happy

Leadership and Personal Development Spring / Summer 2019 Course programme



"There were some incredible revelations that have transformed the way I perceive management that will never be changed back." Nick Smith | November 2018 Happy Workplace Leadership Programme

happy

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Transforming people & workplaces

Hello and welcome to our Leadership and Personal Development course programme for Spring and Summer 2019!

We are focusing on improving collaboration in this programme, with our new courses that have techniques to improve your brainstorms, meetings and workshops, and ways to improve your relationships with colleagues.

After the success of our very first Liberating Structures Immersion Workshop in November 2018, we have now added a one-day introduction to our programme. We have also added further dates for the two-day workshop, hosted by Happy's Founder and Chief Happiness Officer, Henry Stewart.

We have also added a new programme, called LoMo, or Low Tech Moments. LoMo is an open source set of meetings and techniques to encourage self-responsibility, speed, clarity and powerful decisions in meeting – and we are very excited that Carrie Bedingfield, the creator of these techniques, will be facilitating this session.

You can read more about these new workshops and the other new additions to the programme on page 6.

If you haven't been to one of our learning events before, be prepared for an interactive and enjoyable day. You won't sit and listen to a PowerPoint presentation all day with Happy. We use the adage 'Tell me and I will forget, show me and I may remember, involve me and I understand' to ensure that all our events are both interactive and memorable.

If you don't see a programme that meets your needs, do get in touch – our experienced facilitators can create a customised course just for you.

The whole day was excellent, the team, the course content and the pace was brilliant. I thought that the course would be very theoretical but it was very straight forward and easy to follow. It provided simple ways of thinking or dealing with things but which make complete sense.

Kerry Precious | May 2018 Happy Workplace Leadership Programme





Great service, very warm

 and welcoming atmosphere
 from the moment you arrive.
 All the staff I had contact
 with were very friendly... I
 loved the course. Trainer was
 very experienced, course
 was well facilitated. Great
 content, great pace, felt really
 involved and interactive.

Hanlie Burger | January 2019 Resilience and Wellbeing in the Workplace

About Happy

Happy creates joy at work by igniting possibilities within people and organisations.

Originally set up as Happy Computers by founder Henry Stewart in 1987, Happy was established to make learning new IT software an enjoyable experience and to discover how to create a truly great place to work.

Since then our goal hasn't changed. We now offer consultancy services, spending time with your people to find out what you're getting right and ways that your organisation can improve. We can facilitate staff surveys and team events, and will work closely with you to create the culture you envisage. Our conferences held throughout the year have been designed to energise you with the latest ideas.

In addition, we offer various learning solutions, covering the creation of eLearning, Management and Leadership programmes, Personal Development workshops, IT skills training and Apprenticeships.

Whether we are helping people to create a culture of trust and empowerment, or enabling people to be more efficient with their IT software, all of these services are designed to enable happiness at work.

Happy has won many awards over the years, recognising our values-focused culture as well as the quality of our services.

Happy has received the prestigious Gold Accreditation by the Learning and Performance Institute (LPI). We are the only learning provider in the UK to have achieved that standard for 21 straight years. In July 2018, Happy was recognised in the LPI's list of Top 20 Highest Performing Learning Providers.

Most recently, Happy was honoured with the Employer Brand and Values award, at the Business Culture Awards 2019.

In addition, Happy has an average score of 4.8 out of 5 from over 400 reviews on Feefo, an independent review website. Happy has won the Feefo Gold Service Award for both 2018 and 2019, an independent seal of excellence that recognises businesses for delivering exceptional experiences.

The Case for Happy Workplaces

Imagine a workplace where people are energised and motivated by being in control of the work they do. Imagine they are trusted and given freedom, within clear guidelines, to decide how to achieve their results. Imagine they are able to get the life balance they want. Imagine they are valued and held accountable for the work that they do, rather than the time they spend at their desk.

Wouldn't you want to work there?

This is Happy's vision, outlined by Happy's Founder and Chief Happiness Officer, Henry Stewart in his book The Happy Manifesto. We want to **ignite change in organisations**, creating a workplace culture where staff feel trusted, empowered and want to come to work each day.

The benefits of happy workplaces are well documented. Nearly every measure of performance is improved if you create a happy, engaged workplace – staff are more productive, staff retention is higher, there is less sickness, and profits are increased. We have seen this through our clients who have focused on creating great workplaces.

