training objectives

- Conveying information in an engaging and interactive way
- Using skillful questioning and active listening to enhance people's understanding
- Managing group activities and discussions
- Responding to participant behaviors and group dynamics
- Providing high-quality, relevant feedback and delivering it effectively

COMMUNICATION

&

**PRODUCTIVITY**



# Business Chemistry

## Overview

Have you ever pondered what makes people click or clash? Why some groups excel and others fumble? How leaders can make or break team potential? Business Chemistry can provide the answers. Based on extensive research and analytics, Business Chemistry framework provides a simple yet powerful way to identify meaningful differences between people's working styles. It has become increasingly important to analyze and understand team composition through observations and to further foster the development of open conversation and ongoing collaboration. It provides you with some dominant characteristics for each of the types and with some tips how to interact in each case. *This is precisely why Business Chemistry is needed.*

## Who should attend?

This workshop is meant for all employees in a company. It is also advisable to organize the trainings as part of a staff retreat event.

## Training objectives

- Determine your own Business Chemistry type. Spend 10 minutes completing an online assessment to get a personalized report, spotting out the top pattern you are most closely aligned with – pioneer, driver, integrator, guardian;
- Understand Others. Learn how to identify the four Business Chemistry types to help you develop a hunch about other people's working styles through observation;
- Explore your team. Discover your team's composition and unique characteristics;
- Adapt your style. Explore ways to engage more effectively with individuals and your team;
- Put Chemistry to work. We practice what we teach by creating fun and memorable experiences that engage participants through active Learning.



# Presenting with confidence

## Overview

As a professional, you are expected to deliver impactful presentations, trainings or other public speaking events consistently. This course will focus on how to effectively frame your presentation and present it in the multiple delivery contexts. This workshop will be very interactive and will give you the opportunity to put into action different strategies and tips explained during the module.

## Who should attend?

This workshop is meant for all employees in a company who are engaged in participating in different presentations, seminars, trainings etc.

## Training objectives

- Structure and develop a presentation through audience analysis
- Develop logically sequenced, audience focused presentations
- Deliver presentations in a confident and memorable manner
- Engage the audience by using strategies to encourage interactivity
- Use questioning strategies to engage audiences
- Handle Q&As effectively
- Open and close presentations in a memorable way



# Public Speaking training

## Overview

During five consecutive weeks, participants will have the opportunity to deliver different speeches, be provide with feedback from their selves, colleagues who are participating there and the trainer as well. We believe that public speaking cannot be learned or explained during one session, this is the reason why this module has 5 sessions. This format allows participants to learn, put what they learnt into practice, and have the opportunity to improve their skills session after session.

*\*This workshop is an extended module of the the module "Presenting with confidence".*

## Who should attend?

This workshop is tailored for professionals who are client facing or who interact with different stakeholders during their work day.

## Training objectives

In every session, participants are required to present a topic, different each week. After their presentation, it will be feedback time, where we will discuss what was presented as well as by making a comparison with previous weeks, to emphasize achievements.



# Critical Thinking

## Overview

While some business problems come with an easy button, most don't. Tough problems require openness to new ideas, curiosity to dig deeper, and a dose of creativity to come up with a really good solution. In this course, learn how to drive value for your team and internal clients by challenging thinking patterns and norms, using inquiry techniques to get to the root cause of a problem, and generating creative solutions.

## Who should attend?

This workshop is meant for all professionals of all levels.

## Training objectives

- Challenge thinking patterns and norms to tackle complex business problems with openness and fresh perspective
- Apply questioning skills and other techniques to uncover the root cause of a problem
- Generate creative ideas by looking beyond the tried and tested and challenging the status quo
- Synthesize information to form insights and ultimately recommendations that create value



# Working in Teams

## Overview

Through different scenarios, videos and exercises, participants will be able to understand their current state of the teams and to identify what to do different to increase collaboration and team working

## Who should attend?

This workshop is meant for all professionals of all levels.

## Training objectives

- What are groups and teams?
- Stages of team development
- How to manage and organize teams and teamwork?
- Emotional Intelligence
- Introduction to the importance of HOT relationships – that encourage openness & respect in the workplace
- Stop, Start, Continue exercise identifies behaviors that must stop, start or continue to improve working relationships and positive intent



# Teaming in a virtual environment

## Overview

Your "office" is everywhere. And your coworkers? They may be in the next office, a flight away, half way around the globe, or all the above. In this course, learn best practices that make virtual teams vital and productive.

## Who should attend?

This workshop is meant for all professionals of all levels.

