Our Top 20 Training Courses

Customer Service
Business Communication
Emotional Intelligence & NLP
Finance & Banking
Leadership & Management
HR & Training
Quality & Excellence
Nationals Development
Marketing, PR & Sales
Strategy & Planning
Professional Self-Development
Team Building
Project Management
Earlier this year we sent out a full brochure pack to all our clients sharing our complete company profile and training directory. In case you didn’t receive it please email your details to us at cr@hni.ae and we’ll send you all the materials by mail.

We hope 2015 is proving to be a successful year for everyone. Undoubtedly it’s been an exciting journey for us at HNI as we marked five years in the training and development industry. Just five years ago Human Network International was founded in a small office with two people and our first project in hand! Today, HNI regularly works with many of the top organisations across the GCC - from oil and gas, financial services, government, educational institutes and multi-nationals to name but a few - and we’ve grown to a team of more than 60 full- and part-time professionals. Despite the non-stop hard work and daily challenge of striving to delight our customers, we are now one PROUD Team!

Here we’ve compiled our Top 20 best-selling courses, all highly interactive as you’ve come to expect from us, and which were rated by our clients as the most impactful solutions to gain hands-on skills for career development and growth.

From the very start, we’ve been a customer-oriented and quality-driven organisation and we take great pride in saying that our success lies in our 100% money-back guarantee - it’s a quality promise that signals how strongly we believe in the quality of what we do. Complementing this, we’ve joined with some of the world’s most renowned accredited learning bodies to further enhance the development experience. Not only has this added great value to our business but helped us achieve rating as the top learning provider by many of our clients.

As we approach 2016 I’d like to thank all our clients for the continued loyalty over the years. I’m proud of all that we’ve accomplished so far and look forward to reaching new milestones as we grow. I wish you all a very successful year ahead and a happy 2016!

Kind Regards,

Hanan Nagi,
Founder & CEO
HNI Training & Coaching
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Best-selling Programmes
Mastering the Art of Communication
Effective Interpersonal & Communication Skills

Programme Details:
Duration of Programme: 3 Days
Who Should Attend:
• Managers & Supervisors
• Team Leaders & Team Members
• Professionals seeking personal development

Course Objectives:
• To understand the significance of emotional intelligence (EI) in communication and how it can highly affect your relationships
• Build and leverage your communication skills with Social Intelligence
• Understand the different personality types and learn how to deal with each
• Get results working with different and challenging personalities
• Acquire flexibility to gain collaboration with your team
• Apply proven skills to communicate effectively and develop your network
• Enhance listening skills to avoid misunderstanding
• Eliminate communication roadblocks
• Deliver constructive feedback to ensure successful outcomes and results
• Communicate with assertiveness
• Exercise empathy and understand the perspectives of others.

What will you gain?
By the end of this course you will be able to:
• Evaluate your strengths and weaknesses in communication, and enhance your current level of emotional intelligence
• Understand and manage your emotions; how they affect others and how their emotions affect you
• Overcome personal beliefs that might be holding you back
• Stay flexible in the wake of change and work with different personalities and communication styles with ease
• Improve personal and professional relationships through interpersonal mastery
• Reduce stress and increase productivity through effective use of emotions
• Empathize and respect different cultures and overcome any communication barriers
• Decode body language cues and read between the lines.

Course Content:
Emotional Intelligence and Effective Communication
• Why EI matters more than IQ in communication
• Inter and intra personal communication
• What smart professionals know
• Apply multiple intelligence while communicating
• Self awareness and the importance of internal communication
• Evaluate your personal style and development areas
• Flexibility — the key to successful communication

Communication and Interpersonal Mastery
• Understanding different personality types
• Practice communication with different types
• Written communication
• Phone communication
• Face to face communication
• Are we “difficult” or “different”?
• How different types get hijacked
• Respect and the different perspectives
• Empathy and managing communication barriers

Strategies of a Skilled Communicator
• Establishing rapport by matching and mirroring
• Tools for active listening
• Communicating through silence
• Mehrabian’s communication model
• Verbal communication
• Non-verbal communication
• Impact of body language

Understanding roadblocks in communication
• Navigating through cultural boundaries
• Working constructively with emotions
• (the 4 social fears)
• Assertiveness and aggressiveness in the workplace
• Aligning your body language to your message
• The dynamics of constructive feedback.
Creative Problem Solving & Decision Making

Develop your Ability to Think Outside the Box

Course Objectives:
- An overview of the definition of a problem and problem solving
- Learn how to identify and clarify issues that need to be resolved
- Understand how to set priorities and determine appropriate steps to deal with issues
- Learn how to find the root cause of a problem before investing in expensive solutions
- Explore ways to exercise sound judgment when evaluating and resolving problems
- Identify how to set goals with clarity of purpose and appropriate scope for a decision
- Develop a set of criteria for evaluation of solution options and assessment of risk
- Improve confidence in leading assignments and tasks and in decision-making.

What will you gain?

By the end of this course you will be able to:
- Demonstrate improved effectiveness in identifying and resolving problems
- Reduce problem solving cycle time
- Smoothly execute and implement projects and plans
- Improve communication with team members, enabling better team work
- Reduce time spent on errors and redoing work
- Have peace of mind knowing you have reached the best possible decision using creative problem-solving techniques.