- Workplaces with happy, engaged staff are 22% more profitable
- For every 2% increase in how happy employees are, revenue grows by 1%
- Investing in great workplaces compared to the standard stock market over the last 25 years would give a 3.5% increase in return
- Happy employees miss only 3.9 days of work on average due to sickness each year, compared to the 10.7 days missed by disengaged employees
- Organisations with the most engaged employees have 26% lower employee turnover
- For every 96 deaths in a hospital with happy and engaged staff, 103 people die in a hospital where staff are disengaged and unhappy.





Our Solutions

Happy offers consultancy services and a range of learning solutions to ignite change in organisations and create joy at work.

We first start with your people – we spend time with your staff and conduct a staff survey to find out what you're getting right and ways that your organisation can improve.

Our solutions can include team away days, with a facilitated discussion to talk about the issues and establish concrete actions to resolve them – or just host a seminar, discussing the principles of a great workplace.

We can give your team personal insights into their own strengths, communication styles and personality through a range of surveys, such as the Gallup Strengths Finder, Belbin assessment, Hogan assessment, and Kilmann Diagnostics.

Our Leadership and Management programmes focus on a top-down approach – inspiring leaders to create happy, empowered workplaces. We offer training for team leaders, first-time and junior managers, all the way up to C Suite level. We also offer training in the core skills that managers need to become inspiring leaders, such as

coaching, active listening and building credibility in the workplace.

In addition, we have created both Level 3 and Level 5 Apprenticeship programmes in Management, that can be funded through the Apprenticeship Levy or 90% funded through the government's co-investment scheme. These are open to any staff members of any age. See page 8 for more details.

Meanwhile, our Personal Development programmes cover essential skills to be productive and fulfilled in both work and in life generally, with our offering including Mindfulness, Stress Management, Time Management and Assertiveness. See page 10 for further details and upcoming public course dates.

Finally, if you are interested in learning more about happy workplaces and the potential benefits to your team, but don't know where to start, Happy's Founder and Chief Happiness Officer, Henry Stewart, would be happy to visit your organisation and speak to your leadership team.

⁴⁴ The course flowed really well from start to finish and the trainer made everyone feel comfortable. I really enjoyed my training with Happy, from the welcome at the registration and throughout the day! The training has been really valuable in my line of work. Natalie Durrant | November 2018 Active Listening Skills and Giving Positive Constructive Feedback



Why Choose Happy for Your Classroom Training?

Here are just a few reasons to choose Happy for your classroom training needs...

Small, personal group sizes

All of our Leadership and Personal Development programmes are kept to 12 people maximum. This small class size allows the facilitator to give 1-to-1 attention, maximising learning potential and ensuring a truly engaging and interactive experience for each learner.

Interactive learning style

All of our learning events are practical and handson. We involve our learners by asking questions and engaging them in a variety of activities.

We believe people learn best when they feel relaxed and are enjoying themselves. Inspired by the maxim 'Tell me and I will forget, show me and I may remember, involve me and I understand', all of Happy's events have been designed to be interactive and memorable.

Learn practical skills to apply straight away

At the start of each day, each person is asked to share their learning objectives. Our facilitators note these down and refer to them throughout the day to ensure all objectives have been covered. Even if some are slightly outside of the course outline, our facilitators will try to cover them, so everyone gets what they need from the day.

Our method really works! Our learners gave our Leadership and Personal Development courses an average work relevance score of 92% between January and December 2018.

No quibble, money-back guarantee

We want everyone to leave our courses feeling like they have learned practical skills they can use straight away. We also understand that booking training is a big commitment, particularly if you have never tried us before.

We therefore offer a full money-back guarantee on all of our learning. If you don't love your course and don't get what you need from it, you can get in touch with our team within 30 days. We will be happy to offer you additional support and training free of charge to help you gain the skills you need, or, if you'd prefer, a full refund – no questions asked.



The course was well suited to what I need for my work. The tutor pitched the course just right for me. I was able to put the skills I learned to good use immediately. I have already recommended the course to colleagues.

Gary Mitchell | January 2019 Introduction to Project Management

New and Updated Classroom Courses

When done correctly, meetings are a great way to enable collaboration, improve creativity, foster relationships and create space to innovate.

However, last year a survey by Harvard Business Review found that 71% said that meetings are unproductive and inefficient and 62% said meetings miss opportunities to bring the team closer together.

These are all common complaints we hear from our clients, too. So in this programme we have created some new programmes that focus on tackling these issues, and improving the effectiveness of meetings.

Liberating Structures

Liberating Structures is a repertoire of over 30 methods to make your meetings, workshops and activities fully inclusive and more effective. All have been widely tested around the world in a variety of sectors and are focused on getting great results and untapping everyone's potential.

