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employees in
order that they
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Any tool which
helps people to
become 'even
better' and 'more
consciously**

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**competent' in
their roles is to
be welcomed. So
it's not
surprising that
coaching is now
firmly
established in
schools. And
because
coaching centres
around asking
challenging and t
hought-**

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provoking questions, coaching and reflecting are inextricably linked. Find out how tools such as the 'miracle question' and 'scaling' enable high quality, thoughtful dialogues and how learning to

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**build rapport, to
question, listen
and give
feedback can
develop both
coach and
coachee. Hook,
McPhail and Vass
also talk you
through goal-
setting and
explain how to
develop solution-
focused coaching**

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portraits of
'difficult'
participants
encountered on
training courses
and at meetings.
Meet the
Trapper, the
Griper, the Silent
Cynic, the
Whisperer and
their many
friends. Learn***

how to cope with them using such techniques as 'blockbusting', 'psychological judo', 'reframing', 'self-revelation' and 'confrontation'. Cartoons of the characters add to the humorous approach and there are four

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approach to all
aspects of
structuring and
delivering a
training course
or seminar. It
covers learning
theory, learning
environment,
techniques for
opening and
closing the***

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*session, the right
equipment and
how to use it,
preparation,
delivery and
group exercises.
The widespread
popularity of
coaching in
support of
workplace
performance,
leadership
development and*

employee engagement was heavily underscored by the findings of a CIPD (Chartered Institute of Personnel and Development) survey carried out in 2009 which revealed that 90 per cent of organisations

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*surveyed use
coaching
techniques.*

*Cognitive
Behavioural
Coaching (CBC)
takes coaching a
stage further. It
recognises that
how people think
affects how they
feel which, in
turn, influences
the decisions and*

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*actions they
take. Through a
systematic
process of
questioning, CBC
challenges an
individual's
limiting beliefs
and behaviours
and helps them
to see and act
differently. The
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had a major
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and now focuses
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look in detail at
the necessary
skills for
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questioning
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are explored,
with ways in
which to use
them, as well as
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avoid asking,***

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**while a helpful
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**interview shows
the techniques in
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and conducting
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For those who do business overseas, this book is a valuable insurance policy', commented The Good Book Guide on The Cross-cultural Business Pocketbook. 'It sets out not only examples of

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local attitudes and thinking but a whole way of planning and executing international communication and business dealing', continued the Guide. This Pocketbook is for anyone doing business outside his or her country, whether attending or organising a multinational conference, making a

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presentation to a group
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different countries, or
being relocated abroad.
Starting with a look at
culture and its effects on
working behaviour, the
book then reviews ways
of developing
communication skills
across the culture gap.
Finally there is a section
of specific material
covering, amongst

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identifying problem
areas'.

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supervisors and people
managers of all levels,

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this pocketbook helps you learn the POLCA, the five essential management skills. 'P' is for 'planning'; 'O' is for 'organising'; 'L' is for 'leading'; 'C' is for 'controlling'; and, 'A' is for 'achieving'.

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that launched
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and delivering a training
course or workshop. It
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and closing the session,
the right equipment and
how to use it,
preparation, delivery
and group activities.

Author John Townsend
writes: "This new
edition has been totally
revised in light of the
advances in training
technology, especially in
the audio-visual field,
but retains all the still-
valid classics that have

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additions are insightful and complete an already indispensable guide to training practice. I love it!" Fabbio Grassi,

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First impressions count!

A well-planned and thoughtful induction process will give new employees a sense of belonging and lead to greater motivation and

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productivity. The Induction Pocketbook examines ways of introducing a successful programme at all levels. It looks at the benefits of induction, who to involve in delivering induction (not just personnel staff!) and who should receive induction (not just newcomers!). There are further chapters on what

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to include in the induction programme, when and where it should take place and how to evaluate the induction. Finally, there is a series of checklists (one for each stage of the process) and a case study.

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the structure of
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(attention, effort,
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whether you like it
or not! The bully is
one of a number of
bad behavioural
types found in the
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are those that play the martyr ('I suppose I'll have to do it'), those that only see things their way (described by the author as 'Narcissists'), saboteurs who do nothing (the so-called 'passive-aggressive' types),

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persistent fault-finders, clams and chatterers, moaners, whiners, whingers and numerous others. The author lists them all, identifies the likely causes and effects and explains how to identify and deal with the problems.

