



Reaching Your Full Potential

Fall 2016 | Open Enrollment Programmes

UPCOMING COURSES

One-day programmes

- Being a Skilled Manager
- Communicating with Impact

Half-day programmes

- Writing for Today & Tomorrow
- Critical Thinking for Problem Solving Decision Making
- Time Management & Productivity
- Giving Feedback & Having Difficult Conversations

A Special In-house Facilitated Programme

- Creating Team Effectiveness

To register, please contact:

Jennifer Outerbridge

Programme Administrator
+1 441 295 5063 ext 426
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Being a Skilled Manager

This course helps managers, supervisors and team leaders improve the skills they need to successfully manage others – and gain improved performance from their team members.

October 27, 2016 | One-day course | Programme Fee: \$750
Includes Breakfast & Lunch | **Recommended CPE credits: 7**

Learning objectives

You will learn how to:

- Increase your understanding of skills and behaviours required to be a skilled manager and coach
- Assess your team and yourself – determining what you should continue to do that you are doing well, start doing and stop doing

Detailed Content

What it means to have a 'coaching culture'

- Being a manager, being a coach
- The importance of trust
- Concentrating on having good individual relationships with your employees
- What people want most from their organisations
- Why employees become disengaged

Applying standards of performance to set expectations

- Values
- Job responsibilities and competencies
- Goals

Managing different people differently

- Superstars, middle stars and falling stars
- Managing 'millennials'
- Dealing with team members whose behaviours negatively influences others

Getting results by focusing on reliability

- Instilling 'being reliable' as a top personal value
- Helping individuals set their priorities
- Building a team that is committed to time lines and deadlines
- Aiming to understand others' positive intentions

Top things every manager should do well

- Running meetings
- Really delegating
- Making motivating individuals and teams a top priority

Having regular sit-down sessions with individuals

- The 3D coaching conversation: discuss, develop and decide
- Four techniques for active listening

// Concepts presented were clear and concise. Outstanding. //

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Communicating with Impact

With a focus on small meetings and one-on-one interactions, Communicating with Impact provides the skills you need to be clear and convincing. You will practice a variety of communication skills in this interactive programme. The overall aim is to improve your ability to speak with confidence in any situation.

October 18, 2016 | One-day course | Programme Fee: \$750
Includes Breakfast & Lunch | **Recommended CPE credits: 7**

Learning objectives

You will learn how to:

- Project an engaging personal presence and style
- Structure ideas clearly
- Support information with meaningful substance
- Answer questions effectively

Detailed content

Personal Presence and Style

- Knowing your communication strengths and weaknesses
- Developing self-assurance
- Enhancing your non-verbal presence
- Maintaining eye contact
- Using gestures to enhance what you are saying
- Knowing how others judge you by your words and phrases
- Tips for speaking in meetings
- How to establish your credentials quickly

Speaking So People Listen

- Conveying clear, concise messages
- Seeing your subject as your audience sees it
- Power of 'chunking': structuring information into easy-to-grasp segments
- Thinking in 'talking points'
- Simplifying the complex and clarifying the cloudy

Delivering the Right Substance

- Supporting your arguments with solid facts
- Conveying the right information, rather than all the details
- Bringing ideas to life through examples
- Emphasising what you want listeners to learn or conclude

Answering Questions Clearly

- Taking control of questions before responding
- Turning challenging questions into opportunities to educate
- Handling aggressive questions

The Communication Edge: Using Your Voice to Best Effect

- Speaking with force and energy
- Breathing and voice projection
- Controlling your speed
- Deleting filler expressions

Materials

Participants receive a reference book with worksheets and self-evaluation forms for use during and after the programme.

Video Feedback

We incorporate video into the feedback and coaching process. You will achieve immediate results by learning how to analyse your visual impact and clarity of communication.

“ This interactive course was a useful investment of my time. I learned new skills and developed existing ones. ”

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Writing for Today & Tomorrow

With email continuing to dominate the workplace and new data showing over 50% of work emails being read on mobile devices, it's truer than ever that the medium is the message. Most people spend a fair amount of time at work communicating via the written word.

The goal of our 'Writing for Today and Tomorrow' programme is to improve your writing so readers can grasp the intended meaning quickly and easily, whatever the medium. The focus is on making your writing clear, concise and correct.

October 28, 2016 | Half-day course | Programme Fee: \$395 | Includes Breakfast

Materials

Participants receive two reference books: one summarising the concepts and techniques covered in the course, plus a guide on how to deal with common grammar and style problems in business writing.

Why is writing important?

- Causes people to take action on an issue
- Lets you draw attention to relevant facts
- Allows you time to think
- Demonstrates your reasoning
- Expresses who you are as a person
- Gives you a record of proposals and things agreed on
- Helps you explain complex ideas to readers
- Lets you pose worthwhile questions
- Makes you thinking visible
- Gives you a vehicle to ask for feedback
- Reduces time lost from miscommunication
- Shows your professionalism
- Offers more accurate communication in an increasingly multilingual workplace
- Promotes critical thinking and problem solving
- Your writing skills make a difference in how others view you. Writing is an essential job skill.

