

"Learning is not compulsory... neither is survival"

W. Edwards Deming (1900-1993)



Who we are

What we do

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Who are Green-Hat Partnership?



Established in 2000 we are a learning and development organisation covering both public and private sectors

The Green Hat in our name comes from the Six Thinking Hats of Edward DeBono—the green hat denoting creative thinking.

Creative thinking is something that is dear to our hearts as our approach to training is based upon 'Accelerated Learning Techniques', some of which you will be able to spot later in this booklet. Using this as an overarching methodology we incorporate blended learning, developmental transactional analysis and neuro-linguistic programming—whatever is most appropriate to getting the results you need to see.

We believe passionately in the sustainable improvement of both company and individual performance. We also consider evaluation of training to be a truly important tool in measuring the effectiveness of your investment.

We have a team comprising: executive coaches, learning and development specialists, organisational development specialists and HR (including TUPE) specialists, all of whom have senior front-line industrial, FMCG, Petrochemical, transport, financial or public sector experience.

We train, coach and deliver service throughout the world and in many different languages, environments and cultures. So whatever your requirements you can rely upon us to delight you with our fully business focused solutions and training.

Our Ethics and Values

Respect

We actively promote a respect agenda within our services and delivery. We have respect for all people regardless of origin, beliefs or attributes. We respect their ideas, their culture, their views, their wellbeing, and their knowledge.

Integrity and Confidentiality

We have zero tolerance to anything that could compromise the individual or the company's integrity or confidentiality, either within our organisation or in doing business with any of our clients or suppliers.

Excellence

We thrive on delighting our customers. We strive for excellence in all we do. It is evident not only in the services we deliver, but in how we deliver them. Value For Money and Return on Investment are key to our approach.

Continuous Professional Development

We ensure that we maintain our knowledge and experience at the leading edge and often strive to further boundaries of learning in order to maintain a competitive advantage. We value the lessons we learn from each piece of work that we undertake and each client and industry we work with.

Environmental Issues

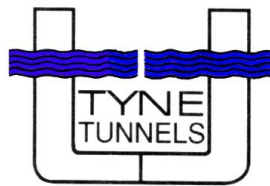
We continuously review our environmental footprint and have resolved to Reuse, Repair or Recycle as first options in all things (which satisfies the European and UK Waste Hierarchy Objective). Wherever possible we use public transport and have converted the car fleet to Toyota Hybrid cars. We are currently actively pursuing the EMAS Award.

Corporate Responsibility

We recognise that we do not operate in a vacuum and have a responsibility to the community around us. We have an active programme of extra curricular activities ranging from drama in the community to voluntary work that we encourage Green-Hat members to be involved within.

Some of Our Current Customers

We draw our customers from a broad base of both the Public and Private Sector



Management Training
Delivering Service Excellence

At Green Hat we pride ourselves on making sure we understand our customers real needs and circumstances



Presentation Skills
Management Training



Trainer Training
Project Management Training



SIX TOWN HOUSING

Delivering Service Excellence

Project Management
Make Your Mark



Our Consultants have broad and in-depth experience in their specialities

ConocoPhillips

Graduate Training



Leading learning and skills
Team Events
Communication Skills
Trainer Training
Policy Workshops

WOLSELEY

Coaching **UK**
Quality Management
Project Management Training

Value for money and return on investment are key to our approach

How do we do it?

Accelerated Learning.....

Understanding that individuals have a strong preference to one or more of these 3 thinking styles:

Extensive research has revealed that these 3 key communication and thinking styles influence how you learn. If you receive information in the same way that you process it then the learning will be faster and deeper than if you receive information in a non-preferred way and then convert it into your preferred style

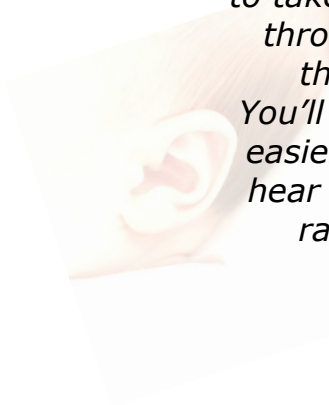


Strong visual preference:

You will find it easier if information is presented through diagrams, pictures, charts and films

