



# Putting Strategy To Work

Executive Development Programmes 2010–2011

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## 1. About Prospectus

Prospectus is Ireland's leading management consultancy firm specialising in strategy development and implementation. The company was founded in 1991 and provides advisory and support services to individuals and organisations in the following sectors:

- Health, Pharmaceutical & Social Services
- Philanthropy, Not-For-Profit & Religious Congregations
- Higher Education & Research
- Banking and Financial Services
- Fast Moving Consumer Goods
- Public and Semi-State

Prospectus offers clients a full range of strategy design and implementation services including:

• Strategy Development and Implementation	• Merger and Acquisition Integration
• Governance and Organisation Structures	• Performance Improvement
• Change Management	• Sectoral Reviews
• Human Resources Consulting	• Executive Coaching and Development

The success of Prospectus is built on a set of principles that define the ethos and values of the firm:

- Valuing what we do and who we work with
- Cherishing our objectivity
- Challenging continuously
- Delivering solutions to the highest standards
- Working with a house style that is fresh, frank and engaging

The Prospectus team is made up of highly energetic, results-oriented people who want to improve the performance of client organisations, and who understand the complexities of the above specialist sectors.

Prospectus is a founding member of Eurogroup Consulting & Affiliates, a pan-European alliance of leading independent management consultancies. The Alliance is represented in sixteen countries across Europe, and employs over 1200 consultants.

Prospectus is an IMCA (Institute of Management Consultants and Advisors) registered consultancy. The IMCA is the recognised professional institute for management consultants in Ireland.

## 2. Foreword



Throughout the business world the race has been on to slash costs to the bone. However, in the midst of downsizing and rightsizing it is dangerous to view the continued development of your people as simply a cost.

The truth is that training is more imperative in a recession than when things are stable. We are not talking about training for the sake of training, as those days are long gone, but training and development interventions that deliver demonstrated results, and contribute to individual and organizational performance.

Training carried out in a manner that gives people the knowledge, skills and motivation they need to do their jobs better and achieve their goals. That is, training strategically aligned to the overall company mission and objectives, delivered with the aim of helping staff achieve their personal as well as departmental goals. Training, in short, that delivers results.

In tough economic times, making the most of the workforce you have is the most important part of business success. Irrespective of whether you are managing a team, a department or an organisation, you will be under severe pressure to do more with less, while at the same time trying to maintain employee motivation and focus. As we face these uncertain times, training and development can help refocus and reenergize our staff at a time when their commitment and engagement are critical. Organizations that fail to continue to invest in their people and processes will jeopardize their very own survival.

Whilst it is tempting for many companies to cut the budget for training and development in the downturn the best companies never do that.

We believe training and development investment should be targeted to enable people adopt new and more innovative work practices, develop more positive mindsets, and learn new habits and skills to enable them do their jobs more effectively and be better equipped to face the future.

In today's turbulent times, if our staff are not learning, we run the risk that both they and our organisations may fall behind.

Prospectus now offer a range of programmes which provide practical advice and knowledge to participants on areas such as strategy design, governance, fundraising, risk management, leadership and people management. We hope the courses described help you to meet the needs of your people and business in terms of their development and growth.

We are also happy to design and run in-house customised programmes aimed at your specific business needs. If you would like more information on any of the courses outlined in this brochure, please contact me at (01) 2180319 or 0867976792.

Yours sincerely

**Pedro Angulo**

Head of HR Practice

pangulo@prospectus.ie

### 3. Our Training and Development Philosophy

Our panel of highly experienced trainers deliver our programmes in an open, empathetic, participative, high energy, focused, practical, results-oriented way. More specifically, all our programmes are designed and delivered applying the following ‘guiding principles’:

- **Meeting business needs** –The programmes will tackle current issues and challenges being faced by the sectors and the organizations in which our participants work. In addition, we will work with participants through all stages of the programme to ensure that the emphasis of all modules is on how the different theories, models and best practices can be applied back at work and how they can contribute to the achievement of their organizational objectives and their organisation’s business strategy.
- **Work based reality** - Participants will have the opportunity to tackle real work based issues. This provides meaningfulness and value to the training making it beneficial and worthwhile.
- **Diverse learning opportunities** - We recognise that individuals have different learning style preferences and therefore our programmes will involve a range of activities, for example, problem-solving, case studies, small group work, role playing, presentations and structured discussion.
- **Inputs from guest speakers / industry experts** – We attract successful Irish senior executives to talk to, and share their experiences with our programme participants.
- **Innovative, creative and highly interactive sessions** - Getting people involved increases a participant’s retention rates, increases the chances of participant commitment, increases individuals’ levels of self-efficacy to perform tasks and decreases participant boredom and disengagement.
- **Individual orientation** - The programmes will enable individual participants to be more self-aware, identify their own strengths and areas for development in relation to people management and plan ways and means of capitalizing on their strengths and minimizing their weaknesses. Throughout the programmes participants will be given the opportunity to diagnose and reflect on their preferred management and leadership style.
- **Provision of a safe environment** – Our training staff will work hard at actively creating a completely safe learning environment where no one feels judged and people feel open to express ideas and opinions.
- **Provision of Feedback** – As we encourage a hands-on, practical approach, this provides the opportunity for trainer and participant feedback throughout the programme.
- **Execution** – The focus of the programme is on execution. In our highly interactive sessions, participants will learn by doing. Although lectures, handouts, and audio-visual presentations are used to provide essential background information, structured group experiences, including case studies, realistic simulations, and skills practices are the primary teaching/learning methods used. Participants will be encouraged to read all lecture materials prior to attending the sessions so that the emphasis can be placed on the application of the concepts and frameworks and their effective execution.
- **Learning should be fun** - We encourage and provide participants with the environment to have fun while learning. It has been supported by research that messages carrying an emotional aspect attached to them (e.g. fun, happiness, etc) tend to be more effectively received and retained by people than purely factual messages. In addition, fun encourages participation, engagement and, therefore, commitment to the learning objectives and outcomes.
- **Return on Investment** – We place a strong emphasis on measuring the impact of our training interventions on participants and their organisations.

#### 4. Programmes

Reference	Programmes	No. of Days	Cost per Participant	Lead Presenter(s)
	<b>Strategy</b>			
S01	Strategy Development and Implementation	3	€1,500	D. Duffy / J. Crimmins / J. McCarthy
S02	Annual Business Planning and Implementation	3	€1,500	J. McCarthy / P. Angulo / V. Judge
	<b>Specialised</b>			
S03	The Newly Appointed CEO	2	€850	V. Judge / D. Duffy / V. Barton
S04	Boards in Action	2	€850	V. Judge / D. Duffy / V. Barton
S05	Corporate Governance	2	€850	J. McCarthy / D. Duffy
S06	Fundraising	2	€850	J. Crimmins
S07	Risk Management	1	€500	D. Duffy / D. O'Mara
S08	Organisational Development	3	€1,000	P. Angulo
S09	Change Management	2	€850	P. Angulo / G Hardy
S10	Programme / Project Management	2	€850	D. O'Mara
S11	Diversity Strategy Design	1	€850	K. Heistad
S12	Diversity Strategy Implementation	1	€850	K. Heistad
	<b>Voluntary and Not for Profit</b>			
S13	Effective Change Management	2	€850	P. Angulo / J. Crimmins
S14	Effective People Management	2	€850	P. Angulo / M. Doyle / J. Logue
S15	Effective Leadership	2	€850	P. Angulo / G. Hardy / J. Logue
S16	Capacity Building / Organisational Development	3	€1,000	P. Angulo / J. Crimmins
	<b>Healthcare</b>			
S17	Effective Management in Clinical Directorates	3	€1,000	J. McCarthy / V. Barton / V. Judge
S18	Leadership in Healthcare	3	€1,000	J. McCarthy / V. Barton / V. Judge
S19	Commercial Strategy in Healthcare	2	€1,500	V. Barton / D. Duffy
	<b>People Management and Personal Effectiveness</b>			
S20	Leading People and Maximising Performance	2	€850	P. Angulo / G. Hardy / J. Logue
S21	New Manager Development Programme	2	€850	P. Kildea / G. Hardy / J. Logue
S22	Advanced Supervisory Skills Programme	2	€850	P. Kildea / M. Doyle
S23	Supervisory Skills Programme	2	€850	A. Stokes / J. Logue / M. Doyle
S24	Building High Performing Teams	1	€500	A. Stokes / P. Kildea
S25	Talent Management	1	€500	A. Stokes / J. Logue
S26	Negotiation Skills	1	€500	P. Kildea / A. Stokes
S27	Time Management	1	€500	A. Stokes / P. Kildea
	<b>Customer Service and Sales</b>			
S28	Customer Service Skills	3	€1,000	P. Kildea / G Hardy
S29	Managing your Sales Force	2	€850	P. Kildea
S30	Key Account Management	2	€850	P. Kildea
	<b>Finance</b>			
S31	Finance for Non-Financial Personnel	2	€850	H. Hough
<p><b>Customised In-Company Training</b> We also offer customised in-company training – Please ring Pedro Angulo @ 086-7976792 if you have any questions or need further information.</p>				

## (S01) Strategy Development and Implementation

### Course Objective

Participants will gain an understanding of the various stages involved in the strategy development process and how to successfully lead a team through the development and implementation phases / stages of the process.

