



Human Capital
**TRAINING
COURSES**



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Building Effective Organisations

Design, organize and collaborate



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Communication & Teamwork

1 day

“The single biggest problem in communication is the illusion that it has taken place.” – George Bernard Shaw

Successful communication results in a common understanding. This can be challenging as people with different personality styles tend to interpret the same message differently.

“That’s not what I meant!” is an often heard phrase following a breakdown in communication.

The answer is intentional communication. When people communicate with intent and clarity, the result is fewer misunderstandings, increased trust and all round better teamwork.

Programme overview

- * Heightening awareness of different behavioural tendencies and communication styles
- * Understanding how different personality styles impact teamwork
- * Developing personal speaking and listening skills through understanding our natural biases and communication filters
- * Cultivating specific practices that enhance communication for the benefit of both the individual and the organisation

Programme outcomes

- * Fewer misunderstandings
- * Increased trust
- * Improved collaboration

Who should attend

- * Any person who deals with people



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Job Analysis

1 day

A job analysis should be the first step in every major human resources effort. It provides the objective criteria needed for executives to make informed decisions regarding staffing, selection, performance, succession planning and compensation.

Job Analysis is a process to identify and determine in detail the particular job duties and requirements and the relative importance of these duties for a given job. Job Analysis is a process where judgements are made about data collected on a job.

Programme overview

- * The link between job descriptions and other HR processes
- * Articulating job purpose, accountabilities and job requirements adequately
- * Conducting successful job analysis interviews

Programme outcomes

- * Compile, capture and measure job descriptions in an objective, clear and effective manner
- * Person specifications
- * Competencies and Performance criteria
- * Interview questions
- * Structured application forms

Who should attend

- * HR employees and line managers who are required to draft job descriptions within their organisation



Paterson Job Evaluation

1 day

The Paterson Job Grading System is a method where jobs are evaluated based on predefined criteria by using a comprehensive question methodology to rate each duty of each specific KPI/KPA of a job and then present findings to a committee for results.

This methodology analyses decision-making in job tasks, and categorises jobs into six groups that are graded and grouped into two to three sub-grades. These factors include stress, individual tolerance, length of job and number of responsibilities. These all correspond to organisational levels. The six grades, also called bands, define pay scales.

Programme overview

- * Introduction to Job Evaluation
- * What the Paterson methodology encompasses
- * Using the Paterson methodology to evaluate jobs
- * How the Paterson approach can be used in defining reward structures, career progression and other HR processes

Programme outcomes

- * Understand the fundamental principles of Job Evaluation
- * Understand the role of the Job Evaluation committee
- * Understand the theory and principles of Paterson Job Evaluation methodology
- * Understand the basic principles of the other JE systems
- * Competently evaluate jobs utilising the Paterson job evaluation methodologies

Who should attend

- * This training is for any individual, HR specialist or manager wishing to understand the Paterson Grading system.
(No prior job evaluation experience is required).



Develop & Nurture Talent

Following a Participant Approach in Everything



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Assertiveness

2 days

It is a learnable skill and way to communicate.

"It is a way of expressing oneself clearly and resisting manipulation" – Smith, MJ. 1975

What are the benefits of being Assertive?

- * People know what is expected of them in the shortest possible time
- * Higher trust levels between people, because there is no hidden agenda
- * People speak their mind
- * People feel good about themselves – they share feelings, opinions, needs, wants and ideas, and people are ok if their ideas are rejected

Programme overview

- * Introduction to Assertiveness
- * Assertiveness techniques
- * Being assertive in special situations

Programme outcomes

- * Recognise the link between assertiveness, confidence and self-esteem
- * Identify the best approach to use when voicing ideas and opinions to colleagues and senior managers
- * Handle difficult situations and people confidently and assertively
- * Deal with criticism, confrontation, anger, and negativity effectively and positively
- * Overcome feelings of apprehension and understand the importance of language and body language to assertiveness
- * Use assertiveness techniques for dealing with bullies and aggressive people
- * Learning to say no
- * Develop techniques for better working relationships using assertiveness

Who should attend

- * Employees
- * Team Leaders
- * Supervisors
- * Managers
- * Any person who wants to improve interpersonal communication and relationships



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Business Ethics Champion

1 day

Provide your employees with the knowledge and practical tools that are needed to effectively implement Business Ethics in the workplace and allow everyone to be a Business Ethics Champion.

