Z & A

Zormelo & Associates

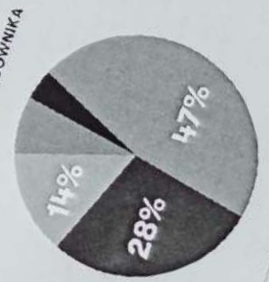# TRAINING BROCHURE

2024

ABOUT US

Zormelo & Associates is a Management Consulting firm which works with both private and public sector clients to create world class companies and institutions through advisory services in Human Resources Strategy & Management.

Zormelo & Associates is made up of an outstanding team of highly experienced and qualified permanent staff and associates who together work to add value to clients' businesses. What differentiates the company from others is its in-depth and excellent understanding of the Ghanaian and West African environment.

Our training courses are carefully designed to cater for adult learners. This means we use the experiential learning methodology which focuses on case studies, exercises, and practical approaches to reinforce the learning. We are currently offering all our training programs which can be tailored to meet your company's specific needs virtually.

VIRTUAL AND FACE-TO-FACE TRAINING

We offer all our courses through virtual platforms using the instructor-led training approach. Wherever they are across the country, participants are able to join our workshops, access and view their training materials, complete tasks and have interactive sessions with our experienced facilitators. We also deliver face-to-face sessions if preferred by our clients.

Our open programmes are advertised on our website from time to time.

OUR TRAINING PROGRAMMES

STRATEGIC LEADERSHIP

Leadership is critical in making everything work together seamlessly; without it, all other business resources are ineffective. Today's businesses need leaders who have the ability to influence their teams to achieve strategic goals. This course is designed to impart simple, but practical lessons that will equip participants to fully engage in strategic decision making and adopt people-centered leadership approaches in managing teams.

The workshop will cover;

- Strategic Leadership.
- Elements Of Strategic Leadership.
- Leadership Styles.
- Integrating Strategy And Leadership.
- Role of Leader in Strategy and Change.
- Conveying the Strategic Intent.
- Culture and Diversity in Leadership.
- Strategy Design & Execution.

Duration: Two (2) days
Target Group: Directors, Senior Managers & Managers who provide input into strategic decisions and business strategies

CORPORATE GOVERNANCE

An organization's governance influences rights and responsibilities among stakeholders and determines whether it succeeds or fails. This course teaches company governance responsibilities of leaders, recognizing the need to balance the interest of all stakeholders of an organisation. It teaches how to improve corporate governance and reduce agency conflicts between principals, management, and the board of directors.

The workshop will cover;

- Introduction to Corporate Governance.
- Principles of Corporate Governance.
- Models of Corporate Governance.
- Strategy Formation and Value Creation.
- Responsibility of Management.
- Ownership & Shareholders.
- Competition, Reputation and Corporate Governance.
- Developing Corporate Governance Codes.

Duration: Two (2) days
Target Group: Board Members, Directors, and Senior Managers

STRATEGIC COMMUNICATION SKILLS

Communication must be applied systematically and consistently in achieving strategic goals in corporate engagements. This course will take participants through steps and processes to achieving optimum communication with customers, clients, colleagues and other stakeholders. Apart from raising theoretical awareness of participants to the key issues in strategic communications, the course has a strong practical focus on building skills and confidence in a range of different settings

The workshop will cover:

- Understanding Strategic Communication.
- Identifying Audience/ Stakeholders.
- Types Of Communication.
- Communication Strategies.
- Principles of Strategic Communication Assertive Communication.
- Active Listening.
- Questioning Techniques.
- Feedback.
- Emotional Intelligence

Duration: Two (2) days
Target Group: Chief Executive Officers, Senior Managers, Public Relations and Communications Personnel & Corporate Executives

BUSINESS REPORT WRITING

An organization's governance influences rights and responsibilities among stakeholders and determines whether it Presenting critical information and data analysis effectively are an integral part of the business management process. Business leaders and stakeholders rely on their interpretation of reports in making informed decisions. The programme is designed to give participants practical knowledge in presenting their analysis of business processes through the writing of adept business reports. Participants will be able to communicate their evaluation and assessment of particular business issues in a clear and concise manner.