### Content

- Initiating and organising the strategy process (Module 1)
- Undertaking internal and external analysis (Module 1)
- Establishing corporate vision and objectives (Module 2)
- Developing strategic options (Module 2)
- Defining milestones within an implementation plan (Module 3)

### Who Should Attend?

This programme is designed for business leaders and senior executives involved in setting the strategic direction of their business. This programme will also appeal to entrepreneurs in the process of developing a business plan for their new venture.

### Approach

Short inputs, discussion, diagnostic instruments, practical team exercises, case studies and action planning.

### Duration

3 Days

**Programme Dates 2010:** Nov 8, 22 Dec 6

**Programme Dates 2011:** Feb 7, 8, 21

## (S02) Annual Business Planning and Implementation

### Course Objectives

To provide participants with insights and practical advice on how to develop business plans as part of a wider strategy implementation process; and how to ensure they are effectively and efficiently implemented using performance measurement tools. Participants will apply business planning theory to their own work situation and reach clarity on:

- How business plans support the achievement of strategic goals
- How to avoid the 'kitchen sink' approach and focus on priority/key actions
- How to involve and manage the participation of staff in the development process
- How to develop challenging, but realistic, timeframes and objectives
- How to keep the 'plan' alive

### Content

- Developing a structured business planning framework
- Making business plans an effective management tool
- Coordinating cross-divisional planning
- Getting buy-in to the business planning process
- Implementing, measuring and retaining focus
  - Successfully communicating action planning to others
  - Monitoring / tracking / evaluating progress against business plans?
  - Juggling resources, and managing expectations, risks and dependencies
  - Leading, communicating and motivating
  - Linking HR strategy to business strategy
- Change management and Restructuring

### Who Should Attend?

This programme is designed for executives involved in designing and/or implementing strategy / business plans within their organisation

### Approach

Short inputs, discussion, practical team exercises, case studies and action planning.

### Duration

3 Days

**Programme Dates 2010:** Nov 24, 25, 29

**Programme Dates 2011:** Feb 23, 24, 28

### (S03) The newly appointed CEO

#### Course Objectives

This course is designed to support the newly appointed CEO. Participants will explore the organisational and personal challenges which are unique to this position and will develop a portfolio of personal competencies to support consistent peak performance.

#### Content

- The Complete CEO
- The CEO's unique challenges
- The CEO's toolkit

#### Who Should Attend?

Recently appointed Chief Executive Officers who wish to develop their role and their personal competencies.

#### Approach

Discussion, exploration, diagnostic instruments, case studies, action planning and coaching.

#### Duration

2 Days

**Programme Dates 2010:** Nov 25, 26

**Programme Dates 2011:** Feb 17, 18

## (S04) Boards in action

### Course Objectives

This course is designed to support the members of your Board in your interpersonal interactions and communications with each other.

Today most Boards are ensuring that members are fully up to speed in terms of fiduciary and governance responsibilities.

This course goes further, providing a stimulating and confidential experience, where board members review their interpersonal and behavioural patterns, and adopt approaches which will optimise their team synergy as they address emerging challenges.

### Content

- The role of the Board Member – review of governance framework
- Group dynamics
- Team role analysis using 360 degree feedback
- Managing the unexpected together
- Leveraging talent around the table

### Who Should Attend?

The Chair and all members of a Board.

### Approach

Discussion, exploration, diagnostic instruments, case studies, action planning and coaching in a trusting, confidential environment.

### Duration

2 Days Residential.

**Programme Dates 2010:** Dec 9, 10

**Programme Dates 2011:** Feb 10, 11

## (S05) Corporate Governance

### Course Objectives

Events of recent months have brought about an intense focus on corporate governance issues. The purpose of this programme is to assist participants to:

- (a) Gain a good understanding of the corporate governance concept within organisations;
- (b) Become familiar with ongoing global best practices in corporate governance concepts; and,
- (c) Gain a new perspective of the impact of good corporate governance practices within an organisation.

### Content

- Introduction to corporate governance
- The importance of appropriate and effective corporate governance
- Characteristics of effective corporate governance frameworks
- Completing a corporate governance health check for your organisation
- Reviewing and enhancing Board processes
- Risk management and corporate governance
- Evaluating the performance of a Board / effectiveness of corporate governance frameworks
- Planning and executing the orientation process for new directors
- Key success factors

### Who Should Attend?

CEO's, Chairs and Board Members.

### Approach

Discussion, exploration, diagnostic instruments, case studies, action planning and coaching.

### Duration

2 Days

**Programme Dates 2010:** Nov 23, 24

**Programme Dates 2011:** Feb 23, 28

## (S06) Fundraising

### Course Objectives

During challenging economic times, effective fundraising is essential to your organization's mission and sustainability. The purpose of this programme is to help participants and their organisations fine-tune their fundraising approaches, methods and process.

### Content

- Build a convincing case for financial support
- Select the donors and markets best suited to your non-profit
- Choose the right fundraising vehicles for your organization
- Inspire the leadership potential of volunteers
- Create a fundraising process that works, but is attainable with limited resources.

### Who Should Attend?

People involved in fundraising activities within their organisations.

### Approach

Discussion, exploration, diagnostic instruments, case studies, and action planning.

### Duration

2 Days.

**Programme Dates 2010:** Nov 4, 5

**Programme Dates 2011:** Feb 16, 17

## (S07) Risk Management

### Course Objectives

Risk Management is the process of analysing exposure to risk and determining how to best handle such exposure. Effective risk management procedures provide upward assurance from the completion of day-to-day business activities to senior management and beyond. The aim of risk management is not to eliminate risk, rather to manage risks involved across all activities within an organisation and maximise opportunities to minimise adverse effects.

The purpose of this programme is to provide participants with a proven approach for the management of risk within an organisation.

### Content

- Introduction to risk management
- Overview of associated processes and approaches to manage risk
- Understanding and appreciating risk factors within an organisation
- Risk identification
- Risk analysis
- Risk treatment
- Continuous evaluation
- Benefits of accurate information and effective communication

### Who Should Attend?

People involved in managing risk within organisations.

### Approach

Discussion, exploration, diagnostic instruments, case studies, and action planning.

### Duration

1 Day

**Programme Dates 2010:** Nov 12

**Programme Dates 2011:** Feb 8

## (S08) Organisational Development

### Course Objectives

To develop participants' organisational development skills so that they can enable their organisations build capacity and, in turn, improve operational effectiveness, organisational performance and success.

### Content

#### Day 1

##### Module 1: Strategy Development

- Fine-tuning your Vision, Mission
- Setting Strategic Objectives and Key Performance Indicator
- Crafting strategy

##### Module 2: Developing a Strong Culture

- Developing Organisational Values and Behavioural Indicators
- Identifying Culture Reinforcing Actions

#### Day 2

##### Module 3: Building Staff Capability, Motivation and Performance

- Leadership
- Performance Management
- Capability building strategies
- How to motivate people to improve performance
- Creating a high performance / highly enabling environment

#### Day 3

##### Module 4: Building Effective Structures

- Is your structure fit for purpose?
- The process and key steps
- Identifying design principles and evaluation criteria
- Identifying high level options and selecting the best one

##### Module 5: Effective Processes – Improving Your Processes

- The value chain
- Process mapping
- Process improvement

### Who Should Attend?

People who are involved in, or have responsibility for, organisational development in their organisations. Leaders who want to improve their organisation's effectiveness and operations.

### Approach

Discussion, exploration, diagnostic instruments, case studies, and action planning.

### Duration

3 Days

**Programme Dates 2010:** Nov 9, 10, 24

**Programme Dates 2011:** March 7, 8, 21

## (S09) Change Management

### Course Objectives

Participants will increase their ability and confidence to understand and lead change.

Participants will apply change theory to an initiative in their own work situation and reach clarity on:

- Why the need for change?
- What will be involved?
- Who will be affected? (incl. key stakeholders & implications)
- How it will be implemented? (incl. their own role)
- When it will be implemented?
- How to communicate effectively?

### Content

- What's change?
- Degrees of Change / Types of Change
- Why Change Efforts Succeed or Fail
- Leadership Role and Personal Style within the Change Process
- Potential Reactions
- Dealing with Resistance
- Change Strategies & Approaches
- The Role of Communications, Engagement and Facilitation

### Who Should Attend?

This programme is designed for participants looking to improve their knowledge and skills in change management.

### Approach

Short inputs, discussion, diagnostic instruments, practical team exercises, case studies and action planning.

### Duration

2 Days

**Programme Dates 2010:** Nov 10, 11

**Programme Dates 2011:** March 10, 11

## (S10) Programme / Project Management

### Course Objectives

To provide participants with an overview of Programme/Project Management, highlighting the basic principles and key skills & techniques required to deliver high quality outputs, on time and within budget.

Participants will apply their own specific programme/project scenario and clearly understand:

- The 8 core elements of programme/project management (time, cost, quality, risk etc.)
- The characteristics of an effective programme/project manager
- How to identify and manage all of the “sub-projects”
- The use of methodologies and technology (e.g. PRINCE2, Microsoft Project)

### Content

- Component parts of the Programme/Project structure
- Role and responsibilities of the Programme/Project manager
- Programme/ Project management stages
- Toolkit/templates for application on Programme/Project assignments
- Critical success factors and potential pitfalls of Programme/Project management

### Approach

Hands-on programme involving short inputs, plenty of discussion, sharing of best practices, practical team exercises and action planning.

### Duration

2 Days

**Programme Dates 2010:** Dec 1, 2

**Programme Dates 2011:** Feb 3, 4

## (S11) Diversity Strategy Design

### Course Objectives

Increasingly companies are recognizing that a workplace that respects differences and which creates an inclusive workplace gives them advantages in the marketplace. These examples include leveraging the power of innovation that can come from having diverse teams, being seen as an employer of choice and using the diversity of its employees to develop products and services that respond to consumer needs.