The Business Ethics training can make a significant contribution towards reducing legal action against organisations and cost decline resulting from supply shrinkage. Furthermore, if an organisation exercises particular care in 'doing right' by meeting all responsibilities to its employees, customers, suppliers and all stakeholders, it is usually awarded with a high degree of loyalty, honesty, quality and productivity.

Programme overview

- * Explores several important issues relating to organisation ethics and creates practical awareness of the topic
- * Stimulates conversation about the ethical dilemmas facing your organisation
- * Assists the parties involved in reaching agreement on possible ways to deal with these dilemmas

Programme outcomes

- * Define business ethics in practical terms
- * Develop awareness and sensitivity to ethical issues
- * Align organisational behaviours with operating values
- * Understand the various approaches to ethical decision making
- * Understand the dynamics of ethical dilemmas
- * Apply various tools that encourage ethical decision making and
- * Establish the requisite operating values and behaviours

Who should attend

- * Everybody who wants to effectively implement business ethics in the workplace



Coaching & Counselling Skills for Managers

3 days

'Help! I have to improve the performance of the people who report to me – I am held accountable for my team's performance.' - A training programme designed to assist Manager-Leaders in achieving top performance

Programme overview

- * A discussion of the differences and similarities between coaching and counselling
- * The theory underpinning these concepts
- * Discovering the underlying competencies
- * An integrated model for empowering individual employees
- * The micro-skills of coaching and counselling:
 - * Listening
 - * Asking questions - Giving feedback
 - * Attentive body language
- * Proposed discussion structure agendas

Programme outcomes

- * Develop a sound protocol for conducting a meaningful coaching session
- * Deliver feedback that both praises and corrects team members while developing a positive atmosphere going forward
- * Develop strategies and skills to effectively address and resolve conflicts leading to the highest quality outcomes
- * Understand how to turn the performance review session into a productive coaching session and strategically guide all team members to improved performance

Who should attend

- * Directors
- * Executives
- * Managers
- * Anyone who is held accountable for the performance of others



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Unit Standard 252035
NQF Level 5
Credits 8



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E-Colors & Personal Intervention

1 day

Use your personality as a common language to lead to greater self-awareness, understanding of others and a meaningful change and improvement.

With knowledge of what triggers actions and reactions in ourselves and others, it is possible to make conscious choices, choosing to succeed and perform to our highest potential, both individually and collectively.

Delivering meaningful change through a common language:

- * **E-Colors** – a tool that heightens self-awareness
- * **Personal Intervention** – a tool to promote self-management
- * **8 Essentials of High Performance** – a tool that improves outcomes

Programme overview

- * Determine the need and develop the solution
- * Understand the E-Colors and Examine the 8 Essentials
- * Establish Personal Intervention
- * Integrate into Operations
- * Maintain sustainability
- * Stay accountable

Programme outcomes

- * Emotional Intelligence and Self-awareness
- * Interpersonal Skills and Communication
- * Self-regulation: managing one's negative emotions
- * Developing a positive emotional focus, Self Confidence and Resilience
- * My Purpose and Goal Setting

Who should attend

- * Any person who deals with people



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Unit Standard 252031
NQF Level 5
Credits 4



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Emotional Intelligence

2 days

EQ is emotional and social competencies that determine how well we understand and express ourselves, understand and relate with others and cope with daily demands and pressures.