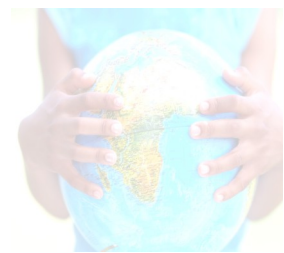
Strong auditory preference:

You will find it easier to take in information through listening to the spoken word. You'll probably find it easier to learn if you hear the information rather than see it



Strong kinaesthetic preference:

You will find it easier to take in new information if you are able to act physically. Writing or drawing the information as you hear or read it will help



Engaging with different intelligence types

1

Linguistic

Skill with words as exemplified by writers and negotiators

2

Logical/Mathematical

Skill in analysis and logic as exemplified by scientists and economists

3

Visual - Spatial

The ability to visualise and create images in your mind's eye as exemplified by architects, navigators, artists and photographers

4

Body - Physical

Physical intelligence as exemplified by surgeons, athletes, dancers, people who are 'good with their hands'

5

Musical

The ability to create and identify complex patterns of sound as exemplified by musicians

6

Inter - Personal

Skill at communicating well, to be empathetic. As amplified by sales persons, gifted trainers and great actors

7

Intra - personal

The ability to create one's own goals and plans, to be reflective. To analyse one's behaviour as a guide to future action

Memory and recall

are all about how your brain works

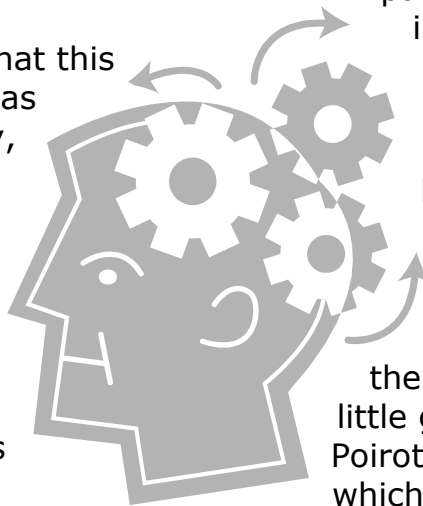
Contextual

This is the 'effortless' type of memory, where memories are linked primarily into locations, circumstances and emotions. So a holiday will have a heavy 'embedding' in contextual memory, and be easy to remember.

Research shows that this type of memory has unlimited capacity, is easily updated, happens quickly, requires no practice and we will do it without thinking. Formation of this type of memory is motivated by fun, curiosity, novelty and expectation. It is intensified by sensory elements such as pictures, sounds, touch, taste and smells. Metaphors and story telling and visualisation all help this type of memory.

Activate Memory Management

Contextual memory is an easier way to memorise new information. The part of the brain that manages this is called the limbic brain. This part has a strong influence on your emotions. However the part of your brain that we traditionally try to use in learning is the neo-cortex (or little grey cells as Poirot might say) which uses the limbic brain for processing the five senses, information, memory and emotions. This shows the critical role that the limbic brain has in maintaining learning.



Reflection

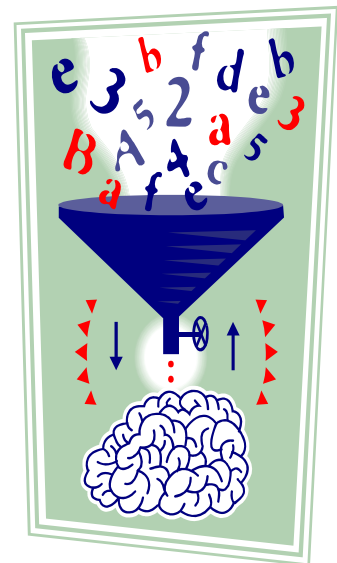
makes a difference to your learning



Review is the last vital stage in Accelerated Learning. This process is often neglected yet it is a critical element for your brain, memory and emotions to reflect and structure the new learning. In this way the brain can physically process the ideas and information in the most useful way. Because your brain likes patterns it needs to 'fit' the new learning into existing patterns or create a new pattern or simply discard the data! Where this stage is not completed then recall is often difficult at a later date.