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awareness at an
individual and a
team level. This

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various
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feedback. It includes key recommendations on aspects that directly or indirectly impact debriefing with different populations of learners such as students or qualified healthcare

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professionals of various levels of seniority. This book can also be used as a survival guide for both simulation educators and clinicians during debriefings. It includes several useful sections explaining the

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different phases of a debriefing session, which help learners develop and consolidate their knowledge, and identify potential knowledge or performance gaps and near misses. The underlying philosophy of this

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book is to also promote profound respect for the trainee by using a non-offensive debriefing approach.

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**comprises five
elements: Self-
determination
(degree of individual
autonomy) Purpose
(role
clarity) Authenticity
(scope for self-
expression) Reward
(spiritual, emotional
& financial
gain) Challenge
(need for learning &
development) For**

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***each element five
management
interventions are
described, bringing
the model to life and
underscoring the
pocketbook's
practical approach.
Author Ian Fleming
directs the
'Developing People
Pocketbook' at full
time trainers and
managers with staff***

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training as part of their jobs. He deals with training needs identification, the pros and cons of different training methods, learning styles and learning blocks, finding and briefing external trainers, assessing the outcome and applying the learning. Reviewing

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*an earlier edition of
this title, Training
Education*

*Employment Journal
wrote: 'A worthy
overview of training
needs identification,
design, delivery and
evaluation. Read
this and you could
save many hours
ploughing through
far less accessible
tomes on the*

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subject'.

**Facilitator's
Pocketbook**

***A pocketful of tips,
tools and
techniques to
advance your
coaching skills and
promote a more
confident and
reflective approach***

***Developing People
Pocketbook***

Trainers pocketbook

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**Engagement
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Pocketbook**

Failure to delegate or failure to delegate effectively is costly - to you, your colleagues and, ultimately, your employer. There are both morale and productivity issues. It's enough to make you cry unless, that

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Trainer
is, you adopt the
'onion' approach
which lies at the
heart of the
delegation process
as described by Jon
Warner in The
Delegation

Pocketbook. Think
of your workload in
layers, like those of
an onion: tasks at
the core need to be

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retained and more personal control exercised; those in the outer layers can be delegated, the more so the further from the core. To delegate effectively you need to understand your own attitude to delegation (a questionnaire in the

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pocketbook will help you here), what you can delegate and why you should do so (beware the wrong reasons!), who to delegate to, how to prepare properly and what briefing style to adopt - controlling, tentative, participative or

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collaborative.

Warner

recommends aiming
for the latter style,
collaborative, which
is achievable using
the principles
outlined in his book.

There is advice too
on setting
goals/milestones,
using controls to
minimise risk, how

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to monitor the
process, warning
signs to look out for
and how to react,
and maintaining
responsibility and
accountability.

Recognising the
contribution made
by others and
learning from the
experience are also
covered. How well

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do you delegate and
what style do you
adopt: controlling,
tentative,
participative or
collaborative? This
pocketbook looks at
the what, when and
how of delegation -
an insightful and
practical overview.
Many if not most
teams in the modern

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workplace fall well short of harnessing their collective capability, maintains Erik de Haan, resulting in loss of performance and poor results. For the author of the Team Coaching Pocketbook and director of the Ashridge Centre for

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Coaching, this is a depressing thought yet he's quick to point out that poor performance is readily managed if team members are minded to reflect intelligently on how they operate and have the skills to do so. "This is where team coaching can

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be beneficial", says de Haan. "It helps teams think through what they are doing and why, how they can integrate individual skill sets and how they can innovate." Written by an expert in his field, this is a practical, insightful guide to team

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coaching which will
benefit both

coaching specialists
and team leaders

March 2014 marks
publication of the
2nd edition of the
Training Evaluation
Pocketbook which
explains -

succinctly, visually
and with abundant
informative

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examples - how to measure training results. In order to 'demystify' the process of evaluating training events, the pocketbook identifies nine possible outcomes to measure: reaction to training,

The 2nd edition of
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explains -

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measure training
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process of

evaluating training

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Trainer
events, the
pocketbook
identifies nine
possible outcomes
to measure: reaction
to training,
satisfaction with the
way training was
organised,
knowledge
acquisition, skills
improvement,
attitude shift,

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behaviour change,
organisational
results, return on
investment and
psychological
capital. The book's
authors are Paul
Donovan and John
Townsend who
have also jointly
written three other
titles in the
Pocketbook Series,

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namely: Facilitator's,

Training Needs

Analysis and

Transfer of

Learning.