The workshop will cover;

- Introduction to Business Report Writing.
- Critical Thinking for Report Writing.
- Planning & Structuring Business Report.
- Communication through Business Reports.
- Communicating Data Analysis in Reports

Duration: Two (2) days
Target Group: Managers, Project Managers and other Employees

LEADING CHANGE

Leading change is never an easy process, but is an essential part of the world of work globally. Organizations, both public and private are left with no choice than to change their ways of doing things in order to compete in the global market. This course is designed to assist managers to first understand that change is inevitable in today's business environment; and to highlight the role of managers in the change process. They are equipped with tools to ensure their teams achieve results.

The workshop will cover;

- Fundamentals of Change.
- Visioning.
- The Change Curve.
- The Change Management Process.
- Adapting to Change.
- Handling Resistance to Change.
- Communicating Change.
- Evaluating Impact of Change.

Duration: Two (2) days
Target Group: Managers and Team Leaders, Project Analysts/Managers

STRATEGIC MANAGEMENT

Providing overall direction is an essential component of every business and can be achieved by developing strategic objectives and plans. At the end of this course, participants will be able to develop and oversee the implementation of the organisation's strategy. They will also be able to relate strategy to their own work areas and ensure a proper alignment of the Corporate strategy with the Business Unit Strategy.

The workshop will cover;

- Developing a Strategic Plan.
- The Importance Of Strategy To Organisations.
- Effective Strategy Management.
- The Five Step Strategy Model.
- Competitive Management Strategies.
- Strategy and Financial Objectives Identification.
- Organisational Strategy Implementation.
- Execution, Monitoring & Evaluation

Duration: Two (2) days
Target Group: Directors, Senior & Middle Managers and Specialists

LEADERSHIP & TEAM BUILDING

Leaders carry teams along through their vision. Effective teams are work groups success rests in the degree of motivation, co-ordination and purpose provided by a leader. Their synergy produces energy and creativity which is beyond them as individuals. This course focuses on what it takes to build and lead an effective team and how to obtain discretionary performance from team members.

The workshop will cover;

- Stages Of Team Development.
- Characteristics Of Effective Teams.
- Building and Maintaining High a Performing Team.
- Effective Team Meetings that Produce Results.
- Team Goal Setting Techniques.
- Evaluation and Feedback tools to Monitor Team.
- Performance and Conflict Management in Teams.

Duration: Two (2) days
Target Group: All Team Leaders, Managers and Supervisors

COACHING & MENTORING

This course will highlight effective ways by which coaching and mentoring can be embedded into the management culture of your organisation. Participants will be equipped with tools to introduce and practise these skills for the overall benefit of the organisation.

The workshop will cover;

- Importance of Coaching and Mentoring in the Digital business environment.
- Coaching and Mentoring Styles.
- Coaching Models.
- Communication Skills for Coaching and Mentoring.
- Developing the Coaching Culture.
- Relationship Building with Rights and Responsibilities and Emotional Intelligence.
- Dealing with Conflict.

Duration: Two (2) days
Target Group: Directors, Senior Managers, Team Leaders, Supervisors

CORE MANAGEMENT SKILLS

When professionals are given new leadership responsibility, their success depends on how quickly they learn people-oriented management skills to complement their expert knowledge. In this course, participants will gain knowledge of the key skills, best practices and behaviours of effective managers as well as techniques for getting the best from their teams.

The workshop will cover;

- What is Management.
- The Importance of Management in the digital work environment.
- Differentiating between Management and Leadership.
- Delegating for Results.
- Maintaining a High Performance Team.
- Motivating & Empowering Your Team.
- Achieving Results with Discretionary Performance.
- Communication Skills and Rewarding Performance.