This course will focus on the steps needed to create a diversity strategic plan that participants can use in their companies to accomplish the following:

- a) Articulate the business case for diversity in the company;
- b) Craft a strategy that will engage senior leadership; and
- c) Lay out a plan for implementation that recognizes the corporate culture.

### Content

- Overview of the evolution of the field of diversity and its relevance in the current marketplace
- Understanding the diversity journey using the EDIT model which was developed by Culture Coach International to help companies understand the diversity journey and to develop benchmarks for progress.
- SWOT (Strength, Weaknesses, Opportunities, Threats) analysis on diversity and the company
- Benefits of diversity from both an internal and external perspective
- Overview of diversity strategies such as diversity committees, engaging senior management, developing internal and external communication strategies, training programs, employee resource groups and diversifying the recruitment pool and chief diversity officers.

### Who Should Attend?

Executives interested in leveraging the power of diversity in their companies.

### Approach

This workshop will blend both content as well as experiential learning techniques. Participants will leave with a rough outline of their own diversity strategic plan. The participants will be given an opportunity to work together to learn from each other and to share strategies and knowledge.

### Duration

1 Day

**Programme Dates 2010:** Dec 2

**Programme Dates 2011:** April 7

## (S12) Diversity Strategy Implementation

### Course Objectives

To assist companies to implement a diversity strategy within the company which recognises the internal corporate culture, the business case for diversity for the company, and current marketplace conditions. This workshop will explore in detail the strategies available to companies as they implement their diversity strategy.

### Content

- Assessing where the company is currently at in its diversity journey and how to move the company to the next level
- Best practices for: diversity committees, engaging senior management, developing internal and external communication strategies, training programs, employee resource groups and diversifying the recruitment pool and chief diversity officers.
- Choosing the appropriate strategies for each company
- Setting benchmarks
- Measuring success

### Who Should Attend?

Executives interested in leveraging the power of diversity in their companies.

### Approach

This workshop will blend both content as well as experiential learning techniques. Participants will leave with an outline of their implementation strategies and priorities for how they feel they should move forward. The participants will be given an opportunity to work together to learn from each other and to share strategies and knowledge.

### Duration

1 Day

**Programme Dates 2010:** Dec 3

**Programme Dates 2011:** April 8

## (S13) Effective Change Management in Not for Profit and Voluntary Organisations

### Course Objectives

The challenges of change are different in the not for profit sector. This programme aims to enable participants manage and/or deal with change in a more effective manner.

### Content

- Defining what change management is
- Sharing key lessons on change
- Change management pitfalls
- The drivers for change in the not for profit world
- Exploring how big your change challenge is
- Types of change
- Change readiness assessment
- Change management and communications
- Communicating the change vision: Crafting a compelling change story
- One-to-one communication at a time of change
- Conducting an effective diagnosis: Current diagnostic models & applying the models
- Change interventions
- Crafting a change management plan - transition management activities
- Dealing with emotions and resistance to change

### Who Should Attend?

People in the voluntary or not for profit sector being impacted by, driving or implementing change within their organisations.

### Approach

Discussion, exploration, diagnostic instruments, case studies, and action planning.

### Duration

2 Days

**Programme Dates 2010:** Nov 22, 23

**Programme Dates 2011:** Feb 14, 15

## (S14) Effective People Management in Not for Profit and Voluntary Organisations

### Course Objectives

To develop participants' people management skills.

### Content

- The role of the Manager
  - The 7 Habits of highly effective managers
  - Key result areas & objective setting
  - Your management style and its impact on people
  - Managing performance: The 1:1s
    - Building competence
    - Motivating staff
    - Creating an enabling / high performance environment
  - Case study
  - Conducting a 1:1 - Role play
  - Understanding individual differences (personality, attitudes and perception)
  - Influencing (questioning, feedback, and assertiveness)
  - Managing conflict / differences of opinion
  - Personal development going forward

### Who Should Attend?

People in middle to senior management positions in the voluntary and not for profit sectors.

### Approach

Discussion, exploration, diagnostic instruments, case studies, and action planning.

### Duration

2 Days

**Programme Dates 2010:** Dec 2, 3

**Programme Dates 2011:** Feb 3, 4

## (S15) Effective Leadership in Not for Profit Organisations

### Course Objectives

To identify and develop the leadership style of participants.

### Content

#### 1. The Context

- The not for profit sector in Ireland – current and future
- Impact of environments on your organisation
- Required organisational response

#### 2. Leadership

- Understanding the differences between leadership and management
- Leadership challenges
- The role of the manager and the leadership in capacity building
- Exploring the difference leadership models and frameworks

#### 3. Your Leadership Style

- Understanding your preferred leadership style (strengths and potential areas for development)
- Situational leadership
- Your emotional intelligence

#### 4. Power, Influence and Leadership

- Link between power influence and leadership
- Building your power base
- Your influencing style (strengths and potential areas for development)
- Influence that has a positive impact on your team

#### 5. The Impact of our Behaviour on Staff

- Identifying your preferred interacting style
- Identifying its impact on others
- Crafting long-term effective relationships

### Who Should Attend?

People in leadership positions in the not for profit sector.

### Approach

Discussion, exploration, diagnostic instruments, case studies, and action planning.

### Duration

2 Days

**Programme Dates 2010:** Dec 9, 10

**Programme Dates 2011:** Feb 17, 18

## (S16) Capacity Building / Organisational Development in a Not For Profit Organisation

### Course Objectives

To develop participants' ability to build organisational capacity within their organisations and, in turn, improve organisational performance and sustainability.

### Content

- **Module 1: Strategy Development**
  - Fine-tuning your vision, mission
  - Setting strategic objectives and key performance indicator
  - Crafting strategy
- **Module 2: Fund Raising**
  - Build a convincing case for financial support
  - Select the donors and markets best suited to your non-profit
  - Choose the right fundraising vehicles for your organization
  - Create a fundraising process that works
- **Module 3: Developing a strong ethos and culture**
  - Developing an ethos
  - Developing organisational values and behavioural indicators
  - Identifying culture reinforcing actions
- **Module 4: Building staff capability, motivation and performance**
  - Leadership
  - Performance management
  - Capability building strategies
  - How to motivate people to improve performance
  - Creating a high performance / highly enabling environment
- **Module 5: Building effective structures**
  - Is your structure fit for purpose?
  - The process and key steps
  - Identifying design principles and evaluation criteria
  - Identifying high level options and selecting the best one
- **Module 6: Effective processes – Improving your processes**
  - The value chain
  - Process mapping
  - Process improvement

### Who Should Attend?

Senior executives or managers. People who have responsibility for capability building. Leaders who want to improve their organisation's effectiveness and operations.

### Approach

Discussion, exploration, diagnostic instruments, case studies, and action planning.

### Duration

3 Days

**Programme Dates 2010:** Nov 11, 24, 25

**Programme Dates 2011:** March 15, 16, 31

## (S17) Effective Management in Clinical Directorates

### Course Objectives

Clinical directorates are central to the HSE's commitment to having clinicians' functions as senior clinical leaders and decision makers in the public health service. It is well known that when care services have significant leadership from clinicians they deliver far better results in terms of clinical effectiveness, patient safety, patient outcomes and financial returns. This programme aims to develop the management and leadership skills of those working in a clinical management team.

### Content

#### The Context

- The current environment
- The clinical management team – Their role as managers and leaders
- Main features / key result areas of clinical directorates

#### Building a Culture of Patient Safety

- Developing a patient centric ethos
- Identifying values and behavioural indicators
- Behavioural reinforcing actions
- Governance

#### Change Management – Culture Change

- Diagnosing change
- Change challenge
- Change readiness assessment
- Change management planning
- Dealing with resistance and emotions

#### People Management

- Performance management
- Developing and implementing a training and development strategy
- Succession planning

#### Core Skills Development

- Leadership: Providing clinical and executive leadership
- Conflict management: Working in collaboration to achieve results
- Influencing and negotiation – working towards win-win outcomes
- Effective decision making
- Empowering others: Delegation - devolving power and responsibility
- Teamwork: Managing and working in multidisciplinary teams effectively

### Who Should Attend?

This programme is designed for staff working in a clinical management team e.g. Clinical Directors, Nurse Managers, Business Managers, Directorate managers, Service Managers, Directors of Nursing / Quality, Group Directors, etc.

### Approach

Short inputs, discussion, diagnostic instruments, practical team exercises, case studies and action planning.

### Duration

3 Days

**Programme Dates 2010:** Nov 16, 17, 30

**Programme Dates 2011:** Feb 16, 17, 24

## (S18) Leadership in Healthcare

### Course Objectives

The core objective of this programme is to provide you with the personal, management and leadership skills to perform effectively in a position of responsibility in the healthcare sector. The programme is designed to provide an understanding of management, and leadership principles and their application to the complex environment of healthcare. The focus will be on practical application and the aim will be to equip participants with the knowledge and core skills needed to manage more effectively in a rapidly changing environment.

### Content

- Strategic thinking
- Leading change through people
- Performance management
- Talent management and succession planning
- Political savvy – power and influence
- Negotiation and influence
- Empowering others / delegation
- Conflict management – collaborative working
- Service management
- Process mapping and operational improvement
- Teamwork

### Who Should Attend?

This programme is designed for staff in management positions in public and private healthcare service provision, or planning functions who wish to develop their management and leadership skills

### Approach

Short inputs, discussion, diagnostic instruments, practical team exercises, case studies and action planning.