During this stage your brain should firstly go back over the ideas that you have explored. It should be done in a sequential and exact way. This helps your brain to form the new 'pattern' and store it at a 'concept' level. This reinforces any memory buttons that may have been put in place during multi-memory encoding process.

In order for you to put this new concept into place and context, which is important for easy recall later, the brain has to find a use for this new learning in the future. Simple visualisation of this or just thinking how the learning can be used in the future will once again reinforce the later recall.



How do we do it?

Delegate interaction and participation.....

With Accelerated Learning as our cornerstone we employ a variety of different techniques to engage all of the senses and the different types of memory and intellect. We use a number of participative methods in conjunction with development of the delegates underpinning knowledge.

We always relate the theory and the participation back to the workplace and action plan with the delegates for skills to be taken back and used.

We successfully adapt our training styles to have relevance and impact at every level within an organisation whatever the needs, ability, motivation, capability or level of the delegates.

We call this Blended Learning

Our methods can include:

- Using drama—we do not use role-play in it's traditional sense. Instead we use actors to act out carefully researched scenes and use these as a basis for engaging the delegates in various ways.
- Using creative skills to produce murals to reflect thoughts and feelings that might be difficult to express or about difficult subjects.
- Using cooperative activities that takes the usual routine and places it in an unusual setting. This allows delegates to view things from a different perspective.
- Use of peer group feedback and buddying systems that allow organisations to develop feedback cultures for spread of best practice, continuous improvement and support.
- Use of games and scenarios to build skills of trust, communication, project management and problem-solving .

Evaluation.....

We build this into every stage

Return on investment is very important in a world of tight budgets and commitment to value for money.

We believe passionately that learning and development should have a positive and beneficial outcome for whoever is commissioning the work, whoever is participating in it and for ourselves.

We are committed to evaluating our work and it's effect on a number of different levels.

We build evaluation into all of our training, development and consultancy . We generally (but not always) use the Kirkpatrick method of evaluation. But where a client has different methods we will incorporate these.

We build in methods of extending the "shelf-life" of your training and development by introducing systems of feedback and buddying so that the techniques and knowledge learned can be successfully transferred and used in the workplace.

The levels of evaluation we use are based around:

- 1st Level What are the customer and delegates reactions – 'liking or feelings for a programme'
- 2nd level What learning - 'principles, facts etc can be shown to have been absorbed'
- 3rd level changed behaviour - What is actually being transferred to the workplace in terms of changed behaviours —'using learning on the job'
- 4th level What are the net results - 'increased production, reduced costs, etc'

From the scrapbook...

We connect with all the senses to promote the emotional engagement that leads to good learning and retention of knowledge and skills

we aim for complete engagement

these board games were developed by each team and represented the Audit Trail



indoors or outdoors



bringing in pre-course work in the form of a 'show and tell'





under guidance these young workers were explaining to a group of sixth formers what they do at work and then setting them a challenge

we help groups develop trust and understanding of differently-abled co-workers



this department of reorganised people needed to understand each others journey 'past and future'



In addition to training consultancy we have our trademark workshops and programmes

Stand Alone Workshops	
Title	Brief Description
Delivering Service Excellence (1 day)	Creates a shift towards a customer centric mindset to help delegates really connect with their customers and achieve customer excellence. Equips delegates with a new set of communication techniques & approaches.
Communicating & Influencing effectively (1 day)	Raises awareness of the power of the skilled communicator to influence people & outcomes. Using techniques from NLP & TA, delegates are equipped with the resources & tools to become skilled, effective communicators.
Make your Mark Presentation skills (2 days)	Beyond Power-point. An inspirational day that empowers & encourages delegates to really make an impact with all their presentations. Tapping into all senses, increasing vocal skills and developing core organisational skills in a safe & supportive learning environment. Highly practical & motivational.
Coaching & Mentoring for Managers (1 & 2 day workshops)	Designed to provide managers with the skills to create a coaching & mentoring culture within their organisations and to equip them with techniques designed to guide their people towards sustainable performance improvement at work. Using tools including GROW© & Solution Focus© they will learn how to become a motivational coach & manager.

