



The School of Life for Business

Emotional Skills
for a Thriving
Workplace

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Our Mission: Developing Emotional Intelligence in the World of Work

People are the most expensive, complex, and valuable asset of any company. But all too often, they are the least understood.

At The School of Life, we believe that emotional maturity is the key to better employee performance and engagement. Our service is built on our 10+ years of experience working with individuals and organisations to develop emotional intelligence.

Our Business Workshops are built around a set of core emotional skills that we believe employees and leaders need in order to flourish at work.

Our learning programmes aim to bring about true changes in behaviour, helping employees to overcome hurdles and approach tasks with greater focus,

confidence and maturity. The material has a strong theoretical underpinning – drawn from philosophy and psychotherapy – delivered in a clear style.

Our approach creates a space for structured self-reflection as we look to engage participants with powerful ideas drawn from culture and history that can transform the way we see ourselves and others.

Studies by the HR consultancy Hay Group suggest that top performers in any business tend to be those with the best interpersonal skills and the highest degree of self-knowledge. The workshops described here are designed to create lasting change for the individuals taking part, at work and in life itself.

Our Learning and Development Toolkit

Our emotional skills training provides solutions to a wide range of challenges faced by organisations. We can help businesses navigate periods of transformation and change; from changes of management and internal structures, to adapting to new organisational priorities and practices.



WORKSHOPS

Our curriculum of 20 emotional skills workshops provides employees with the insights, tools and resources needed to face a range of challenges. Taught by our in-house experts, they comprise of enlightening content, interactive group and solo exercises, and time for sharing and reflection.



MANAGEMENT SERIES

We focus on the emotional components of successful leadership. Our Management Series Workshops focus not only on the emotional skills required for successful people-management, but also how to foster these behaviours in teams and create lasting cultural change.



TALKS

We are interested in exploring the big questions facing businesses of the future. We host one-hour interactive talks on the role that emotions play in business and office life, throwing light onto the larger issues that affect businesses' ability to thrive.

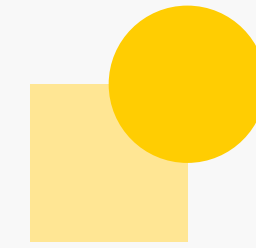
**FAQ's answered
by Head of Faculty,
Raul Alparici**

[Click to watch.](#)

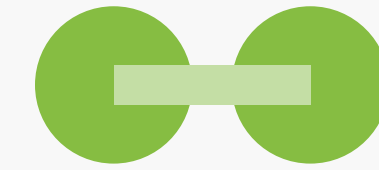


How Your Organisation Might Use Us

We can help upskill certain groups, teaching the necessary emotional skillsets needed to succeed at higher levels. We can also support existing engagement or wellbeing programmes, and make the perfect complement to corporate or client events, conferences or away-days.



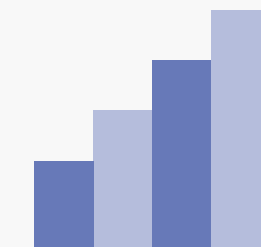
As part of **ONBOARDING PROGRAMMES**, perhaps in alignment with your company values.



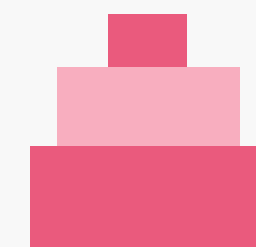
To help manage a particular **ISSUE OR CHANGE**, such as removal of silos, appointment of new management, or the implementation of new systems.



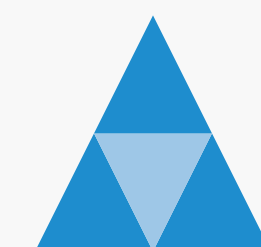
As part of **WELLBEING** or engagement programmes.



To help demonstrate what it means to live and breathe your company **VALUES / BEHAVIOURS**.



To open or close a **HIGH-PROFILE EVENT**, or a client hospitality event. Or as part of **AWAY DAYS** or conferences.



To **UPSKILL** specific groups, such as mid-level managers, for example.

The 20 Emotional Skills

We have identified 20 emotional skills that we believe are essential for individuals, and teams, to flourish at work. You will find further details about what’s covered in each workshop on the following pages.