### Duration

3 Days

**Programme Dates 2010:** Nov 26 Dec 2, 3

**Programme Dates 2011:** Feb 9, 10, 23

## (S19) Commercial Strategy in Healthcare

### Course Objectives

The core objective of this programme is to help participants (a) gain an overview of the healthcare landscape in Ireland (b) learn how to navigate more effectively the complex healthcare landscape, and (c) learn how to apply practical tools and techniques in order to develop effective commercial strategies that deal with current challenges and capitalise on existing opportunities.

### Content

- **Overview of Health Landscape – Public and Private**
  - Market outlook
  - Growth drivers and hindering factors
  - Fundamental market dimensions
  - Major trends and themes in Irish health system, current and emerging
  - Current and future collaborations and partnership
- **Structures and Stakeholders**
  - The key components, organisations and players – who they are and their priorities
  - What are the critical parts / components in the sector relevant to your organisation?
  - Sectoral linkages and interdependencies
- **Approaches to Crafting a Commercial Strategy**
  - What are the specific challenges and opportunities for your organisation?
  - How well is your organisation organised to exploit emerging opportunities?
  - How to developing and position your business case
  - Identifying and prioritising key priorities + Action planning

### Who Should Attend?

This programme is designed for people who are (a) interested in learning how to more effectively navigate the healthcare sector and/or spotting business opportunities for their organisations and (b) involved in developing business strategy in the healthcare, pharmaceutical or other related sectors

### Approach

Short inputs, discussion, practical team exercises, case studies and action planning.

### Duration

2 Days

**Programme Dates 2010:** Dec 15, 16

**Programme Dates 2011:** Jan 18, 19

## (S20) Leading People and Maximising Performance

### Course Objective

Participants will increase their expertise and gain confidence in the use of performance management techniques. They will also extend team working concepts to the teams they lead.

### Content

- Situational leadership
- Goal setting
- Performance review, (acknowledging excellence, managing under-performance)
- Supportive communication & coaching
- Applying employee engagement
- Building high performing teams

### Who Should Attend?

Anyone who is responsible for managing people and wishes to increase his/her team's performance.

### Approach

Short inputs, discussion, diagnostic instruments, practical team exercises, case studies and action planning.

### Duration

2 Days

**Programme Dates 2010:** Nov 15, 22

**Programme Dates 2011:** Feb 3, 4

## (S21) New Manager Development Programme

### Course Objective

This programme aims to provide newly appointed managers and supervisors with the toolkit necessary for them to develop their managerial competence and skill-set.

### Content

- **Module 1: Setting the Scene**
  - The role of the manager- results: Process: Relationships
  - Different styles of management
  - Communication and inter-personal styles / analysing your leadership style
- **Module 2: Motivating the team**
  - What motivates people in the workplace
  - A practical motivation checklist – financial & non-financial motivators
  - Case-studies – companies who are getting it right.
- **Module 3: Teambuilding skills**
  - Stages of team development/principles of teamwork
  - Characteristics of high – performing teams
  - Individual team roles - overview of the 9 Belbin team roles
  - Communication within the team
  - Assimilating new team members
- **Module 4: Decision-making**
  - Factors influencing decision-making / The 5 methods of decision-making
  - Choosing an appropriate decision-making style
  - Case-studies
- **Performance Management**
  - Performance appraisal – models and approaches
  - Designing an appraisal form/template
  - Setting goals and objectives
  - Guidelines on conducting appraisals and addressing performance deficiencies
  - Identifying training and development needs
- **Conducting Effective Meetings**
  - How to prepare an effective agenda
  - Meeting 'roles' and their responsibilities
  - Dealing with different behaviours during meetings
  - Utilising preventions and interventions
  - How to make an effective contribution during a meeting.
  - Minute-taking and meeting evaluation

### Who Should Attend?

Any supervisor or manager who is new to the role or who has received little or no formal training.

### Approach

This course is highly practical and experiential. Role-plays and exercises are combined with theory / best practice and real life examples of company documentation are used to enhance the relevance of the material.

### Duration

2 Days

**Programme Dates 2010:** Nov 4, 5

**Programme Dates 2011:** March 30, 31

## (S22) Advanced Supervisory Skills Programme

### Course Objective

This programme is the logical “next step” for serving managers who wish to enhance their managerial skills to support the move to the next level in their careers. It focuses on equipping emerging managers with the key skills to enable them to grow and succeed in their role, not by becoming more technically expert in their chosen field, but rather by achieving more with, and through, their people.

### Content

#### Day 1 - Team Development

- Understanding Leadership
  - The role of a leader / creating a performance driven culture
- Analysing and Understanding Team Development
  - Analysing development needs at an individual and team level
  - Supporting your team with individual development plans
- Coaching
  - Principles of effective coaching
  - Key skills and techniques for effective coaching
  - Developing a coaching plan for your team

#### Day 2 - Challenges in Management

- Self-Awareness for Managers
  - Understanding self, other and managing your personal impact
  - Recognising and managing different personalities
- Dealing with difficult people at work
  - Grievance and discipline
  - Bullying, harassment and discrimination
- Career management and work life balance

### Who Should Attend?

Current managers who wish to grow and develop to move to the next level in their career.

### Approach

Short inputs, discussion, diagnostic instruments, exercises, case studies and action planning.

### Duration

2 Days

**Programme Dates 2010:** Nov 11, 12

**Programme Dates 2011:** March 15, 16

## (S23) Supervisory Skills Programme

### Course Objective

For many people, the rise to the top of a chosen profession or trade means moving from being an expert individual contributor to being a manager of people. For all of us, this transition poses special challenges: not least of which is the challenge of needing to manage people.

### Content

- The Role of the Manager (day 1)
  - What does a manager do?
  - Key management styles
  - The impact of personal characteristics on management style
  - Effective teams and teamwork
  
- Getting the Best from Your Team (day 2)
  - What drives performance?
  - How a manager can impact on performance
  - Motivating others
  - Prioritisation and using resources
  - Performance discussions – skills development

### Who Should Attend?

Newly appointed supervisors who wish to develop their skills and competency as a manager of people.

### Approach

Short inputs, discussion, diagnostic instruments, practical team exercises, case studies and action planning.

### Duration

2 Days

**Programme Dates 2010:** Nov 11, 12

**Programme Dates 2011:** March 17, 18

## (S24) Building High Performing Teams

### Course Objective

This course will help teams to get the best out of their efforts through recognising each others' team styles and strengths, building a positive climate, articulating a vision and achieving clear goals.

### Content

#### Background:

- Ice-breaker
- Stages of team development
- Characteristics of high – performing teams
- Common team challenges
- The basic principles of teamwork

#### Maximising the Team Output

- Developing the team's vision and values
- Agreeing goals and objectives
- Determining a decision-making methodology

#### Individual team roles

- Overview of the 9 Belbin team roles
- Analysis of questionnaire results (partially given as pre-work)
- Discussion of individual and team 'profile' and learning points

#### Building a positive climate

- Communication within the team
- Evaluating work efforts – outcomes and processes
- Building a foundation of trust
- Assimilating new team members

#### Running team meetings:

- Getting agreement at meetings
- Generating ideas - brainstorming and other techniques
- Resolving conflict
- Agreeing action plans

#### Course close/Action Planning

- Individual and team actions going forward

### Who should attend

Anyone who is involved as a team member/ participant or team leader.

### Approach

The course will include a series of team activities which will illustrate how team effectiveness can be enhanced through experiential learning. Handouts will include practical tools and materials for use in the workplace.

### Duration:

One day

**Programme Dates 2010:** Nov 25

**Programme Dates 2011:** Feb 29

## (S25) Talent Management

### Course Objective

This programme aims to equip managers responsible for talent management within their organisation with leading edge tools and techniques in order to implement a structured approach to identifying and developing talent pipelines within their organisation. The trainer is a former HR Manager with GE Capital where such programmes have been extensively documented as best practices.

### Content

- Introduction to talent management
- How progressive organisations approach the task
- Competency definition
- Identifying talent – a systematic approach
- Succession planning – a structured approach
- Talent pipelines
- Development centres
- Training needs analysis
- Accelerated development programmes

### Who Should Attend?

Any Line Manager or HR manager who is responsible for talent management within their organisation.

### Approach

This course is highly practical and experiential. Real life examples of company documentation are used to enhance the relevance of the material.

### Duration

1 Day

**Programme Dates 2010:** Nov 26

**Programme Dates 2011:** March 25

## (S26) Negotiation Skills

### Course Objectives

Participants will:

- Achieve an understanding of the principles and best practices of professional negotiations
- Develop a structured approach to negotiating, using established processes
- Enhance verbal and non-verbal communication skills
- Learn how to use and recognise different negotiation techniques and ploys

### Content

- Understanding the negotiating process
- Handling objections
- Developing a structured approach for conducting negotiations
- Effective communication skills, verbal and non verbal.
- Types of negotiations and negotiators' techniques

### Who Should Attend?

This course will be of particular interest to individuals new to negotiations. Also, negotiators who have not received formal training and now wish to develop and adopt a structured professional approach to their negotiations.

### Approach

Trainer led group and individual work, discussion, role plays and Q&A sessions.

### Duration

1 Day

**Programme Dates 2010:** Dec 6

**Programme Dates 2011:** March 4

## (S27) Time Management - Balancing Your Work and Priorities

### Course Objective

This course will help individuals to reflect on how they spend their time and to identify their priorities. Packed with practical tips and techniques, the course will assist participants to identify the changes they need to make to enable them to be less stressed, more productive, and more focused in their work/life activities.

