LAPT

LONDON ACADEMY OF PROFESSIONAL TRAINING

CERTIFICATE

Certificate in Change, Leadership and Project Management

LAPT — London Academy of Professional Training

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Reference MGT-C07 • Management Centres

UKPRN 10067351 • Registered in England and Wales, company 4984798

4	111	726	400	60%	Lifetime
SUBJECTS	CHAPTERS	CLASSES	TOTAL MARKS	PASS MARK	VALIDITY

AT A GLANCE

REFERENCE	**MGT-C07**
AWARD	**Certificate**
ASSESSMENT	**400 marks — 240 to pass (60%)**
PREREQUISITES	**None**
VALIDITY	**Lifetime**
AWARDING BODY	**LAPT — London Academy of Professional Training**

CURRICULUM

1 **Change Management** 44 chapters · 264 classes **100 marks**

- **1 Understanding Change Management Frameworks** — 6 classes
  - 1.1 Define Key Concepts in Change Management Frameworks
  - 1.2 Explore the Stages of Change Management Processes
  - 1.3 Identify Different Change Management Models and Their Applications
  - 1.4 Analyze the Role of Leadership in Change Initiatives
  - 1.5 Develop Strategies for Effective Stakeholder Engagement
  - 1.6 Apply Change Management Frameworks to Real-World Scenarios
- **2 Identifying Opportunities for Improvement** — 6 classes
  - 2.1 Define Key Metrics for Improvement Opportunities
  - 2.2 Analyze Current Processes for Inefficiencies
  - 2.3 Utilize SWOT Analysis to Identify Strengths and Weaknesses
  - 2.4 Gather Stakeholder Feedback to Uncover Improvement Areas
  - 2.5 Prioritize Improvement Opportunities Using Impact Assessment
  - 2.6 Develop an Action Plan for Implementing Improvements
- **3 Engaging Stakeholders in Change Initiatives** — 6 classes
  - 3.1 Identify Key Stakeholders in Change Initiatives
  - 3.2 Analyze Stakeholder Needs and Concerns
  - 3.3 Develop a Stakeholder Engagement Plan
  - 3.4 Communicate Effectively with Stakeholders
  - 3.5 Involve Stakeholders in the Change Process
  - 3.6 Evaluate Stakeholder Feedback and Adjust Strategies
- **4 Implementing Continuous Improvement Strategies** — 6 classes
  - 4.1 Identify Opportunities for Continuous Improvement
  - 4.2 Analyze Current Processes Using the PDCA Cycle
  - 4.3 Develop Effective Measurement Metrics for Improvement
  - 4.4 Engage Stakeholders in the Change Process
  - 4.5 Implement Change Initiatives with a Continuous Feedback Loop
  - 4.6 Evaluate and Sustain Long-term Improvement Outcomes
- **5 Measuring and Sustaining Change Outcomes** — 6 classes
  - 5.1 Define Key Performance Indicators for Change Initiatives
  - 5.2 Develop a Measurement Framework for Change Outcomes
  - 5.3 Collect and Analyze Data on Change Implementation
  - 5.4 Evaluate the Effectiveness of Change Initiatives
  - 5.5 Identify Strategies for Sustaining Change Over Time
  - 5.6 Create an Action Plan for Continuous Improvement
- **1 Understanding Change in Lean Environments** — 6 classes
  - 1.1 Define Change Management Concepts in Lean
  - 1.2 Identify Drivers of Change in Lean Environments
  - 1.3 Analyze Resistance to Change in Lean Practices
  - 1.4 Explore Strategies for Effective Change Communication
  - 1.5 Implement Change Management Tools in Lean Projects
  - 1.6 Evaluate the Impact of Change Initiatives on Lean Performance
- **2 Lean Tools and Techniques for Change Implementation** — 6 classes
  - 2.1 Identify Key Lean Tools for Change Management
  - 2.2 Analyze the Impact of Change Using Value Stream Mapping
  - 2.3 Implement Kaizen for Continuous Improvement in Change Processes
  - 2.4 Create Standard Operating Procedures to Support Change
  - 2.5 Utilize the 5 Whys Technique to Address Change Resistance
  - 2.6 Develop an Action Plan for Sustaining Change with Lean Principles
- **3 Communication Strategies During Change** — 6 classes
  - 3.1 Identify Key Stakeholders in Change Communication
  - 3.2 Develop Clear Communication Objectives for Transition
  - 3.3 Choose Effective Communication Channels for Diverse Audiences
  - 3.4 Crafting Messages That Resonate: Language and Tone
  - 3.5 Facilitate Feedback Loops to Enhance Engagement
