ISSUED 1/2017

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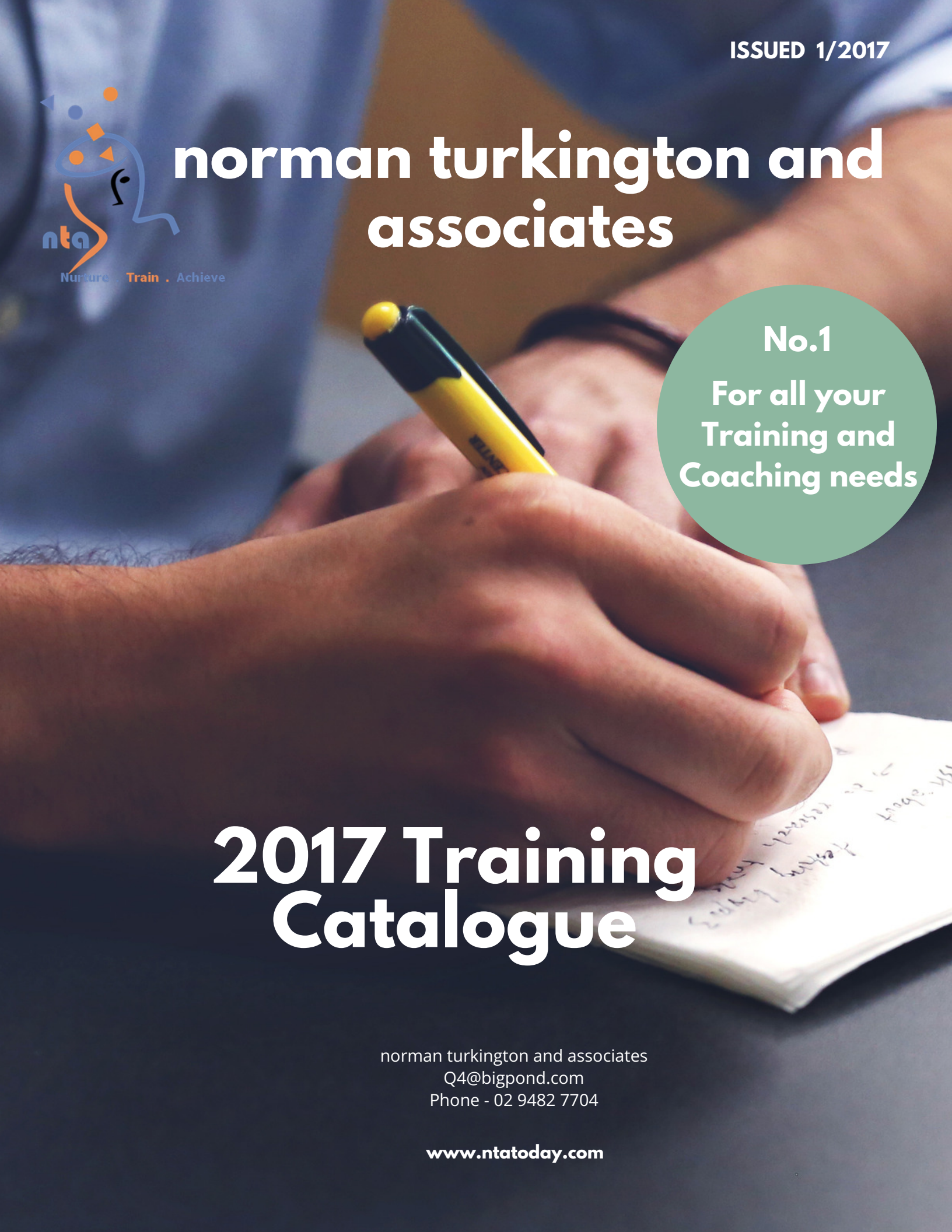

No.1

For all your Training and Coaching needs

2017 Training Catalogue

norman turkington and associates
Q4@bigpond.com
Phone - 02 9482 7704

www.ntatoday.com

About
norman turkington and associates

norman turkington and associates is a psychology and management training consultancy specialising in helping clients with leadership, change management, team development, handling difficult people, and other soft skills training.