Course Content:
Overview
- Brainstorming – 100 Uses For...
- Housekeeping and ground rules

Is it a problem?
- What is a problem?
- Problem thinking vs. Solution thinking
- Problem/Challenge Reframe
- Coaching for possibilities

Defining the problem
- Key questions to ask
- Clustering challenges – Affinity Diagrammes
- Are you facing the wrong challenge? The Pareto Principle
- Developing a problem statement
- Stating the Goal

PS and DM as an Organisational Process
- Organisational learning
- Organisational architecture
- Change Analysis – how to think
- The whole of multiple perspectives
- Possible Causes – Fishbone

Programme Details:
Duration of Programme: 3 Days

Who Should Attend:
- Managers & Supervisors
- Team Leaders & Team Members
- Business professionals

The Art of Stress & Anger Management

Transforming Stress and Anger into Productivity

Course Objectives:
- An overview of the Neuro-Linguistic Programming (NLP) framework
- Understand how thoughts structures relate to our emotions and affect our behaviour
- Learn how to assess how well you (and others) handle anger
- Learn how we experience stress and how to transform it into useful emotions
- Master practical techniques to eliminate any experience of undesired emotions
- Practice the use of the stress-reduction techniques and experience immediate results
- Understand the importance of, and useful techniques for, setting and achieving goals.

What will you gain?

By the end of this course you will be able to:
- Understand the logic behind stress, and know how to transform stressful energy into more pleasant and productive ones like motivation, excitement, pleasure etc.
- Instantly eliminate any form of undesired emotions such as anger and stress, and be able to transform it within 5 minutes or less
- Replace undesired emotions with desired ones
- Logically make empowering decisions during stressful situations
- Add pleasure to your daily work activities and improve overall productivity and satisfaction.

Course Content:
Introduction
- The psychology of human emotions
- The structure of Neuro-linguistic states and the languages of the mind
- The higher levels of mind and the power of self-reflexivity
- The positive intention behind emotions
- Separating between Human and Behaviour
- The Dan vs Flooding (Meta-Stating Anger and Stress) Technique

Clearing The Mind
- Unleashed from the prisons of mind
- Identifying and disrupting cognitive distortions
- Powerful Pre-suppositions
- Quantum Transition Technique
- The Power of Self-Acceptance, Appreciation, and Awe Technique

Empowerment (seeing a platform for emotional mastery)
- Intentional Stance Technique
- The Power-Zone (Ownership of Thinking-Emoting-Speaking-Behaving)
- Meta-Stating Troubling Emotions Technique

Flow
- Instant Judgment Release Pattern
- Instant stress release pattern
- Identifying and disrupting cognitive distortions
- Meta-Stating Expectations
- The Eu-Stress Game
- Meta-Stating Relaxation.
Developing Assertiveness & Self-Confidence for Professional Success
Assert Your Worth!

Course Objectives:
- Define assertiveness, self-confidence and the four styles of communication
- Understand the meaning of values and beliefs and how they affect self-worth
- Learn how to overcome negative thinking and use positive self-talk
- Define and practice setting SMART goals for assertive behaviour
- Identify how a pleasing appearance and body language can create a strong first impression
- Develop rapport-building skills for expressing disagreement and consensus building
- Obtain strategies for gaining positive outcomes in difficult interpersonal situations.

What will you gain?
By the end of this course you will be able to:
- Distinguish between assertive, aggressive, passive, and passive aggressive behaviours
- Appreciate the value in yourself and others as a first step toward practicing assertiveness – conduct a self-worth inventory
- Use essential strong communication skills for assertive interaction with others
- Develop confidence by improving personal thoughts and perception about how you look and feel on both the inside and outside
- Learn how to use different tones of voice and inflections that project assertiveness
- Understand and improve communication, and enhance influencing behaviour
- Practice using various tones of inflections that project assertiveness
- Use simple NLP models and techniques to help understand and improve communication and to enhance influencing behaviour.

Programme Details:
Duration of Programme: 2 Days
Who Should Attend:
• Managers and Supervisors
• Team Leaders and Members
• Professionals seeking self-development.

Professional Self-Development

Stress & Time Management
Get the Most from Your Time, Energy and Talents

Course Objectives:
- Understand how we experience stress and how to transform it into useful emotions
- Learn how to integrate proven time management techniques into your daily life
- Understand the importance of and the techniques useful for setting and achieving goals
- Learn how to proactively schedule tasks, construct weekly plans and daily to-do lists
- Master strategies and techniques to handle procrastination and interruptions
- Identify how to empower others by delegation – what and how to delegate
- Learn how to better organise yourself and your workspace for peak efficiency
- Practice the use of the stress-reduction techniques and experience immediate results.

What will you gain?
By the end of this course you will be able to:
- Better organise yourself and your workspace for peak efficiency
- Set realistic outcomes, and use effective NLP techniques for achieving goals
- Gain control of your attitudes and emotions, and learn how to transform underequipped ones into productive ones
- Achieve results by delegating in a way that guarantees success and minimises any form of resistance
- Control and overcome distractions that can derail your workplace productivity
- Manage and minimise work-related stress effectively
- Communicate assertively to better use your time and boost your self-confidence
- Complete work tasks and activities in much less time
- Enjoy more satisfaction at work, and free up your time for achieving more important tasks.

Course Content:
Neuro-Linguistic States and the Languages of the Mind
- The psychology of human emotion
- The higher levels of mind and the power of self-reflexivity
- Differentiating person from behaviour
- Clearing the mind
- Identifying and disputing cognitive distortions
- The power of pre-suppositions, self-acceptance and appreciation
- Techniques for transformation
- Owning your power-zone
Flexibility
- Techniques for instant release and relaxation
- Setting expectations
Goal Setting
- The three Ps
- S.M.A.R.T. Goals
- Prioritising Your Goals
- Visualisation

Prioritising your time
- The 80/20 Rule
- The Urgent vs Important matrix
- Assertiveness
- Planning Wisely and Tackling Procrastination
- Crisis Management
- Organising Your Workspace
- Decluttering
- Managing workflow
- Dealing with e-mail and using calendars
- Delegating Made Easy
- When to delegate
- To whom should you delegate?
- How should you delegate
- Keeping control
- The importance of full acceptance
- Setting a ritual
- Meeting management Alternatives to meetings.
Course Objectives:
- Recognize the practical importance of employing a structured methodology using proven best practices to manage projects
- Gain an overview of the key concepts and terminology of the Project Management (PM) life cycle and knowledge areas
- Obtain skills to manage projects from start to finish
- Learn how to initiate projects and establish the right organisational structures
- Explore methods for determining project scope and constraints
- Understand the essential steps and tools for successful project planning
- Master tools to control cost/schedule and track deliverables for quality assurance
- Learn the fundamentals of project procurement and contractor management
- Develop Risk Management and Change Control skills and techniques
- Identify how to plan and manage your time for increased productivity
- Gain in-depth knowledge of project management, using real-world case studies related to your industry.