Duration: Three (3) days
Target Group: All Managers and Team Leaders

ASSERTIVENESS FOR PROFESSIONALS

Communicating assertively helps build relationships and avoid conflicts in the work environment. This course is designed to help participants explore and understand issues around assertiveness and how they can achieve better results and build a better personal brand by being assertive. It also focuses on building participants confidence to handle others and feel better about themselves.

The workshop will cover;

- Understanding Assertiveness.
- Difference Between Assertive.
- Aggressive and Passive Behaviours.
- Saying "No" Positively and Effectively.
- Leading Assertively – Handling Difficult People and Situations.
- Dealing With Conflicts Assertively.
- Overcoming The Fears And Barriers To Assertiveness.
- Communication Styles.
- Questioning And Listening Skills.

Duration: Two (2) days
Target Group: All Levels of Staff

TECHNICAL REPORT WRITING

Technical reports are vital in communicating ideas and concepts for a good professional. Reports, as practical working documents present more than just information but also must communicate and convince the user. Professionals must be able to translate their technical knowledge into understandable written form. This course is designed to equip participants with the skills to adopt a systematic process in putting together their technical reports. It will identify available range of tools and techniques for writing sound and easy to read technical reports to deliver professional results on a consistent basis.

The workshop will cover;

- Using the Written Medium.
- Mechanics of Report Construction.
- Problem Analysis and Research Reports.
- Structuring the Report – Layout.
- Style & Tone.
- Constructing Information.
- Common Challenges with Writing Technical Reports.

Duration: Two (2) days
Target Group: Directors, Senior Managers and Technical Specialists

ETHICAL LEADERSHIP

Demonstrating respect for ethics and values has become increasingly important in guiding business operations. The objective of this course is to give participants the tools to apply important ethical principles in organisations. Participants will be equipped with tools to develop a way of thinking that ensures effective action, without compromise to integrity or the worth of others.

The workshop will cover;

- Leadership Theories and Styles.
- Identifying Your Personal Leadership Style.
- Situational Leadership, Leadership and Ethics.
- Principle of Ethical Leadership.
- Barriers to Ethical Leadership.
- Building a Personal Brand.

Duration: Two (2) days
Target Group: All Team Leaders

PERSONAL EFFECTIVENESS THROUGH TIME MANAGEMENT

Personally effective people are highly determined and manage time as an invaluable resource. The workshop is designed to assist participants to use the limited time they have more effectively both at work and in their personal lives. By the end of the course, participants will understand the importance of Time Management, identify the main obstacles to effective Time Management, and access techniques for dealing with them.

The workshop will cover;

- Planning & Goal Setting.
- Time Management Tools.
- Using Mind Maps.
- Time Management Matrix
- Goal Setting, Personal Development Strategies.
- Effective Delegation.
- Prioritization.
- Effective Decision Making and Managing Work/ Life Balance.

Duration: Two (2) days
Target Group: All Employees

CUSTOMER RELATIONSHIP MANAGEMENT

Successful organizations rely on acquisition and retention of customers through effective relationship management skills. This course teaches participants to build customer relationships. Participants will understand the importance of customer relationships and identify tools for ensuring effective relationships.

The workshop will cover:

- Customer Types & Relationships.
- Communicating Assertively.
- Negotiating The Best Deal.
- Creating Customer Loyalty.
- The Importance Of Excellent Customer Service.
- Principles Of Delivering Customer Service Excellence.
- Dealing With Client Disappointments.
- Creating Up Selling and Cross Selling Opportunities.

Duration: Two (2) days
Target Group: Relationship Managers, Sales Representatives and Customer Service Persons

THE NEW MANAGER

Most new managers lack the skills to manage, motivate, and build effective teams. It is no longer enough to be just technically good as a manager; every manager is expected to be a strategist, change leader, team builder and a results deliverer. This programme is designed to equip managers with these skills and other associated competencies.