Adaptability



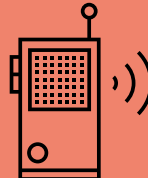
Calm



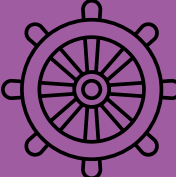
Charm



Communication



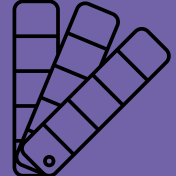
Confidence



Creativity



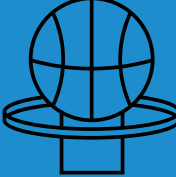
Decisiveness



Diplomacy



Effectiveness



Eloquence



Empathy



Entrepreneurship



Innovation



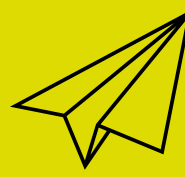
Leadership



Objectivity



Playfulness



Purpose



Resilience



Self-Awareness

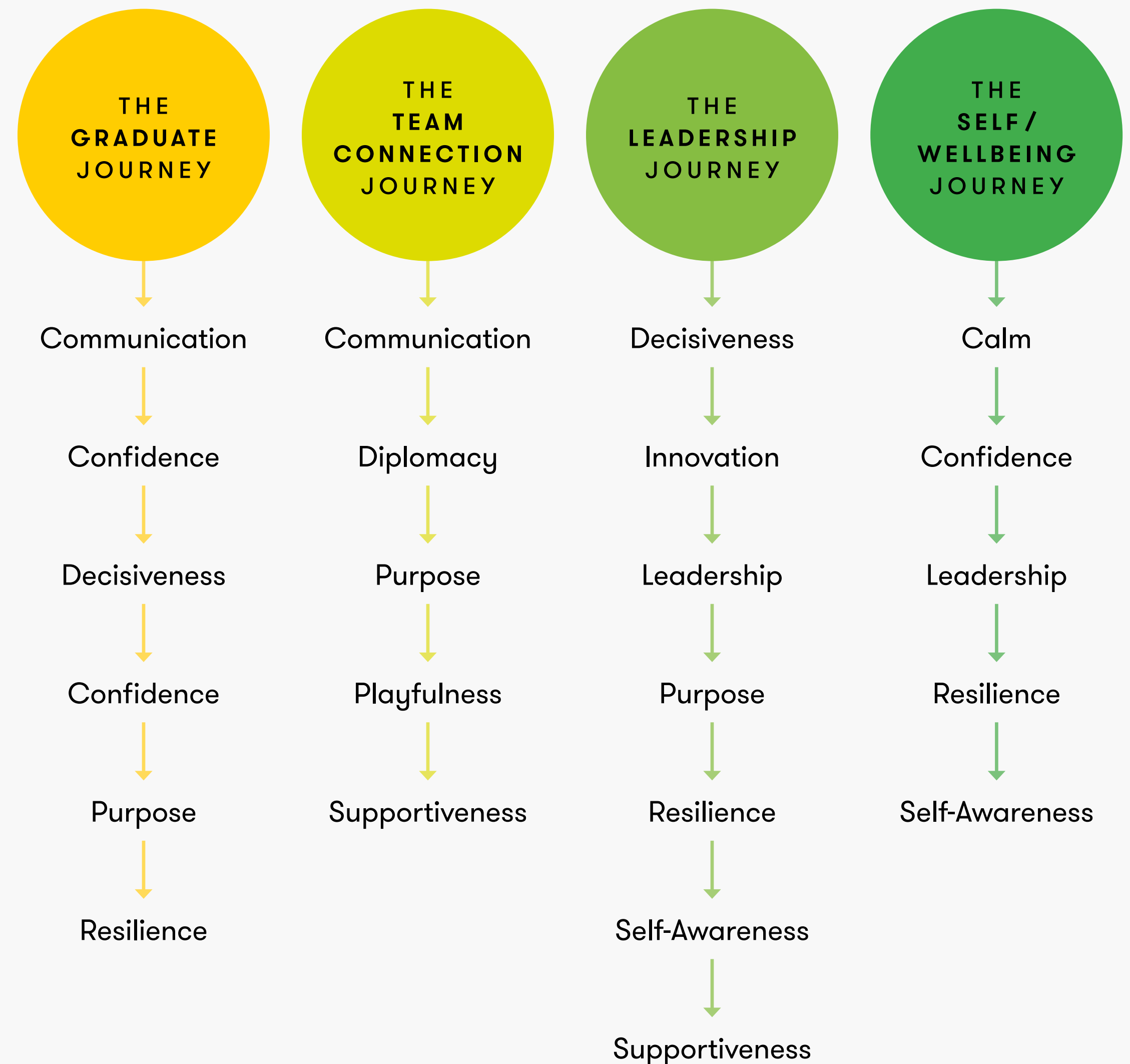


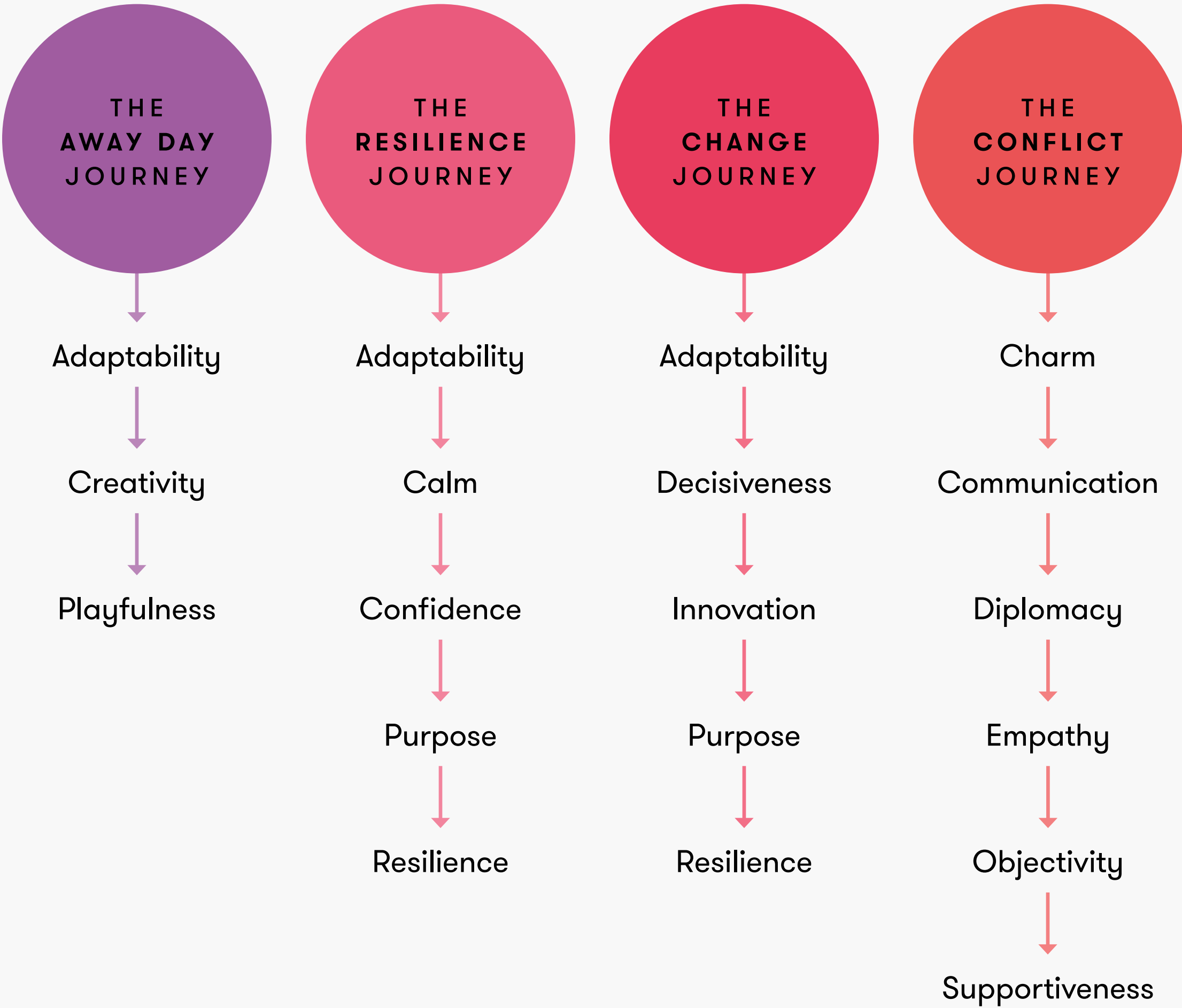
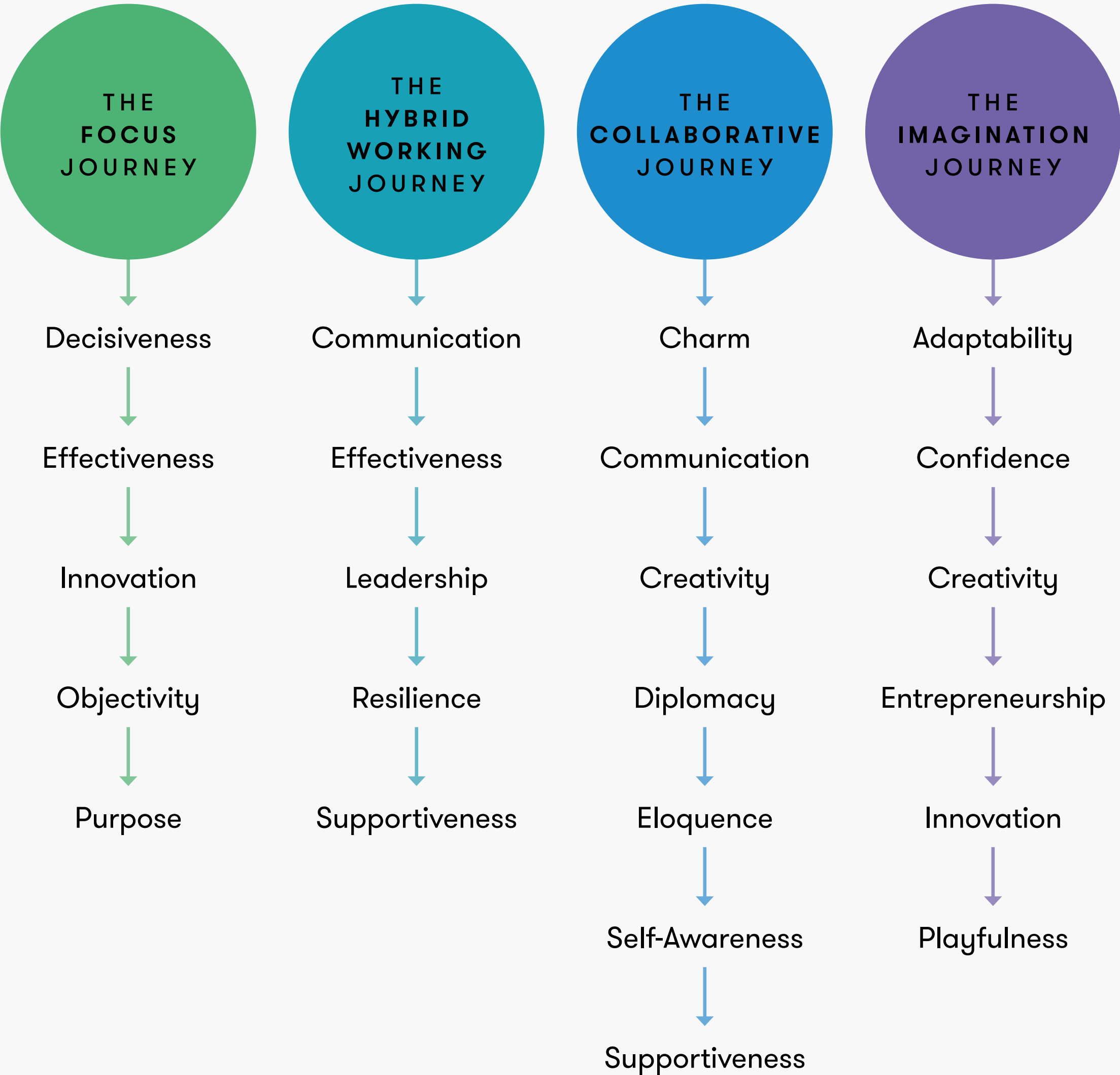
Supportiveness



