



# TRAINING DIRECTORY



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# Overview

We are pleased to present our training workshops for 2017.

Designed to provide robust and practical learning experiences, HR Academy has always focused on ensuring relevant and actionable learning, with a focus on rapid learning transfer to the workplace, as well as collaboration, networking and mutual on-going support amongst our participants.

Given the current business, global and economic trends, our courses in focus on equipping participants with competencies in areas critical to maximizing people management for improved outcomes in challenging environments.

**Our areas of focus are:**

- HR Certification
- Leadership & Management
- Human Resource Management
- Leadership and Management
- Sales & Customer Service
- Personal Development & Workplace Essentials





# Training Format & Features

The courses are delivered in workshop format; designed to be highly practical, and facilitated through interactive and adaptive learning techniques which differ substantially from traditional instructor-oriented, classroom-based teaching.

We work with an understanding of each learner's particular needs to 'fit' training content more appropriately, even in the open courses.

This, combined with our use of active and accelerated learning, as well cognitive learning methods in training delivery & design, means that we can, and do offer learning interventions that are more impactful than many alternatives available as external training support in Nigeria today.

In addition, we lay a strong emphasis on commercial reality and 'real world' training. And in all courses, we ensure that participants can 'see' how skills learnt transfer to the workplace right away.



***Our approach to training is based on the facilitation of active learning and re-enforcement for better retention and effectiveness.***

# Course List



**HR**  
ACADEMY

## HR Certification

- Analytics for Talent Management
- Strategic Workforce Planning
- HRCI (PHR, SPHR, GPHR) Preparation Classes

## Human Resources Management

- HR Essentials
- An introduction to Compensation & Benefit
- HR for non HR Managers
- Understanding Nigerian Labor Law & Regulations
- Train the Trainer Delivery Skills
- Principles of HR Management
- Strategic HR Management
- HR for non HR Managers
- Behavioral Interviewing Skills
- Understanding Nigerian Labor Law & Regulations

## Leadership & Management

- Building High Performance Teams
- Responsive Management & Leadership
- Leader as Coach
- Emerging Leaders Training
- Responsive Management & Leadership
- Leader as Coach

## Personal Dev. & Workplace Essentials

- Self Leadership
- Professional Business Ettiquette
- Self Leadership
- Personal Effectiveness for professionals
- Strategic Thinking
- Creative Problem Solving
- Consulting Skills Workshop
- Convincing & Influencing others

## Communication Skills

- Business Writing Clinic
- Presenting with Impact
- Communicating with clarity and impact
- Advanced Communication Skills
- Business Writing Clinic
- Presenting with Impact
- Communicating with clarity and impact
- Advanced Communication Skills

## Sales & Customer Service

- Vision, Energy & Passion to Serve
- Internal Customer Service
- Vision, Energy & Passion to Serve
- Advanced Customer Service
- Professional Selling Skills



# Course Calendar - Q1

|    | Course Title                               | Subject Area         | Duration    | Jan  | Feb         | March       |
|----|--|----------------------|-------------|------|-------------|-------------|
| 1  | Business Writing Clinic                    | Communication Skills | 1 Day       |      | 15th        |             |
| 2  | Analytics for Talent Management            | HR Certification     | 2 Days      |      |             | 27th - 28th |
| 3  | Strategic Workforce Planning               | HR Certification     | 2 Days      |      |             | 29th - 30th |
| 4  | HRCI (PHR, SPHR, GPHR) Preparation Classes | HR Certification     | 5 Saturdays |      | 25th        | 25th        |
| 5  | Presenting with Impact                     | Communication Skills | 2 Days      |      | 27th - 28th |             |
| 6  | HR Essentials                              | Human Resources      | 2 Days      |      |             | 8th - 9th   |
| 7  | Building High Performance Teams            | Leadership           | 2 Days      |      | 21st - 22nd |             |
| 8  | An introduction to Compensation & Benefit  | Human Resources      | 1 Day       |      | 23rd        |             |
| 9  | Responsive Management & Leadership         | Leadership           | 2 Days      |      |             | 14th - 15th |
| 10 | Vision, Energy & Passion to Serve          | Customer Service     | 2 Days      |      | 16th - 17th |             |
| 11 | Professional Selling Skills                | Sales                | 2 Days      |      |             | 18th - 19th |
| 12 | Self Leadership                            | Personal Development | 1 Day       |      | 24th        |             |
| 13 | HR Coaching sessions (Coach Enife)         | Human Resources      | 1 Day       | 25th |             |             |
| 14 | HR Certification Meet Up                   | Human Resources      | 1 Day       | 31st |             |             |

# Course Calendar – Q2

|    | Course Title                                   | Subject Area         | Duration   | April | May         | June        |
|----|--|----------------------|------------|-------|-------------|-------------|
| 1  | Communicating with clarity and impact          | Communication Skills | 1 Day      | 5th   |             |             |
| 2  | Creative Problem Solving                       | Workplace Essentials | 1 Day      | 6th   |             |             |
| 3  | Professional Business Ettiquette               | Personal Development | 1 Day      |       | 16th        |             |
| 4  | HR for non HR Managers                         | Human Resources      | 2 Days     |       | 17th - 18th | 14th - 15th |
| 5  | Internal Customer Service                      | Customer Service     | 1 Day      |       |             | 12th        |
| 6  | Leader as Coach                                | Leadership           | 2 Days     |       | 20th - 21st |             |
| 7  | HRCI (PHR, SPHR, GPHR) Preparation Classes     | HR Certification     | 5 Saturday | 27th  | 29th        |             |
| 8  | Analytics for Talent Management                | HR Certification     | 2 Days     |       |             | 5th - 6th   |
| 9  | Strategic Workforce Planning                   | HR Certification     | 2 Days     |       |             | 7th - 8th   |
| 10 | Consulting Skills Workshop                     | Workplace Essentials | 1 Day      | 10th  |             |             |
| 11 | Understanding Nigerian Labor Law & Regulations | Human Resources      | 1 Day      |       | 9th         |             |
| 12 | Advanced Communication Skills                  | Communication Skills | 1 Day      |       | 10th        |             |
| 13 | HR Conversations Abuja                         | Human Resources      | 1 Day      |       |             | 22nd        |
| 14 | HR Certification Meet Up                       | Human Resources      | 1 Day      | 4th   |             |             |