What will you gain?
By the end of this course you will be able to:
- Use proven methodologies to deliver projects on time, to budget and to the quality standards expected in an internal or external project
- Manage each stage of the project life cycle
- Define roles and responsibilities for project stakeholders
- Identify project characteristics
- Define project scope including time, cost and quality constraints
- Perform resource analysis
- Master the Work Breakdown Structure (WBS) to build realistic project schedules, milestones and deliverables
- Employ tools to execute, track, monitor and control your projects effectively
- Manage vendor relationships to maximise positive project outcomes
- Identify, analyse, quantify, mitigate and manage risks to reduce impact
- Manage project change through formal change control processes
- Assess, monitor and control project performance
- Effectively manage stakeholder expectations and communications
- Capture lessons learned for future benefit
- Take necessary steps to close your projects (and move on to the next).

Course Content:
Overview of PM key concepts
- Project vs. Programme
- Project Management Life Cycle
- Project Life Cycle vs. Project Management Life Cycle
- Project Organisations (Functional, Projectised, Matrix)
- Project Manager Skills and Titles
- The Project Triangle: Time, Cost and Scope
- Project Initiation
  - Stakeholders and Stakeholder Management
  - Project Charter and Communications Plan
- Planning and Preparation
  - Phases and processes, defining scope and deliverables
  - Using PERT and Gantt Charts and setting milestones
- Getting the Most out of Your Time
- Tracking and Control
  - Project Plans and Statement of Works
  - Vendor and sub-contract management
  - Progress monitoring and reporting
  - Network Diagramming
  - How to tell if a project is out of control
  - Quality Assurance on deliverables
  - Change Management
  - Managing Meetings
  - Milestone and post implementation reviews
  - Closing projects effectively
- Earned Value Management
- Risk Management and Assessment
- Project Close out
  - Hands on exercises relevant to your industry.
The Effective Team Player
Boosting your Team’s Spirit through Team Building Activities

Course Objectives:
- All for one and one for all – Learn how to synergise personal and organisational values
- My company – Understand how to promote a culture of ownership
- Together we stand – Enhance higher levels of cooperation and teamwork
- 3 2 1 Launch – Develop the motivation and skills to promote effective communication and enhance productivity
- I’ll do it – Promote commitment and accountability as a team member
- No one left out – Learn Win/Win Plus or Minus 2 Conflict Resolution
- The Blue Print – Learn the roles and responsibilities of leaders and teams
- The Pillar – Understand the dynamics and processes of trust building.

What will you gain?
By the end of this course you will be able to:
- Understand and put into perspective your personal goals and the team’s goals
- Learn about different personality types and team roles and how to build rapport with team members
- Demonstrate reliability and consistency in executing your part and providing support to other team members when needed
- Communicate constructively by listening intently and avoiding conflicts or confrontations
- Ability to differentiate and treat the task, the person and the behaviour as separate entities
- Boost team productivity by building and promoting trust at a key pillar of team strength.

Course Content:
Understanding team and dynamics
- What is a Team?
- Factors for success
- Identifying team roles
- Effective communication
Barriers and opportunities
- Understanding our differences
- Identifying personal values
- Organisational values and personal alignment
- Personality types and team roles
The 4 stages of team development
- Forming
- Storming
- Norming
- Performing
The dynamics of trust
Communication
- Demonstrate effective listening and questioning skills
- It’s not what you say, it’s how you say it
- Benefits of effective team communication
- Separating person and behaviour.

High Impact Team Building for Managers
Achieve Success by Complementing Each Other

Course Objectives:
- Learn techniques to develop higher levels of cooperation and teamwork
- Recognise the critical importance of improving communication and listening skills
- Master skills to promote effective communication and enhanced productivity
- Identify how to promote commitment and accountability as a team member
- Understand how to separate the people from the issues to resolve conflict
- Obtain tips and tools for building trust and respect
- Learn to develop flexibility as a key for creative decision-making.

What will you gain?
By the end of this course you will be able to:
- Embrace the dynamics of working in a team as a whole and individually
- Understand Team Culture and how to thrive amidst organisational values, norms and behaviours, with a result-oriented and positive attitude
- Learn the art of collaboration under challenging circumstances
- Build and comprehend the dynamics of trust and its co-existence in a working environment
- Increase positive functional behaviour; improving interpersonal and intrapersonal relationships
- Promote tolerance and empathy amongst team members
- Understand different personality types, and establish effective communication to manage and maximise team performance
- Manage conflict in the workplace amicably while increasing cohesiveness and effectiveness of the team.

Course Content:
Understanding Teams and Dynamics
- What is a Team?
- Factors for success
- Identifying team roles
- Effective communication
Barriers and Opportunities
- Understanding our differences
- Identifying personal values
- Organisational values and personal alignment
- Personality types and team roles
Team Culture
- What defines our culture?
- Leadership: Command and control
- Flat structures: Ownership
- E-Teams
The 4 stages of Team Development
- Forming
- Storming
- Norming
- Performing
- The dynamics of trust
- Commitment and Common Purpose
- Humanising Teams
- Level of commitment
- Team and the Hierarchy of Needs
- Sources of common purpose
Communication
- Demonstrate effective listening and questioning skills
- It’s not what you say, it’s how you say it
- Benefits of effective team communication
- Separating person and behaviour
Decision making and conflict resolution
- Creative thinking and problem solving
- Encouraging brainstorming
- Six Thinking Hats
- Seeing another’s mind
- Building consensus.
ABC Success for Fresh National Graduates
Guiding National Fresh Graduates through their First Steps to Professional and Personal Success

Course Objectives:
ABC Success will equip participants with core behavioural and business skills to operate effectively in the business world. Specific objectives will depend on the combination of modules selected. The following summary of objectives is based on the modules HNI recommends to form the foundation of your Nationals development programme (as indicated in the following Course Content section).