Learning Journeys

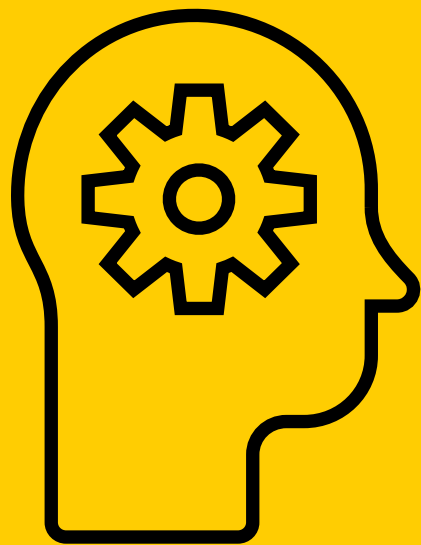
We focus on taking employees and teams on learning journeys – guiding them through sets of specific skills that comprise the core abilities of all successful organisations. By breaking these down into their emotional elements, we provide a rigorous and uniquely engaging programme of learning, supported by materials, that embeds these abilities effectively.





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Emotional Skills Workshops



Learning new skills in a collective environment is an ideal way to help people connect, especially at a time when business teams are often working remotely, dispersed across different locations and time zones. That’s why we offer a series of highly engaging workshops, either virtually or in person, that deliver the core of our business teachings to help teams and organisations thrive.

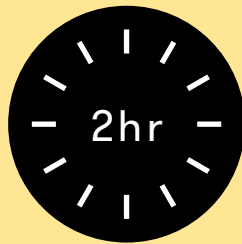
The modular nature of our workshops means that we are able to offer you a custom programme designed around your specific needs.



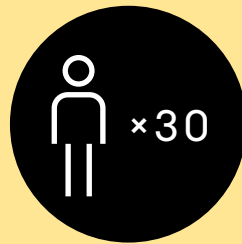
Available
Virtually



Available
In Person



Two Hours
Long



For Up To
30 People



Workbook and
pre, post and
follow-up exercises

How Our Virtual Workshops Are Delivered

Led by our world-class faculty, our workshops are highly interactive and collaborative. Whether delivered virtually or in-person, participants can raise their hands to ask questions, vote in group polls and join smaller breakout groups for specific exercises. This level of interaction and small group work ensures that our workshops offer a highly curated, information rich and engaging experience. Each workshop is accompanied by an extensive

workbook designed to help embed the learnings from the session, allowing participants to practise the relevant emotional skills over the long term. Our Virtual Workshops are usually hosted on zoom, our preferred platform choice. For In Person sessions, our faculty will travel to your head office or chosen venue and deliver it there. All workshops, both Virtual and In Person, are two hours long and are suitable for groups of up to 30 people at a time.

Self-Awareness workshop teaser, by Head of Faculty, Raul Alparici

Click to watch.



Embedding the Learning

Training is most effective when it is offered in bite-sized pieces. So, before and after every workshop, we provide a set of beautifully designed exercises and content, to foster the right mindset in readiness for the workshop, and to embed the learnings afterwards. These exercises include short, playful thought experiments, and content to keep and refer to at times of need in the future.

Adaptability



Today, businesses – and their people – have to learn continually: responding to change and innovation by staying agile. According to Accenture Digital, 93% of executives believe their industry will undergo major changes and disruptions in the next few years, yet only 20% felt fully prepared to adapt and respond.