EQ impacts on the following:

- * **Performance at Work** – EQ helps navigate the social complexities of the workplace, and helps to lead and motivate others and excel in a career.
- * **Physical Health** – Uncontrolled stress could raise blood pressure, suppress the immune system, and increase the risk of heart attack and stroke.
- * **Mental Health** – If unable to understand and manage own emotions, a person would also be open to mood swings, while the inability to form strong relationships could leave people feeling lonely and isolated.
- * **Relationships** – By understanding own emotions and how to control them, a person is better equipped to express feelings and understand how others feel. This results in more effective communication.

Programme overview

- * Introduction to Emotional Intelligence
- * Dealing with Emotions, Risk and Fear of Failure
- * Achieving Success
- * Self-Concept and Self-Esteem
- * Taking Responsibility for Personal Success
- * Knowing People
- * Becoming more Assertive and Dealing with Conflict

Programme outcomes

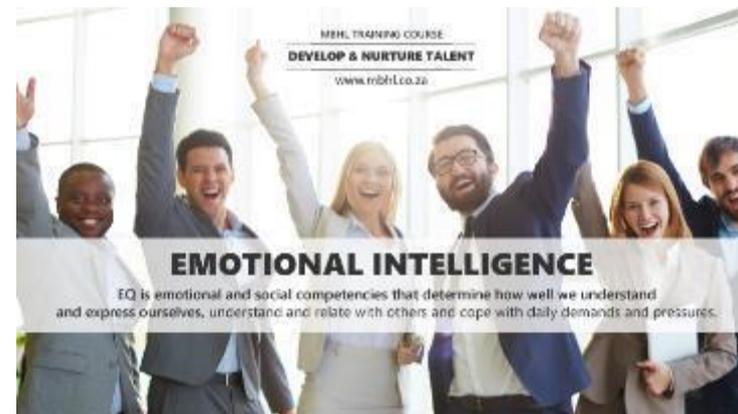
- * Emotional Intelligence and Self-awareness
- * Interpersonal Skills and Communication
- * Self-regulation: managing negative emotions
- * Developing a positive emotional focus and Resilience
- * Identifying goals for a balanced lifestyle

Who should attend

- * Talent practitioners who need to deliver individual feedback to learners



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Unit Standard 252031
NQF Level 5
Credits 4



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Mentoring – The Big Picture & Bonding in a Fun Way!

4 days

Mentoring is a powerful, cost-effective development intervention. However, mentor-mentees often fail to achieve the purpose of their existence. Ensure that your teams fulfil their purpose by focusing training on the mentee, the mentor and the team as a whole!

The Mentor's path

Potential mentors attend a **two-day** training programme, which includes theoretical input, a case study and role-play. The following topics are covered during the training:

- * The mentorship blueprint
- * The macro and micro mentorship process
- * The various mentor roles and responsibilities
- * Principles of Accelerated Adult Learning
- * How to draw up a road map
- * The importance of communication
- * Micro skills for mentors

Potential mentors receive Tutoring. A tutor is a person who gives individual instruction

The Mentee's path

Potential mentees, attend a Mentee Orientation Session of **one day**. The purpose of the Orientation Session is to enable mentees to learn more about mentoring and the programme's potential impact on current job performance. They are also informed of the criteria that should be applied to ensure that a suitable mentor is selected.

The Mentor-Mentee Workshop

The purpose of this **one-day** workshop is to ensure that each mentor-mentee partnership clarifies the roles and responsibilities of both the parties involved and agrees on objectives and the goals they hope to achieve, as well as on the Road Map they will follow to achieve their goals.

The Mentor-Mentee Bonding Session

The purpose of this **one-day** session is to facilitate relationship building and finalise the formal Mentoring Plan (Road Map) and Mentoring Contract. The Mentoring Game™ is used as the basis for this unique workshop.



Mentoring – The Big Picture & Bonding in a Fun Way!