Stand Alone Workshops	
Title	Brief Description
Personal Effectiveness & Mastery (2 days)	A truly, inspiring programme based on practical psychology, this workshop will positively change peoples behaviours & approaches to life & work. Dealing with areas such as confidence, competence & conflict, delegates will leave with a battery of approaches to "raise their game" at work & in life.
Project Management (1 & 2 day workshops)	Project Management skills for general managers. Taking current or future projects and learning by doing. Putting in place all the tools and skills that will allow for projects to always be successfully completed on time, to specification and to budget.
Meetings Management (1 day)	Managing effective meetings to achieve maximum results, whether formally minuted or less formal gatherings. Examining the roles within the meeting and how to ensure action points are achieved.
Time Management (1 day)	Making sure that you achieve what you need to with the time and resources to hand. Trying out different skills and techniques to maximise your internal and external resources.
Developing your Teams (1 & 2 day workshops)	Looking at team dynamics and how to ensure you use your team skills and aptitudes to the best advantage. Looking at roles and personalities within your team. Checking out what makes teams fail and what makes them succeed.
Managing Diversity in the workplace (1 day)	Understanding and making the most of different cultures and lifestyles within the working environment. Ensuring that legislation and company policies are understood and followed. Understanding and dealing with prejudice.

Modular Programmes	
Title	Brief Description
<p>Leadership & Management Development programme</p> <p>Module 1: Organisational goals & the Management role (2 days)</p> <p>Module 2: Leadership & Teams (2 days)</p> <p>Module 3: Leading Change for Performance Improvement (2 days)</p>	<p>Using the best & most accessible management thinking both established & new, this intensely practical & modular programme provides a thorough foundation for creating effective & motivational managers. The material can be used as APL (accreditation of prior learning) towards other qualifications & we can offer one to one coaching and Action Learning Sets as an add on to build a bridge from the training room to the workplace.</p>
<p>Team Leader/Supervisor Development programme</p> <p>Module 1: "Stepping up" to the role (1 day)</p> <p>Module 2: Developing your team (1 day)</p> <p>Module 3: Improving performance (1 day)</p>	<p>Designed for people who have recently moved or are about to move into a supervisory/team leader role for the first time, this is a practical & focused programme providing them with the tools & skills to achieve goals & objectives through others, namely their team. It shifts their approach from individual performance to team performance & enables them to make this vital transition effectively & sustainably.</p>
<p>Trainer Development programme</p> <p>Module 1: Training Design</p> <p>Module 2: Training Delivery</p> <p>Module 3: TNA & Evaluation</p>	<p>Covering all areas of the learning & development cycle, this programme will create highly professional trainers for your organisation. The syllabus can be used as APL towards other professional qualifications whilst at the same time equip your team with the tools & knowledge to do the job NOW!</p>

<p>Graduate Development programme</p> <p>Module 1: Initiative, Networking & Self Management (2 days)</p> <p>Module 2: Leadership, Followership & Teams (2 days)</p> <p>Module 3: Politics, Perspective & Presenting (2 days)</p>	<p>Based on the book "How to be a Star at Work" by Robert Kelley© this modular & exciting programme is designed to create star performers out of your graduate entrants. It builds on your "talent investment" and provides them with the skills that star performers have, thus providing a "fast track" to success for themselves & your organisation.</p>
<p>Team Development programme</p> <p>Module 1: "Diagnosing" - What is going wrong (2 days)</p> <p>Module 2: "Re-focusing" - Creating a High Performing Team (2 days)</p>	<p>Quite simply we take under performing, dysfunctional teams, we diagnose the causes & we re-calibrate team behaviour to create a performing team. We use a selection of approaches both indoor & outdoor & each programme is totally bespoke for your team. It can be combined with follow up activity, including coaching, action learning sets, mentoring & re-assessment of team performance.</p>
<p>Consultancy</p>	
<p>Title</p>	<p>Brief Description</p>
<p>Identifying your Organisational Training Needs</p>	<p>Full Training needs analysis conducted and analysed against future plans, organisational objectives, team and individual objectives and aspirations. Budgeting and provider provision, cross referencing with qualification bodies and bench marking can also be completed.</p>
<p>Establishing Effective Evaluation of Training & Development in your Organisation</p>	<p>Full review and evaluation for the effectiveness of training can be conducted from individual courses to entire training programs. Ensuring you get real value for your money in individual and organisational terms.</p>

Some of Our Current Popular Training Solutions for Public Organisations.....