- Understand Organisations and Organisational Behaviour
- Learn communication skills, negotiation techniques and tips for making an impact
- Apply the seven-step conflict resolution process to resolve disputes
- Master the creative problem solving process and tools to solve any problem
- Explore ways to become a top-notch team performer, at work and in life
- Obtain time management strategies to control workload and achieve work-life balance
- Learn how to make meetings efficient and effective
- Master basic public speaking skills to deliver presentations with power
- Understand how to express self-worth with assertiveness and self-confidence
- Avoid embarrassing etiquette mistakes to always look and sound your best
- Practice networking and get skilled on how to ‘break the ice’
- Acquire and Master skills and knowledge in a variety of essential business areas including business writing, understanding of finance, project management, customer service, office administration and more.

What will you gain?
* “ABC Success” develops National Fresh Graduates’ understanding of what their newemployer employers will expect of them; bridging the gap between education and the workplace.
* Participants will develop essential skills for future leadership, with a prime focus on enhancing emotional intelligence, interpersonal and business communication skills, creative problem-solving, financial skills and office management, along with cultivating ethics and etiquette.
* Young Nationals will emerge from this programme ready to work with a positive attitude and willingness to move forward on their career development path.

Course Content:
Week One: Behavioural Development
- Being an Effective Team Member (rapport amongst the participants) – 1 Day
- Emotional Intelligence (EQ) and Cultural Intelligence (CQ) – 1 Day
- Maximise Your Success within Interpersonal Interactions – 1 Day
- Communicating Your Sell Worth – 1 Day
- Resolving Conflicts and Building Winning Partnerships – 1 Day

Week Two: Business Skills Development
- Understanding Organisations and Organisational Behaviour – 1 Day
- Embracing and Leading Change – 2 Days
- Creative Thinking and Problem Solving – 2 Days

Week Three: Business Skills Development
- Essentials of Customer Service – 2 Days
- Fundamentals of Business Etiquette – 1 Day
- Making Meetings Work – 1 Day
- Stress Management Techniques – 1 Day
- Week Four: Business Communication
- Presentation Skills – 2 Days
- Fundamentals of Business and Report Writing – 3 Days
- Week Five: Administration Skills
- Getting Organised for Peak Performance – 1 Day
- Mastering MS Outlook – 1 Day
- Mastering MS Word – 1 Day
- Mastering MS Excel – 1 Day
- Mastering MS PowerPoints – 1 Day
- Week Six: Business Technical Skills
- Introduction to Project Management – 2 Days
- Finance for Non-Finance Professionals (Simulation Programme) – 3 Days.

The Powerful Salesman
Sales Excellence: Bridge the Gap between Knowing & Doing

Course Objectives:
- Understand the modern approach to selling using emotional intelligence
- Develop your style and strategy for selling
- Develop exceptional skills of communication and persuasion
- Build empathy and rapport to develop a strong connection with potential buyers
- Master objection handling and deal skillfully with difficult or challenging customers
- Learn techniques for dealing with setbacks and adversity
- Understand how to guide your clients to make decisions that ensure their highest satisfaction
- Triple your closing ratio and make more money!

What will you gain?
By the end of this course you will be able to:
- Use highly effective emotional intelligence techniques; to stay aware and in control of your emotional state.
- Identify your customer’s needs and buying criteria, even when they don’t want to tell you
- Engage yourself and your buyer in a positive emotional state that will maximise your selling performance.

Course Content:
The new approach to selling
Good selling vs. great selling
Selling Emotional Intelligence (EQ)
Exceptional persuasion and influence skills
Precision questioning
Value based selling
The decision making MQ Model
Objections mastery
Gaining commitment from clients to move the sale forward
The Strategic Sales Pitch Flow
Reading body language and facial expressions.

Marketing, PR & Sales

Nationals Development

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Course Objectives:
• Learn how to perform needs analysis and prepare presentation outlines and flow
• Master simple techniques for creating powerful openings and closings
• Identify how to select the best delivery technique to get buy-in from your audience
• Use Emotional Intelligence to enhance presentations and public speaking
• Learn vocabulary, tone and body language that will keep your audience engaged
• Master techniques for relaying information in a comprehensive and structured way
• Use humour, questions and discussion to connect and involve the audience
• Learn to overcome common nervousness and public speaking jitters with ease
• Understand visual appeal and how best to use text, photos and videos
• Identify how to prepare for questions before you know what those questions will be.

What will you gain?
By the end of this course you will be able to:
• Overcome your fears and anxiety to present with confidence
• Structure, prepare and deliver effective and powerful presentations
• Ensure your key points and messages are received and understood
• Deliver professionally, with style and impact
• Develop your presentations quickly and efficiently
• Learn to control and use your voice, sound interesting and achieve results
• Earn the respect of colleagues and your audience.