The workshop will cover;

- The Changing Role of Managers.
- Management versus Leadership.
- Strategic Management.
- Team Building Techniques.
- Managing Performance of Your Team.
- Coaching Teams.
- Effective Communication Skills.
- Change Leadership and Emotional Intelligence.

Duration: Three (3) days
Target Group: Team Leaders and Managers

PROBLEM SOLVING & DECISION MAKING

Problem solving and decision making are embedded in business management. Functional leaders are often faced with complex problems on a day to day basis which require tactful responses within the organisation. Developing apt strategies for solving business challenges is crucial for those given the responsibility to lead. This course is designed to give participants practical approaches, applicable strategies for solving problems in the course of their work and ensuring best decision making.

The workshop will cover;

- What is a Problem.
- The Problem Solving Process: Stages of Problem Solving.
- The Problem Solving Toolkit.
- Developing a Course of Action.
- Effective Action Implementation.
- Effective Decision Making and Emotional Intelligence.

Duration: Two (2) days
Target Group: Managers and Supervisors

EFFECTIVE CUSTOMER SERVICE

Organisational brand and service perceptions are largely shaped by customer service delivery. Placing the customer at the centre of business is essential to the success of any business. This course is designed to equip participants with practical skills in delivering excellent services to customers translating into increased sales.

The workshop will cover;

- Knowing your Customer.
- Creating Customer Experience.
- Developing Customer Service Culture.
- Communicating with Customers.
- Dealing with Perceptions & Expectations.
- Customer Complaint Handling Process.
- Building Customer Relationships.

Duration: Two (2) days
Target Group: Sales Representatives and Customer Service Persons

EFFECTIVE SELLING SKILLS

In this course, participants will be able to define the key concepts associated with selling products and services. They will learn how to identify the main obstacles that can block successful sales, understand the nature of selling, understand a range of sales techniques from preparing a proposal through to closing the sale.

The workshop will cover;

- Principles Of Effective Selling.
- First Impressions & Professional Opening.
- Sales Pitch Preparation, Building Trust and Rapport.
- The Sales Planning Process.
- Questioning and Listening to Uncover Customer Needs, Handling Concerns And Objections, Gaining Commitment, Closing the Sale

Duration: Two (2) days
Target Group: All employees who are involved in selling

PERSONAL DEVELOPMENT & BRANDING

Developing a personal brand is key to professional success and influence. This course enables participants to identify key areas of learning and development they need to focus on in order to build personal brands and develop behavioural attributes for performance improvement, career change moves or towards a future success.

The workshop will cover:

- Improving Self-Awareness.
- Knowing the brand 'You'.
- Developing Strengths Or Talents.
- Career Planning: Tools.
- Defining & Executing Personal Development Plans.
- Networking and Relationship Building.
- Improving Social Skills.

Duration: Two (2) days
Target Group: All levels of Employees

STRESS MANAGEMENT

The workshop is designed to increase participants' awareness of the realities of stress and help to develop more effective ways of dealing with it. At the end of the course, participants will have an understanding of their personal profiles and how they respond to stress. Participants will be exposed to techniques for coping with stress effectively.

The workshop will cover;

- Understanding Stress In The Workplace.
- General Adaptation Syndrome.
- Influences On Stress.
- Personality & Stress.
- Managing Stress In The Team.
- Techniques For Managing Anxiety - Learning To Relax.
- Communicating Assertively.
- Effectively Managing Your Time.

Duration: Two (2) days
Target Group: All Employees

CULTURAL AWARENESS

Building an effective organisational culture plays an integral part in how work behaviours and attitudes are formed. The mix of organisations workforce and the involvement of expatriates have made effective management of diversity between locals and expatriates critical to people and business growth. This course is designed to equip participants with the necessary skills in demonstrating a high level of appreciation for cultural diversity and ensuring integration by overcoming cultural barriers that limit efficiency and growth.