We also offer related services such as one on one corporate coaching, psychometric testing, mediation and workplace investigations.

Contact us now for a free quote to facilitate a customised training intervention in your organisation.

Call Us NOW!

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About Norm Turkington

Norm Turkington is an effective and highly experienced psychologist, training facilitator, workplace investigator, mediator, and corporate coach.

He has been working with local and state government and other organisations for over 20 years on courses ranging from leading change to coaching skills for leaders and code of conduct.

There are few facilitators who have the depth of experience that Norm Turkington brings to his position, especially in leadership, team development and change management.

He also has extensive experience in helping organisations develop bullying and harassment prevention cultures.

Whether it is change management, bullying and harassment prevention, poor leadership, bad communication, or a myriad of other workplace inadequacies, people are affected psychologically. Because of his extensive experience working in this field, Norm Turkington is uniquely placed to understand those problems and help clients to work through them.

He is highly regarded by CEO's, General Managers and HR Managers all around NSW because he is able to draw on his experiences with NSW organisations and provide practical and real answers to their problems.

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Contents

LEADERSHIP TRAINING

Leadership Training (general course) 5
The Leader Series (4 modules) 6
Leading and Managing Effectively 7
Outdoor Leadership 8
Developing High Performing Teams 9
Crucial Conversations 10
Dealing with Inappropriate Conduct and Performance 11
Leaders Assistance Program 12

COACHING

Coaching and Mentoring for Managers 14

CHANGE MANAGEMENT

Leading Change and Resilience (Leaders Program) 16
Managing Personal Change and Resilience (Employees program) 17
The Psychology of Change 18

CONFLICT, CODE and MENTAL HEALTH MANAGEMENT

Handling Difficult People 20
Bullying and Harassment Awareness and Grievance Handling 21
Code of Conduct 22
Managing Mental Health in the Workplace 23

CONSULTATIVE STAFF COMMITTEE TRAINING

Making Consultative Committees More Effective 25

HOGAN Assessment Service 26
NTA Range of Services 27

LEADERSHIP TRAINING

Various courses from Executive
to Team Leader level are available.

LEADERSHIP TRAINING

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OVERVIEW

As you read through the following flyers you will see that we have extensive experience in all aspects of leadership training from basic leadership skills, to coaching, to giving feedback and delegation.

Don't be restricted by the content of the flyers. If you need your leaders to be skilled up in particular areas we can customise a program for you.

Our programs can also be amended to suit levels of experience from supervisor or first time leaders, to the executive level.

WHO SHOULD ATTEND?

Anyone in a leadership role..

HOW IT WILL WORK?

We will sit down with you and explore your specific organisational needs, and develop a program from there.

The facilitator will use questionnaires, group and pairs discussions, skills practices and personal action plans to help participants transfer their learning to the workplace.

All of our programs can be followed up with one on one or small group coaching depending on the need.

PRESENTER

Norm Turkington specialises in workplace behaviour.

Norm is a management training facilitator, psychologist and corporate coach who has spent the last 35 years working with individuals and teams.

DURATION

As agreed with client

VENUE

Ask us for a quote to present this unique in-house program at your organisation.

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- Leadership development. • mediation • 360 degree feedback • preventing bullying and harassment
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THE LEADER SERIES

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OVERVIEW

A two day program that is designed to aid the 'soon to be appointed' or 'newly appointed' supervisor, team leader or manager with the essential skills to manage, direct, lead and motivate their teams to perform to agreed standards and expectations. What are the skills needed to lead and manage people in the modern workplace?

Attendees will learn how to effectively supervise their team during this interactive two day workshop.

The full Leaders program runs over two full days. It is recommended all participants attend both days

WHO SHOULD ATTEND?

New or recently appointed supervisors, or staff being groomed for a leadership role.

HOW IT WILL WORK?

The program is facilitated in 4 x half day sessions over 2 days. The sessions cover:

Day 1

- The Supervisors Role (AM) – what does a supervisor of staff do, their roles and responsibilities.
- Delegation Skills (PM) – how to delegate effectively so that tasks are completed on time and budget and productively.