# Course Calendar – Q3

|    | Course Title  | Subject Area         | Duration    | July        | Aug         | Sept        |
|----|---|----------------------|-------------|-------------|-------------|-------------|
| 1  | Business Writing Clinic                             | Communication Skills | 1 Day       | 5th         |             |             |
| 2  | Convincing & Influencing others                     | Workplace Essentials | 1 Day       |             | 8th         |             |
| 3  | Train the Trainer Delivery Skills                   | Human Resources      | 3 Days      |             |             | 12th - 14th |
| 4  | Emerging Leaders Training                           | Leadership           | 2 Days      |             | 15th - 16th |             |
| 5  | Self Leadership                                     | Personal Development | 1 Day       | 11th        |             |             |
| 6  | Principles of HR Management                         | Human Resources      | 2 Days      | 12th - 13th |             |             |
| 7  | Analytics for Talent Management                     | HR Certification     | 2 Days      |             |             | 26th - 27th |
| 8  | Strategic Workforce Planning HRCI (PHR, SPHR, GPHR) | HR Certification     | 2 Days      |             |             | 28th - 29th |
| 9  | Preparation Classes                                 | HR Certification     | 5 Saturdays | 28th        | 25th        |             |
| 10 | Strategic HR Mangement                              | Human Resources      | 1 Day       |             |             | 19th        |
| 11 | Personal Effectiveness for professionals            | Personal Development | 1 Day       |             |             | 7th         |
| 12 | Presenting with Impact                              | Communication Skills | 2 Days      | 18th - 19th |             |             |
| 13 | Professional Selling Skills                         | Sales                | 2 Days      |             | 9th - 10th  |             |
| 14 | HR Coaching sessions (Coach Enife)                  | Human Resources      | 1 Day       |             | 17th        |             |
| 15 | HR Certification Meet Up                            | Human Resources      | 1 Day       | 4th         |             |             |

# Course Calendar – Q4

|    | Course Title                                   | Subject Area         | Duration    | Oct         | Nov         | Dec         |
|----|--|----------------------|-------------|-------------|-------------|-------------|
| 1  | Communicating with clarity and impact          | Communication Skills | 1 Day       | 5th         |             |             |
| 2  | Strategic Thinking                             | Workplace Essentials | 2 Days      | 9th - 10th  |             |             |
| 3  | Vision, Energy & Passion to Serve              | Customer Service     | 2 Days      |             |             | 13th - 14th |
| 4  | HRCI (PHR, SPHR, GPHR) Preparation Classes     | HR Certification     | 5 Saturdays | 28th        | 25th        |             |
| 5  | Analytics for Talent Management                | HR Certification     | 2 Days      |             |             | 4th - 5th   |
| 6  | Strategic Workforce Planning                   | HR Certification     | 2 Days      |             |             | 6th - 7th   |
| 7  | HR for non HR Managers                         | Human Resources      | 2 Days      |             | 2nd - 3rd   |             |
| 8  | Behavioral Interviewing Skills                 | Human Resources      | 1 Day       | 11th        |             |             |
| 9  | Responsive Mangement & Leadership              | Leadership           | 2 Days      |             | 14th - 15th |             |
| 10 | Understanding Nigerian Labor Law & Regulations | Human Resources      | 1 Day       |             | 16th        |             |
| 11 | Advanced Customer Service                      | Customer Service     | 2 Days      |             | 7th - 8th   |             |
| 12 | Leader as Coach                                | Leadership           | 2 Days      | 18th - 19th |             |             |
| 13 | Advanced Communication Skills                  | Communication Skills | 1 Day       |             | 9th         |             |
| 14 | HR Conversations Abuja                         | Human Resources      | 1 Day       |             | 22nd        |             |
| 15 | HR Certification Meet Up                       | Human Resources      | 1 Day       | 4th         |             |             |



## Outline of Courses



# HR Certification Courses

1. [Analytics for Talent Management](#)
2. [Strategic Workforce Planning](#)
3. [HRCI \(PHR, SPHR, GPHR\) Preparation Classes](#)





# Analytics for Talent Management



## Overview

Businesses all over the world are increasingly harnessing the power of data to drive critical decisions. To continue to be a strategic partner to the business, HR must adapt to the new approach of using data to make informed decisions around talent management.

This course is a 2-day, interactive training that arms HR practitioners with the terminology, skills, and knowledge they require to effectively navigate the world of data and analytics, by learning how to think analytically, understand basic statistical techniques, and connect talent management initiatives to bottom-line business impact. This is a certification Course.