The workshop will cover;

- What is Culture Awareness , The Importance of Culture Awareness.
- Culture Diversity: Managing Culture Diversity.
- Adapting to a multicultural work environment.
- Integrating Individual and Organisational Culture.
- Leading a Multicultural team.
- Managing Culture Shock and Importance of Emotional Intelligence in Culture Awareness.

Duration: Two (2) days
Target Group: Expatriates & Managers leading diverse teams

EMOTIONAL INTELLIGENCE

The ability to understand people, what motivates them and build the best human relationships to ensure cooperation has become critical to business growth. The success of individuals and their ability to control the organisational climate rest largely on their ability to understand human behaviours and react in an appropriate manner. This programme is designed to equip participants with self awareness and their impact on others in managing working relationships.

The workshop will cover;

- What is Emotional Intelligence.
- The Components of Emotional Intelligence.
- The Concept of Self-Awareness.
- Emotional Intelligence and Building Relationships inside and outside the organization.

Duration: Two (2) days
Target Group: Managers, Team Leaders, Supervisors and Employees

CAREER PLANNING & DEVELOPMENT

Having an occupation, a job or profession does not translate into a career. Having a career is deliberately developing a clear plan and working systematically towards your goal. This programme provides participants with tools to set goals and develop strategies to achieve their career aspirations.

The workshop will cover;

- Developing The Leader In You.
- Career Planning: Self- Assessment & Career Exploration.
- Professional Communications.
- Networking Strategies.
- Developing Your Professional Career Portfolio.
- Practicing Interviewing Skills and Practical Feedback Session

Duration: Two (2) days
Target Group: Graduate Trainees, High Fliers

NEGOTIATION SKILLS

This programme will walk participants through the key stages of effective negotiation and leave them with new skills; tools and techniques that will help deliver success both at business and at the personal level. By the time participants complete this course, they will be able to understand the relationship between conflict and negotiation, identify the key roles and responsibilities during negotiation process; and managing the process through Preparation, Opening Position, Bargaining, Movement and Closing.

The workshop will cover;

- Principles Of Negotiation.
- Building The Negotiation Plan.
- Developing a Strategy, Negotiating Style & Management.
- The Negotiating Environment - Location.
- The Negotiating Team - Roles and Responsibilities.
- Closing-Out The Negotiation & Post Negotiation Review - Action Plan.

Duration: Two (2) days
Target Group: Heads of Departments, Project Managers, Sales Managers, Supply Chain Managers and those involved in handling negotiations both internally and externally

MAKING HIGH IMPACT PRESENTATIONS

The objective of this practical workshop is to assist participants to improve their presentation skills when selling products, educating prospective customers or informing audiences. This programme focuses on professional business communication including preparation, structure and delivery, use of visual aids, and handling questions and answers.

The workshop will cover;

- First Impressions.
- Preparation Presentations, Structure and Delivery.
- Virtual Presentations, Managing Your Body Language and Bad Habits to Watch.
- Taking Control of the Environment.
- Managing the Audience. Managing Equipment.
- Presenter Notes.
- Hand-outs.
- Handling Questions & Difficult Audiences.

Duration: Two (2) days
Target Group: All those with presentations as part of their roles

HR GENERALIST MASTERCLASS

The company was initially started as a small but renowned trattoria in Southern Italy in 1976. The tratManaging people is a complex task. The role of HR has changed from the 'staff control point' to 'facilitator of best practice'. To earn a place at the management table, HR practitioners need to demonstrate an understanding of the business and application of best practice. HR should be a facilitator of change, trusted advisor to the business and a guide to employees. This programme seeks to provide key generalist knowledge to HR and to build their credibility in the business.

The workshop will cover;

- Recruitment and Selection.
- Managing Discipline and Grievance Issues.
- HR as a Change Agent.
- HR: The Internal Consultant.
- Manpower Planning.
- Learning and Development in the Digital World and Job Analysis, Job Evaluation.