In this two-hour session, we will:

- Discuss why we often fear change and how we can come to fear it less.
- Practise techniques for cultivating an open mind towards change and new strategies for implementing it.
- Learn imaginative techniques for developing new ideas, rather than relying on old paradigms.
- Learn methods for coping with uncertainty and setbacks and for embracing improvisation, uncertainty and growth.

What characterises mastery of this skill?

Adaptive employees have overcome the fear of change and are generally optimistic about outcomes of organisational change. They feel comfortable in changing and unpredictable environments and actively contribute to the implementation of change.

What characterises a lack of this skill?

Employees with a lack of adaptability instinctively show active or passive resistance to organisational change or feel paralysed and anxious when their working environment changes. Even in new teams they prefer sticking to old habits and consider organisational change more as a threat than an opportunity.

Calm



No one is calm all the time. Nor should we be; a touch of fear and adrenaline can be useful and helps us to perform in tight situations. However, many of us struggle in our jobs with excessive stress, anxiety and burnout. Indeed, figures from the Centre for Mental Health indicate stress and mental health difficulties cost the UK economy upwards of £30 billion a year.

In this two-hour session, we will:

- Consider why experiencing change can be so difficult.
- Learn to cope with challenges and setbacks without anxiety, panic or despair.
- Create a toolbox of resources to use when times get tough and learn how to develop new, more useful coping strategies.
- Explore how we might take a new perspective on difficult events.

What characterises mastery of this skill?

Employees with a high level of calm are able to regulate and channel feelings of anger or frustration and – if necessary – express them in a constructive manner. When challenges or problems arise, they are usually committed to alternative solutions rather than problem-oriented thinking.

What characterises a lack of this skill?

An employee who has difficulties with calm is characterised by impulsive, angry reactions when things do not go as expected. They often unintentionally create a tense team atmosphere and often find it hard to move towards more solution-oriented thinking.

Charm



In order for even the best ideas to have the greatest impact, they need to be communicated with a skill too often neglected in the workplace: charm.

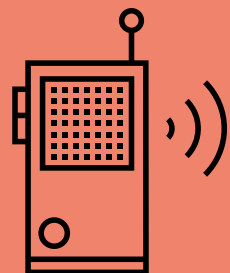
In this two-hour session, we will:

- Explore why vulnerability is often such a crucial ingredient of other people’s charm.
- Learn how to listen attentively and encouragingly to other people.
- Discuss how charm and encouragement is often a better motivator than some other alternatives.
- Examine some tips and recommendations for how to foster positive and long-term. relationships with colleagues, clients and stakeholders.

What characterises mastery of this skill?

The behaviour of charming employees is characterised by admitting your own mistakes and demonstrating an appropriate level of vulnerability. Charming people are good listeners who add value by asking the right questions. They are considered trustworthy, generally have a good reputation in the organisation, and are well liked by colleagues.

Communication



The stronger a team’s communication skills are, the better the outcome: research by MIT’s Human Dynamics Laboratory found that good communication is integral to the success of high performing teams. This makes it crucial that we learn how to convey tricky but important messages in good time, with clarity, respect and patience.

In this two-hour session, we will:

- Consider barriers to good communication at work.
- Learn how to ‘tune in’ to the signals we are giving others and the way others may see us.
- Practise listening better and asking the right questions.
- Learn how biases can impede communication and how to spot potential communication pitfalls in advance.

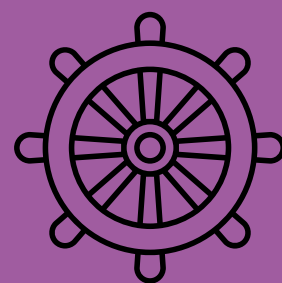
What characterises mastery of this skill?

Good communicators check in regularly to see if the other person has understood them. They are aware that they may carry assumptions that the other person doesn’t, and vice versa. A skilled communicator actively listens by asking reassuring questions and encourages open discussion. Their choice of words is conscious, polite and non-judgemental.

What characterises a lack of this skill?

Employees with a lack of communication skills often end up in misunderstandings or avoidable conflicts. During conversations, they might struggle to find the balance between speaking and listening. They tend to make assumptions, don’t ask clarifying questions, and fail to reassure others when necessary, neglecting the emotional element of good communication (skills which have become doubly important thanks to the growth of video calls and online interaction).

Confidence



The greatest projects and schemes die for no grander reasons than that we don't dare. Indeed, research shows that having the right level of confidence makes us more likeable, productive, influential and ultimately successful. That's why nearly half of all employers say they look for confidence when hiring.

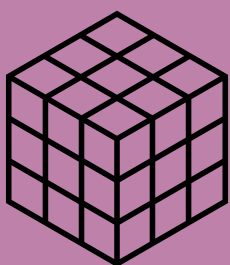
In this two-hour session, we will:

- Learn how to identify the right level of confidence for a given task.
- Identify sources of confidence we can rely on and ways of coping with anxiety.
- Learn how to overcome setbacks and remain confident when things get tough.
- Explore how our personal histories may be unhelpfully determining the level of confidence we bring to tasks.

What characterises mastery of this skill?

Employees with high levels of confidence are able to openly demonstrate their skills and celebrate everyone's successes. They speak up to negative 'inner voices' that so often are the source of self-criticism holding us back from our potential. When it comes to new projects and challenges at work, they are optimistic and realistic about pursuing goals.

Creativity



Einstein said that we're all born geniuses – which suggests that a lot of education strips us of our innate creative powers. Very often, the pressure to be serious, along with stress, anxiety, and self-criticism holds us back from being fully creative. With the right mindset and strategies we can overcome these blocks and bring creativity back into our daily lives and our professional career.

In this two-hour session, we will:

- Learn the myths and the realities of the creative process.
- Explore our intuition and learn how to access it regularly.
- Learn strategies for coming up with new ideas and overcoming creative blocks.
- Reflect on our own strengths and weaknesses during the creative process.

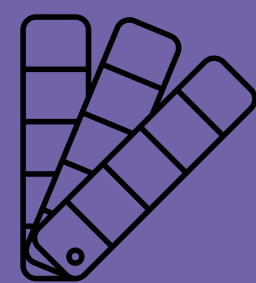
What characterises mastery of this skill?

Creative employees are able to consider things from different viewpoints and challenge fixed assumptions in order to solve a work-related problem. They usually have an open mindset and feel comfortable with iterative processes which include a risk of failure. They are able to detach their self-esteem from their ideas and let go of impractical suggestions.

What characterises a lack of this skill?