Day 2

- Giving Constructive Feedback (AM) – how to give feed back in a way that keeps colleagues on side and looking to the future.
- Motivating and Maintaining High Performers (PM) – what makes a highly motivated staff member tick and how to keep them.

The facilitator will use questionnaires, group and pairs discussions, skills practices and personal action plans to help participants transfer their learning to the workplace.

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DURATION

2 x 1 days

VENUE

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LEADING AND MANAGING EFFECTIVELY

2 X 2 DAY MODULES

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OVERVIEW

Today's Local Government environment is more complex and demanding than ever. The industry is faced with amalgamations, new technology, changes to legislation, government reviews, financial concerns, and an ever more demanding community.

Managers need strong leadership and management skills to get the most out of their colleagues and organisation during these turbulent times.

The four-day program is divided into two modules of two days each conducted at least 3-4 weeks apart. This allows for reflection and practice between the modules, and fits comfortably into today's busy schedules.

WHO SHOULD ATTEND?

Anyone in a leadership position.

HOW IT WILL WORK?

This program will cover:

- Identification of your skills in key leadership practices.
- How your values and personal and social competence strengthen your leadership abilities.
- Charting your own behavioural styles and recognising the impact of these on your interactions with people.
- How to work out appropriate ways to adapt to others' needs.
- Knowing the distinction and relationship between leading and managing.
- Articulating the shift that is required for management with increased leadership.
- Identifying the main functions and levels of managerial activity.
- Assessing how you distribute your time across these functions and levels.
- Applying a structured approach for coaching staff.
- Developing teams and build team performance.
- Giving feedback constructively.
- Applying well-researched models in how to motivate staff.

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DURATION

2 x 2 days. Content can be adapted to suit your needs.

VENUE

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OUTDOOR LEADERS

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This program is designed for Outdoor Leaders who prefer a more activity based learning than text book classes. The program is designed to be delivered over two full day sessions 3 to 4 weeks apart.

In the period between sessions the participants will be required to complete a project focused on a specific issue they identified on Day1.

The program is suitable for all team leaders, coordinators or any staff identified as potential team leaders of the future.

WHO SHOULD ATTEND?

Team Leaders, Gangers, Supervisors of outdoor staff and those aspiring to a leadership role.

HOW IT WILL WORK?

Day 1 – This session will cover issues such as :

- the components of team work;
- current restraints teams becoming high performing;
- Leadership and the role of the outdoor team leader;
- effective communication; and
- applying the SPEDE decision making approach (with the emphasis on making the decision instead of pushing it upwards)

Between the sessions (3-4 weeks) - In small groups of 4 or 5 participants develop a solution to identified restraining factors of teams becoming high performing.

Day 2 – the session covers

- a review of the between session activity and findings; motivation;
- team development;
- communicating and delegating tasks;
- giving feedback ; and
- holding a difficult conversation with a difficult colleague.

This program is highly practical and many of the activities occur outdoors where the participants are most comfortable.

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DURATION

2 x 1 days

VENUE

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DEVELOPING HIGH PERFORMING TEAMS

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OVERVIEW

High Performing teams don't happen by accident. This workshop is designed to help your team to develop into a highly productive unit. In today's world workplaces need to be responsive, proactive and accountable and teams are expected to deliver.

The workshop will take participants through a review of where they are at now; identify areas for change and improvement and development agreements about future interactions..

The facilitator, Norm Turkington, will use group discussions, real scenarios and industry oriented examples, to help you transfer your learning to the workplace.

WHO SHOULD ATTEND?

Intact teams or managers or supervisors responsible for teams.

The workshop can be customized to be exclusively for team leaders, or can be for your whole work team

HOW IT WILL WORK?

The workshop will cover :

- Expectations
- Who Are You? The importance of identity
- Review of factors " For and Against" your team being high performing
- Review of the research and implications
- The Stages of Team Development – Tuckman
- Team Management Systems – team functions and roles
- Team Talk – the importance of internal and interpersonal communications
- Meetings
- Completion of the High Performing Teams questionnaire for intact teams attending the program – identify areas of improvement

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DURATION

One day.