### Learning Objectives

- Use data and resources you already have to predict critical talent management outcomes
- Use analytics to understand and improve talent management functions
- Handle/respond to challenges and objections around data and analysis
- Learn applied, human capital-relevant statistics and terms
- Hands-on, practical experience to effectively analyze data sets and yield insights.
- Communicate data findings, and have crucial conversations with leaders

### Topics Covered

- Analytical Thinking
- Accessing the Data you need
- Applying Analytics
- Practical Steps to getting started

*This certification has been approved for 11.25 Business recertification credit hours toward aPHR™, PHR®, PHRca®, SPHR®, GPHR®, PHRi™, SPHRi™ recertification through the HR Certification Institute.*

*SHRM has pre-approved this certification for 11. Professional Development Credits (PDCs) toward SHRM-CP™ or SHRM-SCP Certifications.*



### Target Audience:

- HR Practitioners and Managers





# Strategic Workforce Planning



## Overview

The future of HR relies on its ability to demonstrate strategic value to the organization. This 2 day course goes past traditional manpower planning, to a qualitative decision framework that aligns workforce variables with broader organizational strategy.

SWP graduates demonstrate subject matter expertise and proficiency in forecasting, problem solving and business strategy. This is a 2 day certification Course.

### Learning Objectives

- Determine the most critical competencies/aptitudes needed for high performance and growth
- Agility to respond to rapid change, with contingency planning.
- Identify and execute against specific workforce, management and leadership gaps.
- Understand and adapt to global and local labor trends that impact the workforce.
- Imagine and prepare for multiple economic, market or competitive scenarios.
- Align workforce planning with integrated human capital and business strategy.

### Topics Covered

- Talent Management Context
- Strategic Workforce Planning: Background and Context
- Workforce Planning in Action
- The Data Requirements of Strategic Workforce Planning
- Bringing SWP to life & Practice
- SWP in a state of perpetual change

*This certification has been approved for 11.25 Business recertification credit hours toward aPHR™, PHR®, PHRca®, SPHR®, GPHR®, PHRi™, SPHRi™ recertification through the HR Certification Institute.*

*SHRM has pre-approved this certification for 11.25 Professional Development Credits (PDCs) toward SHRM-CP™ or SHRM-SCP Certifications.*

### Target Audience:

- HR & Business Leaders; Strategic HR professionals



# HRCI Certification Exam Preparation Classes

## Overview

Professionals to validate their professional ability in a way that is recognized globally. The HRCI is the world's largest HR certification body and over 500,000 practitioners worldwide have trusted its standards to certify them.

HR Academy offers a robust preparation program that provides the materials, tools and support to pass HRCI certifications exams at different levels – GPHR, PHRi & SPHRi. Classes hold over a 5 week period on Saturdays only (5 Classes).

### Learning Objectives

- Interaction with an experienced, certified instructor
- Comprehensive learning manuals and advanced online resources, these materials streamline study time, accelerate learning and build confidence for passing the exam.
- A structured learning experience that keeps you on track
- Opportunities to network and learn from your peers
- Current information and real life examples to help you in your daily job immediately

### Topics Covered

- Content is determined by choice of certification exam.
- All training material developed based on HRCI Curriculum.
- Details available for each certification



### Target Audience:

- HR professionals



# Human Resources Management Courses

1. [HR Essentials](#)
2. [An introduction to Compensation & Benefit](#)
3. [HR for non HR Managers](#)
4. [The Labor Law for Business Workshop](#)
5. [Train the Trainer Delivery Skills](#)
6. [Strategic HR Management](#)
7. [Behavioral Interviewing Skills](#)



# HR Essentials

## Overview

This comprehensive human resource management training provides participants with a thorough grounding of current approaches to the key aspects of human resource management.

Based on input for leading International HR professional Bodies (including SHRM and CIPD), participants will get a practical, locally relevant training in the core principles of Human Resources management.

### Learning Objectives

- Understand HR's role as a vital contributor to the organization's success
- Gain a broad overview of HR Management Fundamentals
- Understand the employer-employee relationship
- Learn strategies to attract and retain top talent
- Explore best practices for managing performance, reward and development systems that drive bottom-line results
- Review legal and regulatory issues in human resources management

### Topics Covered

- Essentials of Human Resource Management
- Employment Law in Your Workplace
- Effective Recruitment and Selection Techniques
- Total Reward Principles
- Talent Development
- Ensuring Quality Performance
- Retention & Employee Engagement

### Target Audience:

- New and junior HR practitioners who need to increase their knowledge base
- New or experienced people managers interested in learning more about efficient and capable employee management skills
- Business managers who want to ensure that their company avoids costly litigation that could be prevented through basic HR best practices

# Introduction to Compensation & Benefits

## Overview

This 1-day training course covers the basic principles of compensation management using the total rewards framework.

It examines the concepts and practices involved in the design and development of total rewards strategy and systems for organizations in alignment with the organization strategic direction.

### Learning Objectives

- Understand the total rewards philosophy and policy framework
- Align the reward strategy with company's business strategy
- Identify the components in the rewards system such as direct, indirect & non-financial compensation, etc
- Determine and explain what constitutes a sound and effective compensation and benefits program.
- Understand the process of designing a salary structure

### Topics Covered

- Principles of total reward
- Defining compensation
- Issues of Legal compliance
- Developing a compensation and rewards program
- Wages and salaries
- Direct benefits
- Indirect benefits
- Job Evaluation (Internal Equity)
- Salary surveys (External Equity)



### Target Audience:

Professionals working in the function who wish to acquire relevant knowledge and skills, and those working in other areas of Human Resources who wish to broaden their understanding of this important function.