Programme Outcomes - Mentor

- * Outline the process of mentoring within the organisation
- * Explain the critical role of a mentor in the mentor-mentee relationship
- * Use the micro- and macro mentoring process
- * Explain the roles, accountabilities and rights of stakeholders
- * Describe the pitfalls in the mentoring process
- * Position the importance of structure to the mentoring relationship
- * Enable the mentee to draw-up a comprehensive mentoring plan
- * Design a comprehensive mentoring plan
- * Identify own behavioural style and the impact thereof on others
- * Apply techniques to encourage open and honest communication
- * Ask questions effectively
- * Apply the mentor micro skills
- * Explain change and change resistance
- * Use change characteristics to positively impact the mentoring process

Programme Outcomes - Mentee

- * Understand the critical role of mentoring within an organisation
- * Understand the documents that create structure in the mentoring process, such as the mentoring plan (Roadmap), mentoring contract, mentoring code of contact and mentoring monthly reports
- * Build 'know-how' to select an appropriate mentor
- * Understand the role and responsibilities of a mentee
- * Explain the typical pitfalls in the mentoring process

Programme Outcomes – Mentor-Mentee Bonding Session

- * Have a solid foundation for their relationship – trust, open communication, time, caring and sharing
- * Understand themselves and their team member
- * Have started their mentoring plan



The Glue that Enables Bridges (Interpersonal Skills)

3 days

A training program designed to make effective interpersonal relationships a reality

Does your company show the following symptoms?

- * High numbers of grievance and disciplinary cases
- * Organizational politics
- * Cliques - 'them' and 'us'
- * High staff turnover
- * Low productivity levels

Programme overview

- * Defining Interpersonal Skills
- * Identifying the Building Blocks of Effective Interpersonal Skills
- * Identifying the Hurdles to Effective Interpersonal Skills
- * The Interpersonal Skills Triangle
- * Active Listening
- * Giving and Receiving Feedback

Programme outcomes

- * Liaise and network with internal and external stakeholders
- * Devise and apply a strategy to establish constructive relationships with managers
- * Identify and minimise personal conflict in a unit
- * Devise and apply a strategy to establish constructive relationships with team members in a unit

Who should attend

- * Employees
- * Team leaders
- * Supervisors



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Unit Standard 252027
NQF Level 5
Credits 6



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Unlocking Management-Leadership

3 days

A training programme that makes effective Management - Leadership a reality

Is the ability to be an effective manager leader a characteristic that is genetically defined, and are only a select few born with it?

NO! It is a skill that can be learned – provided that you really want it!

The content is based on the role of a manager-leader. This role is to create an environment in which people are enabled to perform. In a management-leadership role, the manager-leader always focuses attention on People, Product, Money and Process.

Programme overview

- * Designed to enhance and build on your current management and leadership competencies
- * Assist all managers and leaders develop the essential skills to influence and motivate their staff to achieve exceptional performance
- * **Structure:** Planning and organising
- * **Involve:** Empowerment, training and coaching
- * **Control:** Management control

Programme outcomes

- * Self Awareness
- * Management functions
- * Team building, Trust and Motivating your staff
- * Leadership roles and qualities and Theories of Leadership
- * Conflict Management and Decision Making
- * Delegation, performance management
- * The Way Forward – Goal setting

Who should attend

- * Team leaders
- * Supervisors
- * Junior managers
- * People aspiring to the above positions



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Unit Standard 252035
NQF Level 5
Credits 8



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Changing Behaviour

Shift Performance



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People Skills 101

1 day

“The meaning of communication lies in the response you receive.”

How can you learn to motivate your tribe to be more productive, more engaged and more connected with each other?

