

*Happy New Year*

***Our January 2008 selection of Business Tips to help you succeed focuses on ideas from courses running up to the end of the year.***

**Tip 1: There is an optimum size for a team.** For a highly self-managing team, that size is five and, indeed, five to seven is an ideal size. The more rigid your control structures, the larger your team can be and still function well. Yet, even with military discipline, a team of more than a dozen will lose its coherence.

[Team Leadership](#) on 28 January is the first course of 2008 to be sold out. [Supervisory Management](#) on 31 January still has places, or book early onto the 19 June [Team Leadership](#) course. We'll let you know if we get enough demand to schedule an extra course.

**Tip 2: Effective recruitment takes a lot of care and attention, especially when you need to avoid inadvertent discrimination.** But all of that care will pay off when you know you have the best person for the job, regardless of race, gender, age, disability or sexual orientation. The benefits of a diverse workforce are enormous - especially when you harness the improved creativity and decision making of diverse working teams.

To learn more, try [Recruitment and Selection](#) on 29-30 January, or [Equality and Diversity: what it really means to your organisation](#) **NEW COURSE** on 31 January. Why not book them both for £650?

**Tip 3: Will you make this the year that you make your data work for you?** Every business has a vast amount of data. Your challenge is to use that data to drive up profits, by increasing sales, reducing costs, optimising your marketing or altering your product mix. To do that, you need to organise and interrogate your data. How many extra sales will you need to pay back the investment of sending some of your people on a course to learn how to use Microsoft Access?

[Access Introduction](#) on 31 January, then later in the year, [Access Intermediate](#) on 14 May and [Access Advanced](#) on 24-25 June. Why not book all three?

**Tip 4: The first step in managing performance is setting clear expectations.** Pay attention to the two essential components: performance and accountability. What do you expect of the person you are managing and what are the consequences of performance or under-performance. To make this work, ensure that expectations are realistic and that the consequences are meaningful and certain.

To learn more about how to deal with under-performance effectively, [Managing Under-performance and People Problems](#), on 8 February.

**Tip 5: Go on: do us out of a job.** Some skills are best passed on by experienced practitioners from within your business. The role of trainer is rewarding and challenging. When you start out, the twin challenges are course design and managing participants. Excellence in both comes from answering this question: "what do my participants most need from me to learn what they need to learn?"

Pick up the core skills of training on our one-day [Train the Trainer](#) introduction, on 6 February.

**Tip 6: You have an absolute right to choose when to feel good about yourself and when to feel bad.** Let no one control your emotions without your permission. Refusing to feel bad just because someone expects you to is at the heart of assertiveness. Letting yourself feel bad is passivity and trying to make other people feel bad is aggression.

Spend a whole day developing your [Assertiveness](#) on 12 February.

**Tip 7: As a manager, you need to meet your teams needs.** Three important needs that you will have to balance are the need for friendship, and good working relationships, the need to have some control over their working lives, and the need to leave work with a sense of achievement. If you find your team getting stale, ask yourself if any of these are at the cause and what you can do to meet that need.

Two of our most popular courses are [Management Essentials](#) on 6 February and the [Management Programme](#), spreading over three days at one per month. The first day is on 8 February and there are still places on the programme. Days 2 and 3 are on 3 March and 9 April. If you are new to management or want a refresher can you afford to miss them?

To access **FREE TRAINING** call our office on 01892 888134 and ask for a referral to a Train to Gain advisor.

### Courses coming up in the second half of February:

<a href="#">Finance for Directors</a>	14 February
<a href="#">Writing Reports</a>	14 February
<a href="#">Minute Taking with Confidence</a>	15 February
<a href="#">Sales Team Management</a>	21 February
<a href="#">Writing Business Correspondence</a>	26 February
<b>Last few places</b>	
<a href="#">Understanding People at work</a>	
<a href="#">An introduction to Transactional Analysis</a>	27-28 February

### *Also newly available as In-house courses*

[SAGE Payroll](#) and [Microsoft Visio](#) - ring our office on the new number, 01892 888134, or [email us](#) to learn more.

### **Have you missed one of our newsletters or tip-sheets?**

*Don't worry*

All of our Newsletters and Tip sheets are now on our website.

[Click here to see them all](#)

*Find out more about these and our full programme,*  
at [www.kenttrainers.co.uk](http://www.kenttrainers.co.uk), or call our office on 01892 836110

### **Who else would like our tips and newsletters?**

Please forward this to them, or send their email address to [subscribe@kenttrainers.co.uk](mailto:subscribe@kenttrainers.co.uk)

If you no longer wish to receive this tip sheet or our monthly newsletter, please email us at [unsubscribe@kenttrainers.co.uk](mailto:unsubscribe@kenttrainers.co.uk)