#### Including:

HR Business Partners., Finance Managers, Administrators, Payroll/Accounts Executives, People Managers.

# HR for non HR Managers

## Overview

Human resource management is every manager's job. It is essential to be skilled at it to get your team to accomplish their goals. Further, the quality of management at any organization is a critical determinant in an organization's ability to compete effectively.

This course offers 25 hours of practical learning (in 3 days) focused on HR Management as a core competence for non-HR professionals and managers who must achieve results through their team.

### Learning Objectives

- Learn the fundamentals of HR management and your role as a manager/leader in maximizing this for your team and your organization
- Explain the key stages of the employee life-cycle (from pre-recruitment to post termination)
- Acquire skills in team development through successful selection interviewing and onboarding and engagement for retention
- Understand the basis for effectively managing performance to maximize business outcomes
- Avoid unnecessary legal exposure through sound HR practices

### Topics Covered

- Principles of total reward
- Defining compensation
- Issues of Legal compliance
- Developing a compensation and rewards program
- Wages and salaries
- Direct benefits
- Indirect benefits
- Job Evaluation (Internal Equity)
- Salary surveys (External Equity)



### Target Audience:

Professionals working in the function who wish to acquire relevant knowledge and skills, and those working in other areas of Human Resources who wish to broaden their understanding of this important function.

#### Including:

HR Business Partners., Finance Managers, Administrators, Payroll/Accounts Executives, People Managers.

# The Labor Law for Business Workshop

## Overview

In this competitive global market place businesses need to fully understand relevant labor laws and be conversant with international standards and employment regulatory practices.

The Labor law for business workshop Law is a practical and interactive 2-day class that provides a foundation in the basic elements of the Nigerian Employment & Labor Law as well as key international best practices and regulations. It enables participants to handle common employment issues competently whilst reducing legal risks for their organizations.

### Learning Objectives

- A broad understanding of Nigeria's labor laws and similar global initiatives.
- Critical examination of the rights and obligations of the parties involved in employment and collective relationships in the workplace
- Practical applications through the review of relevant cases in Labour and Employment Matters.
- Acquaint participants with new Laws and regulations with consequences for Businesses.
- Learn to enable industrial harmony in the workplace

### Topics Covered

- The Nigerian Labor Law and Laws Relating to Terms & Conditions of Employment & Employee Welfare
- Managing Legal Risks in HR
- Discipline & Disciplinary Procedures:
- Legal Issues in Termination & Dismissal
- Laws Relating to Trade Unions & Dispute Resolution
- Highlights of the Acts Guiding Statutory Agencies and their Implications for Business (particular focus on NSITF, NHF, NHIS, PENCOM and ITF)
- International Labour Organisation (ILO) Conventions on Workplace Relationships

### Target Audience:

Managers, Supervisors and Executives with direct or indirect responsibility for employees. Corporate Affairs Managers, Legal Officer and all other line managers who play multiple roles including HR without having a formal HR orientation, HR professionals seeking a new, fresh perspective about labor laws.

# Train the Trainer – Delivery Skills

## Overview

Given the pressing need to lower costs of developing the workforce without sacrificing quality, equipping your experienced employees with the skills to effectively train others could deliver significant bottom-line impact.

This 3 day training program is intended to equip your team to deliver efficient training courses, whilst maximizing the transfer of knowledge and skills to learners in a given time. It provides a practical learning experience based on the principles of Active Learning and enabling the participants apply skills and techniques learned immediately.

### Learning Objectives

- Understand and meet training objectives
- Facilitating Adult Learning
- Applying the principles of Accelerated Learning
- Master training delivery skills
- Content Creation and management for maximum impact
- Planning Training interventions
- Creating a learning environment
- Enhancing learning using coaching techniques

### Topics Covered

- Adult learning principles
- Content preparation – Sequencing & presentation
- Planning your training
- Mastering the art of training delivery
- Providing an enabling environment for learning
- Honing your communication skills for training delivery
- Handling difficult learners
- Practice Delivery & Feedback sessions

### Target Audience:

Training managers & professionals, Subject matter experts wishing to pass their knowledge on through effective training, any one who wants to learn how to deliver memorable and impactful training programs.

# Strategic HR Management

## Overview

The role of today's HR manager demands broad responsibilities that include organizational leadership and strategic thinking. One of the biggest challenges faced by business leaders is getting the HR function to deliver real business value and intelligence.

This course examines the role of the human resource professional as a strategic partner in managing today's organization with a view to moving from a merely transactional/implementer role to strategic business partnership. Participants will be taught to identify, develop, and measure HR initiatives critical to company's bottom-line success.

### Learning Objectives

- Understand the basics of business strategy
- Define strategic HR management and draft an HR strategy
- Learn how to provide value to leaders by supporting and advising them as they execute their strategy
- Understanding business cases and how to use them to validate HR initiatives
- Explain the vital HR Key Performance Indicators (KPIs)
- Creating the right culture for strategy delivery.

### Topics Covered

- Creating business & HR strategy
- Effectively influencing business strategy as an HR leader
- Factors that may derail leaders and strategy
- Structuring your company's people, processes, and technologies to create maximum value
- Develop a talent management model for employee attraction and retention.
- Creating & Managing your employer brand
- Driving employee engagement.

### Target Audience:

This course is designed for HR Managers as well as HR Directors/Supervisors.