Detailed content

Writing clearly and concisely

- Removing wordiness
- Controlling sentence and paragraph length
- Paying special attention to the style and format of bullet points
- Avoiding writing that is too casual

Creating strong paragraphs

- Writing 'straight-ahead' explanations
- Making the right word choice to set the right tone
- Importance of transitions
- Adding energy with active voice
- How to fix passive sentences

Email: simple, professional, friendly and polite

- Bad, good and best practices
- Making good use of subject lines
- Using greetings and sign-offs that set the right tone
- Proofreading perfectly

“ Fantastic course. Probably one of the most useful classes I've had. I thought I was a pretty good writer before, but my writing will show a drastic improvement using the lessons learned here. ”

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Critical Thinking for Problem Solving & Decision Making

Information and opinion without the benefit of critical thinking is full of risk. That's why you need to analyse information in a logical way and come up with useful ideas and solutions.

In this programme, you will learn techniques to improve how you solve problems and make decisions. You'll discover how to ask the right questions, challenge assumptions, identify risks and intelligently analyse the views of others.

October 20, 2016 | Half-day course | Programme Fee: \$395 | Includes Breakfast

Learning objectives

You'll learn how to:

- Logically address opportunities and challenges
- Break apart ideas to analyze them effectively
- Look at issues from different perspectives
- Spot inconsistencies in opinions and proposals

Detailed content

Skills and techniques required to be a critical thinker

- Avoiding making too many assumptions and be able to challenge the assumptions of others
- Arranging information into sub-topics that are logical and can be effectively analyzed
- Communicating your ideas in structured ways
- Strengthening ideas with well-presented facts and examples
- Tapping the 'power of opposites' - weighing positives against negatives

Techniques for evaluating ideas

- Balancing different points of view
- Identifying the reasons behind why things happen
- Generating a variety of options when solving problems

Avoiding faulty-thinking pitfalls - yours and theirs

- Identifying fallacies in how data and information are presented
- Avoiding over-thinking situations (analysis paralysis)
- Checking facts: learning from good journalists
- Identifying the real causes behind problems before prematurely taking action
- Making certain you don't ignore what might go wrong

The session is full of activities that illustrate how to apply critical thinking techniques to problem-solving, decision-making and communicating clearly.

Who should attend?

All business professionals who want to enhance their thinking processes to analyze situations objectively, debate ideas, trouble shoot, and make decisions.

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Time Management & Working Productively

This course addresses aspects of time management fundamental to working productively. The goals are to help you reduce stress, work smarter, improve your professional image and avoid crises. Throughout the program, you will be asked to make self-commitments to use time in new constructive ways.

October 21, 2016 | Half-day course | Programme Fee: \$395 | Includes Breakfast

Learning Objectives

You will learn how to:

- Increase your productivity - work smarter
- Reduce stress
- Improve your professional image
- Avoid emergencies and crises
- Gain more free time

Detailed content

- How do most people use their time?
- How do successful time managers use their time?
- Managing priorities, time lines and deadlines
- Avoiding procrastination-getting things done
- Delegating well
- Multi-tasking: realities and myths
- Taking advantage of technology
- Improving your email and texting habits
- Making meetings worth your time

“ I was impressed by the wide variety of techniques presented for achieving proper time management. ”

“ Good strategies for how to prioritise and how to deal with procrastination. ”

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Giving Feedback & Managing Difficult Conversations

When done well, feedback helps others improve their performance and personal effectiveness. However, the skills of giving feedback do not always come naturally. This course focuses on the skills needed to give constructive feedback in a way that opens the door to discussion and improvement.

The programme will also cover how to manage difficult conversations while focusing on preserving relationships. You will learn a repeatable approach you can use when engaging in difficult conversations.

October 19, 2016 | Half-day course | Programme Fee: \$395 | Includes Breakfast

Learning objectives

You will learn how to:

- Treat feedback as a process for learning and improving
- Use a conversational model when giving feedback
- Differentiate between corrective feedback and feedback for developing strengths
- Manage the factors that make certain conversations 'difficult'
- Use insightful questioning and listening skills
- Understand how to accept feedback so that it proves useful to you

Detailed content

Making feedback effective

- Using a structured model
- Focusing feedback on goals, performance, personal effectiveness and impact
- Matching feedback styles and approaches to different situations
- Presenting choices for improvement
- Giving feedback that develops strengths
- Techniques for accepting feedback

Core communication skills

- Asking the right questions at the right time
- Effective and ineffective listening habits
- Supporting observations with specific examples and citing relevant details
- Exploring different viewpoints
- Giving instructions clearly
- Establishing realistic steps for developing skills or changing behaviour

Managing difficult conversations

- Identifying your difficult conversations
- Looking before you leap into making assumptions
- Identifying your core beliefs around conflict
- Mapping conflict styles to situations
- Learning a process for preparing and conducting difficult conversations

Who should attend?