We are hosting two workshops – one is a one-day Introduction to Liberating Structures, where you will learn about the underlying principles and experience a selection of these methods, while the other is a full, two-day Immersion Workshop. In the full two-day event, you will gain hands-on experience of all 33+ Liberating Structures.

LoMo (Low Tech Moments)

LoMo is an open source set of meetings and techniques to encourage self-responsibility, speed, clarity and powerful decisions in meetings. Using these techniques, you can reduce your current meeting time by 30-50%, build better relationships and more trust through clearer interactions in meetings, and get more valuable work done earlier.

Your facilitator, Carrie Bedingfield is the creator and will draw on both her PhD research and 18 years of redesigning meetings.



Collaborative Influence

Traditional influencing techniques often aren't appropriate when you are collaborating to solve problems together. In this one-day workshop, you will learn ways to become more influential amongst the people you work with regularly, while creating spaces where they can easily speak up too.

Clean Language for Managers

Misunderstandings are a common source of wasted time and effort at work, often leading to irritation and conflict. In this one-day workshop, you will develop your ability to find out what people actually mean by what they say. This can allow you to build stronger working relationships – especially useful when working with people from different backgrounds and of different generations.

The workshop introduces a precision inquiry methodology, Clean Language (devised by the late David Grove) and is taught by a co-author of the best-known book on this topic, Judy Rees. I loved it. I loved the training and the size of the group - just right to really get a mix of experiences, but also feel that you were able to input fully. I also thought the offices themselves were brilliant, all the staff were so friendly and the lunch was delicious. I'd definitely recommend Happy to colleagues..

Katie Bamber | January 2019 Managing for the First Time



Transforming Workplaces... Leadership and Management Training Programmes

At the forefront of our leadership and management training is our four-day Happy Workplace Programme, spread over six months.

The Happy Workplace Programme is designed to give your leadership team the skills to coach, support and enable your people to create a high-performing, innovative and productive happy workplace.

As part of the programme, learners have access to our online Happy Portal, with homework, videos and information to view between each session.

They also receive a complimentary copy of the Happy Planner and Learning Journal, a high-quality yellow leather-look journal created by Happy to help embed the learning from the programme, record achievements and reflect on areas where they need to improve.

If you are a CEO, please get in touch to find out how we can help you to develop your leadership skills.

Apprenticeship Programmes

An approved supplier of Apprenticeship schemes, Happy offers a Level 3 and a Level 5 Management programme. Both programmes have been based on the ideas of trust and freedom from the four-day programme.

We aim to inspire and ignite change in your organisation as well as teaching valuable management skills such as business strategy, decision-making, negotiation and project management. While our Level 3 programme is designed for supervisors, team leaders and firsttime managers, our new Level 5 programme is for experienced managers and department leaders. They are open to existing members of staff of any age.

What will it cost?

Our Apprenticeship schemes are an affordable way for your team to receive high quality training and support they need to succeed. It can be entirely funded through the Apprenticeship Levy or 90% funded through the government's co-investment funding for non-Levy payers.

Please contact us for full details about the programmes and funding options.

Apprenticeship Scheme for Change Makers Happy has also created a Level 5 Change Agent programme.

This is tied to an ILM Diploma and covers how to campaign and create social change – particularly beneficial to charitable and non-profit organisations.



Leadership & Management Public Courses

	Voluntary and Charities Oth								Other (S nor		
Happy Workplace Leadership	Days	Mar	April	May	June	July	Aug	Small	Medium	Large	delegate)
Happy Workplace Leadership Programme Taster	1∕4 □			14					F	ree	
Happy Workplace Leadership Programme	4*	19				17		£995	£995	£995	£1,950
Happy Workplace Senior Leadership Programme	4*				Dia		uiro for r	mara data			
Happy Workplace CEO Programme	4*	Please enquire for more details 4*									

^a 2 hours * Four days over six months

								Voluntary and Charities			Other (Case
Leadership and Management Skills	Days	Mar	Apr	May	Jun	Jul	Aug	Small	Medium	Large	(£ per delegate)
Managing for the First Time	2	12-13	23-24	14-15		2-3	14-15	£225	£330	£495	£950
Becoming a Multiplier	1			22			6	£300	£300	£300	£395
Crucial Conversations for Managers	1				7			£300	£300	£300	£395
Effective Coaching Skills for Managers	1				25			£300	£300	£300	£395
Leading Remote Teams	1				4			£300	£300	£300	£395
Managing Change Positively	1			21				£300	£300	£300	£395
Managing Poor Performance	1		9			10		£300	£300	£300	£395
Stress Management for Managers	1				18			£300	£300	£300	£395