# Behavioral Interviewing Skills

## Overview

Hiring the right person for the job can be tricky and expensive. Wrong hiring costs organizations on many fronts including – time, money, opportunities, etc. This course helps to reduce losses and enhance your recruitment results based on the use of properly structured approach, process and tools using the behavioral interviewing technique.

Behavioral interviewing is based on the theory that past behavior is the best predictor of future behavior. The techniques learned in this class will allow participants to gather more in-depth knowledge about candidates, make more informed hiring decisions and select better candidates for open positions, thus avoiding costly mistakes.

### Learning Objectives

- Recognize the costs of wrong hiring
- Simplify and optimize the hiring and selection process
- Use current candidate attraction techniques
- Understand behavioral competencies
- Use traditional, behavioral, achievement oriented, holistic, and situational interview questions
- Enhance communication skills essential for a skilled recruiter.
- Interview difficult applicants.
- Ensure positive branding throughout the recruitment process

### Topics Covered

- The Recruitment and Selection Process
- Cost Analysis
- Understanding and using behavioral competencies
- Profiling the Job and the Candidate
- Candidate attraction and screening
- Recruitment evaluation methods
- The Interview Process
- Designing and using behavioral Interview Questions
- Interviewer Communication Skills
- Making the hiring decision

### Target Audience:

Hiring managers and individuals who interview internal or external candidates.



# Leadership and Management Courses

1. [Building High Performance Teams](#)
2. [Responsive Management & Leadership](#)
3. [Leader as Coach](#)
4. [Emerging Leaders Training](#)



# Building High Performance Teams

## Overview

This course empowers workplace leaders to take create a more professional, dynamic, effective work team that enjoys the work environment and consistently achieves more. A highly engaging two-day training program packed with fun activities and games that highlight on the key characteristics of high performing teams, this high energy training program will help leaders equip members of a team with the essential skill set and mind set to be professional team players in a high performing team in which every individual takes responsibility to be productive, proactive and reliable.

### Learning Objectives

- Understand the key advantages of high performing teams
- Know the Characteristics of high performing teams.
- Exploring Team Roles
- Working with Team dynamics
- Establishing team values
- Conflict Management
- Team Decision making
- Coaching the team

### Topics Covered

- Understanding How Teams Work
- Leading Team and Team Members
- Roles and Behaviors
- Building the Foundation of your Team
- Facilitating Your Team's Success!
- Team meetings & decision making
- Dealing with team conflicts
- Techniques to Create a Culture of Collaboration Within Your Team
- Practical coaching tips for team success

### Target Audience:

Team leaders, managers and/or members

# Responsive Management & Leadership

## Overview

This course teaches more effective leadership and management by highlighting the value of enhancing current skills through understanding and applying behavioral techniques.

First understanding our own patterns of behavior and learning how this impacts leadership/management style and how to “flex” this for better effectiveness. Then understanding personality traits and behavioral tendencies in diverse members of our team, and how to manage different personality types.

### Learning Objectives

- Evaluate individual leadership styles.
- Recognize personality differences and how they impact our teams.
- Focus on a more individual approach towards communicating with and managing team performance.
- Learn ways to motivate, coach and manage different personality styles.
- Adopt a more interactive style to the leadership and management task.
- Practical steps to building a personal leadership brand.

### Topics Covered

- Managing with Style
- The Communication Factor
- Understanding and applying personality types (DISC)
- Providing Supportive Leadership
- The motivational factor
- Delegation & Feedback
- Facilitating Team performance

### Target Audience:

Team leaders and managers

# Leader as Coach

## Overview

Coaching is becoming one of the most sought after and important skills for managers. This is because it is one of the most effective methods of enhancing performance. Many successful companies now use formal and informal coaching to drive team performance and learning transfer.

This course teaches managers to effectively coach employees through a process of observation, analysis, and communication. Participants will learn the coaching process, identify coachable performance problems and coaching to build a sense of teamwork and communication. There will be extensive practice and application opportunities to ensure ‘comfort’ with the coaching process.

### Learning Objectives

- Understand what coaching is and how it supports individual and company goals.
- Support team members in learning, enabling them to develop the competence necessary to successfully deliver their job responsibilities and goals.
- Learn to prepare for a successful coaching session
- Gain an experiential understanding of what coaching can do.
- Acquire key coaching skills and understand their application.

### Topics Covered

- Making the Business Case For Coaching employees
- Coaching Processes and Delivery Modes.
- Targeted Coaching For Selected Employees.
- Identifying & maximizing Crucial Conversations
- Laying the Foundation for Coaching: Aligning For Success
- Coaching role play and practice sessions

### Target Audience:

Line managers who need to develop staff or improve others' performances  
 Trainers and teachers who want to develop a more facilitative approach

# Emerging Leaders Training

## Overview

Becoming a first-time manager can be very challenging and overwhelming. Research shows that less than 10 percent of managers were prepared for a leadership role. A lack of management skills can have serious consequences for both the individual and the organization.

This New Manager course is designed for new or recently appointed managers, team leaders or supervisors. It equips participants with core management skills and confidence in managing others.