Requirement	Solution
Corporate Training	
Health and Safety (rolling programme targeted to appropriate levels)	<ul style="list-style-type: none"> • Corporate Training in Hazard Identification designing compliant policies, protocols and systems • HazOp Chair and Scribes • Manual Handling
Diversity—rolling programme including race, ethnicity, cultural norms, disability, gender, age, sexual orientation etc	<ul style="list-style-type: none"> • Various—i.e. Drama and discussion • Raising consciousness • Calibration of values • Post incident review
Social Inclusion and care giving incorporating: Hate Crime, Domestic Violence, Mental Health, Drugs and Alcohol, Mental Capacity Act, Working with Hard to Reach Groups, Delivering Bad or Difficult News, Dealing with Death (including multicultural death rituals and beliefs)	<ul style="list-style-type: none"> • As above • Plus—DVD specific to the client • 1/2 and 1 day workshops
Customer Care	Using Institute of Customer Care level 2 standard as the invisible backbone) <ul style="list-style-type: none"> • Delivering Service Excellence
Corporate Induction	<ul style="list-style-type: none"> • Developing Client courses • Review and Refresh client courses • Deliver client courses

Requirement	Solution
Effective People Management	
<p>HR Policies and procedural training for all staff with responsibility for others and also CPD within HR/ Training Teams—including: discipline, grievance, capability, sickness, recruitment and selection, succession planning, appraisals</p>	<p>All can be used as CPD</p> <p>All to EU, UK, CIPD and client standards</p> <ul style="list-style-type: none"> • 1—1 coaching • Action Learning Sets • On—Line Support • Workshops • Calibration Groups • Short Courses
<p>Developing and Delivering Training</p>	<p>Training available for:</p> <ul style="list-style-type: none"> • Trainers—new and advanced from TNA to post delivery evaluation • Facilitation • Coaching • Mentoring Systems • Training Evaluation Systems
<p>Team Away Days</p>	<ul style="list-style-type: none"> • All Levels • On and off site • All sizes of team/department • 1/2 and 1 day workshops • Can include evening entertainment for overnight stays • Can include complete event management

Requirement	Solution
Effective People Management	
Effective Supervision Skills Performance Management Management Training	All Programmes to NVQ compliance using MCI standards and tailored to the individual and the organisation All can be used as CPD <ul style="list-style-type: none"> • Individual and group TNA • On or off site training • Individual Coaching • Action Learning Sets • Modular • Fully assessed
Project Management	Using the framework of Prince 2, Prince 2 Light or Six Sigma, Lean Six Sigma <ul style="list-style-type: none"> • Strategic Project Planning • Portfolio Management • Project Management for General Managers
IiP	<ul style="list-style-type: none"> • Strategic Review • Organisational Review • Development of Action Plans • Implementation of Evaluation Systems
Complaints Resolution/ Learning From Complaints	<ul style="list-style-type: none"> • Continuous Professional Improvement • Client Centred Problem Solving

Requirement	Solution
Effective People Management	
Time Management	<ul style="list-style-type: none"> • 1 day course including personal management, using software and other techniques that can aid personal and team organisation and effectiveness
Conflict Resolution <ul style="list-style-type: none"> • Internal to teams • Within Stakeholder Groups • With the Public 	<ul style="list-style-type: none"> • 1 day course • 1/2 day practical workshops • Handling difficult situations • Interpersonal Skills Coaching • Strategic Review to identify practices that promote conflict
Presentation Skills	<ul style="list-style-type: none"> • Powerful Presentations • Make Your Mark
Minute Taking Skills	<ul style="list-style-type: none"> • 1 day Workshop (pre work required)
Meetings Management	<ul style="list-style-type: none"> • 1/2 day and 1 day workshops

In addition to our bespoke training we also offer a range of highly acclaimed Public Courses.

For more information on these courses, contents, locations and dates please see our website www.green-hat.com or call Tim Burton on the number below.

We ensure that your organisation gets....

Value For Money

How.....?

- All of our courses are fully researched and are based on full Training Needs Analysis**
- All of our courses are fully evaluated**

For further information contact

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