Employees with a lack of creativity often find it difficult to try something new and prefer familiar methods. They might hold themselves back by criticising their own ideas or cutting down other people's. Additionally, they might rely too much on others to help solve problems.

Decisiveness



Making good decisions is a fundamental aspect of being a trusted co-worker or an excellent leader. Yet, too often, studies show, our emotions have a huge influence over the quality of our decision-making, preventing us from making sound judgements.

In this two-hour session, we will:

- Consider the barriers to effective decision-making, including decision fatigue, fear of regret, and a lack of self-knowledge.
- Create a plan for how we will take action following our decision and track and adjust over time.
- Uncover our personal decision-making style.
- Learn strategies for reaching sounder, wiser decisions.

What characterises mastery of this skill?

Decisive employees tend to take action in a timely manner, while staying aware of their own influences and biases. They are willing to make sacrifices and re-evaluate decisions at a later stage. Their behaviour is characterised by strong and consistent priorities, awareness of goals and resources, and the ability to manage and correct initial mistakes.

Diplomacy



A workshop which offers techniques for handling sensitive discussions and tough negotiations. Diplomacy is the art of navigating around difficult and sensitive issues without causing catastrophe or unnecessary distress. Studies show that poor diplomatic skills are responsible for dramatic drops in the productivity of employees.

In this two-hour session, we will:

- Learn to identify different conflict styles in others and in ourselves.
- Practise empathy towards those we find difficult.
- Consider the value of politeness – a vital skill in any organisation – and how to apply it in difficult situations.
- Consider when to press our point, when to compromise, when to let things go and when to find a genuinely collaborative solution.

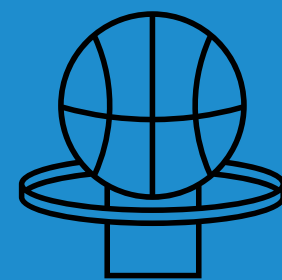
What characterises mastery of this skill?

Diplomatic employees are good at handling conflict. They can identify the interests of different parties and enjoy solution-focused negotiation which leads to mutual compromise. They express an interest in others, show empathy, and are at the same time equipped with excellent communication skills, persuasion and assertiveness.

What characterises a lack of this skill?

Employees with a lack of diplomacy tend to create conflict and prolong disagreements. They might be prone to inappropriate expressions of anger or passive-aggressive behaviour. Alternatively, they may find themselves too passive, working around problems instead of addressing them head-on. Showing empathy and identifying the needs and interests of their colleagues is often a challenge for them.

Effectiveness



The end result of an absence of efficiency isn't just inefficiency, it's regret. In order to work through the never-ending to-do list and juggle the multiple demands of others, we have to sort the urgent tasks from the merely important and make a habit of being efficient.

In this two-hour session, we will:

- Consider what makes getting things done difficult, including emotional and psychological barriers.
- Learn specific ways to adapt our approach to the task at hand.
- Look at strategies to prioritise tasks and make realistic, more effective plans of action.
- Discuss habits and techniques which can help us to beat procrastination, take tactical 'shortcuts' and reassess our overall aims.
- Learn how to make the most of feedback in order to become more effective.

What characterises mastery of this skill?

The effective employee is characterised by getting things done and making good use of time. They feel comfortable trusting their team and colleagues to do delegated work correctly. Setting priorities and giving clear instructions as well as taking and giving feedback come naturally for them.

What characterises a lack of this skill?

A lack of effectiveness can often be observed in junior employees who struggle to say 'no'. More experienced employees might reveal their lack of effectiveness by having difficulties in task delegation. Both groups might feel overwhelmed and overworked, relying on long hours and unnecessary micromanagement. A lack of effectiveness can end in exhaustion or burnout.

Eloquence



Although many of us fear it more than death, knowing how to speak to others in front of small or large groups is a critical but neglected skill of the modern workplace. It's an enviable kind of charm that makes us far more powerful and that we can all learn how to wield.

In this two-hour session, we will:

- Learn how to overcome the most common barriers to effective public communication.
- Uncover the key elements of a good message and practise applying them to our work.
- Practise presenting our body and voice in an authentic, engaging manner.
- Practise overcoming anxiety and self-consciousness during public presentations.

What characterises mastery of this skill?

Eloquent employees feel comfortable presenting their work and come across as persuasive and trustworthy. They easily take into account different perspectives and adapt their style to suit their audience. Eloquence is common in employees who are not scared to demonstrate winning enthusiasm and passion for their topic.

What characterises a lack of this skill?

Employees with a lack of eloquence are likely to appear shy in group meetings and feel anxious before an audience. That is why their opinions and ideas are often less present in the mind of others, and their teams may be less motivated. In addition, they might struggle to recognise gaps of knowledge between themselves and others.

Empathy



Feeling and demonstrating empathy is tied to better performance at work, and especially to better leadership.

In this two-hour session, we will:

- Consider the differences between empathy and sympathy.
- Practise using empathy as a way of building connection and overcoming conflict.
- Consider the use of empathy in devising products and solutions that will work well for other people.
- Practise anticipating the needs of other people.

What characterises mastery of this skill?

Empathetic employees actively take into account the needs and feelings of colleagues, clients and other stakeholders. They are good at resolving conflicts, show patience and take time for explanations. Their colleagues or team members usually feel appreciated and recognised. Empathy is especially useful in leadership positions as well as in socially focused roles such as customer service or healthcare.

Entrepreneurship



Entrepreneurship is a major fascination of our times. We often think of entrepreneurs as bold risk-takers with completely original ideas, but we all can benefit from thinking like an entrepreneur: generating new ideas, understanding what customers need, and constantly evaluating the end product to look for improvements.

In this two-hour session, we will:

- Consider how to use the insights of entrepreneurship to take our creative work to the next level.
- Consider myths about what it takes to think like an entrepreneur.
- Practise using empathy to uncover what our potential customers would really love.
- Consider the role of higher needs in the development of new ideas and products.

What characterises mastery of this skill?

Employees with high levels of entrepreneurship usually work with an open mindset. This enables them to actively spot and assess their customers’ and colleagues’ needs. Adept at finding new ideas to improve their business, they use introspection as a technique to evaluate the physical and emotional needs that can improve the overall customer experience.

What characterises a lack of this skill?

An employee with a lack of entrepreneurship often does not take the time or finds it difficult to ‘zoom out’ and reflect at a meta-level about products and services they offer. They often hold back from thinking or sharing new ideas, convinced that there cannot be anything new in a certain field.

Innovation



It’s one thing to have a good idea and another thing to put that idea into practice. This workshop is designed to help you think about what to do once a good idea has struck, from the first prototype to keeping your stakeholders on board as you scale up over years.