### Learning Objectives

- Compare and contrast the workplace roles of an individual contributor and a manager, and identify the new mind-set required for making the transition
- Learn the Core Conversations of management – Goalsetting, Delegation, Feedback, motivation.
- Understanding coaching as a management and development tool
- Managing work relationships

### Topics Covered

- Why Manage?
- Mindset & Values
- Emotional Intelligence
- Manager Transition
- Goalsetting
- Delegation
- Coaching
- Feedback
- Decision Making
- Motivation

### Target Audience:

- New supervisors and managers
- Aspiring and soon-to-be-promoted supervisors/managers
- Experienced supervisors/managers with little or no formal management training



# Personal Development & Workplace Essentials Courses

1. [Self Leadership](#)
2. [Professional Business Etiquette](#)
3. [Personal Effectiveness for professionals](#)
4. [Strategic Thinking](#)
5. [Creative Problem Solving](#)
6. [Consulting Skills Workshop](#)
7. [Convincing & Influencing Others](#)



# Self Leadership

## Overview

Self-leadership is the combined effect of taking responsibility for our actions, setting a meaningful direction for our lives, and having the judgment to manage priorities efficiently. Leadership begins with the mastery of self and this course teaches participants strategies to gain more satisfaction from their work by challenging their notion of leadership, to examine what motivates them, and to build confidence and self-reliance through knowledge and skills.

### Learning Objectives

- Develop the main pillars of self-leadership, to make meaningful, empowered choices while taking action.
- Evaluate their personal preferences, strengths and values.
- Understand and apply crucial elements of personal prioritization and time and stress management for a more professional and personal life.
- Produce a personal development plan to advance self-management/self-leadership goals.
- Understand and apply emotional intelligence

### Topics Covered

- Understanding the Leadership concept
- Conducting a critical self assessment
- Visioning
- Effective Goal Setting
- Strategies for personal effectiveness
- Taking responsibility
- Delivering Excellence
- Emotional Intelligence

## Target Audience:

Individuals seeking to build their leadership skills and maximize their effectiveness, potential, and power while gaining confidence for high performance.

# Professional Business Etiquette

## Overview

The ability to create a positive and professional image sends the message that a business is credible and trustworthy and is an essential for managing business relationships. Participants in this course will learn the concepts of business etiquette and the universal but often unspoken expectations of a professional. They will interact with all the key elements needed to immediately increase the caliber of professionalism in the organization.

### Learning Objectives

- Understand and apply the key elements of professionalism and business etiquette
- Operate in any business environment with confidence and competence
- Build trust and personal equity regardless of skill level, years of experience or education
- Act with intention to embody professionalism from the inside out
- Immediately and noticeably increase personal “caliber” of professionalism
- Workplace Ethics

### Topics Covered

- Communicating Professionalism
- Mastering Business Etiquette
- Workplace Communication
- Professionalism from the Inside Out
- Personal Branding
- Internet & Social Media Etiquette

### Target Audience:

New Managers, Individual contributors who are transitioning to management positions, New Employee Orientations, Customer Service and Sales Staff, Operational and Administrative Staff, Refresher for Existing Managers

# Strategic Thinking

## Overview

The ability to think strategically is fast becoming the responsibility of employees, no longer only leaders/managers. This skill is essential for problem solving, business planning and execution, even serving customers. The course teaches vital thinking skills needed for participants to think critically, solve problems effectively, explore opportunities, etc.

Participants will learn to create strategic business vision, planning & execution, solve business problems, make critical decisions and think creatively for results.

### Learning Objectives

- Learn how to create a strategic vision that will inspire and empower the business
- Discover how to develop business strategies that will achieve the vision
- Weigh risks against the potential rewards
- Align strategic decisions with critical goals
- Learn and apply different thinking methods to avoid groupthink
- Learn to create better short-term goals that support long-term strategy

### Topics Covered

- Leadership and Strategic Thinking
- The Long View
- The FAST Approach to Strategic Thinking
- Moving Ahead

### Target Audience:

Individual contributors, managers, directors and other leaders who need strategic thinking skills

# Creative Problem Solving

## Overview

Business is all about solving problems and making the right decisions. Problem solving is required both at operational and strategic levels and to reach solutions, or make the right decisions creatively & effectively, you need the right tools and mindset.

This workshop introduces a variety of creative problem solving and decision making tools and techniques. Participants will learn to analyze problems, generate creative solutions, and decide which solution most closely matches their needs. Participants through practical application of the various tools and frameworks using proven analytical models.

### Learning Objectives

- Apply a 7 step process to systematically solve problems and decide on appropriate solutions.
- Use methods and tools (systematic process) to discover the underlying cause of a problem.
- Use brainstorming, mind-mapping, and several other creative thinking techniques to generate possible solutions to the problem.
- Use various decision making techniques
- Manage decision risks
- Create an Action Plan to implement the appropriate s

### Topics Covered

- Introductions and Logistics
- Defining the Problem
- Managing Decision politics
- Working towards a Decision
- Making the Decision and Moving Forward
- When Things Go Wrong – Crisis management and risk mitigation

### Target Audience:

Individual contributors, managers, directors and other leaders who need problem solving skills

# Consulting Skills Workshop

## Overview

Many professionals support business units within their organizations and must demonstrate strong consulting skills to successfully partner their team/clients. This course builds participants' ability to use the most effective behaviors and processes for internal consulting the organization.

This intensive three-day course provides a solid introduction to the skills and techniques consultants need to deliver real value to clients.

### Learning Objectives

- Understand the the role of consultant.
- Demonstrate internal consulting competencies and behaviors
- Build client relationships and manage them clients through the consulting process.
- Effective questioning techniques
- Learn to outline goals and set expectations for success.
- Build credibility through clear communication
- Learn to manage various types of client meetings.
- Manage difficult client behaviors.