Programme Details:
Duration of Programme: 3 Days
Who Should Attend:
• Managers & Supervisors
• Team Leaders & Team Members
• Front Line Staff & Business Professionals

Course Content:
Analyse This: perform a quick effective needs analysis and prepare presentation/speaking topic outlines, and flow of main ideas/messages
The Grand Entrance: Create a powerful opening
Who am I speaking to? Build your knowledge about the audience, and choose the best delivery technique to get their buy-in
EQ: Your Best Defense: core Emotional Intelligence skills and how to use them effectively for your presentations and public speaking opportunities
Get ready! Prepare for questions before you know what they will be
Communicate and Rekate: designing presentation content using simple techniques for relaying information in a comprehensive and structured way
The Simple Truth: simplify complicated topics to reach out to your audience
Power Talk: use the right vocabulary, tone, and body language to keep your audience engaged
Connect with the Audience: positive facilitation skills to connect and involve the audience
Make jitters a no-show: Arm yourself against nervousness and public speaking jitters; learn how to overcome them with ease
Go easy on the eyes: the basics of visual appeal in presentations and how to use text, photos and videos in PowerPoint for maximum impact
Time out: Understand when and how to debrief as needed
Charm them! Use humour, questions, and discussion for an enriching audience experience.

Course Objectives:
• Understand how to write effective business documents
• Learn concepts and tools to increase the clarity of your written communication
• Master techniques to build rapport with readers and keep their interest
• Understand how to keep your writing professional
• Identify key strategies to correct common grammar, spelling and punctuation errors
• Learn proofreading tricks to avoid typical business writing mistakes
• Receive input on your individual project to enhance and direct future improvement.

What will you gain?
By the end of this course you will be able to:
Write concis, error-free business documents
• Organise your documents with your readers’ interests in mind
• Construct reader-friendly layouts to highlight important information
• Eliminate clutter from your writing
• Choose the most appropriate tone for your audience
• Apply correct grammar and punctuation
• Create sentences that grab and hold your reader’s attention
• Ensure that key messages stand out in the body of your writing.

Programme Details:
Duration of Programme: 2 Days
Who Should Attend:
• Managers and Staff who want to improve their written English communication
• Professionals who are second language English speakers

Course Content:
9 Cs of Communication
• Make sure that written communications are clear and well-constructed
Business Writing Essentials
• How to use words, sentence structure, paragraphs, English grammar, parts of speech, punctuation and capitalisation
Proofwriting Techniques
• Free writing
• Brainstorming
• Clustering or mapping
• Cubing
• Outlining
• Recursive Process
Drafting
• Draft the body of the text
• Use the rhetorical triangle
• Determine voice, language level and tone
• Organise the ideas
Proofreading and Editing
• Search for errors both grammatical and typographical
• Eliminate unnecessary word
• Read text aloud
• Revise for cohesion
Writing For Your Audience
• Determine the target audience
• Use language the audience will understand
• Adopt a pleasant tone and create a positive environment in the reader’s mind
Effective Email Writing
• Email etiquette
• Key email language
• Write with a positive tone and develop written rapport
Practical guidelines for organisation of content and style
Reports That Work
• Overcome writers block
• Elements that enhance the image of the writer and the organisation
• The four stage method of report writing
• Plan and prepare more effective reports
• Report structure, logical flow and professional look
• Visual support materials
• Writing an effective report summary.
Course Objectives:
- Understand Emotional Intelligence and why it matters more than IQ
- Define EI Competencies to maximise effectiveness
- Identify drivers and triggers affecting performance
- Learn how to leverage emotions and notice emotions in others
- Develop practical techniques to manage behaviour in self and others
- Gain an understanding of the importance of empathy and practice how it affects perception and relationships.

What will you gain?
By the end of this course you will be able to:
- Make an accurate assessment of your strengths and opportunities to develop
- Notice and identify different patterns of behaviours leading to success
- Use self-empowering tools to reprogramme beliefs and attitudes and increase potential
- Take advantage of key techniques for emotional management leading to positive impact in the workplace
- Develop strategies for becoming more flexible and adaptable to change.

Course Content:
Defining Emotional Intelligence
- Emotions as the basis of performance
- The different types of intelligences
- The Iceberg effect
- EI models and theories
- Daniel Goleman’s Benchmark Model
- Impact of Emotional Intelligence on Self-Leadership
Pillars and Competencies of EI
- EI Self-assessment and understanding the results
- Self-awareness; the foundation of EI
- Understanding the Emotional Brain
- Discovering your own Brain personality type
- Identifying values and drivers for self-motivation
- Highlight your strengths and opportunities
- How to present yourself with confidence

Social Intelligence and resonant leadership
- Social awareness and adaptability
- How to develop your flexibility to handle change
- Optimism and positive attitudes
- Emotional hijacking and emotional contagion
- Understanding empathy and its impact on relationships
- Influence and effective strategies of persuasion
- Aligning personal and organisational values for peak performance.

Programme Details:
Duration of Programme: 3 Days
Who Should Attend:
- Managers & Supervisors
- Team Leaders & Team Members
- Professionals seeking personal development.

Programme Details:
Duration of Programme: 3 Days
Who Should Attend:
- Managers & Supervisors
- Team Leaders & Team Members
- Professionals seeking personal development.

Course Objectives:
- An overview of Neuro-Linguistic Programming (NLP) and Neuro-Semantics
- Define Mastery of Internal states to enhance personal and professional performance
- Understand how to use the structure of language to create positive thoughts
- Develop mastery over procrastination, depression, phobias and other “negative” states
- Explore ways to obtain understanding and agreement even with opposing viewpoints
- Learn ways to instantly get rid of limiting beliefs which undermine your effectiveness
- Identify ways to accelerate your personal and professional growth and success
- Learn how to close the knowing-doing gap and coach your body to embody great ideas.

What will you gain?
By the end of this course you will be able to:
- Understand the background of NLP and how the processes will empower you
- Learn how people process information and how this impacts our communication and our beliefs
- Improve communication styles and establish instant rapport to build better personal and business life relationships
- Develop extraordinary sensory awareness and read people with precision
- Learn what great negotiators do to troubleshoot difficult situations
- Change automatic reactions that inhibit you, to access instant peak performance
- Eliminate unwanted emotions, limiting decisions, and break negative habits
- Empower your life and the lives of others, to reach your life potential.