  - 3.6 Evaluate Communication Effectiveness and Adapt Strategies
- **4 Engaging Teams in Lean Change Processes** — 6 classes
  - 4.1 Understand the Importance of Engaging Teams in Lean Change
  - 4.2 Identify Common Barriers to Team Engagement in Lean Processes
  - 4.3 Explore Techniques for Effective Communication in Change Initiatives
  - 4.4 Develop Strategies to Foster Team Collaboration in Lean Projects
  - 4.5 Implement Feedback Mechanisms to Enhance Team Involvement
  - 4.6 Evaluate the Impact of Team Engagement on Lean Change Outcomes
- **5 Measuring the Impact of Change in Lean Systems** — 6 classes
- **3 Stakeholder Engagement: Building Support for Change** — 6 classes
  - 3.1 Identify Key Stakeholders in Change Initiatives
  - 3.2 Analyze Stakeholder Interests and Concerns
  - 3.3 Develop Effective Communication Strategies for Stakeholder Engagement
  - 3.4 Foster Relationships Through Active Listening Techniques
  - 3.5 Build Coalitions: Engaging Influencers and Advocates
  - 3.6 Measure Stakeholder Support and Adjust Engagement Strategies
- **4 Communication Strategies: Conveying Change Effectively** — 6 classes
  - 4.1 Identify Key Stakeholders in Change Communication
  - 4.2 Develop Clear Messaging for Change Initiatives
  - 4.3 Utilize Different Communication Channels for Maximum Impact
  - 4.4 Engage Employees Through Active Listening Techniques
  - 4.5 Overcome Resistance by Addressing Concerns Transparently
  - 4.6 Evaluate Communication Effectiveness and Adjust Strategies
- **5 Measuring Change Success: Metrics and Continuous Improvement** — 6 classes
  - 5.1 Define Success: Identifying Key Metrics for Change Initiatives
  - 5.2 Develop Baseline Measurements: Establishing a Starting Point
  - 5.3 Implement Continuous Feedback Mechanisms: Gathering Real-Time Data
  - 5.4 Analyze Data: Interpreting Metrics for Improvement Opportunities
  - 5.5 Evaluate Change Outcomes: Assessing the Impact of Implemented Strategies
  - 5.6 Foster a Culture of Continuous Improvement: Encouraging Ongoing Development
- **6 Corporate Social Responsibility Management** — 6 classes
  - 6.1 Introduction to Corporate Social Responsibility
  - 6.2 Understanding Stakeholder Engagement
  - 6.3 Developing CSR Strategies
  - 6.4 Measuring CSR Impact
  - 6.5 Reporting and Transparency in CSR
  - 6.6 Integrating CSR into Business Operations
- **1 Understanding the Change Management Process: Foundations and Theories** — 6 classes
  - 1.1 Define Key Concepts in Change Management
  - 1.2 Explore Theories of Change Management: Lewin's Model
  - 1.3 Analyze Kotter's 8-Step Change Model
  - 1.4 Examine Organizational Culture and Change
  - 1.5 Identify Stakeholder Roles in the Change Process
  - 1.6 Apply Change Management Strategies to Real-World Scenarios
- **2 Stakeholder Analysis and Engagement Strategies** — 6 classes
  - 2.1 Identify Key Stakeholders in Change Processes
  - 2.2 Analyze Stakeholder Influence and Impact
  - 2.3 Develop Stakeholder Engagement Plans
  - 2.4 Communicate Change Effectively to Stakeholders
  - 2.5 Evaluate Stakeholder Feedback and Adjust Strategies
  - 2.6 Foster Long-term Relationships with Stakeholders
- **3 Developing and Communicating a Change Vision** — 6 classes
  - 3.1 Define and Articulate the Change Vision
  - 3.2 Identify Stakeholders and Their Needs
  - 3.3 Craft a Compelling Change Narrative
  - 3.4 Utilize Visual Aids to Enhance Communication
  - 3.5 Develop a Feedback Mechanism for Engagement
  - 3.6 Evaluate the Effectiveness of the Change Vision Communication
- **4 Overcoming Resistance to Change: Techniques and Best Practices** — 6 classes
  - 4.1 Identify Common Sources of Resistance to Change
  - 4.2 Analyze the Impact of Resistance on Change Initiatives
  - 4.3 Explore Effective Communication Strategies for Change
  - 4.4 Engage Stakeholders to Foster Support for Change
  - 4.5 Implement Techniques to Address Resistance to Change
  - 4.6 Evaluate the Success of Change Initiatives Through Feedback
- **5 Sustaining Change: Measurement and Continuous Improvement**