In this two-hour session, we will:

- Practise prototyping designs and pitching so that stakeholders buy into our ideas.
- Consider how to keep multiple stakeholders engaged and in the loop.
- Think through how to keep our project going long term.
- Explore our responses to failure and risk, where they come from in our lives, and how we can embrace the unknown and learn from setbacks.

What characterises mastery of this skill?

Innovative employees can often be found in leadership positions. They are confident and willing to take on risks, responsibilities and even accept failure where necessary. In order to lead a team forward, they actively promote change, emphasise its importance and serve as a strong role model for its benefits.

Leadership



Throughout the ages, much has been written about the traits of great leaders. It’s easy to feel intimidated. Or, to adopt a style that is not our own. Leadership amplifies our weaknesses and insecurities, as well as our strengths. Today, an authentic leadership style is crucial to inspire commitment and get results.

In this two-hour session, we will:

- Discuss the overall nature of leadership and how it has changed through history.
- Take a realistic look at some of the trials of leadership, and how to tackle them.
- Develop a more compassionate approach to ourselves to improve our relationships with others.
- Learn to communicate clear purpose to clients and colleagues.
- Build a more productive workforce by demonstrating trust in employees or team members.

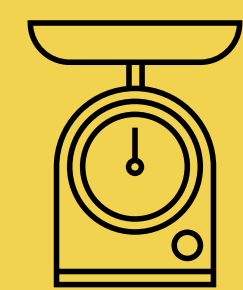
What characterises mastery of this skill?

Employees with good leadership skills possess good understanding about their own strengths and weaknesses. They are able to build a team that compensates for their blind spots and they seek out regular feedback, taking time to adapt their behaviour. At the same time, good leaders demonstrate trust in their team and are self-compassionate.

What characterises a lack of this skill?

Employees who are new to management or lack leadership skills may act impulsively, unpredictably or unreliably. They might be too nice or lenient and struggle with team members questioning their authority, or they might be prone to micromanage. Those who struggle to lead can also become irritable and pass on their feelings of pressure to others.

Objectivity



Emotions can sometimes blur our vision. To make good decisions and work well with others, we need to be able to separate the way we feel about the world from the way it actually is.

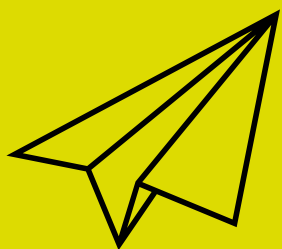
In this two-hour session, we will:

- Learn about the different errors and biases to which our minds are prone, and how to correct for these.
- Consider the ways in which we might judge ideas too much by their source and too little on their independent merit.
- Practise the art of detachment from our own experiences and interests, in order to consider things from a wider, more universal point of view.
- Learn strategies for making decisions that will serve us well in the long term.

What characterises mastery of this skill?

Employees demonstrate objectivity by detaching and reflecting on their impulses and seeking the perspective of others. They can fully explain their decisions and keep an open mind about how biases can affect them. Objective employees may also have clear boundaries and ‘ground rules’ that help them avoid biases altogether.

Playfulness



Too often we think of play as something reserved for children, or worse, for the lazy, idle, and irresponsible. But playfulness is serious business. It helps us connect to one another in an authentic way, recover from high-stress situations, enjoy our work, and remain curious about the world around us.

In this two-hour session, we will:

- Consider the role of play in connecting with colleagues, clients, and customers.
- Learn about the role of humour in building rapport and addressing conflict.
- Practise using play to generate new ideas and solutions to pressing problems.
- Learn ways to make our daily routine more adventurous and playful.

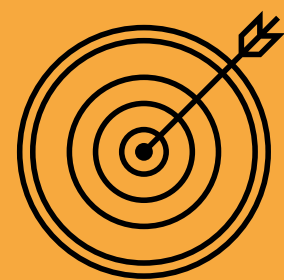
What characterises mastery of this skill?

Playful employees bring fun and humour to their work. They thus create an open and enjoyable team atmosphere. They might consciously choose humour to ease and resolve conflicts. Overall, this provides a relaxed space in which to practise and experiment with new ideas, free from the fear of failure.

What characterises a lack of this skill?

Employees lacking playfulness tend to be rather serious. They have difficulties with thought experiments and with tolerating failure. It might also be hard for them to bring variety into the tasks of their team thus contributing to a rather boring and monotonous work atmosphere.

Purpose



Day-to-day work can all too easily make us feel bored or burnt out. For many of us, this is when we start fantasising about changing careers. But what we most often need is to feel reconnected to our underlying values and the long-term impact of the work at hand.

In this two-hour session, we will:

- Rediscover our motivations and values and learn to prioritise among them.
- Explore five different areas of work in which we can find meaning.
- Spend time reflecting on our professional role and its place in our organisation.
- Create an action plan which helps us scale up our deeper sense of purpose.

What characterises mastery of this skill?

Employees with a strong sense of purpose understand the good it does in the world at large. They identify what is most important to them and make peace with necessary sacrifices. With a realistic outlook, they adjust expectations and feel fulfilled. They talk enthusiastically about their job and create a positive atmosphere.

Resilience



To overcome the inevitable changes, stresses and setbacks of the professional world, individuals and organisations need resilience.

In this two-hour session, we will:

- Consider why experiencing change can be so difficult.
- Learn to develop a growth mindset, where setbacks are seen as temporary learning experiences.
- Create a toolbox of resources to use when times get tough and consider what new strategies might be useful.
- Explore how we might take a new perspective on difficult events.

What characterises mastery of this skill?

Resilient employees are able to remain energetic, healthy and productive during and after stressful events. They understand loss as a natural part of all professional (and personal) life, and their growth mindset enables them to quickly rebuild. They stay positive by recalling past successes and regard stressful episodes as an opportunity from which to learn.

What characterises a lack of this skill?

Employees with a lack of resilience are more likely to burn out or suffer from stress. High levels of pressure distract them from work and damage their ability to focus. They might struggle to develop awareness of the physical signs of stress (leading to poor self-care) and take a long time to recover from failures.

Self-Awareness



Self-Awareness is the foundation of emotional intelligence, yet studies show that while most of us think we understand ourselves, we often have little idea how others really see us. This alarming gap leads to misunderstandings, poor teamwork, increased conflict, poor decision-making and a lack of direction.

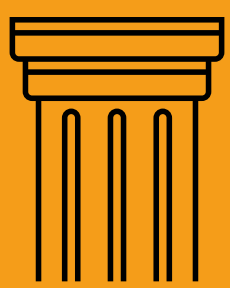
In this two-hour session, we will:

- Consider how our image of ourself may differ from how others see us.
- Take stock of our own unconscious attitudes and beliefs.
- Learn to recognise some common barriers to self-awareness, including projection, transference and resistance.
- Learn the technique of ‘philosophical meditation’ to begin to get to grips with the hidden beliefs that lie behind our everyday feelings and behaviour.