Course Content:
- What are NLP, Neuro-Semantics, and the difference between them
- The history of NLP and NS
- Accelerated learning
- The languages of the mind
- Anchoring
- Rapport
- Self-reflexivity
- Meta-stating
- Meaning and meaning-making
- Sphere of excellence
- The meta-modal of language
- Belief change technique
- Transforming troubling emotions
- Bringing pressure where it’s absent
- Reframing
- Metaphors
- The missing secret in "The Secret".
Finance for Non-Finance Professionals
– Simulation Programme
Learn and Fall in Love with Finance & Budgets

Course Objectives:
Participants play all the major roles in an operating company – production, R&D, sales and marketing, management, and finance – to get first-hand experience with:

• Team decision-making in each area
• Generating financial statements
• Preparing budgets and forecasting cash flow
• Calculating basic ratios
• Comparing operating income and ratios to that of competitors
• Implementing change and measuring results
• Using ratios and other measurements to identify the ‘buttons’ which drive company performance and behaviour
• Taking initiative in everyday activities leading to reductions in costs, inventories, and working capital
• Working creatively with customers and suppliers
• Interpreting operating reports and financial reports
• Prioritising and controlling costs
• Targeting profit opportunities
• Using historical and competitive benchmarking to improve your bottom line
• How to better serve internal and external customers
• Seeing how actions impact other areas of the company.

What will you gain?
By the end of this course you will be able to explain:

• Basic financial statements and their management uses: Income Statement (P&L) and Balance Sheet
• How market conditions impact business decisions
• The difference between cash and profit
• Fixed and variable costs
• Cost structure and capacity utilisation
• Budgets and cash flow forecasts
• The impact of inventory build-up
• The need to control working capital
• Ratios as metrics for management (ROA, ROI)
• The specific financial metrics used by your company to gauge performance, and why they are used
• Effects of strategy changes.

Course Content:
The content is based on a team competition consisting of six business cycles in which teams have full decision-making power and are accountable for the results. In each cycle, teams develop and implement a business strategy for their company, which incorporates real-world dynamics, such as production capacity, customers, prices, and financing.

Each cycle includes the following activities:
• Competitor and market analysis
• Setting prices in a competitive market
• Monitoring cash flow
• Preparing an Income Statement, Cash Flow Statement and Balance Sheet
• Posting, comparing, and discussion of results

Teams have opportunities to improve their companies with real-world business solutions including expansion, quality initiatives, and niche marketing. Finance learning is integrated within the simulation activity include cash flow forecasting budgets, and unit cost analysis.

Programme Details:
Duration of Programme: 3 Days
Who Should Attend:
• Managers, Supervisors & Team Leaders who analyse, forecast and plan
• Sales Managers who make decisions that impact sales and operations
• Team Members

Effective Management & Leadership Skills
Essential Skills for Becoming an Effective People Leader

Course Objectives:
• Understand your role and its relevance to your organisation’s objectives
• An overview of John Adair’s Situational Leadership model for leading a team
• Identify your personal strengths and assess the gaps and your vulnerabilities
• Understand your Leadership Style and the impact it has on your team
• Explore which transferrable skills/approaches will work; and which will not
• Learn how to diagnose the situation and plan action around challenges and opportunities
• Building skills to engage and empowering your new team for success
• Identify ways to overcome the challenges of inheriting a team and how to restructure
• Learn how to build a portfolio of early-win initiatives and secure tangible results
• Master techniques to get the best out of the first 3-month transition period.

What will you gain?
By the end of this course you will be able to:

• Plan, prioritise and delegate effectively
• Manage people and develop crucial foundational skills to shift from being an individual contributor to a well-respected manager who can achieve team success and drive bottom-line performance
• Manage individuals, groups and tasks; facilitate, structure and plan the work of Employees reporting to you
• Maintain and foster relationships and accomplish high quality work through better collaboration
• Understand your role as a manager and get a deeper understanding of your leadership style
• Nurture the skills required to engage and empower your new team for success
• Create and communicate plans for achieving group goals; unwavering commitment towards long-term goals; dedication to the work and people performing the work
• Prioritise tasks, follow through assignments of your team and delegate successfully
• Understand your current leadership strengths and weaknesses and how to build on them
• Accept workplace challenges with ease and apply a range of techniques to influence others.

Course Content:
Pre-assignment review
Making the transition
Responsibilities of a supervisor
Setting goals
Planning for success
Listening skills
Asking questions
Giving feedback
Ask for what you want
Giving instructions
Orders, requests, and suggestions
Managing conflict
Dealing with difficult employees
Dealing with others
The reciprocal quality of relationships.
Coaching & Mentoring Skills for Managers
Leading People through an Effective Coaching Style

Course Objectives:
- Understand the difference between Coaching and Mentoring
- An overview of the impact a coaching culture has on achieving business results
- Learn how to structure a complete coaching relationship with your employees
- Identify how to link coaching to performance management and staff development plans
- Understand how to facilitate, guide and close discussions while managing conflict
- Learn how to empower staff to succeed with less demands on your effort and time
- Familiarity with giving and receiving collaborative and constructive feedback
- Explore how to build on and credit other people's ideas to improve performance
- Familiarity with the GROW model emphasizing the achievement of team goals
- Learn how to help others find solutions by setting their own achievable objectives.

What will you gain?
By the end of this course you will be able to:
- Identify key success factors for effective management using coaching techniques
- Develop a clear set of guidelines and principles for a successful coach/mentor relationship
- Use effective coaching tools to help you provide effective support for the coach/ee/mentee
- Set goals for coaches/mentees and map out progress and development.
- Know how to give constructive and effective feedback for coaches/mentees development
- Lead, coach and manage each team member to improve overall performance
- Use improved understanding of behaviour to inspire motivation and commitment from your team and peers
- Motivate your staff and eliminate procrastination to enhance their desire to perform and achieve
- Save time and boost confidence by encouraging employees to take more control and responsibility
- Increase productivity by replacing your team’s “have to” attitude with a “want to” attitude
- Understand how to assess the development needs of your employees
- Tailor your coaching or mentoring style to suit each employee's need and personality.