### Content

**What is Time Management?** *Can we control time? How can we bring about behavioural changes? The 7 habits of highly effective people.*

**Analysing personal time management strengths and development areas.**

- *Time management SWOT analysis ( Strengths, Weaknesses, Opportunities and Threats)*
- *Time-wasters questionnaire – what are my top 3 time-wasters? How can I address them?*
- *Time Management Quiz: Participants are asked to identify which effective time management habits they could implement in order to be more effective.*

**Planning and Prioritising.** *We will look at how individuals can prioritise their workload. Suggestions will include 'To Do' lists; Importance/Payoff matrix; and 80/20 Pareto Analysis.*

**Stress Management:**

- *Assess current stress levels*
- *Identify behavioural and physical strategies to help them to cope with stress*
- *Complete a life/career balance inventory to help them identify areas for change.*

**The Eisenhower Grid – Distinguishing the Urgent from the Important**

**Identifying Work Accountabilities/Goal Setting.**

**Personal Action Plan**

### Who should attend

This course is suitable for anyone who recognises that they would benefit from learning about the principles of time management. All that is required is a degree of commitment (and willpower!) to implementing their Personal Action Plan (see below) in the workplace.

### Approach:

The course has a highly practical approach. A key element of the session will be the completion of a Personal Action Plan which each trainee will take back to the workplace to implement as part of their ongoing development. It is recommended that senior staff/managers meet individually with staff members for a de-briefing so that transfer of learning to the workplace can take place.

**Pre-work:** Each participant will be asked to complete about half an hour's pre-work to help them to identify their individual development needs. Ideally, participants should have a willingness to make changes in their work habits as the long-term usefulness of the course will depend to a large extent on individual motivation levels.

### Duration:

1 Day

**Programme Dates 2010:** Nov 25

**Programme Dates 2011:** Feb 23

## (S28) Customer Service Skills

### Course Objective

Achieve an understanding of the principles and best practices of customer service. Gain an insight to a range of practical knowledge and skill based competencies required to ensure consistent delivery of high quality customer service standards.

### Content

- Customers perceptions and expectations of service
- Communication skills
- Questioning and listening skills
- Key elements of providing quality service
- Problem solving and decision making
- Time management and personal organisation
- Dealing with difficult customers
- Handling customer complaints

### Who Should Attend?

This programme will benefit individuals who interact directly with their organisations customers / service users. It will give them a practical foundation or refresher in a selection of core competencies essential in delivering high standards of service.

### Approach

Trainer led group and individual work, discussion, role plays and Q&A sessions.

### Duration

3 Days

**Programme Dates 2010:** Nov 18, 19, 26

**Programme Dates 2011:** Feb 9, 10, 17

## (S29) Managing your Sales Force

### Course Objective

Participants will gain an understanding of a range of practical knowledge and skill based competencies required to effectively manage themselves and the members of their sales team in order to achieve individual and team targets.

### Content

- Examine the different styles and approaches to sales management
- Conducting effective sales meetings and clinics
- Approaches to developing your sales team
- Ensuring your sales people are motivated to sell
- Managing performance in a target based working environment
- Time and territory management

### Who Should Attend?

This programme will benefit managers made responsible for sales within their organisation, experienced salespeople recently appointed to a sales management role and those looking for a refresher and some new ideas. It will give them practical approaches and selection of core competencies required by Sales Managers.

### Approach

Trainer led group and individual work, discussion and Q&A sessions.

### Duration

2 Days

**Programme Dates 2010:** Dec 1, 2

**Programme Dates 2011:** Feb 15, 16

## (S30) Key Account Management

### Course Objective

Gain an understanding of a range of practical knowledge and skill based competencies required to effectively manage and develop key accounts. Receive guidance on creating key account development plans.

### Content

- Dealing with professional buyers and procurement specialists
- Understanding the different types of influencers within the clients organisation
- Communication, verbal and non-verbal skills
- Effective use of influencing skills
- Time and territory management
- Best practice account management
- Approach to writing a key account business plan (template provided)
- Developing and implementing account development plans (ADPs)

### Who Should Attend?

Individuals new to managing and developing their organisations key accounts. Also experienced account managers who would benefit from the use of a more structured approach to their activities.

### Approach

Trainer led group and individual work, discussion and Q&A sessions.

### Duration

2 Days

**Programme Dates 2010:** Nov 22, 29

**Programme Dates 2011:** March 21, 28

## (S31) Finance for Non-Financial Personnel

### Course Objective

To give participants a clear understanding of the key elements in financial statements and how to interpret the information contained in them. It will give them the skills and tools to undertake effective evaluation of performance and risk

### Content

- Understanding the Balance Sheets, Income Statements and Cash Flow Statements of the commercial and non-commercial organisations
- Identifying how the day to day decisions and activities of the organisations get reflected in financial statements
- Recognising the deficiencies in financial statements and how to overcome them
- Financial analysis of annual reports
- Focussing on the key financial ratios that will identify the important trends in performance and position of the reporting entities
- Understanding the importance of financial and cash flow management

### Who Should Attend?

This programme is designed for anyone who has responsibility for monitoring performance of commercial and non commercial organisations

### Approach

Practical workshop approach with short inputs, discussion, diagnostic instruments, practical team exercises, case studies using actual data and benchmarking against similar organisations

### Duration

2 Days

**Programme Dates 2010:** Nov 16, 17 - Nov 23, 24

**Programme Dates 2011:** Feb 21, 22 – Mar 28,29

## 5. Programme Facilitators

### David Duffy

David is the founder and Executive Chairman of Prospectus. He is a graduate of Trinity College, Dublin (Bachelor of Business Studies) and of IMD, Lausanne, Switzerland (Master's in Business Administration), and is a Chartered Accountant.



David has widespread experience in planning and implementing significant strategic, management and organisational change for organisations in the Central Government, Semi-State, Healthcare, Higher Education, Research and Development, Financial, Performing Arts, Environmental and Professional Services Sectors.

David has particular expertise in advising on the areas of organisation restructuring and corporate governance, in both the Public and the Private sectors.

He is the author of a Prospectus report entitled “Corporate Governance: Leadership not Management - Practical Guidelines for Ambitious Private Companies” - which was commissioned by Enterprise Ireland and widely distributed. He is also the lead author of a book entitled “The Management of Management - A Practical Guide to Corporate Governance”, published by Prospectus in May 2004, and “The Chairman's Guide”, also published by Prospectus, in April 2007.

David's major assignments have included:

- Review of the performance of the Board of the Radiological Institute of Ireland
- Corporate strategy for the National Concert Hall
- Research strategy for Temple Street Children's Hospital
- Strategy for the Children's Research and Medical Council at Crumlin
- Strategic review of health research in Ireland for Forfás
- Development of a five-year strategic plan for the Tyndall National Institute
- Review of the management capacity of the Institute of Technology sector in Ireland
- He also worked with University College Dublin, University College Cork, Trinity College Dublin, Peamount Hospital, IDA, Enterprise Ireland, Department of Health and Children, Department of Social and Family Affairs, Department of Finance, VHI, Bank of Ireland, AIB plc, FBD plc, Friends First, Prudential and Royal & Sun Alliance.

David is a Board member of the Ireland Funds in Ireland. He is a former Chairman of Miss Carr's Children's Home and former President of Dublin University Football Club, the rugby club of Trinity College.

Membership of Professional Bodies:

- President of the Institute of Management Consultants and Advisers (1992 & 2007)
- Member of the Institute of Directors
- Former Chairman of the Strategic Planning Society of Ireland
- Former Chairman of the Trinity Business Alumni

## Vincent Barton

Vincent Barton is Managing Director of Prospectus. He is a graduate of Trinity College, Dublin and of École Nationale d'Administration, Paris (Public Sector Management Programme).

Vincent has many years of experience in the public and commercial sectors. He has an in-depth understanding of, and specialist expertise in, the healthcare and social services sector.



Vincent has an extensive consulting background in areas such as strategy development, organisational restructuring, service reviews and business case development.

Vincent's major assignments have included:

- National review of Critical Care Services for the HSE
- Development of policy framework for National Hospital Co-location Programme for the Department of Health and Children
- Audit of health service structures and functions for the Department of Health and Children
- Strategy development for a number of major academic teaching hospitals and private hospitals
- Health market assessment for private investors
- Bid management for public and private sector clients on major healthcare projects
- Design and development of a number of academic medical centres in Ireland.
- Analysis of market trends for major health services suppliers

Clients that Vincent has worked with include the Department of Health and Children; Health Service Executive, Health Research Board; IDA; VHI; Mater Private Hospital; St Vincent's University Healthcare Group; Beaumont Hospital; Royal College of Surgeons of Ireland; Mental Health Commission; Children's University Hospital; Rotunda Hospital; Mater University Hospital; Genzyme; Abbott Healthcare and Schering Plough.

Vincent lectures on health policy at Trinity College, Dublin.

Prior to joining Prospectus, Vincent worked in the Department of Health and Children. His responsibilities included budget and service negotiations with the health boards and major hospitals, leading the change management team within the Department and development work on the health strategy Quality and Fairness.

Vincent is a former member of the Board of St James' Hospital, Dublin, the Tallaght Hospital Board, which was established to build and commission the new Tallaght Hospital and the Coombe Women's Hospital. He also worked with the Department of Foreign Affairs as Ireland's Health Attaché in Brussels during two EU Presidency periods.