2

Leadership and Team Dynamics

36 chapters · 216 classes **100 marks**

- **1 Understanding Data in Lean Contexts** — 6 classes
  - 1.1 Identify Key Data Types in Lean Operations
  - 1.2 Analyze Data Sources for Lean Decision-Making
  - 1.3 Explore Descriptive Statistics in Lean Contexts
  - 1.4 Utilize Visual Data Representation Techniques
  - 1.5 Evaluate Data Trends to Identify Improvement Areas
  - 1.6 Apply Data-Driven Insights to Lean Problem Solving
- **2 Data Collection Techniques for Lean Management** — 6 classes
  - 2.1 Identify Key Data Collection Methods for Lean Management
  - 2.2 Analyze the Role of Qualitative vs Quantitative Data in Lean Strategies
  - 2.3 Evaluate the Effectiveness of Surveys and Interviews for Data Gathering
  - 2.4 Implement Observational Techniques to Enhance Data Accuracy
  - 2.5 Utilize Technology Tools for Data Collection in Lean Operations
  - 2.6 Apply Data Analysis Techniques to Inform Lean Decision Making
- **3 Analyzing Data for Lean Performance Indicators** — 6 classes
  - 3.1 Define Lean Performance Indicators and Their Importance
  - 3.2 Identify Key Data Sources for Lean Performance Analysis
  - 3.3 Collect and Organize Data for Effective Analysis
  - 3.4 Analyze Data Trends to Identify Improvement Opportunities
  - 3.5 Apply Statistical Tools to Evaluate Lean Performance
  - 3.6 Create Actionable Insights from Data Analysis for Lean Decisions
- **4 Interpreting Data to Identify Improvement Opportunities** — 6 classes
  - 4.1 Define Key Data Metrics for Lean Analysis
  - 4.2 Collect and Organize Data for Improvement Opportunities
  - 4.3 Analyze Data Trends to Identify Inefficiencies
  - 4.4 Apply Statistical Tools to Support Decision-Making
  - 4.5 Visualize Data Insights for Stakeholder Communication
  - 4.6 Develop Actionable Recommendations Based on Data Analysis
- **5 Data-Driven Decision Making in Lean Environments** — 6 classes
  - 5.1 Understand Key Metrics for Lean Decision Making
  - 5.2 Collect and Organize Relevant Data for Analysis
  - 5.3 Analyze Data Trends to Identify Improvement Opportunities
  - 5.4 Apply Statistical Tools to Support Lean Initiatives
  - 5.5 Interpret Data Visualizations for Effective Communication
  - 5.6 Develop Actionable Plans Based on Data Insights
- **1 Understanding Leadership Styles in Lean Management** — 6 classes
  - 1.1 Identify Key Leadership Styles in Lean Management
  - 1.2 Analyze the Impact of Leadership Styles on Team Dynamics
  - 1.3 Evaluate Personal Leadership Style Using Self-Assessment Tools
  - 1.4 Explore the Role of Transformational Leadership in Lean Contexts
  - 1.5 Implement Situational Leadership Techniques in Team Scenarios
  - 1.6 Develop a Personal Action Plan for Effective Leadership in Lean Management
- **2 Building High-Performing Teams** — 6 classes
  - 2.1 Identify Characteristics of High-Performing Teams
  - 2.2 Assess Team Dynamics and Roles
  - 2.3 Foster Effective Communication Strategies
  - 2.4 Establish Trust and Accountability within Teams
  - 2.5 Implement Conflict Resolution Techniques
  - 2.6 Develop Action Plans for Team Improvement
- **3 Effective Communication in Lean Environments** — 6 classes
  - 3.1 Understand Lean Communication Principles
  - 3.2 Identify Barriers to Effective Communication
  - 3.3 Explore Active Listening Techniques
  - 3.4 Practice Clear and Concise Messaging
  - 3.5 Apply Feedback Mechanisms in Teams
  - 3.6 Use Communication Tools for Lean Collaboration
- **4 Conflict Resolution and Problem-Solving Techniques** — 6 classes
  - 4.1 Identify Sources of Conflict in Teams
  - 4.2 Analyze Conflict Styles and Their Impacts
  - 4.3 Apply Active Listening Techniques for Resolution
  - 4.4 Explore Collaborative Problem-Solving Methods
  - 4.5 Develop a Conflict Resolution Action Plan