## Training objectives

- Recognize and promote characteristics of successful virtual teams
- Solve common virtual team challenges
- Apply best practices for improving communication, facilitating teamwork, motivating team members, conducting team meetings and managing conflict in a virtual environment
- Use technology tools to improve communication in a virtual environment



# Time Management

## Overview

Time management is what you do to ensure that you complete your project on time. The first step in time management is putting together a schedule management plan, which documents how you're going to develop, manage, execute, and control the project schedule

## Who should attend?

This workshop is meant for all professionals of all levels.

## Training objectives

- Analyze the issues that affect your use of time.
- Identify the significant time problems that impact your work.
- Develop practical strategies for solving these problems.
- Use selected time management principles to improve your effectiveness.
- Establish goals that reflect personal and/or organizational decisions about the benefits to be derived from future action.
- Set priorities more effectively.



# Manage your boss (Managing Up)

## Overview

Through this training, you will have a bigger understanding on ways how to build a partnership relations with your bosses as well as getting more insights on the challenges your dependents face during interactions with you as bosses. Take the time to cultivate a productive working relationship - by understanding yours and your boss's strengths and weaknesses, priorities, and work style - everyone wins. You depend on your boss for direction, feedback and support, while your boss depends on you for new ideas, hard work and cooperation to achieve the organization's goals. Both sides have needs, and both sides have something to offer to each other.

## Who should attend?

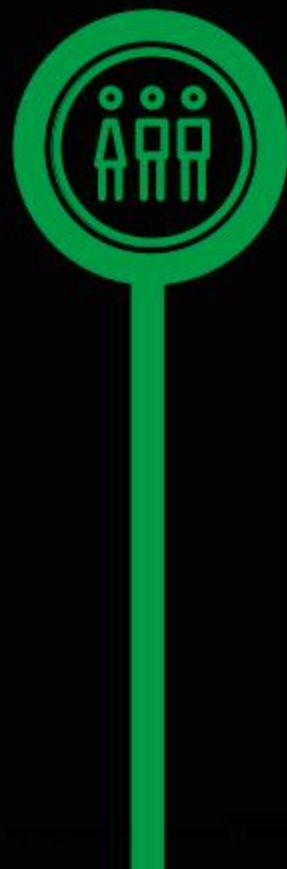
This workshop is meant for all professionals of all levels.

## Training objectives

- Develop strategies for understanding and interacting effectively with your boss;
- Understanding your strength and weakness;
- Have an understanding on different working styles;
- Use strategies for dealing with difficult bosses.



# HUMAN RESOURCES **MANAGEMENT**



# HR Foundation and Compliance

**Overview** A smoothly running HR function is crucial to your organization. Whether you have a specific issue to resolve, or you just want to take your HR to the next level, we will help you with all the core elements to build a solid HR foundation. We take a personal approach to understand your priorities, challenges, culture, and industry and develop programs or products that are custom-tailored for your organization. Having solid, documented policies, procedures, and processes is key to having a streamlined and functional organization. Compliance is a dynamic facet of HR, as employment laws seem to be ever-changing. Whether you are building from scratch, doing a complete overhaul, or just making minor upgrades, we provide the resources your organization needs.

## **Who should attend?**

This workshop is meant for human resources managers, hiring managers, CEOs, or others who oversee human resources in small organizations.

## **Training objectives**

- Create Affirmative Action Plans (AAPs);
- Build customized employee handbooks;
- Provide timely state-mandated trainings;
- Review and make recommendations to integrate new compliance laws into current policies and procedures;
- Review employment practices to ensure compliance for protected classes of employees.

# Recruitment

**Overview** Recruiting the right people is essential to the successful development of teams and the organization. However, the process is costly both in terms of time and resources and it is therefore critical that the right candidate is appointed first time. Recruitment training workshop covers every step in the end-to-end recruitment cycle. From candidate sourcing and attraction through to effective onboarding, this training will give you the tools and techniques required to attract, source and recruit the best-fit people for your organization. This is vital for supporting future growth and success. It will also help to ensure you are working in line with current employment legislation

**Who should attend?** This workshop is meant for hiring manager or assistant, recruiter, recruitment manager or specialist, talent acquisition manager or specialist, and other variations on this theme.

## **Training objectives**

- Review the structure and content of effective job descriptions, recruiting and hiring procedures, contracts, and methods for ensuring transparency;
- Review methods for understanding local legal environments, obtaining advice from legal counsel, and protecting the organization from legal disputes;
- Review approaches for monitoring and improving staff retention;
- Attract the most relevant candidates;
- Prioritize your short list;
- Develop communications and techniques in order to get the best out of recruitment interviews;
- Look at the related psychology and psychometrics.