Membership of Professional Bodies

- Irish Society of Quality in Healthcare
- Irish-French Chamber of Commerce
- Health Systems Research Network
- Institute of Management Consultants and Advisors

## **Pedro Angulo**

Mr Angulo is responsible for the ongoing development of the Prospectus HR Consultancy Practice, including business development and the delivery of innovative HRM and organisational development initiatives and projects. He focuses on the development of the Prospectus HR Consultancy Practice utilising his expertise in performance and change management, organisational design, manpower planning, and executive coaching and development



He has over 10 years HR consulting and executive development experience. Prior to joining Prospectus Mr Angulo has worked in senior management roles in PwC, Deloitte, IBM Business Consulting Services and PricewaterhouseCoopers in Dublin. Mr Angulo has led the design and implementation of large-scale human resources, and training and development interventions with both national and international clients, in the public and private sectors.

Mr Angulo's experience spans multiple sectors, including Financial Services, Retail, Health, Pharma, Higher Education, Not for Profit, Philanthropy and Public sector. Some of the clients he has worked with include: Homebase, Threefold Ireland, Dublin Institute of Technology, Centre for Disability Law and Policy, British American Tobacco, Holcim, UCD, Combat Poverty Ireland, Bord Gáis Éireann, Irish National Teachers' Organisation, Port of Cork, European Rugby Cup, St. James's Hospital, National University of Ireland, Department of Social and Family Affairs, Musgrave, ICON Clinical Research, Integration Centre, O2, Permanent TSB, Teagasc, Enterprise Ireland, Glanbia, Tesco, AIB, Office of the Revenue Commissioners, Diageo, Pfizer / Wyeth, MSD / Schering Plough and Kimberly Clarke Europe

For a number of years, Mr Angulo has been a part-time senior lecturer and examiner in the Department of Business Administration in UCD. His teaching areas included Organisational Behaviour, Strategic HRM, Managing People and Change Management at post-graduate and executive levels.

Mr Angulo is a frequent speaker on performance management, change management, organisation design, organisational behaviour and other human potential topics.

Author of "Managing People" - a book used by the Institute of Bankers in Ireland in its Bachelor of Financial Services Degree. Other published work includes "A Model for Changing Organisational Culture" and "If People Are Our Greatest Asset ...Why Are Traditional Recruitment & Retention Strategies Not Working?" He has also published numerous other articles.

Mr Angulo holds a MBS in Management and Organisational Studies from The Michael Smurfit Graduate School of Business (UCD), is a member of the Institute of Management Consultants and Advisors, and is a Board member of the Irish European Mentoring and Coaching Council.

## John Crimmins

John Crimmins is a Director of Consulting with Prospectus. He graduated from Birkbeck College, University College London with an Honours degree in Law. He also holds a Masters degree in Business Studies (e-commerce) from the Michael Smurfit Graduate School of Business, University College Dublin.



Since joining Prospectus in 2004, John has worked on a broad range of projects in areas such as the Public, Healthcare and Not for Profit sectors. John's particular expertise is in developing and implementing training initiatives in large multi-disciplinary organisations, corporate governance and strategy/business planning development.

Prior to joining Prospectus John worked in the Public sector for over 15 years in a number of Government Departments.

A sample of John's relevant experience includes:

- Department of Communications, Marine & Natural Resources - John recently led the development and delivery of the DCMNR's management development programme in conjunction with the Department's Staff Development Unit and senior management. A key element of this training intervention was performance management.
- Office of Public Works (OPW) - During his period in the OPW, John performed the role of Training & Development Manager. His role included ensuring that all staff possessed the necessary competencies to deliver on the strategic objectives of the organisation. This involved identifying skills and competency gaps through in-depth training needs analysis (TNA). Devising business unit specific training plans in conjunction with senior management. Delivering focused training via the most appropriate channel, e.g. internal versus external provider, blended e-learning etc. Establishing mechanisms and processes to assess on-going financial and operational returns on training investment.
- During his time as Training & Development Manager, John customised and co-ordinated the implementation of PMDS in the OPW. He managed the delivery of five days 'Just In Time' performance management training to 700 professional, technical and administrative staff within a one-year period (12 external providers and four internal staff) and a further one days training to an additional 800 industrial staff.

John has also worked at a very senior level with the following organisations in a broad range of performance management and improvement related themes: Department of Social & Family Affairs, Royal College of Surgeons in Ireland (RCSI), Dublin Dental School and Hospital, Radiological Protection Institute of Ireland (RPII), Mount Carmel Hospital and the Little Company of Mary, Office of the Ombudsman, Office of the Information Commissioner and the Standards in Public Office Commission, National Council for Special Education, EirGrid and Department of Communications, Marine & Natural Resources – RTE.

**Justine McCarthy**

Justine is a Director with Prospectus. She is a graduate of Trinity College, Dublin (Bachelor in Business Studies) and of the Michael Smurfit Graduate School of Business, University College Dublin (Masters in Business Studies).

Justine's primary area of expertise is the Healthcare sector, where she has worked with clients to develop strategies, business cases and market positioning papers; to review existing clinical services and also to assess new facility proposals through feasibility studies, medical planning appraisals and needs analysis; and finally to review organisation structures and governance arrangements.



Justine's assignments have included:

- Developing Beaumont Hospital's winning bid to become the Radiotherapy Treatment Centre for North Dublin
- Developing the Mater Hospital's winning bid to become the preferred location for the new National Children's Hospital
- Providing strategic advice to public hospitals during the private hospital co-location initiative
- Exploring healthcare opportunities on behalf of private investors and developers
- Working with hospitals to reorganise cancer services and position themselves strategically in light of the National Cancer Control Programme
- Carrying out a feasibility study for Beacon Medical Group on the development of a Women and Children's private hospital
- Advising Academic Health Centre parties on governance arrangements and implementation considerations
- Working with primary and community care providers to review current services and explore opportunities

Justine is co-author of a book on corporate governance entitled "The Management of Management - A Practical Guide to Corporate Governance", published by Prospectus in 2004.

Justine has worked with a large number of clients, mainly across the Healthcare and Voluntary sectors, including Cork University Hospital; Tralee General Hospital; Acute Hospitals Planning Forum in Cork; Galway University Hospitals (including Merlyn Park University Hospital and University Hospital Galway); Beaumont Hospital; Mater Private Hospital, Beacon Medical Group, Adelaide & Meath Hospital, Dublin Incorporating the National Children's Hospital; Mater Misericordiae University Hospital; Peamount Hospital; National Maternity Hospital Holles Street; Sanford Healthcare in the US; All Ireland Institute of Hospice & Palliative Care; Rotunda Maternity Hospital; Our Lady's Hospice; Mental Health Commission; Royal College of Surgeons in Ireland; Joint Maternity Hospitals Committee; Comhairle; former Southern Health Board; former South Western Area Health Board.

Before joining Prospectus in 2001, Justine worked as a Management Consultant and Project Manager for System 21 Management Consultants in the UK. Prior to that she worked with the Jefferson Smurfit Group in Scotland, Wales and England.

## Deirdre O'Mara

Deirdre is Director of Consulting with Prospectus. She holds a first-class Master's in Business Studies, specialising in International Business, and an Applied Project Management qualification from the Irish Institute of Project Management.

Deirdre has been a professional management consultant for almost 10 years. Her specific areas of expertise are in corporate and business unit strategy development and implementation, large-scale complex organisation change, merger integration, business case development and business efficiency.



She possesses a depth and breadth of consulting experience and skills, knowledge of a number of industries, strong relationship management skills and commercial acumen. Deirdre's major assignments have included:

- Conducting a feasibility study and developing a business case for the establishment of a leading-edge medical research centre in Ireland for a US multinational
- Following Canada Life's €129m acquisition of the German life assurance business of Prudential, Deirdre spent eight months working in the company and managing the merger integration of this large-scale acquisition
- Working with the global finance team of a large, multinational food group to plan and manage the relocation of their cash management operation (systems, processes, people etc.) from Paris to Dublin
- Working with the Director of Operations of a multinational life assurance group to develop a business efficiency programme and supporting its implementation over a six-month timeframe
- Working with senior management at Prudential to develop a strategy for the Irish subsidiary of this major multinational banking and financial services group. Working closely with the Managing Director to review and redesign the organisation structure
- Developing a comprehensive strategy for the IT unit of a large semi-state organisation to spin-off and move from cost recovery to full commercial operations
- Managing the review and redesign of management structures in two of the former health boards

Clients that Deirdre has worked with include AIB, Bank of Ireland, Canada Life, Prudential, EDS, Logica Ireland, Groupe Danone, ESB, Department of the Taoiseach, Enterprise Ireland, Comhairle, former Southern Health Board, former East Coast Area Health Board, former Eastern Health Shared Services, St Luke's Hospital, Royal College of Surgeons in Ireland, University College Cork, Atlantic Philanthropies and The Ireland Funds.

Membership of Professional Bodies:

- Institute of Bankers
- Irish Software Association
- Institute of Management Consultants and Advisors

## Phil Kildea

Phil is a full time Trainer and Personal Coach with over 11 years experience. He specialises in providing training, coaching and business mentoring services in the following areas: management skills including performance management, interpersonal skills, customer care, selling skills and personal development.



He has many years broad ranging management experience, including the formation, operational management, and strategic direction of many highly focused customer oriented, and performance driven teams.

He designs, develops, and delivers a wide range of training programmes customising his approach and methodologies to provide a tailored programme to meet both client and organisational specific needs.