  - 4.6 Implement and Evaluate Conflict Resolution Strategies
- **4 Fostering a Culture of Continuous Improvement** — 6 classes
  - 4.1 Identify Key Elements of a Continuous Improvement Culture
  - 4.2 Analyze Leadership Styles That Foster Improvement
  - 4.3 Develop a Strategy for Encouraging Team Engagement
  - 4.4 Implement Tools for Effective Feedback and Communication
  - 4.5 Evaluate Team Performance and Identify Improvement Opportunities
  - 4.6 Create an Action Plan for Sustaining Continuous Improvement
- **5 Conflict Resolution and Adaptive Leadership in Teams** — 6 classes
  - 5.1 Identify Common Sources of Conflict in Teams
  - 5.2 Explore the Role of Emotional Intelligence in Conflict Resolution
  - 5.3 Analyze Conflict Resolution Styles and Their Impact on Team Dynamics
  - 5.4 Develop Active Listening Skills for Effective Communication
  - 5.5 Implement Adaptive Leadership Techniques for Managing Conflict
  - 5.6 Create a Conflict Resolution Action Plan for Team Scenarios
- **6 Effective Meeting Leadership** — 6 classes
  - 6.1 Understanding Meeting Objectives
  - 6.2 Preparing an Effective Agenda
  - 6.3 Facilitating Productive Discussions
  - 6.4 Encouraging Participation and Engagement
  - 6.5 Managing Time and Keeping Focus
  - 6.6 Evaluating Meeting Outcomes
- **1 Foundations of Leadership in Process Improvement** — 6 classes
  - 1.1 Define Key Leadership Concepts in Process Improvement
  - 1.2 Identify Essential Leadership Qualities for Effective Teams
  - 1.3 Explore Different Leadership Styles in Process Improvement
  - 1.4 Analyze Team Dynamics and Their Impact on Leadership
  - 1.5 Apply Leadership Strategies to Foster Team Collaboration
  - 1.6 Evaluate Personal Leadership Skills and Development Needs
- **2 Understanding Team Dynamics in Process Improvement Initiatives** — 6 classes
  - 2.1 Identify Key Roles in Team Dynamics
  - 2.2 Explore Stages of Team Development
  - 2.3 Analyze Team Communication Patterns
  - 2.4 Assess the Impact of Team Culture on Performance
  - 2.5 Implement Strategies for Enhancing Team Collaboration
  - 2.6 Evaluate the Success of Team Dynamics in Process Improvement
- **3 Developing Effective Communication Strategies for Teams** — 6 classes
  - 3.1 Identify Key Elements of Effective Communication
  - 3.2 Analyze Common Barriers to Team Communication
  - 3.3 Develop Active Listening Skills for Leaders
  - 3.4 Implement Techniques for Giving Constructive Feedback
  - 3.5 Design Inclusive Communication Strategies for Diverse Teams
  - 3.6 Evaluate the Impact of Communication on Team Performance
- **4 Decision-Making and Problem-Solving in Teams** — 6 classes
  - 4.1 Identify Key Decision-Making Styles in Teams
  - 4.2 Analyze the Role of Team Dynamics in Problem-Solving
  - 4.3 Explore Techniques for Collaborative Decision-Making
  - 4.4 Evaluate the Impact of Cognitive Biases on Team Decisions
  - 4.5 Develop a Framework for Effective Problem-Solving in Teams
  - 4.6 Implement Real-World Scenarios to Practice Decision-Making Skills
- **5 Leading Change and Building a Culture of Continuous Improvement** — 6 classes
  - 5.1 Understand the Importance of Change in Organizations
  - 5.2 Identify Key Drivers of Change and Improvement
  - 5.3 Develop Effective Communication Strategies for Change Initiatives
  - 5.4 Foster a Culture that Embraces Continuous Improvement
  - 5.5 Engage Teams in the Change Process Through Collaboration
  - 5.6 Evaluate the Impact of Change and Continuous Improvement Efforts
- **1 Understanding Leadership Styles in Process Excellence** — 6 classes
  - 1.1 Identify Key Leadership Styles in Process Excellence
  - 1.2 Analyze the Impact of Leadership Styles on Team Dynamics
  - 1.3 Explore Transformational Leadership in Process Improvement
  - 1.4 Evaluate Situational Leadership Frameworks for Process Management