Course Content:
Background to Coaching and Mentoring in Business
- The Rise of Coaching and Mentoring in Business
- Defining Coaching and Mentoring, and understanding the difference
- Theory X and Theory Y for Coaching and Mentoring
- How Coaching and Mentoring can help trigger and improve performance
- Coaching and Mentoring for Higher Employee Performance
- Coaching and Mentoring: Essential Skills of a Transformational Leader
- Roles and Responsibilities in the Coaching or Mentoring Relationship
- Mind Frames of a Mentor / Coach
- Impact of employee expectation
- Overcoming Roadblocks to success
- Learning Styles and the tailored approach
- The Key Coaching and Mentoring Models Techniques
- The OSKAR Mentoring Model
- Coaching for performance “The GROW” model
- Creating the Vision and discovering Values
- The Power of Questions
- Setting SMART Goals
- The Three Stages of Performance Management Balance in the Corporate Coaching and Mentoring Process
- Motivation as driving force to achievement
- Code of Ethics and Confidentiality
- The importance of trust in the workplace
- Providing and receiving constructive feedback
- Practise, Practise, Practise (The Coaching Board Game).

Programme Details:
Duration of Programme: 3 Days
Who Should Attend:
- Senior Managers and Middle Manager

Building Trust in the Workplace
Trust: The Key to Productivity & the Cornerstone of Enduring Relationships

Course Objectives:
- Understand the nature and dynamics of trust within a team
- Approach trust building in a systemic manner rather than as the action of emotions
- Learn how to build rapport, communicate precisely and assume different positions
- Identify obstacles to working as one team and how to overcome those obstacles
- Identify personal values for the most powerful motivation
- Develop organisational awareness and merge personal values for organisational fit
- Become a pro-active initiator of an empowered culture of trust in your workplace.

What will you gain?
By the end of this course you will be able to:
- Build better rapport with your colleagues to build solid work relationships
- Transform your company to a high-performance organisation that earns, develops and retains trust for superior results
- Create a high-trust environment to ensure a high degrees of personnel involvement, commitment and organisational success
- Use Trust-building as a Key Leadership Competency
- Set and accomplish objectives, keep commitments and “walk the talk” to demonstrate credibility and trustworthiness
- Develop flexibility in action, thought and feelings to better handle any situation
- Identify strengths, weaknesses and opportunities in your work relationships.

Course Content:
What trust is not
- Defining trust and betrayal
- Top Gun (Game 1)
- Nature of trust
- Workplace relationships
- Basic differences between our personal and professional relations
- Types of relationships that can exist at workplace
- Play well with others: Develop effective work relationships
- Pillars of workplace trust (Reliability, Capability, Honesty and Empathy)
- Lack of trust: implications
- Save The Olig (Game 2)

Programme Details:
Duration of Programme: 2 Days
Who Should Attend:
- Managers
- Prospective Managers
- Supervisors and Team Leaders
- Trust destroyers
- What you can do when you don’t trust your boss
- Trust creators
- Meta-Stating new possibilities
- The Highest Tower (Trust “Building”)
- Pillars and blocks of workplace trust
- Communication and perceptual flexibility
- My Trust Action Plan and Words From The Wise
- Benefits of trust
- The critical role of the leader or supervisor in trust relationships
- Enhancing personal credibility.
Course Objectives:

- Overview of the types and phases of negotiations and skills for successful negotiation
- Learn how Emotional Intelligence (EQ) can give you an edge in negotiations
- Analyse your personal strengths and weaknesses in Emotional Intelligence
- Explore ways to lay the groundwork for negotiation
- Identify what information to share and what to keep to yourself
- Understand the dos and don’ts of great negotiation techniques in business
- Learn techniques for staying focused and managing your emotions
- Develop strategies to find mutual gain, reach consensus and terms of agreement
- Gain powerful non-verbal awareness to understand and use body language to recognize buying signals and overcome objections
- Learn how to manage disagreements and negotiate in difficult situations.

What will you gain?

By the end of this course you will be able to:

- Use information as your greatest weapon in negotiations
- Exhibit self-confidence and a positive attitude in negotiations
- Anticipate what to expect and prepare for your bargaining
- Manage the negotiation process and break an impasse
- Use non-verbal signals and body language to lead your bargaining partner to a win-win outcome
- Manage yourself and stay focused to achieve efficient negotiations
- Master bargaining techniques and negotiate on behalf of someone else.

Course Content:

Understanding the three phases of successful Negotiation
Getting prepared
The Negotiation Game
  Phase One – Exchanging information
  Phase Two – Bargaining
About mutual gain
Phase Three – Closing
The role of Emotional Intelligence in negotiation
The power of reading the meaning of facial expressions
Recognising body language to your advantage
Liking non-verbal Signs to guide and persuade
Techniques for overcoming rejection and getting past disagreements
Negotiating outside the boardroom
Negotiating on behalf of somebody else
Role playing, negotiation exercises and activities.
<table>
<thead>
<tr>
<th>COURSES</th>
<th>NO OF DAYS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mastering the Art of Office Administration</td>
<td>3 Days</td>
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<tr>
<td>Project Fundamentals for Administrators</td>
<td>2 Days</td>
</tr>
<tr>
<td>Managing the Big Boss</td>
<td>3 Days</td>
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<tr>
<td>Effective Meeting Management</td>
<td>1 Day</td>
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<tr>
<td>The Amazing PA</td>
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<table>
<thead>
<tr>
<th>COURSES</th>
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<tbody>
<tr>
<td>Effective Business Writing</td>
<td>3 Days</td>
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<tr>
<td>Minutes Taking Skills</td>
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<tr>
<td>Powerful Negotiations</td>
<td>3 Days</td>
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<tr>
<td>Mastering the Art of Communication</td>
<td>3 Days</td>
</tr>
<tr>
<td>Excellence in Presentations &amp; Public Speaking</td>
<td>3 Days</td>
</tr>
<tr>
<td>Effective Report Writing</td>
<td>5 Days</td>
</tr>
<tr>
<td>Advanced Communication at Work using MBTI®</td>
<td>2 Days</td>
</tr>
<tr>
<td>Cultural Awareness for Arab Nationals</td>
<td>2 Days</td>
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<tr>
<td>Cultural Awareness for Today’s Professional</td>
<td>2 Days</td>
</tr>
<tr>
<td>Coaching-based Public Speaking &amp; Presentation Skills</td>
<td>3 Days</td>
</tr>
</tbody>
</table>