Learn how to

- * Uncover what behaviours can be damaging
- * Become self-aware and
- * To grow

Programme overview

- * Conflict resolution and state management
- * Time Management
- * Co-dependence
- * Personal branding and how we communicate
- * Professionalism
- * The different generations dealing with clients and your boss

Programme overview

- * Self awareness, self confidence and self-belief
- * Interpersonal skills and communication
- * Understanding and managing our negative emotions
- * Developing a positive focus

Who should attend

- * Sales representatives
- * Presentations to clients or management or staff
- * Public speaking
- * Leadership roles



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POPI ACT (Protection of Personal Information Act)

half day

The Protection of Personal Information Act, No 4 of 2013 (POPI), has been enacted in South Africa, but a commencement date has not yet been published. POPI is therefore a complete Act of law, that will become fully enforceable in the near future.

HR Departments are particularly affected by the provisions of POPI, as they collect, process and store employee personal information. HR Departments must therefore ensure that their department takes the necessary steps to become POPI compliant, and the first step is to become aware of what their obligations will be under POPI when collecting, processing and storing employee information, and what steps they need to take to achieve compliance with POPI.

Programme overview

- * Purpose and status of the Act
- * Key definitions and terms used in the Act
- * The rights of data subjects
- * The 8 Conditions for lawful processing of personal information
- * General exclusions in terms of POPI
- * Direct Marketing and POPI
- * Trans border Information Flows
- * Risks and consequences of non-compliance with the Act
- * POPI Implementation in Human Resources - legal requirements for HR record retention

Programme outcomes

- * Understand how to manage the personal information you process to comply with the law, address your customer's demands, and protect your organisation
- * Work out who in your organisation is responsible
- * Know the impact of the POPI Act on your organisation

Who should attend

- * All HR Managers and employees in HR departments in all sectors of business
- * All HR sector business owners, management and employees
- * All business owners and employees that do not have a dedicated HR department and who collect, use and store employee information



The Power of Persuasion (Negotiation Skills)

1 day

Feel confident, in charge and powerful the next time you present! Learning how to persuade an audience is a skill that you can acquire in one day.

Learn how to

- * Make that first impression count
- * Presenting with power and winning the deal!

Programme overview

- * Building your confidence and Personal Branding
- * The purpose, structure and call to action
- * How to relate to different personality types
- * Body language that sells
- * How to connect to every person in the audience
- * Incorporating technology into your presentation
- * How to project your voice
- * Storytelling techniques and Memory enhancers for your audience

Programme outcomes

- * Create a presentation or speech in a short period of time
- * Allow the speaker to learn and deliver, and for the audience to receive the message, remember it, and do something about it.
- * Practical techniques to build your Listening skills, Confidence and Personal Brand through Neuro-Science
- * Practical presentation and feedback sessions

Who should attend

- * Sales representatives
- * Presentations to clients or management or staff
- * Public speaking
- * Leadership roles



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Unit Standard 8968
NQF Level 3
Credits 5



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Coaching Programmes

Delivering a Professional Service



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Coaching Programmes

Prices of all coaching programmes will be supplied on request and scoping.

COACHING DEVELOPMENT CENTRES (CDC)	
Manager-Leader Coaching Development Centre (Manager of Others)	
* Function Manager	3 days
* Manager of Managers	3 days
* Manager of Others	3 days
* Manager of Self	3 days
Sales Related Development Processes	
Sales Executive Coaching	3 days
Solution-Selling Series of Workshops	6 weeks – 1 day a week
Human Resource Related Development Processes	
HRBP Coaching	3 days
HR – Next Generation	2 days per month Duration depends on modules chosen

Payment & Cancellation Policy

- * Training fees exclude VAT, taxes, accommodation and travel expenses
- * Training fees must be paid in advance
- * Confirmation of payment and acknowledgement thereof must be received before delegates may attend training

Refunds on cancellations of single programmes:

- * Cancellations will only be accepted in writing
- * 100% will be refunded for cancellations one month before the training date
- * 50% will be refunded for cancellations three weeks before the training date.
- * No refunds will be given for cancellations less than two weeks before the training date
- * No refunds will be given for non-attendance

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