3 **Project Management for Improvement** 17 chapters · 126 classes **100 marks**

- **1 Fundamentals of Project Management in Operational Excellence** — 6 classes
  - 1.1 Define Key Concepts in Project Management for Operational Excellence
  - 1.2 Identify the Project Life Cycle Stages Relevant to Operational Excellence
  - 1.3 Recognize Stakeholder Roles and Responsibilities in Projects
  - 1.4 Develop SMART Objectives for Operational Projects
  - 1.5 Apply Risk Management Techniques to Enhance Project Success
  - 1.6 Create an Action Plan for Implementing Project Management Best Practices
- **2 Project Life Cycle and Methodologies for Operational Improvement** — 6 classes
  - 2.1 Define the Project Life Cycle and its Stages
  - 2.2 Identify Key Project Management Methodologies
  - 2.3 Analyze the Benefits of Each Methodology for Operational Improvement
  - 2.4 Develop a Project Charter for Operational Excellence Initiatives
  - 2.5 Plan Effective Project Scope and Objectives for Success
  - 2.6 Evaluate Project Outcomes to Drive Continuous Improvement
- **3 Stakeholder Engagement and Communication Strategies** — 6 classes
  - 3.1 Identify Key Stakeholders
  - 3.2 Analyze Stakeholder Needs and Expectations
  - 3.3 Develop Effective Communication Plans
  - 3.4 Utilize Engagement Techniques for Stakeholder Buy-In
  - 3.5 Monitor and Evaluate Stakeholder Engagement Outcomes
  - 3.6 Adjust Communication Strategies Based on Feedback
- **4 Risk Management and Problem-Solving in Projects** — 6 classes
  - 4.1 Identifying Project Risks
  - 4.2 Risk Assessment Techniques
  - 4.3 Developing Mitigation Strategies
  - 4.4 Problem-Solving Frameworks
  - 4.5 Monitoring and Controlling Risks
  - 4.6 Case Studies in Risk Management
- **5 Evaluating Project Success and Driving Continuous Improvement** — 6 classes
  - 5.1 Defining Project Success Criteria
  - 5.2 Key Performance Indicators for Projects
  - 5.3 Stakeholder Engagement and Feedback
  - 5.4 Lessons Learned and Best Practices
  - 5.5 Risk Management for Continuous Improvement
  - 5.6 Implementing Change Management Strategies
- **6 Contract Bidding and Sales Management** — 6 classes
  - 6.1 Understanding Supplier Selection Criteria
  - 6.2 Developing Effective Procurement Strategies
  - 6.3 Negotiation Techniques for Contracts
  - 6.4 Evaluating Supplier Proposals
  - 6.5 Managing Supplier Relationships
  - 6.6 Sales Management Best Practices
- **7 Visual Management Systems Development** — 6 classes
  - 7.1 Introduction to Visual Management Systems
  - 7.2 Principles of Effective Visual Communication
  - 7.3 Identifying Key Performance Indicators
  - 7.4 Designing Visual Management Tools
  - 7.5 Implementing Visual Management Systems
  - 7.6 Leading Teams in Visual Management
- **8 Total Productive Maintenance Leadership** — 6 classes
  - 8.1 Introduction to Total Productive Maintenance
  - 8.2 Key Principles of TPM Implementation
  - 8.3 Developing a TPM Strategy