Duration: Five (5) days

HR FOR NON-HR MANAGERS

As Line Managers assumed an increasing role in their teams in today's business environment , they are required to have a good understanding of people policies to manage lead effectively. This course creates an awareness of the basic HR principles for team leaders. Participants will also have the opportunity to discuss applicable sections of the Labour Act of Ghana and learn some best practices.

The workshop will cover;

- New Expectations of Managers, Introduction to the Ghana labour Act, Relevance of Labour Act to Line Managers.
- Talent Acquisition.
- The Psychological Contract.
- Managing Discipline & Grievances.
- Developing High Performance Teams.
- Handling Termination Of Employment.

Duration: Two (2) days
Target Group: All Managers, Team Leaders and Supervisors

RECRUITEMENT & SELECTION

Selecting the wrong candidate can have serious impact on organisational performance. This course is designed to equip participants to get it right the first time. It focuses on the skills and approaches necessary to plan for and carry out an effective interview, ensuring businesses avoid the negative impacts an ineffective interview process.

The workshop will cover;

- The Recruitment Process.
- Types & Phases Of Interviews.
- Designing the process.
- Competences and Interviews.
- Preparing For The Interview.
- Questioning And Listening Skills.
- Steps In Conducting A Successful Interview.
- Does & Don'ts in Interview.
- Importance of Non-Verbal Communication.
- Effective rating of candidates and Making the selection decision.

Duration: Two (2) days
Target Group: HR Managers, Supervisors, Line Managers, Sales Managers, Supply Chain Managers and those involved in handling negotiations both internally and externally

CONFLICT & COMPLAINTS MANAGEMENT

Complaints arising from service lapses could have a great impact on customer satisfaction in businesses. This programme is designed to equip participants with tools to effectively handle complaints, and identify and manage conflicts. Participants will be equipped with a range of tools and strategies to manage and resolve the inevitable complaints associated with the business environment and conflict within teams and with customers .

The workshop will cover;

- Sources and Nature of Conflicts
- Types of Conflict in the business environment
- The impact of Conflict on Productivity.
- Conflict Handling Strategies and Styles.
- Dealing with Conflict Assertively.
- Complaints Management.
- Importance of Complaint Management System.
- Internal and External Complaints Handling.
- Preventing Complaints.

Duration: Two (2) days
Target Group: Team leaders, Managers and Supervisors

OUR CLIENTS

Our clients span across a wide range of industries both in the public and private sectors; as we work together with them to create shared value through our training services. We work with them to design workshops to suit their sectors and their specific needs.
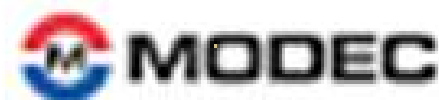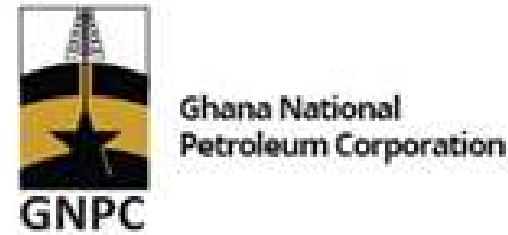
WE INTERACT WITH CLIENTS TO UNDERSTAND THEIR ACTUAL DEVELOPMENTAL NEEDS AND LEARNING OBJECTIVES SO THAT THESE ARE INCORPORATED IN THE PROGRAMMES DESIGNS. HERE ARE COMMENTS FROM SOME PARTICIPANTS;

"Overall, the program was good and directly related to work place issues; the course has improved my skills in managing my time and improving my life."

Ecobank Ghana; Time Management:

"I learnt that cultural diversity, norms and beliefs should not hinder progress and productivity at our work place. It is good to communicate that properly with team mates."

Transocean; Culture Awareness:

"The virtual training was very impactful and the use of group exercises made the training more practical."

Ecobank Ghana; Complaints Handling:

"The course was well structured; it helped me to identify the leadership gaps that I have and provided solutions to lead effectively."

Absa; Ethical Leadership

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