What characterises mastery of this skill?

Highly self-aware employees understand the influence of their unconscious thought processes. At work, they might demonstrate self-awareness through a careful process of decision-making and by admitting vulnerabilities to colleagues, clients and managers. They often ask for feedback, in order to better understand how others see them.

Supportiveness



Supporting others and listening carefully (but not uncritically) to their signs of distress allows us to give them the best advice on how to approach their challenges. The skill of being correctly supportive is crucial when leading teams, connecting with colleagues, and understanding clients.

In this two-hour session, we will:

- Practise slowing down communication and listening to what others are implying as well as what they are saying directly.
- Practise listening in an insightful and emotionally supportive way.
- Consider the art of when and how to give advice and feedback.
- Consider ways to demonstrate availability and supportiveness through action as well as words.

What characterises mastery of this skill?

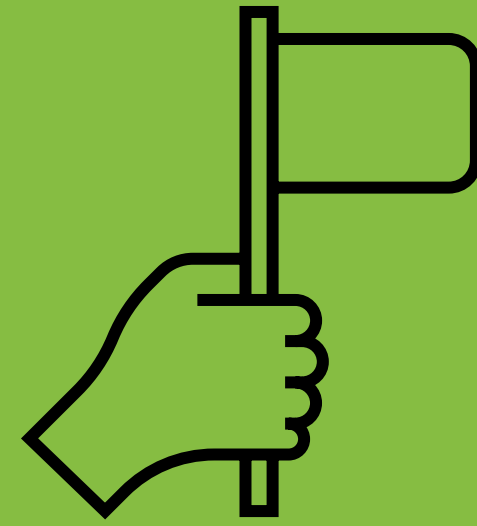
Supportive employees are often highly respected among their colleagues. They consciously make time for others and actively listen to their concerns. This is often reflected in a positive, relaxed team atmosphere with mutual trust and high motivation where staff experience higher levels of commitment to projects.

What characterises a lack of this skill?

A lack of supportiveness can be seen in unavailable or unkind managers. It is often reflected in the team atmosphere. Affected parties might complain about not feeling appreciated for their work or who do not receive necessary information to do their job.

ii

Management Series Workshops



Available
Virtually



Available
In Person



Three Hours
of Workshop Time



For Up To
20 People



Workbook and
pre, post and
elapsed emails

True leadership is a surprisingly rare ability, so much so that it can be tempting to regard it as innate, and consider those who possess it as somehow ‘born to lead’. Yet in truth, leadership is defined by a set of specific emotional skills – skills like decisiveness, purpose and resilience – that can be taught and developed over time. With organisations becoming less and less hierarchical and the changing technological and economic landscape posing a host of new challenges, mastering the skills of leadership has never been more difficult – or more vital.

That’s why we created the Management Series: a dedicated programme of workshops for senior colleagues within organisations (managers, department heads, or any other group of aspiring or existing leaders). The series consists of specialised, expanded versions of our regular Business Workshops, focusing on the seven core emotional skills all effective managers require, and placing particular emphasis on how they impact the management of employees and teams.

Workshops are available virtually (as two ninety-minute sessions) or in-person (a three hour session) and are enhanced with extensive supporting materials and exercises to encourage practice of new behaviours in the participants’ specific working environment. The training is designed not only to teach the fundamental skills of management, but to provide senior colleagues with the means for instilling those same skills in others within the wider organisation. If your organisation is looking to promote new leaders, enhance the skills of your existing managers, or inspire the leaders of the future, the Management Series is a crash course in the fundamentals of effective command.



How is the Management Series different from standard workshops?

The extra hour of time allows for more discussion, additional material and extra periods of structured reflection. This means that...



In **DECISIVENESS**, there is extra time to focus on the interpersonal dynamics and psychology of decision-making: the way you influence other people and are, in turn, influenced.



In **INNOVATION**, we take a deeper look at your organisation, discuss its overall culture and reflect on what is keeping new ideas from taking root.



In **PURPOSE**, additional time is spent considering your role in making your organisation's values come to life: encouraging others and helping your colleagues experience a deeper sense of meaning in their work.



In **SUPPORTIVENESS**, we consider exactly what it means for you to be a supportive manager: one who listens, encourages and develops the talent of others.



In **RESILIENCE**, there is extra time to focus on what resilience means from a perspective of leadership: how to create a resilient culture and improve morale in tough conditions.

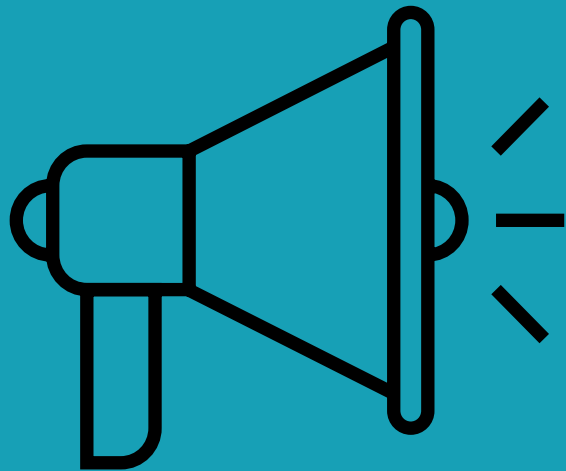


In **LEADERSHIP**, we reflect for longer on your relationship with the people you manage: examining areas where greater trust and mutual respect can be found and how that can transform your business.



In **SELF-AWARENESS**, we take time to evaluate how others begin to see us differently when we step into leadership roles, how that can affect the process of gathering feedback, and how to ensure honest discussion is maintained.

iii Talks



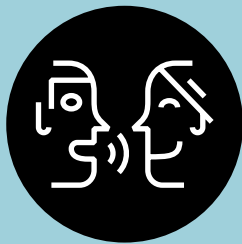
Our Talks provide a wise, thoughtful and entertaining perspective on some of the largest and thorniest questions employees and organisations face in today’s world: from dealing with emotional problems at work; to the keys to effective collaboration; to techniques to help us better understand our own minds.

Delivered by experts from The School of Life faculty, they’re a brief but thoughtful introduction to some ground-breaking ideas for a larger audience.

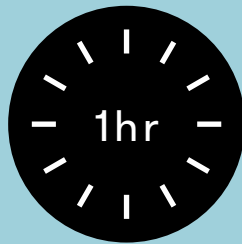
Talks are available for groups of up to 1000 people, and they can be delivered virtually or in-person.