  - 8.4 Engaging Teams in TPM Activities
  - 8.5 Measuring TPM Success and Metrics
  - 8.6 Sustaining TPM Culture in the Workplace
- **9 Mistake Proofing Techniques** — 6 classes
  - 9.1 Introduction to Mistake Proofing
  - 9.2 Understanding Poka Yoke Principles
  - 9.3 Identifying Common Errors in Processes
- **10 Evolutionary Operations Implementation** — 6 classes
  - 10.1 Introduction to Evolutionary Operations
  - 10.2 Principles of Continuous Improvement
  - 10.3 Implementing EVOP Methodologies
  - 10.4 Data Analysis for Operational Success
  - 10.5 Change Management in EVOP
  - 10.6 Measuring and Sustaining Improvements
- **11 Taguchi Linear Graph Production** — 6 classes
  - 11.1 Introduction to Taguchi Methods
  - 11.2 Understanding Linear Graphs
  - 11.3 Data Collection Techniques
  - 11.4 Creating Taguchi Linear Graphs
  - 11.5 Analyzing Graphical Data
  - 11.6 Implementing Improvements in Production
- **12 Initiating and Planning Improvement Projects** — 10 classes
  - 12.1 Characteristics of a Project
  - 12.2 Project Brief and Objectives
  - 12.3 Defining Deliverables
  - 12.4 Work Breakdown Structures
  - 12.5 Estimating Effort and Time
  - 12.6 Building a Project Schedule
  - 12.7 Gantt Charts in Practice
  - 12.8 Critical Path Basics
  - 12.9 Resource Allocation Planning
  - 12.10 Project Plan Approval
- **13 Project Budgeting and Cost Control** — 10 classes
  - 13.1 Types of Project Cost
  - 13.2 Building a Simple Budget
  - 13.3 Cost Estimation Methods
  - 13.4 Tracking Actual Spend
  - 13.5 Variance and Earned Value Basics
  - 13.6 Forecasting to Completion
  - 13.7 Approval of Changes in Cost
  - 13.8 Benefit and Payback Calculation
  - 13.9 Procurement for Small Projects
  - 13.10 Financial Reporting to Sponsors
- **14 Managing Project Teams and Meetings** — 10 classes
  - 14.1 Forming a Project Team
  - 14.2 Roles and Responsibilities Matrix
  - 14.3 Setting Team Ground Rules
  - 14.4 Running Effective Project Meetings
  - 14.5 Task Delegation and Follow Up
  - 14.6 Motivating Part Time Team Members
  - 14.7 Handling Conflict in Teams
  - 14.8 Remote and Hybrid Team Working
  - 14.9 Recording Decisions and Actions
  - 14.10 Closing Out Team Roles
- **15 Monitoring Progress and Change Control** — 10 classes
  - 15.1 Progress Tracking Methods
  - 15.2 Status Reports and Dashboards
  - 15.3 Milestone Reviews
  - 15.4 Identifying Schedule Slippage
  - 15.5 Recovery Actions
  - 15.6 Change Request Process
  - 15.7 Assessing Impact of Changes
  - 15.8 Issue and Decision Logs
  - 15.9 Quality Checks on Deliverables
  - 15.10 Escalating to the Sponsor
- **16 Agile and Visual Methods for Improvement Work** — 10 classes
  - 16.1 Introduction to Agile Working
  - 16.2 Backlogs and Prioritisation
  - 16.3 Sprints and Short Cycles
  - 16.4 Daily Stand Up Meetings
  - 16.5 Kanban Boards for Projects
  - 16.6 Retrospective Meetings
  - 16.7 Combining Agile with Lean Tools
  - 16.8 User Stories for Process Needs