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3rd Edition

Cross-Cultural

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Ninety percent of all training is a waste of time (reveals a US investigation) either because the training is not transferred into the workplace, or the training design/delivery is poor or the participants are

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unable/unwilling to learn. The Learning Needs Analysis Pocketbook will ensure that your people development solutions are tied to the organisation's strategic plans and objectives. The authors simplify the analysis process and demonstrate

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that it can be strategic, rewarding, career-enhancing and, even, fun! The book is divided into three sections: 1. The Six Windows: a method of looking into the organisation to identify the most pressing and results-oriented learning needs. 2. The 10

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Point Training Plan: the document, spreadsheet or wall chart where you can record all your notes from the learning needs investigation and plan for each training course or event. 3. The Tool Box: to help you do a great job at every step of the process.

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Pocketbook Trainer The Icebreakers Pocketbook

contains some 40 original activities that will enable trainers to add impact to their training workshops.

The activities are grouped together according to their suitability for particular areas of

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training - for
example:

assertiveness,
communication,
coaching &
mentoring, people
management, teams
and trainer training.
For each activity the
authors describe the
aims, outcomes and
relevance of the
learning, and

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provide full user instructions along with information on timing, number of participants, materials required, necessary trainer knowledge and possible variations. Most of the activities take between 10 and 30 minutes to complete. There are

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those suitable for small groups and those appropriate for any number of people. A good read.

Transfer of learning is the application, back at work, of knowledge, skills and attitudes obtained in learning situations. The

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amount of learning that is transferred back to the workplace after a training event is the key measure of the success of that training. There is, after all, no point carrying out the training if nothing changes as a result of it. But the transfer

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doesn't only depend on how good the training is. A number of key factors have to be in place. In the Transfer of Learning Pocketbook, authors Dr Paul Donovan and John Townsend identify 17 factors that determine whether or not new

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learning will be transferred and used to improve job performance. After extensive research within the HR community, the factors were identified and then prioritised according to their impact on return on training investment. The

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book sets out each of the 17 factors in turn before giving the reader 70 specific action tips, grouped into five sections that follow the five stages of the training process. Donovan and Townsend have collaborated on several other

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Pocketbooks,
including the highly-
regarded Training
Evaluation and
Training Needs
Analysis.

A strategy defines
which markets a
business will
operate in and sets
out the
organisational
competencies that

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will be needed (and what actions need to be taken to develop them) to enable the business to gain and sustain its competitive edge.

The Strategy

Pocketbook

introduces strategy in clear and concise terms. It sets out the basics, explaining

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the language of strategists, the factors that shape and drive strategy, the key steps that will lead to the setting and development of a strategy, and the strategic tools that will be needed along the way. Author Neil Russell-Jones MBA,

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chartered banker and member of the Strategic Planning Society, guides readers through the strategic planning process. His step-by-step approach begins with primary analysis (of the business, its competition and markets) and then

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secondary analysis
(of what the

business is offering
and what this

implies). Planning is
the penultimate
step, followed by
implementation.

Numerous analysis
tools are used by
strategists, including
SWOT, PEST,
scenario, core

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competency and
critical success

factor to name but a
few. Russell-Jones,
aided by clear
graphics, describes
the more important
tools.

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Yourself
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Empowerment is
often confused
with
delegation
and, wrongly,
is often seen

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and all those
people who are
concerned with
getting the
best from
their
workforce.

Areas covered

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include:
identifying
the need for
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enabling the
individual,
implementation
(nine steps to
get
empowerment in
place) and,
finally,

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A Manual on
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