### Topics Covered

- Consulting Skills Introduction
- Define and Agree – Needs analysis, positioning yourself with the client; influencing clients
- Discover and Analyze – Conducting proper diagnostics and situational review for gap analysis
- Deliver and Decide – presenting problem specifications and proposing solutions
- Design and Implement – Designing and delivering solutions, change management
- Disengage and Review – closure and action planning

### Target Audience:

This program is for professionals who are new to an internal consulting role or want to prepare to assume this role in the future. Experienced learning and development professionals and external consultants who want to sharpen their consulting skills will also benefit

# Convincing & Influencing People

## Overview

Achieving results requires the exertion of influence on others. Being able to influence people is an indispensable business skill. It is therefore important to build these skills regardless of job level and it becomes even more critical as the employee moves into positions of higher responsibility.

This course provides participants with the skills required to effectively influence others around them.

### Learning Objectives

- Apply influence strategies to gain commitment and foster collaboration
- Identify Barriers and Enablers to Influencing
- Be able to use a range of influencing approaches to gain agreement
- Have a range of tools to use during the influencing process
- Be able to overcome resistance to your proposals both during and before you influence
- Use knowledge and competence to influence others

### Topics Covered

- Definitions of Influencing, Convincing, Persuasion
- 16 Influence Tactics
- Ethics of Influence and Persuasion
- Persuasion and Resistance to Change
- Generating Compliance using the LEAPS System
- Making a Persuasive Case

### Target Audience:

This program is for those individuals who need to regularly influence the action of others, such as management and senior leadership teams. Employees, internal & external consultants will also find this beneficial.



# Communication Skills Courses

1. [Business Writing Clinic](#)
2. [Presenting with Impact](#)
3. [Communicating with clarity and impact](#)
4. [Advanced Communication Skills](#)



# Business Writing Clinic

## Overview

As a business professional, the ability to write clearly and concisely is an essential skill. Writing is one of the most important methods of business communication for most people, whether its e-mails, memos, proposals, or major reports. Lots of people struggle with the composition of these.

This practical workshop gives participants a refresher on basic writing concepts (such as spelling, grammar, and punctuation) – the things that we often miss especially when completing work under pressure; and an overview of some the typical business documents – letters, reports, proposals with, with tips on structure, style etc.

### Learning Objectives

- Understand the basic structure required of business ‘artefacts’ - agendas, email, letters, business cases, proposals, reports.
- Knowing the right structure for your business artefacts in different situations.
- Define proofreading and understand the techniques in improving proofreading skills.
- Notice (and correct) common spelling and grammar issues in business writing.
- List guidelines in printing and publishing business writing.

### Topics Covered

- THE BUILDING BLOCKS
  - Spelling and Grammar
  - Language and tone
  - Sentences and Paragraphs
  - Organization and Structure
  - Tools and Techniques
- THE DOCUMENTS
  - Meeting Agendas
  - E-mails
  - Business Letters
  - Proposals
  - Reports
  - Requests for Proposal
  - Business Cases
  - General Documentation

## Target Audience:

For all professionals and managers who need to write business documents.

# Communicating with Clarity & Impact

## Overview

Every job requires effective communication skills. Professionals must be able to express themselves clearly and to listen and understand the needs and messages of their audience.

This workshop teaches participants the most essential communication skills needed sound communication. From active listening to properly utilizing the power of questions and using language that engages others, participants will learn a communication model that will enable them to communicate more clearly, confidently, and effectively.

### Learning Objectives

- Communicate more clearly, confidently and effectively
- Listen and ask insightful questions & utilize the power of questions.
- Overcome communication barriers and improve working relationships.
- Create a positive work environment through proactive discussions.
- Improve self-awareness when communicating and reduce friction.

### Topics Covered

- Understanding Communication
- How well do you communicate?
- Communication Styles
- Use Engaging Language.
- Use the power of questions
- Use active listening
- Rapport & Understanding non-verbal communication
- Managing difficult conversations

# Presenting with impact

## Overview

A presentation is one of the more crucial forms of business communication today. Presentations are about having the skills to engage and persuade an audience and delivering a memorable message.

This two day program provides participants with the skills development and practice to enable them design, build and deliver compelling high impact presentations by following simple innovative design concepts, researching and building impeccable slides and visuals as well as ensuring a confident, passionate and professional live delivery. The course is also replete with visual examples and opportunities to practice skills learned.

### Learning Objectives

- Effectively visualize, build, structure and deliver a presentation with focus, engagement and passion.
- Inspire an audience and achieve their presentation objectives.
- Improve self-awareness making better, more productive presenters.
- Understand the psychology of an audience and tailor messaging appropriately.
- Use the latest IT tools and technology to prepare/enhance presentation content.
- Build confidence for effective presentation delivery.

### Topics Covered

- Types of Presentation
- Common Presentation Mistakes
- Planning – You and the
- Writing Structured Content
- Story telling
- Being Persuasive
- Visual & Technology Aids
- Overcoming Nerves
- Presentation Delivery

### Target Audience:

Everyone

# Advanced Communication Skills

## Overview

A presentation is one of the more crucial forms of business communication today. Presentations are about having the skills to engage and persuade an audience and delivering a memorable message.

This two day program provides participants with the skills development and practice to enable them design, build and deliver compelling high impact presentations by following simple innovative design concepts, researching and building impeccable slides and visuals as well as ensuring a confident, passionate and professional live delivery. The course is also replete with visual examples and opportunities to practice skills learned.