# Onboarding

**Overview** The time right after the initial hiring process is critical. Employers need to provide the necessary onboarding experience and orientation tools that give the right first impression for the employee, as well as shape their future with an organization. The sooner new or transitioning employees feel a connection to the organization and are up to speed and productive, the more agile, flexible, and stable your organization becomes. Onboarding training can help the employee and the organization in the long run through: speed to productivity, cultural adaptation, retention and alignment.

**Who should attend?** This workshop is meant for HR professionals; upper management and new employees.

## **Training objectives**

- Know how to help new employee learn the company's mission, vision, strategic goals, and priorities;
- Know how to help new employee understand performance expectations for new job;
- Know how to help new employee reach those performance expectations;
- Know how to help the new employee understand, navigate, and comply with the company's culture, expectations, organization structure, interpersonal relationships, and networking;
- Make the new employee feel valued by the company and excited to work for the company.

# Performance Management

**Overview** As a manager, one of your primary concerns and responsibilities involves managing the performance of your business unit and the people who report to you. This presents a wealth of unique challenges ranging from the personal to the professional, and it's your job to deal with them. Many performance issues are left to have a much larger impact than they should – when corrective action is often the only option. If the issues and causes are dealt with in the early stages it can save you and your organization a huge amount in terms of time and resources.

This workshop will help you plan, execute, assess and review performance by adopting a proactive approach to performance. It will equip you with a workable set of tools and a framework for managing performance that can be implemented for any individual, team or within any organizational environment.

**Who should attend?** This workshop is meant for HR managers, managers or supervisors that facilitate performance reviews and employees that are involved with performance discussions.

## **Training objectives**

- Define staff performance management and the systems that contribute to performance management;
- Share a common understanding on how performance management systems can be effectively utilized to raise the performance of individuals and teams;
- Enhanced their skills in setting clear expectations and objectively measuring individual performance using objectives and competencies as key measures;
- Identified and practiced some performance management strategies and techniques to enhance the performance and motivation in under-performing and high performing team members.

# Engagement and Retention

**Overview** Employee engagement is a necessary strategy for companies that want to succeed in the marketplace. Employee engagement is not an HR initiative that managers are reminded to do once a year. It is a key strategic driver of employee performance, accomplishment, and continuous improvement all year long. It is the outcome of how your organization interacts with people to drive business results. Engaged employees are more productive, customer-focused, and profit-oriented and organizations are more likely to retain them.

**Who should attend?** This workshop is meant for anyone that works in a management or leadership role.

## **Training objectives**

- Understand the importance of employee engagement and the key part it plays in business success;
- Apply tactics that motivate and engage employees, creating advocates for the business;
- Achieve a working environment that encourages employees to excel at work activities;
- Ensure talent retention by creating positive working relationships;
- Develop a strategy for employee engagement success;
- Prevent activities that cause disengagement and disgruntled workers;
- Create an understanding of conflict and of sources and elements of conflict;
- Discuss and apply approaches to managing or resolving tension and conflict;
- Identify ways to prevent and manage stress among employees;
- Design, carry out and interpret engagement surveys;
- Design, build and implement the requirements for an engagement culture;
- Identify, develop and champion the required change initiatives;
- Measure and track the impact of engagement on business performance.

# HR Metrics

**Overview** Decision makers are increasingly relying on data to drive strategic people-related decisions. HR metrics are crucial pieces of input for such decision-making processes. Metrics help determine the efficiency and impact of the workforce and the HR department itself. The HR Metrics workshop teaches you to develop HR metrics, implement them and align them with your organization's strategy.

**Who should attend?** This workshop is meant for HR professionals in organizations who would like to develop the role of HR within the organization, HR professionals tasked with providing HR data to support strategy development and delivery, senior managers who want to understand how they can deliver strategic and organizational change in their organization - and use HR support to achieve it.

## **Training objectives**

- Develop strategic HR metrics that are aligned with your organization's strategy;
- Know the different types of metrics that are out there and understand their respective application and impact;
- Examine the use of internal and external measurement frameworks;
- Conduct detailed problem analysis assessments;
- Generate decisions based on evidence rather than opinion;
- Define the principles of organizational change;
- Determine which HR metrics are relevant in achieving your organization's goals and which are not;
- Know how to compose an HR scorecard and benchmark your HR metrics.



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