4

Stakeholder Engagement and Communication

14 chapters · 120 classes **100 marks**

- **1 Understanding Stakeholder Identification and Analysis** — 6 classes
  - 1.1 Define Stakeholders and Their Importance in Operational Excellence
  - 1.2 Identify Different Types of Stakeholders in Your Organization
  - 1.3 Analyze Stakeholder Influence and Interests
  - 1.4 Map Stakeholders Using Power/Interest Grid Techniques
  - 1.5 Develop Strategies for Engaging Key Stakeholders
  - 1.6 Evaluate the Effectiveness of Stakeholder Engagement Methods
- **2 Building Effective Communication Strategies** — 6 classes
  - 2.1 Identify Stakeholder Needs and Expectations
  - 2.2 Develop Clear Communication Objectives
  - 2.3 Choose Appropriate Communication Channels
  - 2.4 Craft Effective Messages for Diverse Audiences
  - 2.5 Implement Feedback Mechanisms for Continuous Improvement
  - 2.6 Evaluate the Effectiveness of Communication Strategies
- **3 Facilitation Techniques for Stakeholder Involvement** — 6 classes
  - 3.1 Identify Key Stakeholders and Their Needs
  - 3.2 Explore Different Facilitation Techniques
  - 3.3 Prepare Effective Agendas for Stakeholder Meetings
  - 3.4 Implement Active Listening Strategies During Discussions
  - 3.5 Apply Conflict Resolution Techniques in Facilitation
  - 3.6 Evaluate the Impact of Facilitation on Stakeholder Engagement
- **4 Conflict Resolution and Negotiation in Stakeholder Relationships** — 6 classes
  - 4.1 Identify Common Causes of Conflict in Stakeholder Relationships
  - 4.2 Analyze Stakeholder Perspectives and Interests
  - 4.3 Develop Active Listening Skills for Effective Communication
  - 4.4 Explore Conflict Resolution Strategies and Techniques
  - 4.5 Practice Negotiation Skills Through Role-Playing Scenarios
  - 4.6 Evaluate Outcomes of Conflict Resolution in Stakeholder Engagement
- **5 Measuring Stakeholder Engagement and Communication Effectiveness** — 6 classes
  - 5.1 Understanding Stakeholder Needs
  - 5.2 Communication Strategies for Stakeholders
  - 5.3 Feedback Mechanisms for Engagement
  - 5.4 Building Trust with Stakeholders
  - 5.5 Evaluating Communication Channels
  - 5.6 Reporting on Engagement Outcomes
- **6 Stakeholder Mapping and Engagement Planning** — 10 classes
  - 6.1 Types of Stakeholders at Work
  - 6.2 Power and Interest Grid
  - 6.3 Stakeholder Register Details
  - 6.4 Assessing Support and Resistance
  - 6.5 Engagement Plan Template
  - 6.6 Choosing Channels and Frequency
  - 6.7 Assigning Relationship Owners
  - 6.8 Early Engagement Quick Wins
  - 6.9 Updating Plans as Projects Change
  - 6.10 Ethics in Stakeholder Management
- **7 Business Writing for Workplace Communication** — 10 classes
  - 7.1 Planning Before Writing
  - 7.2 Writing Clear Emails
  - 7.3 Structuring Short Reports
  - 7.4 Using Plain Language