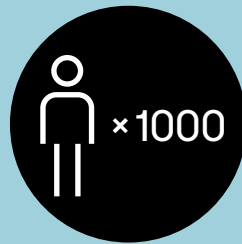
Available
Virtually



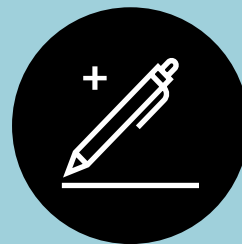
Available
In Person



One Hour
Long



For Up To
1000 People



Worksheet and
Summary
Handout



The Importance of Collaboration

Though our society tends to glorify lone creators, it is only by collaboration that we achieve the most important accomplishments. Only in the last century or two (as work has become more intellectual and psychological and economies have massively scaled up) has complex collaboration become an ordinary part of working life. But now that it is so common, it's often the single biggest factor determining whether a project, team, or organisation is a success.

In this talk, we will learn about the remarkable benefits of collaboration, consider what collaboration really is (and isn't), and discuss examples of collaboration in history, politics and business. We will consider ways that we can combine our strengths with those of others and practise communicating more clearly and disagreeing more constructively in order to further collaboration.



Emotional Intelligence at Work

In today's workplace, our success is dependent on our capacity for emotional intelligence: it's what enables us to confront with patience, insight and imagination the problems we face in our relationship with ourselves and our colleagues. In this talk, we'll explore the meaning and benefits of emotional intelligence and ways of developing the key emotional skills required to prosper at work and in life.

We'll then consider the psychological dynamics of the workplace – how unbridled emotions and neuroses determine our behaviour – and how we can use emotional intelligence to negotiate these with patience and skill, becoming more mature, serene and fulfilled people in the process.

Diversity and Belonging

Diversity has become something of a buzzword for modern businesses, but the importance of creating a diverse and inclusive culture runs further than surface-level adjustments. Thinking through the wider meaning of diversity has the potential to reinvigorate your entire organisation.

In this talk, we will discuss the importance of Deep-Level Diversity (which includes such things as education, values and neurotypicality) as well as the role that various psychological factors play in shaping our relationships and experience of work. Some discussions will employ anonymity to allow a free expression of different perspectives.



Agility in Times of Change

The modern world of work has come to be defined by change and technological innovation. At a time when businesses have to move quickly to keep up, agility has become a core skill, one which helps every organisation to navigate the shifting demands of their industry.

In this talk, we will learn about the obstacles which leave us feeling as if agility and flexibility are too daunting or impossible. We will also discuss different pathways to fostering a more agile and adaptive culture within your workplace, and consider the role that nostalgia and anticipation have to play in shaping our expectations for the future.

Participants Have Said...



“I now understand the link between frustrations and business opportunities.”

Recent Participant

“It was great. It reinforces how aligned we are in our thinking, and having experts deliver practical resources is how we like to operate best.”

Client, Mr & Mrs Smith



“The workshops are exceptionally interesting, illuminating and just as applicable to my job as they are to my personal life.”

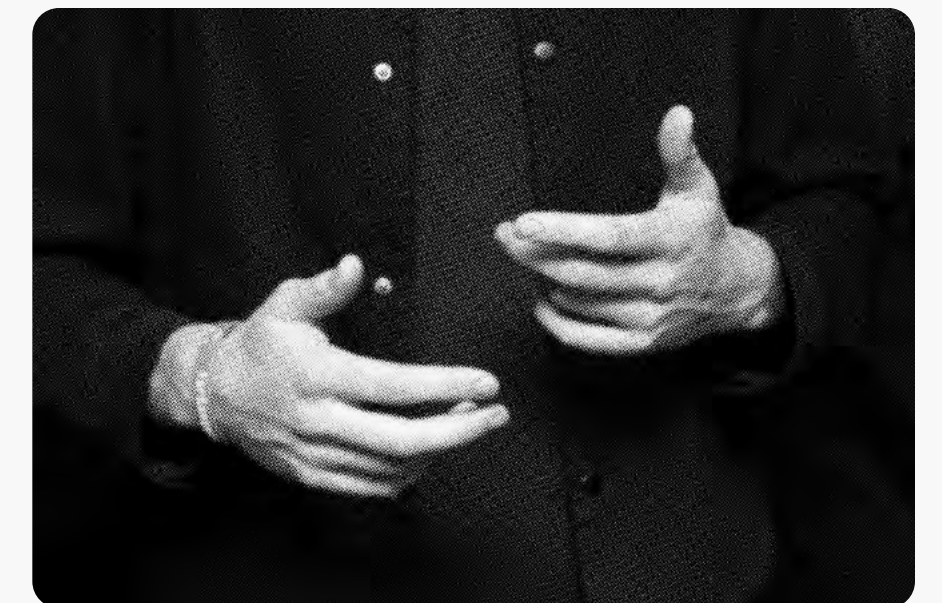
Recent Participant

“The sessions provided new ways to reflect on myself and the teams I work with.”

Recent Participant

“Since attending TSOL workshops I’ve realised I’m not that bad, I just lacked the structure and awareness that my problems were emotional, not technical.”

Recent Participant



“It was probably the best use of online video conferencing tools I’ve seen so far... not in training, I mean ever. I don’t know whether they have just adapted super quickly to the new ways of working or they’ve had longer with online work-shops, but it felt so seamless and well managed, and collaborative despite us all being in different places. They made full use of the capabilities of the tool, e.g. the breakouts, the polls, the chat function, in a way that felt totally native to the session.”

Participant, Havas

Frequently Asked Questions

Can I attend a Workshop or a Talk on my own?

These Workshops and Talks are designed for corporate training – where an organisation books whole sessions for their internal teams, delivered at a time of their choosing. We therefore cannot offer individual places on Business Workshops or Talks.

Business Workshops and Talks are often scheduled as part of our public programme where individual tickets can be purchased. To find out more, please contact us at:

business@theschooloflife.com

Can I book just one Workshop on its own?

Of course you can. However, because certain Workshops complement one another and work well in tandem (see the Learning Journeys section), we often recommend booking them as part of longer programmes, according to your team or organisation’s needs.

Can your Workshops accommodate groups of more than 30 people?

Due to the nature of the material covered in our Workshops, we find that smaller group sizes help everyone to feel relaxed and get the most out of participating. However, the Talks can be delivered to a large audience: these are also a great introduction to The School of Life for Business.

Can I film the Workshop or Talk?

We do not usually allow recording of any of our live events, as this would compromise our intellectual property, but more importantly, it would likely inhibit the feeling of safety and privacy required by attendees in order to participate fully. Speak to your TSOL contact to discuss how best we can accommodate your needs. Our goal is always to create the very best experience for our participants, and for that we must preserve the closed nature of the sessions.

Contact Us

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