This course is designed for anyone who is interested in developing an approach for giving feedback and managing difficult conversations – in formal and informal work settings. This session is highly interactive.

“ I liked the step-by-step approach for turning feedback into positive learning conversations. ”

“ It was helpful to learn how to initiate difficult conversations with the appropriate language - words and phrases to use and avoid. ”

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Registration

Open Enrollment Programs

One-day courses run 9:00am-4:30pm

Half-day courses run 9:00am-12:30pm

Please arrive early. Continental breakfast is available at 8:30am. Lunch is provided in the one-day courses.

Three ways to register:

1. **T:** +1 441 295 5063 ext 426
2. **E:** jenniferouterbridge@kpmg.bm
3. Complete the registration form on the next page and send it to us.

01 Being a Skilled Manager
October 27, 2016 | One-day course | \$750.00

02 Communicating with Impact
October 18, 2016 | One-day course | \$750.00

03 Writing for Today and Tomorrow
October 28, 2016 | Half-day course | \$395.00

04 Critical Thinking for Problem Solving & Decision Making
October 20, 2016 | Half-day course | \$395.00

05 Time Management and Working Productively
October 21, 2016 | Half-day course | \$395.00

06 Giving Feedback & Managing Difficult Conversations
October 19, 2016 | Half-day course | \$395.00

Note: We offer a discount for multiple registrations. If your company registers two or more participants at one time in any of the full-day courses, we are glad to offer a discounted fee of \$650 per participant. (There are no discounts for half-day courses.)

The number of participants in all courses is limited, so early enrollment is encouraged.

KPMG in Bermuda is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit.

Your Instructor

CURT PEOPLES has over 25 years experience working as a communications professional and helping others develop their communication and management skills. His experience spans radio, speech writing, media coaching, book publishing, corporate writing and editing, customised training development, and team effectiveness facilitation. Over the years, he has designed and delivered professional development courses for more than 80 major companies. He has provided services across the globe, including Bermuda, Canada, the U.S., the UK, Australia, Singapore and the Caribbean.

He focuses on giving people the skills they need to improve their performance and effectiveness. His training has helped employees of all levels be more successful and advance their careers.

Early in his career, Curt worked as a book publisher for the International Thomson Organisation/Wadsworth Publishing in the areas of sociology, economics and communications.

He holds a B.A. in English (Cum Laude) from Ohio University and an M.A. in Sociology from the University of Kent in Canterbury, England.

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Company Details

Company Name _____

Address _____

Telephone _____

Contact Name _____ Position _____

Telephone _____ Email _____

1st Participant Details

Course Title _____ Course Date _____ Course Fee _____

Name _____

Position _____

Telephone _____ Email _____

2nd Participant Details

Course Title _____ Course Date _____ Course Fee _____

Name _____

Position _____

Telephone _____ Email _____

3rd Participant Details

Course Title _____ Course Date _____ Course Fee _____

Name _____

Position _____

Telephone _____ Email _____

Registration/Refund Information

Registration is required. Your registration is secured when you receive an order confirmation from us. Payment is due within 30 days after the course date. Program fee covers tuition, resource materials, continental breakfast, lunch and refreshments.

Cancellation or deferrals must be requested at least five (5) days prior to the start of the program to receive a refund, otherwise 100% of the course fee will be charged. Substitutions are accepted at anytime. Please call us with substitution details. For more information regarding administrative policies such as expressing complaints and refund, please contact our offices at 295-5063.

Creating Team Effectiveness

A special in-house facilitated programme
We can customise the programme as a half or one day session.



Designed to help teams achieve and sustain high performance, this programme will give your team the chance to critique its effectiveness and set goals for the future. The result will be enhanced understanding of how to best focus on the issues and challenges most critical to your team's success.

The session focusses on how the outcome of daily work and the success of ongoing projects depend on both the individual contributions of team members and the ability to work together to achieve something greater than anyone could achieve on their own.

We facilitate the session using a structured-discussion approach to help your team get to real issues and reach practical solutions. It is a process of self-discovery, giving each team member an opportunity to learn their personal strengths, their gaps and their unique place in the team.

Agenda

1. Identifying the toughest current issues affecting your team and/or department
2. Pinpointing the team's core values and beliefs
 - Understanding how values drive team actions and decision-making
 - Seeing how shared values affects the role of the team's leader
3. Critiquing your team in seven critical areas
 - Managing goals and projects within realistic time frames
 - Communication
 - Project coordination and delegation within the team
 - Problem solving and decision making
 - Managing disagreement
 - Meetings
 - Feedback throughout the team

4. Improving personal effectiveness

- Identifying what you wish others (within and outside your team) understood better about your job
- Knowing what others appreciate about your skills, talents and contributions
- Identifying habits or practices you could develop that would make you more effective as a team member

Effective teams can lead to big productivity improvements. This facilitated session will provide your team the chance to explore ideas, insights and personal feedback. In the end, it will train your team in teamwork.

For more information about this special facilitated programme contact:

Curt Peoples

Director, Learning & Development
+1 441 295 5063 ext 426
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