								Volun	Voluntary and Charities Small Medium Large Please enquire for model Please Please		Other (Care
Hogan's Assessment	Days	Mar	Apr	May	Jun	Jul	Aug	Small	Medium	Large	(£ per delegate)
Hogan's Assessments	1/4 0		Please	enquire	for more	e details	5	Pleas	e enquire	for more	details

								Volun	Other		
Special Offer Courses	Days	Mar	Apr	May	Jun	Jul	Aug	Small	Medium	Large	(£ per delegate)
Active Listening Skills and Constructive Feedback	1				6			£95	£195	£195	£195
Credibility in the Workplace	1					9		£95	£195	£195	£195
Giving a Positive, Constructive Appraisal	1						1	£95	£195	£195	£195
Successful Recruitment and Selection	1			7			13	£95	£195	£195	£195
Managing Your Management Committee	1					25		£95	£195	£195	£195

Prices for public courses are priced per person per course. Charity pricing is scaled depending on the total number of paid staff in your organisation... Small charities: 15 or fewer members of staff; Medium charities: 16 - 30 members of staff; Large charities: 31 or more members of staff. Prices do not include VAT.

All of Happy's public courses are held at our HQ in Central London. Please see page 12 for details of our learning solutions for private groups and customised course options. All prices valid until 31st August 2019.



Transforming People... Personal Development Training Programmes

Our range of Personal Development training programmes ignite the possibilities in your people to create joy at work and increase productivity.

All programmes have been designed to give you real, practical skills. From Assertiveness and Active Listening Skills to Resilience and Wellbeing in the Workplace and Stress Management, our Personal Development programmes cover a wide spectrum of real, practical skills. Many of the topics covered will improve your life at work as well as at home.

As with our Leadership and Management training programmes, each one can be held as private learning solutions for your organisation and customised to suit your needs – see page 12 for details or contact our friendly team for more information and availability.

								Voluntary and Charities			Other
Personal Effectiveness	Days	Mar	Apr	May	Jun	Jul	Aug	Small	Medium	Large	(£ per delegate)
Assertiveness (Mixed Gender)	1			7			12	£95	£125	£180	£295
Assertiveness for Women	1		3			11		£95	£125	£180	£295
Be the Best You Can Be at Work	1				12			£95	£125	£180	£295
Conflict Resolution at Work	1	20				30		£95	£125	£180	£295
Creating Customer Delight: Mastering Customer Service	1			21			1	£95	£125	£180	£295
Crucial Conversations for Staff	1			13			8	£95	£125	£180	£295
Crucial Conversations (two-day)	2					15-16		£190	£250	£360	£590
Dealing with Difficult People	1		24				22	£95	£125	£180	£295
Effective Time Management	1	27		14		24		£95	£125	£180	£295

		Volunt	046-04								
Communications and Writing Skills	Days	Mar	Apr	May	June	July	Aug	Small	Medium	Large	Other (£ per delegate)
How to Manage Your Outlook Inbox	1/2	15	23		28			£150	£150	£150	£187-£225
Effective Report Writing	1				25			£95	£125	£180	£295
Perfect Grammar and Punctuation	1			9			13	£95	£125	£180	£295

									Voluntary and Charities		
Meetings Skills	Days	Mar	Apr	May	Jun	Jul	Aug	Small	Medium	Large	(£ per delegate)
Chairing Meetings	1	4				10		£95	£125	£180	£295
Effective Minute Taking	1		26			12		£95	£125	£180	£295
Introduction to Liberating Structures	1	25						£95	£125	£180	£295
Liberation Structures Immersion Workshop	2			2-3				£495	£495	£495	£695

Course Programme Spring/Summer 2019

											Other (S por
Wellbeing at Work	Days	Mar	Apr	May	Jun	Jul	Aug	Small	Medium	Large	(£ per delegate)
Emotional Intelligence	1		4				20	£95	£125	£180	£295
Mindfulness	1			23				£95	£125	£180	£295
Resilience and Wellbeing at Workplace	1					23		£95	£125	£180	£295
Stress Management for Staff	1				11		21	£95	£125	£180	£295

								Volun	Other (Snor		
Project Management	Days	Mar	Apr	May	Jun	Jul	Aug	Small	Medium	Large	(£ per delegate)
Introduction to Project Management	2	12-13		16-17				£225	£330	£495	£950
Project Management in a Day intensive	1			8				£345	£345	£345	£495
Agile in a Day	1			9				£95	£125	£180	£295
Continuous Improvement intensive	1	15						£345	£345	£345	£495
Managing a Project Team	1				12			£300	£300	£300	£395