### Learning Objectives

- Communicate with impact regardless of situation
- Identify your preferred communication and leadership style
- Identify the qualities and behaviours of great communicators
- Learn techniques to connect with others for more effective influencing.
- Know how to engage people
- Build authenticity
- Be assertive without being aggressive
- Create action plan to develop the innovative techniques to take your communication skills to a new level

### Topics Covered

- Principles of high-level interpersonal communications
- Assertiveness without aggression
- Communicating with passion
- Creating and sustaining engagement
- Managing difficult conversations
- Authenticity
- Tips and tools for ace communication
- Action planning for the way forward

### Target Audience:

Emerging leaders, Managers, Executives, Communication specialists



# Customer Service & Sales Courses

1. [Vision, Energy & Passion to Serve](#)
2. [Internal Customer Service](#)
3. [Advanced Customer Service](#)
4. [Professional Selling Skills](#)



# Vision, Energy & Passion to Serve

## Overview

With the tough economic circumstances, customer relationships are crucial to survival for today's business in today's competitive marketplace. Customers are increasingly demanding and competition on the increase, the businesses who will win must provide positive customer experiences.

This two day customer service training course teaches participants how to deliver passionate and outstanding customer service by understanding customer motivations, dealing positively with various customer interactions, including difficult encounters and retaining customers through sustained relationship management.

### Learning Objectives

- Understand the importance of customer care for both them and the customer
- Considered customer perceptions and have a plan of action manage it
- Understand customer loyalty is and how to ensure a positive customer experience.
- Be able to spot the GAP's in service and change them
- Realign thinking about customer complaints and understand the opportunities in each challenging customer situation

### Topics Covered

- What do customers want?
- This thing called "Loyalty"
- Managing customer perceptions
- Measuring customer satisfaction:
- Value of a complaint:
- Transaction vs Relational Customers
- Customer service techniques

### Target Audience:

Retail, Frontline and Customer service staff.

# Internal Customer Service

## Overview

Customer satisfaction and business success can only be achieved when everyone in the organization works seamlessly together. Yet, one of the biggest complaints experienced in customer facing teams about support from the back end. Disharmony between these teams significantly impacts the final customer experience leading to poor service delivery and business losses.

This workshop is designed to help support staff improve their service delivery to their colleagues, teaching them skills needed to work more effectively with their internal customers and collaborate for better service delivery.

### Learning Objectives

- Build and sustain a more enjoyable and respectful work environment
- Understand how their work affects delivery to external customers
- Identify and understand internal customers and their needs
- Improve communication skills for better team work
- Improve overall Team delivery
- Enable better external customer service
- Minimize complaints and manage conflicts

### Topics Covered

- Communicate clearly and confidently
- Understand Working Better together
- Manage Internal Customer Expectations
- Deliver Seamless Customer Service
- Handle Service Problems in Ways to Satisfy Customers
- Stay Calm When the Pressure is On

### Target Audience:

Support and operations staff

# Advanced Customer Service

## Overview

This course provides experienced customer service professionals with additional training to develop their existing interpersonal skills and knowledge to go beyond typical service delivery.

They learn to handle customer relationships and interactions from a ‘systemic’ point of view, define and manage service quality, practice methods for building customer satisfaction and loyalty on an ongoing basis. They also learn about enabling a seamless delivery from a customer service team.

### Learning Objectives

- Techniques to turn all good and bad customer service scenarios into gold.
- Strategies to turn problem, angry and difficult customers into happy ones.
- Advanced communication and customer service skills to generate customer goodwill and loyalty at will.
- Enable greater consistency in working practices across the team
- Emotional Intelligence for customer service and team management

### Topics Covered

- Communication & Can do attitude
- The customer value chain
- The 20:80 Rule and customer management
- Managing customer relations and client relationship management (CRM) systems
- Key performance indicators (KPIs) of customer service
- Resolving customer conflict
- Managing service quality
- Customer service problems and issues and strategies to approach them

### Target Audience:

Support and operations staff

# Professional Selling Skills

## Overview

Sales results are a key determinant of business success. It's important that sales people are properly equipped with practical and proven knowledge and skills to deliver the desired results.

This two day sales training program teaches participants the "Right" skill set and mind set a professional sales person should possess. It enhances their ability to find and connect to viable customers, understand their needs and close sales to meet business objectives.

### Learning Objectives

- Understand the right skill set and mind set to sell.
- Initiate, build and sustain better, more profitable customer relationships
- Learn and practice an effective sales questioning technique for more accurate needs discovery leading to better close rates.
- Knowing your products and value differentiators
- Planning and goal setting for sales
- Follow through for closing
- Understand the 4 major behavioral styles and personality types and how to sell to each buyer type.

### Topics Covered

- Introduction to professional selling**
- The professional selling skill set
- Listen and know your FAB - Features, advantages, Benefits (Skill set)
- Handle objections and close the sale
- The professional selling mind set
- Understanding buyer types and follow-up

## Target Audience:

Everyone required to sell as a part of their role



# About Us

HR ACADEMY is the learning practice of HUMAN LEADERSHIP RESOURCES LTD.

At HR Academy, we understand that 'one size never fits all'. We are committed to ensuring relevant and actionable learning, with a focus on rapid learning transfer to the workplace, as well as collaboration, networking and mutual on-going support amongst our participants.

We are conscious of the fact that the business (and the learner) must experience tangible results and we carefully craft every aspect of our programs to achieve this.

Ultimately, we understand that training courses are only a small part of learning ; on-the-job experience, and collaborative learning form the bigger part of the equation. We embed this in all our program delivery and offer additional solutions focused on providing a framework for sustained individual and organizational development.



# Our Clients

HR Academy has had the privilege to serve many organizations in various sectors around the country. Here are a few of them.



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