VENUE

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CRUCIAL CONVERSATIONS FOR BEHAVIOUR AND PERFORMANCE

OVERVIEW

This workshop will assist managers and supervisors at all levels to more effectively deal with unacceptable behaviour and/or performance in the initial stages.

The aim is to ensure that these issues are resolved more quickly, more efficiently, and more cost effectively.

Most behaviour and performance issues will only escalate if effective intervention is not implemented.

The workshop will equip you with the necessary tools and skills to more effectively deal with issues before they become either significant morale or industrial problems.

WHO SHOULD ATTEND?

Anyone with a leadership responsibility.

HOW IT WILL WORK?

The workshop will cover:

- Discussion on the impacts of behaviour and performance
- Issues, challenges, barriers, benefits in dealing with behaviour and performance issues
- Establishing performance expectations
- The lens of understanding
- Giving feedback effectively using a structured model – B.O.F.F.
- The Managers dilemma. Do I coach or counsel?
- Preparation for the performance /behaviour improvement meeting
- Conducting the meeting.

Leaders will Learn:

The key skills of effective managers; the four main behavioural styles at work; how to offer constructive feedback; how to set measurable performance standards; how to complete the Gap Analysis of Performance and/or Behaviour; how to prepare for the performance improvement meeting; and, how to old the difficult conversation.

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DURATION

One day.

VENUE

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See http://www.ntatoday.com/ for more information

DEALING WITH INAPPROPRIATE CONDUCT AND PERFORMANCE

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OVERVIEW

- Norm has delivered this program in both local and state government agencies. Having regularly investigated performance matters at councils from Councillors to staff at all levels, he is well equipped to give insights into the issues that lead to inappropriate conduct and performance.
- The program includes several practice sessions and Norm will model and suggest interventions for any local examples.
- The program can be modified to suit your own organisational needs.

WHO SHOULD ATTEND?

People leaders at all levels or your organisation.

HOW IT WILL WORK?

The program includes:

- Discussion on the impacts of behaviour and performance.
- Issues, Challenges, Barriers, Benefits in dealing with behaviour and performance issues.
- Establishing performance expectations.
- The Lens of Understanding
- Giving feedback effectively using a structured model - B.O.F.F.
- The Managers dilemma. Do I coach or counsel?
- Preparation for the Performance Improvement Meeting.
- Conducting the meeting.

Leaders will learn and understand the key skills of effective Managers; the four main behavioural styles at work; how to offer constructive feedback ; how to set measurable performance standards; how to complete the Gap Analysis of Performance and/or Behaviour; how to hold the difficult conversation; and, how to prepare for the performance improvement meeting.

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Norm Turkington specialises in workplace behaviour.

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DURATION

One day – for up to 16 participants.

VENUE

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LEADERS ASSISTANCE PROGRAM

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OVERVIEW

You have probably heard of an Employee Assistance Program?

But what about YOU? Where can you go if you have a pressing leadership question you just want to pass by someone?

To assist you we have set up the FREE Leaders Assistance Program (LAP) on our website http://www.ntatoday.com (or send your leadership question to learning @ntatoday.com).

WHO SHOULD ATTEND?

Anyone with a leadership responsibility.

HOW IT WILL WORK?

Well, that's up to you. However, previous callers have asked leadership questions like:

- How do I give feedback to an underperforming employee?
- How do I maintain the enthusiasm of my best worker?
- My boss is a procrastinator... how can I get him to make a decision?
- I'm stressed and feeling out of control from leadership responsibilities. What can I do about it?

When you write your request, tell us as much as you can about the problem or issue without mentioning names. When does it happen; how often; who's involved; what specifically keeps you awake about the problem; what have you tried before?

Our Advisor, Norm Turkington, looks forward to working with you.

YOUR LAP ADVISOR

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See http://www.ntatoday.com/ for more information

Coaching

Apart from one on one or small group coaching,
we also offer training in how to become an effective coach.