  - 7.5 Writing Meeting Agendas
  - 7.6 Taking Accurate Minutes
  - 7.7 Writing Briefing Notes
  - 7.8 Proofreading and Editing
  - 7.9 Using Templates Consistently
  - 7.10 Writing for Different Audiences
- **8 Presenting Information and Results** — 10 classes
  - 8.1 Planning a Short Presentation
  - 8.2 Structuring Key Messages
  - 8.3 Designing Clear Slides
  - 8.4 Presenting Data with Charts
  - 8.5 Storytelling for Impact
  - 8.6 Voice Body Language and Confidence
  - 8.7 Handling Questions
  - 8.8 Presenting Online
  - 8.9 One Page Summaries
  - 8.10 Rehearsing and Improving
- **9 Listening, Questioning and Feedback Skills** — 10 classes
  - 9.1 Active Listening Techniques
  - 9.2 Open and Closed Questions
  - 9.3 Reading Non Verbal Signals
  - 9.4 Clarifying and Summarising
  - 9.5 Giving Positive Feedback
  - 9.6 Giving Constructive Feedback
  - 9.7 Receiving Feedback Gracefully
  - 9.8 Cultural Awareness in Communication
  - 9.9 Barriers to Understanding
  - 9.10 Practising Feedback Conversations
- **10 Meetings and Workshop Facilitation** — 10 classes
  - 10.1 Purpose and Planning of Meetings
  - 10.2 Selecting Participants
  - 10.3 Preparing Materials
  - 10.4 Ground Rules and Timekeeping
  - 10.5 Facilitating Discussion Fairly
  - 10.6 Handling Dominant and Quiet Voices
  - 10.7 Using Visual Aids and Flip Charts
  - 10.8 Reaching Decisions in Groups
  - 10.9 Recording Outcomes
  - 10.10 Following Up After Meetings
- **11 Handling Resistance and Difficult Conversations** — 10 classes
  - 11.1 Reasons for Resistance
  - 11.2 Listening to Concerns
  - 11.3 Explaining Change Clearly
  - 11.4 Staying Calm Under Pressure
  - 11.5 Assertive Communication
  - 11.6 Managing Complaints
  - 11.7 De-Escalating Conflict
  - 11.8 Finding Common Ground
  - 11.9 Agreeing Next Steps
  - 11.10 Reflecting on Difficult Cases
- **12 Negotiation and Influencing Skills** — 10 classes
  - 12.1 Basics of Negotiation
  - 12.2 Preparing Goals and Limits
  - 12.3 Understanding the Other Side
  - 12.4 Building Rapport and Trust
  - 12.5 Persuasion Techniques
  - 12.6 Win Win Solutions
  - 12.7 Handling Objections
  - 12.8 Agreeing and Recording Deals
  - 12.9 Influencing Without Authority
  - 12.10 Negotiation Role Plays
- **13 Internal Communication and Change Messaging** — 10 classes
  - 13.1 Planning Internal Communication
  - 13.2 Choosing Channels for Staff
  - 13.3 Writing Change Announcements
  - 13.4 Newsletters Notice Boards and Intranets
  - 13.5 Town Hall and Team Briefings
  - 13.6 Two Way Feedback Channels
  - 13.7 Rumour and Misinformation Control
  - 13.8 Measuring Message Reach
  - 13.9 Consistency Across Teams
  - 13.10 Reviewing Communication Plans
- **14 Reporting Stakeholder Engagement and Relationships** — 10

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