He has worked with a wide variety of clients from many sectors including: Auctioneering, Banking, Public and Civil Service organisations, Enterprise Boards, Financial Services, Insurance, Local Government, City & County Councils, Professional Associations, Third Level Educational providers and Voluntary Organisations.

Phil also lectures part-time in Management and Business Policy for final year students of the Bachelor of Business Studies & Bachelor of Arts degrees for the Institute Of Public Administration. He is also the sole national examiner for these subjects.

He has several qualifications including a Master of Business Administration, Bachelor Of Business Studies (1st Class Hons), a Graduateship in Marketing from MII, a National Diploma in Personnel Management, and Memberships of the IITD & MII.

## Valerie Judge

Valerie has been Consulting and Training / Coaching since 2005. She has over 20 years senior management experience in HR, Executive Training and Development and CEO roles in the Telecommunications and Healthcare sectors. In addition, Valerie;



- Has deep knowledge of Irish Health and NFP / NGO sectors
- Was a member and Chairperson of the Board of Directors, Coombe Women' and Infants' University Hospital
- Is a member of the Advisory Board to the International Quality and Productivity Centre Shared Services Network
- Is a member of Board of Ruhama

### Recent Projects:

- A broad range of executive training and development interventions
- Individual coaching programmes for a large number of senior executives in a wide range of industries and sectors. Currently coaching a CEO in a not for profit organisation and a non-clinical director in a Hospice
- Facilitation and development of strategic plan for Regional Agency providing services for intellectual disability
- Review of model of care and core service delivery processes in healthcare organisation
- Management advice to implementation of significant curriculum change project in second level education
- Governance and management structure at a large University Paediatric Hospital in Dublin
- Management competency profiling at a semi-state agency in the Education sector in Ireland
- Advice to international consultancy firm bidding for a shared services contract in the Health Sector in Canada

### Qualifications:

- Bachelor Social Science, University College Dublin, 1983
- Diploma Health Economics, University of Aberdeen, 1985
- Diploma Advanced Computer Programming and Systems Analysis, Trinity College Dublin, 1986
- MBA, Dublin City University, 1992
- Diploma in Business and Executive Coaching, Smurfit Business School, UCD, 2010

### **Gearóid Hardy**

Gearóid, an experienced Coach, Consultant and Trainer, has over 30 years business experience gained in some of Ireland's leading private and public bodies. He has been consulting and coaching senior executives and owner managers, helping them maximise both their own potential and that of their businesses since 1996. Gearóid lectures on executive education programmes at Smurfit Graduate School of Business including the MBA and Distance Learning programmes in Hong Kong.



Gearóid has been training and coaching senior executives for over 10 years. This coaching is usually preceded with some form of assessment of the individual's style and abilities. Some of his current clients include, Equity Partners of one of the top five Law firms, CEO Technology Company, Operations Manager Electronics company, Assistant Commissioner and Chief Superintendents in An Garda Síochána, Medical Consultants in HSE and Senior Management in Financial Services.

Gearóid delivers Leadership and Self Management modules on the UCD Smurfit Health Care MBA as well the Management Development Programme at the Mater Hospital. Currently in his consulting practice Gearóid is working with a number of organisations to implement new structures and to realign the business into a new operating model. This work includes the creation of a number of new senior roles as well as the development and implementation of a succession process to replace the original founders who currently fulfil the roles of CEO and COO.

Gearóid has studied Leadership at Harvard University, is an honours MBA graduate from the Smurfit Graduate School of Business at UCD and a Computer Science Graduate from Trinity College Dublin. He is a Certified Master Trainer, is certified in a number of Executive Developmental and 360 instruments including the Human Synergistics suite of instruments, Profiler, MBTI, etc.

### Jonathan Logue

Jonathan has 15 years experience in delivering a broad range of learning, developmental and coaching interventions to a large number of organisations both in the Public and Private sectors, at national and international level. He has recently provided Executive Coaching to senior executives in organisations as diverse as CRH, Postbank, ICON Medical and Eircom.

Previously, Jonathan was Learning and Development Manager for O2 Ireland, a HR consultant with Harvest Resources and Watson Wyatt LLP, and a Management Consultant with PwC Management Consultants.



Jonathan's particular areas of expertise include: Senior Manager/ VP/ SVP Coaching and facilitation; Leadership development programme design and delivery; Coaching programme design and delivery; Emotional Intelligence; and Psychometrics.

Jonathan holds a MBS in Management and Organisation Studies from the Smurfit Graduate School of Business, UCD and has a Diploma in Life and Executive Coaching. He is a member of the CIPD, Association for Coaching and the Irish Coaching Development Network

### Current Assignments:

- Providing strategic HR support to a global Pharmaceutical organisation including the development of a talent management pipeline, succession planning, 'Top Talent' development programme design for leaders and individual contributors, and designing and delivering a six-day modular coaching skills programme for the leadership team
- Conducting a 360° review programme for a senior management team, designing and developing a performance management system and conducting one-to-one coaching in a European Pharmaceutical organisation
- Coach/facilitator on leadership development programmes for global medical organisation and global construction organisation
- Design and development of various interventions, including team building, excellent customer care and the development of a talent management programme for a telecommunications organisation
- Designing and delivering a range of training programmes in such topics as mentoring, coaching, performance management and 'personal resilience' for clients in the retail, banking and professional services sectors
- Providing strategic HR support to a financial services organisation including the development of a performance management process and supporting materials, the delivery of a leadership development programme, induction programme redesign and deployment and one-to-one coaching
- One-to-one coaching with local and international clients on personal/ professional development, outplacement and CV/ interview preparation

### **Aoife Stokes**

Aoife has over 20 years experience in HR, Life and Career Coaching, and Learning & Development in a number of sectors and industries.

Aoife is a graduate of UCD (Social Science) and the National College of Ireland and is a member of the C.I.P.D, I.I.T.D, and the Institute of Bankers.

She is accredited in Belbin team roles, the 7 Habits of Highly Effective People, Facilitative Leadership and Workout techniques (Interaction Associates), Six Sigma Quality Methodology and Emotional Intelligence.

Aoife is an Associate Trainer with the I.P.A, the Dublin Chamber of Commerce, and has contributed as a key trainer on a number of Skillnet projects, namely Highway To Learning, Accel and the Law Society.

Aoife's key area of expertise is the design and implementation of customised training and development programmes in the areas of facilitation skills, presentation skills, leadership skills, supervisory skills, career development, motivational training, interpersonal personal effectiveness/assertiveness and interviewing skills.

Sample clients she has worked for include: Icon Pharmaceuticals, Bank of Ireland, Food Safety Authority, Threshold, Ebay/Paypal, Dublin Chamber of Commerce, Sligo Institute of technology, Skillnet, The Law Society, Lloyds TSB, Ulster Bank Markets and GE Capital, etc.

## **Kari Heistad**

Kari Heistad is a world-renowned expert in creating diversity initiatives for organizations, teaching companies how to manage diversity in the work place and helping people to gain cultural competency skills. Her work has brought her into contact with world leaders, business executives, inner-city youth and non-profit professionals. Kari developed her interest in diversity and cross-cultural competency through a lifetime of international travel, cross-cultural experiences, education and professional experience.



Kari holds a Masters in International Administration from the School of International Training.

Kari has worked for the United Nations Association of Greater Boston as Executive Director. In this position she created a Model United Nations curriculum that teaches inner-city high school students non-violent conflict resolution, communication and negotiating skills. The curriculum was endorsed by UN Secretary-General Kofi Annan and it has reached 350,000 students worldwide

With a passion for helping people build respectful relationships across differences, Kari has developed more than 80 hours of original content, created countless activities and exercises, produced several diversity models and has spoken before more than 12,000 people. The message in all of her work is that by finding common connections across differences, we can build relationships that honour the uniqueness of each individual.

Kari's volunteer leadership work includes serving as a board member for the UN Association where she chairs the education committee and in the past has included serving on the national education committee for UNA-USA, several local nonprofits and being a board member of the Ski for Light from which she received several leadership awards.

## Maura Doyle

Maura is a highly skilful Facilitator, Trainer and Coach. Maura has worked extensively with clients in Financial Services, Public sector, Hi-Tech Multinational, Pharmaceutical and Education sectors in a broad range of people related interventions including coaching, leadership development, team development and facilitation, assessments, and change management.

Maura holds a Master of Science degree in Management Practice from Trinity College, Dublin. She is a certified facilitator of FIRO-B and Myers Briggs Type Indicator psychometric tests and has practical experience in the 360 degree profiler tool and process from Personnel Decisions International.



Recent assignments include:

- **Pharmaceutical Organisation**  
Supported the senior team to develop a strategy to differentiate the local subsidiary from their counterparts in Europe and followed up with a year long training and coaching programme to support the managing director and his senior team to implement the strategy. A 360 degree instrument was designed and implemented, feedback took place 1:1 and focus areas were agreed with each individual. An eight month coaching program followed where I worked with each executive to clarify their goals and deliver on them. At the end of the programme, executives shared the learning and addressed systemic issues presenting.
- **Health & Social Care Services Sector – Executive Coaching**  
Have worked in a coaching capacity with a number of the executive team; helping them to focus on day-to-day management issues they face with their teams. Typically, engagements lasted between six and eight months.
- **Manufacturing and Public Sector – Leadership Development Programme**  
Developed a leadership development programme for middle and senior management - It included team sessions and 1:1 coaching, covering areas such as: Effective Management & Leadership; Self Awareness & Influencing Skills and Managing Change
- **High Tech Manufacturing, Financial & Pharmaceutical Organisations – Team Development, Self-Awareness & Coaching**  
Facilitated new and existing teams to harness the talents of the team; to surface and deal with issues, develop and commit to a common purpose and way of operating. This involved diagnostic instruments, self-awareness and leadership development initiatives, including coaching for the senior teams.