COACHING AND MENTORING FOR MANAGERS

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OVERVIEW

Key skills of leadership include coaching and mentoring.

Colleagues may need to gain extra skills, or be given some constructive feedback, or mentored through a difficult project. You can achieve this with effective coaching and mentoring.

A variety of learning initiatives will be used in the Coaching and Mentoring training course. These include group and pairs discussions, skills practices, a video, and completion of a personal learning contract. Participants will also be provided with a manual which includes a range of ready to use coaching tools.

WHO SHOULD ATTEND?

Anyone who is in a leadership role.

HOW IT WILL WORK?

This workshop will cover:

- Coaching Vs Mentoring – is there a difference?
- The role and importance of coaching and when is coaching appropriate?
- Coaching for both unsatisfactory performance or behaviour and moving satisfactory staff to high performance.
- The Coaching Model – a practical tool for coaching others to higher performance.
- How to Identify the Problem, Develop Solutions, and follow up?
- Skills practices in coaching.
- Other effective coaching techniques, including the essential and powerful skills of questioning for insight and challenge.
- Facilitating versus directing.
- Increasing your confidence in handling a range of difficult situations and people.

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Norm is a management training facilitator, psychologist and corporate coach who has spent the last 35 years working with individuals and teams.

DURATION

One day plus a one hour coaching session if preferred by the client.

VENUE

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• consultative Committee training • change management • mental health and wellbeing • psychometric testing

• coaching and mentoring • workplace behaviour investigations

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CHANGE MANAGEMENT

We are all affected by organisational change. Therefore we have developed a range of programs from employee to leader level.

LEADING CHANGE AND RESILIENCE

(LEADERS PROGRAM)

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OVERVIEW

Amalgamations, new technology, changes to laws, productivity drives ... there are many and varied ways we have to deal with change at work.

If your staff are stressed or resistant to a current change in the workplace, then this program will help you lead them and develop better resilience.

WHO SHOULD ATTEND?

People Leaders in your organisation.

HOW IT WILL WORK?

The program will cover:

- What are the leading change issues causing you stress?
- What's your role in the change process?
- Practical change models for Leaders.
- How to develop change champions amongst your staff?
- How to make people more resilient than resistant.
- What resistance are you facing now?
- Strategies for handling resistance.
- Communication issues in change.
- Develop an action plan for the future.

The facilitator will use group and pairs discussions, skills practices and a video to assist you to transfer your learning to the workplace.

Follow on coaching is available on request.

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DURATION

One day

VENUE

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MANAGING PERSONAL CHANGE AND RESILIENCE

(EMPLOYEES PROGRAM)

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OVERVIEW

Amalgamations, changing technology, productivity drives, new laws ... there are many ways we are continuously being faced with organisational and personal change.

During these times of change many colleagues may be feeling uncertain about their future, and unsure how to handle it.

This program will assist you to manage your own feelings about the changes ahead, to understand them better, and to develop personal strategies to deal with them.

WHO SHOULD ATTEND?

Any employees who are experiencing a major organisational change.

HOW IT WILL WORK?

The program will cover:

- What are the leading organisational change issues causing you stress?
- What's your role in the change process?
- How can you manage resistance to change?
- Communication issues in change.
- Develop an action plan for the future.

The facilitator will use group and pairs discussions, skills practices and a video to assist you to transfer your learning to the workplace.

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DURATION

Half or Full Day depending on your organisational needs.

VENUE

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THE PSYCHOLOGY OF CHANGE

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This is a program designed for senior leaders. Frankly, if you don't understand the psychology of what you and your staff are experiencing during a major change, then you won't be able to lead them through it.

If your organisation is going through an amalgamation, major technological change, cultural change, or any change that is creating angst amongst your staff, then this program, which is customised to your needs, will assist a smooth transition.

WHO SHOULD ATTEND?

Senior staff who are leading others through a major change.

HOW IT WILL WORK?