								Volun	arities	Other (Care	
Training Skills	Days	Mar	Apr	May	June	Jul	Aug	Small	Medium	Large	(£ per delegate)
Creating eLearning with Articulate Storyline	2		Please ask for details						· Please asł	for detai	ls
Enabling Collective Learning	1				14			£345	£345	£345	£495
Kickstart your eLearning Project	1		Ple	ease ask	for deta		Please ask for deta			ls	
Train the Trainer Essentials	2	27-28			10-11		20-21	£590	£590	£590	£740
Train the IT Trainer Essentials	2	14-15				18-19		£590	£590	£590	£740
TPMA Trainer Certification Essentials (LPI Accreditation)	4			20-23			5-8	£995	£995	£995	£1,575
TPMA Refresher and Re-accreditation	2		4-5			23-24		£495	£495	£495	£950

								Voluntary and Charities			Other (Shore
Facilitation and Presentation Skills	Days	Mar	Apr	May	June	Jul	Aug	Small	Medium	Large	(£ per delegate)
Engaging PowerPoint Presentations	1			13				£95	£125	£180	£295
Expert Presentation Skills	2			2-3		29-30		£190	£250	£360	£590
Effective Group Facilitation	1	Please ask for details					Please ask for details			ls	

								Voluntary and Charities			Other
Special Offer Courses	Days	Mar	Apr	May	Jun	Jul	Aug	Small	Medium	Large	(£ per delegate)
Anger Management at Work	1						7	£95	£195	£195	£195
Clean Language for Managers	1		29					£95	£195	£195	£195
Collaborative Influence	1		1					£95	£195	£195	£195
Discover LoMo: Fast, High-Trust, Structured Meetings	1	13						£95	£195	£195	£195
Workplace Negotiation Skills	1				19			£95	£195	£195	£195

Prices for public courses are priced per person per course. Charity pricing is scaled depending on the total number of paid staff in your organisation... Small charities: 15 or fewer members of staff; Medium charities: 16 - 30 members of staff; Large charities: 31 or more members of staff. Prices do not include VAT. All of Happy's public courses are held at our HQ in Central London. Please see page 12 for details of our learning solutions for private groups and customised course options. All prices valid until 31st August 2019.



Learning Solutions for Private Groups

If you have a group of five or more learners, or need a bespoke solution, we can help.

We can deliver classroom training at our HQ in Central London, at your site anywhere across the UK, or we can source a suitable venue; all we need is a room with a whiteboard or flipchart.

We can combine IT skills training with our Leadership and Personal Development programmes, to ensure that your staff have both the support they need to deal with rapid change as well as the tools to succeed in their roles.

If you don't see what you need on our classroom course programme, please do get in touch – our experienced trainers can create a customised learning solution just for you.

	Volu	ntary and Cha	Public	Private		
Private Group Courses	Small	Medium	Large	Sector	Sector	
Communication and Writing Skills						
Personal Effectiveness	£800	£800	£1,100	£1,500	£1,950	
Facilitation and Presentation Skills						
Project Management						
Leadership and Management	£1,500	£1,500	£1,500	£2,250	£2,250	
Training Skills						

Prices for groups are priced per course per day for up to 12 learners. Charity pricing is scaled depending on the total number of paid staff in your organisation, as follows: Small charities: up to 15 members of staff; Medium charities: 16 – 30 members of staff; Large charities: 31 or more members of staff. Prices do not include VAT. Prices valid until 31st August 2019.

Conferences and Seminars

Happy run a busy calendar of conferences across the UK, giving you a chance to hear from people who have created happy workplaces based on Happy's principles of trust and empowerment.

These events will leave you feeling energised and inspired with ideas for creating happier, freedomcentric workplaces, as well as the chance to network with similar-minded professionals.

Speakers at previous events have represented some of the world's best workplaces such as Google, Innocent, WL Gore (makers of Goretex), the John Lewis Partnership, the National Audit Office, the National Trust, Foundation SP and Propellernet. All of our speakers are chosen as they are creating joy at work for their teams and organisations and can show you the benefits of this approach.

Our conferences are aimed at anyone interested in creating happy workplaces, from supervisors and team leaders up to CEOs and MDs.

In addition, our experienced facilitators can speak at your event or host a session at your team training day on a range of subjects including how to create a happy workplace, create great presentations, becoming a multiplier, mindfulness and more.





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> Trainer was excellent and made the course enjoyable and inclusive. We were provided with tools which we could immediately utilise. I would definitely recommend Happy.

Richard Nuthall | January 2019 Happy Workplace Leadership Programme