## Hilary Hough

Hilary Hough is a financial consultant with a wide range of corporate finance and general management experience. He worked with Bank of Ireland where he held a number of senior positions in Corporate Banking, Credit Management and Financial Analysis, SME Strategy and Marketing. He was at different times Manager of the SME Division, Head of Group Public Affairs,



Head of the Property Division and Managing Director of Bank of Ireland Finance and Bank of Ireland Commercial Finance. He was also Managing Director of International Factors. Since leaving Bank of Ireland he has provided financial consultancy and training to senior executives in a range of large and small companies and public sector organisations throughout Europe, the Middle and Far East and the US. These include Johnson & Johnson, Sony Ericsson, Kone Lift Corp, LM Ericsson, Hilton Hotels International, Carlsberg, Dulux, Eurocontrol Agency, Akzo Nobel, Janssen Pharmaceuticals, Japan Tobacco, An Post, RTE, Dublin Airport Authority, Dept of Communications, Coillte, Edward Dillon & Co, Vodafone, Turkcell, Enterprise Ireland, UCC, Bord Bia

He is non executive director of a number of Irish companies in the IT and property sectors including IT Alliance Ltd which is Ireland's largest provider of outsourced IT services. He is currently mentoring a number of SMEs in the food sector in Ireland.

He is a Certified Accountant (FCCA), a Fellow of the Institute of Bankers in Ireland and of the Marketing Institute and one of the few Irish graduates of the Smaller Business Management Programme at the Harvard Business School. He was President of ACCA Ireland and was on the ACCA worldwide council for 6 years. He also spent a number of years on the council of the Institute of Bankers in Ireland. He recently completed the Diploma of the Institute of Directors. He was on the editorial boards of the Irish Banking Review and of Decision magazine. He also acted, for a number of years, as a government appointed non-veterinarian on the Irish Veterinary Council. He is also a non executive director of European Movement Ireland.

He has written and lectured extensively on small business, finance and other management issues. He has written a manual on Financial Management which is used extensively throughout the world by those studying for the Certified Diploma in Accounting & Finance (C.Dip. A.F.) He has also written a book called "Accounting and Finance for the Lending Banker" which has become a leading text on the subject for lending bankers both in Ireland and abroad.

## Appendix 1 – Prospectus Client List

Public Sector:	Health & Social Services	Third & Fourth Level Education:
<ul style="list-style-type: none"> <li>• Adoption Board</li> <li>• CIÉ</li> <li>• Comhairle</li> <li>• Competition Authority</li> <li>• Cork City Council</li> <li>• Courts Service</li> <li>• Department of Agricultural and Rural Development, Northern Ireland</li> <li>• Department of Agriculture and Food</li> <li>• Department of Arts, Heritage, Gaeltacht and the Islands</li> <li>• Department of Education and Science</li> <li>• Department of Finance</li> <li>• Department of Health and Children</li> <li>• Department of Social and Family Affairs</li> <li>• Department of the Taoiseach</li> <li>• Department of Transport</li> <li>• ESB</li> <li>• Enterprise Ireland</li> <li>• Family Support Agency</li> <li>• Fingal County Council</li> <li>• Forfás</li> <li>• Galway County Council</li> <li>• IDA Ireland</li> <li>• Invest Northern Ireland</li> <li>• Irish Prison Service</li> <li>• Irish Rail - Iarnród Éireann</li> <li>• Laois County Council</li> <li>• National Training and Development Institute</li> <li>• Pensions Board</li> <li>• Radiological Protection Institute of Ireland</li> <li>• State Laboratory</li> <li>• Údarás na Gaeltachta</li> </ul>	<ul style="list-style-type: none"> <li>• Adelaide &amp; Meath Hospital, Dublin</li> <li>• Aut Evin Hospital</li> <li>• Beaumont Hospital</li> <li>• Bristol-Myers Squibb</li> <li>• Children's University Hospital (Temple Street)</li> <li>• Connolly University Hospital</li> <li>• Coombe Women's Hospital</li> <li>• Cork University Dental School and Hospital</li> <li>• Cork University Hospital</li> <li>• Department of Health and Children</li> <li>• Fannin Healthcare</li> <li>• Galway Regional Hospitals</li> <li>• Health Research Board</li> <li>• Health Service Executive</li> <li>• Incorporated Orthopaedic Hospital of Ireland</li> <li>• Institute of Obstetrics and Gynaecology</li> <li>• interim Health Information &amp; Quality Authority</li> <li>• Irish Health Services Accreditation Board</li> <li>• Irish Medicines Board</li> <li>• Joint Council of Maternity Hospitals</li> <li>• Little Company of Mary</li> <li>• Mater Misericordiae University Hospital</li> <li>• Mater Private Hospital</li> <li>• Mental Health Commission</li> <li>• Mount Carmel Hospital</li> <li>• Our Lady's Hospice</li> <li>• Peamount Hospital</li> <li>• Pfizer, Ireland</li> <li>• Religious Sisters of Charity</li> <li>• Rotunda Hospital</li> <li>• Royal College of Surgeons in Ireland</li> <li>• Royal Hospital Donnybrook</li> <li>• Royal Victoria Eye and Ear Hospital</li> <li>• St Francis Hospice</li> <li>• St Luke's Hospital, Dublin</li> <li>• St Patrick's Hospital</li> <li>• St Vincent's Healthcare Group</li> <li>• St Vincent's Hospital, Fairview</li> <li>• Unicare</li> <li>• United Drug</li> <li>• Shering Plough / Merc</li> </ul>	<ul style="list-style-type: none"> <li>• Dublin City University</li> <li>• Faculty of Medicine, University College Cork</li> <li>• Medical School, University College Cork</li> <li>• National College of Ireland</li> <li>• Royal College of Surgeons in Ireland</li> <li>• Trinity College, Dublin</li> <li>• University College Cork</li> <li>• University College Dublin</li> <li>• NUI Galway</li> </ul> <p><b>Research &amp; Development:</b></p> <ul style="list-style-type: none"> <li>• Advisory Council for Science, Technology and Innovation</li> <li>• Health Research Board</li> <li>• National Training and Development Institute</li> <li>• Teagasc</li> <li>• Tyndall National Institute</li> <li>• HFA</li> <li>• IOT</li> </ul> <p><b>Philanthropy &amp; Not for Profit</b></p> <ul style="list-style-type: none"> <li>• Amnesty International</li> <li>• Carmichael Centre</li> <li>• Cheshire Ireland</li> <li>• Child and Family Research and Policy Unit, NUI Galway</li> <li>• Educate Together</li> <li>• Irish Centre for Social Gerontology, NUI Galway</li> <li>• Centre for Disability Law and Policy, NUI Galway</li> <li>• Irish Georgian Society</li> <li>• Miss Carr's Children's Home</li> <li>• National Training and Development Institute</li> <li>• Our Lady's Hospice, Harold's Cross</li> <li>• PACT</li> <li>• Religious Sisters of Charity</li> <li>• Senior Help Line</li> <li>• Society of St Vincent de Paul</li> <li>• The Atlantic Philanthropies</li> <li>• The Ireland Funds</li> <li>• The Integration centre</li> <li>• Centre for Effective Services</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Threefold</li> <li>• Homebase</li> <li>• IBEC</li> <li>• National Concert Hall</li> <li>• AIB</li> <li>• Citi</li> </ul>

## Registration Form

### Contact details

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Title: \_\_\_\_\_ Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

Organisation: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone number: \_\_\_\_\_ Email Address: \_\_\_\_\_

### Programme Details

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Please confirm the programme(s) you wish to participate in:

Programme(s) Name: \_\_\_\_\_

Reference number(s): \_\_\_\_\_

### Payment details

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Please indicate the fee to be paid accordingly with the price list attached in the brochure and select method of payment below:

Programme(s) Fee: \_\_\_\_\_

Bank Transfer

Cheque

Please make transfer to Prospectus Limited, Ulster Bank, account 00134552, sort code 98-50-50 and quote ref mc/course code (e.g. mc/S31)  
Cheques payable to Prospectus

**Please fill out all of the above fields and return a copy of this registration form with your payment to Louise Beaumont, Prospectus, Suite 406-407, Q House, Furze Road, Sandyford, Dublin 18. Email: lbeaumont@prospectus.ie  
Tel: (01) 2603122 Fax: (01) 2603130**

Places will be allocated on a first come first served basis and you will receive a response when your place has been confirmed.

Signature

#### Terms and Conditions

**Payment and Registration Fees** - Prospectus encourages payments by a bank transfer or a cheque. All registration data submitted to Prospectus will be treated confidentially. A place will be confirmed via email on receipt of signed registration form

Please complete one form per delegate in capital letters and return it with your payment.

#### Cancellation policy

In the event a participant cancels the training, the following cancellation charges will apply according to the date when notification of cancellation is received:  
2 weeks prior to date of training: 100% of original fee will be paid; Between 6 weeks and 2 weeks prior to date of training: 50% of original fee will be paid;  
Between 8 weeks and 6 weeks prior to date of training: 25% of original fee will be paid; Over 8 weeks prior to the date of training: no fees will be paid.

#### Fees Include

Refreshments, lunch, course documentation and a Certificate of Attendance will be provided and are included in the price.