The content of the program includes:

- Preparing the organisation psychologically for change.
- Where the organisation is psychologically "right now!"
- Psychological causes of resistance to change and possible strategies to address it.
- What leadership is expected when employees are anxious?
- Change Management Vs Change Leadership?
- What the psychological change research tells us?
- How to develop resilience.
- What about YOU? Who's looking after YOU?

The Facilitator will use a psychological change questionnaire, group and pairs discussions, ready to use models of change and the Hogan Assessment tool to help you transfer your learning to the workplace.

NOTE – Building on the knowledge of your organisation gained from this program, we can also customise a change program for your employees.

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DURATION

One day

VENUE

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CONFLICT and MENTAL HEALTH MANAGEMENT

HANDLING DIFFICULT PEOPLE

OVERVIEW

Confronting and dealing with a difficult person or situation occurs for us all. Ever wanted a better result?

Employees are having to deal with people who are aggressive, difficult and verbally threatening. This course explores the fundamentals of difficult people and situations.

It's practical and interactive and designed to assist staff manage these situations with strategies and techniques for success.

WHO SHOULD ATTEND?

Senior, middle, frontline management, frontline and customer service staff who work with or for other people

HOW IT WILL WORK?

Exploring the following topics and applying them to their own situation.

- Understanding diverse behaviour and personality styles
- Exploring how to handle those styles and stay safe
- "What do you say?" exercise – an introduction to Verbal Judo
- Behavioural styles questionnaire
- The Levels of Conflict tool
- Flight, fight and flow behaviours
- Assertiveness exercises and case studies
- Strategies to reach an agreement
- Better alternatives to handle aggression
- How to debrief after a difficult incident
- Personal learning contract – how to transfer learning to the workplaces

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DURATION

Full day

VENUE

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BULLYING AND HARASSMENT AWARENESS AND GRIEVANCE HANDLING

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This program aims:

- To provide participants with the knowledge and skills to actively participate in the prevention and management of bullying and harassment in the workplace.
- To help Leaders manage grievances more effectively.

The facilitator, Norm Turkington, will use group discussions, real scenarios and industry oriented examples, to help you transfer your learning to the workplace.

WHO SHOULD ATTEND?

Anyone with leadership responsibilities.

HOW IT WILL WORK?

The workshop content includes:

- What is bullying & harassment?
- What is discrimination?
- Understanding workplace conflict resolution.
- Understand your legal obligations under the WHS Act and the limitations of your role.
- Discuss the reasons for managers not acting early when noticing. bullying/harassment, and the consequences of not acting.
- How to conduct an effective discussion with a person who states they have been subjected to bullying/harassing behavior.
- How to provide feedback to a person whom you have noticed adopting bullying/harassing behavior.
- How to effectively conduct the interview with the alleged bully.
- Review the options available to you.
- Identify other resources/who else can help/who can support you?

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DURATION

One day.

VENUE

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CODE OF CONDUCT

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OVERVIEW

Council plays an important role in their community. They need to uphold the highest standards of behaviour at all times. When they don't, the community may lose confidence and trust in the council.

The Model Code of Conduct describes the standards of behaviour expected to enable the council to fulfil its statutory duty and exercise a reasonable degree of care and diligence.

The facilitator, Norm Turkington, will use group discussions, real scenarios and industry oriented examples, to help you transfer your learning to the workplace.

WHO SHOULD ATTEND?

All Council staff

HOW IT WILL WORK?

Through attendance at this workshop staff will:

- Know their role and the role of councillors and others associated with council
- Understand the process for making ethical decisions
- Have a clear understanding of appropriate and inappropriate workplace behaviours
- Understand how conflict of interest could affect them
- Be able to identify the pitfalls associated with gifts and benefits, and how to manage them
- Have clear examples of inappropriate interactions
- Understand what is expected to maintain the integrity of the Code
- Know what to do if the Code is breached and who they might contact for assistance

PRESENTER

Norm Turkington specialises in workplace behaviour.

Norm is a management training facilitator, psychologist and corporate coach who has spent the last 35 years working with individuals and teams.

DURATION

One day.

VENUE

Ask us for a quote to present this unique in-house program at your organisation.

CONTACT US @

02 9482 7704

learning@ntatoday.com

Psychologists

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OUR OTHER SERVICES

• Leadership development. • mediation • 360 degree feedback • preventing bullying and harassment

• Consultative Committee training • change management • mental health and wellbeing • psychometric testing

• Coaching and mentoring . • workplace behaviour investigations

See http://www.ntatoday.com/ for more information

MANAGING MENTAL HEALTH IN THE WORKPLACE

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OVERVIEW

Do you have a Mentally Healthy workplace?
71% of employees surveyed said that a mentally healthy workplace would be an important consideration when looking for a job.
More staff considered Mental Health (92%) more important than Physical Safety (89%).

Staff want a mentally healthy place to work.

This program will focus on the key components for a Mentally Healthy Workplace. It will assist managers and staff to identify the current climate and how to move towards a more inclusive mentally healthy workplace

WHO SHOULD ATTEND?

Managers and Supervisors who want to develop a Mentally Healthy workplace. The workshop can be customized to be exclusively for intact teams or all of organisation.

HOW IT WILL WORK?

The workshop will cover :

- Smarter work design
- Building resilience
- How to support recovery
- Building better work cultures
- The key of early intervention
- Developing and increasing awareness

The program will include:

- presentations of important concepts
- Group discussions to transfer those concepts to the workplace.

A range of video support, case studies and specific workplace examples will support the learning.

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CONSULTATIVE COMMITTEE TRAINING

MAKING CONSULTATIVE COMMITTEE MEETINGS MORE EFFECTIVE

OVERVIEW

This one day workshop will provide participants with an understanding of the roles and responsibilities of Consultative Committees in the Local Government context.

The course is based on regulations required under the Local Government Act, the Local Government (State) Award and internationally accepted meeting procedures. It is written in the context of normal workplace practices for NSW Councils.

Note: some pre-course reading is essential for this course.

WHO SHOULD ATTEND?

All Members of your Consultative Committee.

HOW IT WILL WORK?

The workshop content includes:

- Describe the changing face of Local Government.
- Review service delivery and issues councils face.
- Understand roles, rights and duties of the members and the decision making process.
- Understand Award/Legislative changes and affected workplace structures and allied documents.
- Understand the structure of effective and productive meetings.
- Display improved skills in dealing with people and situations using more effective communication techniques.
- Implement positive consultative processes in working together and dealing with conflict and negativity in meetings.
- Conduct and participate in meetings correctly using effective decision making, consensus and time saving techniques.

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DURATION

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VENUE

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Helping YOU Hire the Right People

Overview

01

As you journey through major organisational change, finding the right leadership team is critical.

02

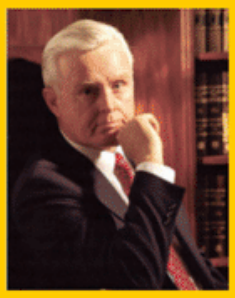
We can Help

We use the renowned HOGAN Assessment System to help organisations like yours develop a strong senior leadership team.

About HOGAN

03

HOGAN examines applicants' strengths, weaknesses, values and approaches to problem solving. It also helps you identify risks with the prospective candidate.



Make it Easier

The HOGAN Assessment System helps you narrow the applicant field.

Contact Us:

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norman turkington and associates
02 9482 7704
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learning@ntatoday.com

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NORMAN TURKINGTON AND ASSOCIATES

Contact us:

Q4@bigpond.com

Ph: 02 9482 7704

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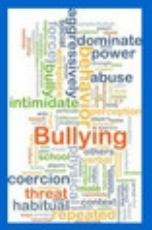
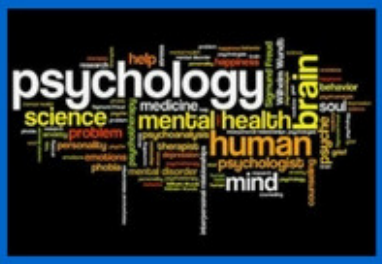
norman turkington and associates **offers a range of services to help you and your organisation succeed. They include:**





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