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## Customer Service

<table>
<thead>
<tr>
<th>COURSES</th>
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<tbody>
<tr>
<td>Customer Relationship Management Fundamentals</td>
<td>2 Days</td>
</tr>
<tr>
<td>Internal Customer Service Excellence</td>
<td>3 Days</td>
</tr>
<tr>
<td>Defuse Your Angry Customers – Active Learning through Role Play Sessions</td>
<td>2 Days</td>
</tr>
<tr>
<td>Customer Service Excellence</td>
<td>3 Days</td>
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<tr>
<td>Call Centre Excellence</td>
<td>3 Days</td>
</tr>
<tr>
<td>Perfecting Your Telephone Skills</td>
<td>1 Day</td>
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<tr>
<td>Customer Service 7 Stars</td>
<td>3 Days</td>
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## Emotional Intelligence & NLP

<table>
<thead>
<tr>
<th>COURSES</th>
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<tbody>
<tr>
<td>NLP Skills for Business Success</td>
<td>3 Days</td>
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<tr>
<td>Core Skills of Emotional Intelligence</td>
<td>3 Days</td>
</tr>
<tr>
<td>Associate NLP Practitioner Certification</td>
<td>5 Days</td>
</tr>
<tr>
<td>The Power Of Positive Thinking</td>
<td>3 Days</td>
</tr>
<tr>
<td>Emotional Intelligence for Managers</td>
<td>3 Days</td>
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</table>

## Environment Sustainability

<table>
<thead>
<tr>
<th>COURSES</th>
<th>NO OF DAYS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction to Green Building</td>
<td>1 Day</td>
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## Finance & Banking

<table>
<thead>
<tr>
<th>COURSES</th>
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<tbody>
<tr>
<td>UCP 600 Issued by ICC</td>
<td>3 Days</td>
</tr>
<tr>
<td>Trade Finance Operations</td>
<td>5 Days</td>
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<tr>
<td>SME Action Plan</td>
<td>3 Days</td>
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<tr>
<td>Principles of Banking</td>
<td>5 Days</td>
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<tr>
<td>ISBP681 issued by ICC</td>
<td>3 Days</td>
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<tr>
<td>Introduction to Bank Lending</td>
<td>4 Days</td>
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<tr>
<td>Anti-Money Laundering &amp; Terrorism</td>
<td>3 Days</td>
</tr>
<tr>
<td>Finance for Managers – Simulation Programme</td>
<td>3-5 Days</td>
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<tr>
<td>Finance for Non-Finance Professionals – Simulation Programme</td>
<td>3 Days</td>
</tr>
<tr>
<td>Budgeting Basics</td>
<td>2 Days</td>
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## HR & Training

<table>
<thead>
<tr>
<th>COURSES</th>
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<tbody>
<tr>
<td>Mastering Competency-Based Interviewing Skills</td>
<td>2 Days</td>
</tr>
<tr>
<td>Creating Effective Policies &amp; Procedures</td>
<td>2 Days</td>
</tr>
<tr>
<td>Creating Great Job Descriptions</td>
<td>1 Day</td>
</tr>
<tr>
<td>Introduction to Key Performance Indicators (KPIs)</td>
<td>3 Days</td>
</tr>
<tr>
<td>Career Planning and Talent Management</td>
<td>3 Days</td>
</tr>
</tbody>
</table>

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<tr>
<th>COURSES</th>
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<tbody>
<tr>
<td>High Impact Team Building For Managers</td>
<td>2 Days</td>
</tr>
<tr>
<td>Performance Management for Maximum Results</td>
<td>3 Days</td>
</tr>
<tr>
<td>The New Star Management Supervisor</td>
<td>3 Days</td>
</tr>
<tr>
<td>Women’s Leadership Programme</td>
<td>3 Days</td>
</tr>
<tr>
<td>Strategies for Successful Change Management</td>
<td>5 Days</td>
</tr>
<tr>
<td>Effective Mentoring Skills</td>
<td>2 Days</td>
</tr>
<tr>
<td>Managing Great Events</td>
<td>3-5 Days</td>
</tr>
<tr>
<td>Handling Harassment at Work</td>
<td>1 Day</td>
</tr>
<tr>
<td>The Executive Leader!</td>
<td>5 Days</td>
</tr>
<tr>
<td>Building Trust in the Workplace</td>
<td>2 Days</td>
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</tbody>
</table>

### Marketing, PR & Sales

<table>
<thead>
<tr>
<th>COURSES</th>
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<tbody>
<tr>
<td>Mastering Media &amp; Public Relations</td>
<td>3 Days</td>
</tr>
<tr>
<td>Managing a Winning Sales Team</td>
<td>3 Days</td>
</tr>
<tr>
<td>Advanced Selling Skills &amp; Techniques</td>
<td>3 Days</td>
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<tr>
<td>Advanced Negotiation Skills</td>
<td>3 Days</td>
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<tr>
<td>Professional Marketing for Competitive Advantage</td>
<td>3 Days</td>
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<tr>
<td>The Powerful Salesman!</td>
<td>3 Days</td>
</tr>
<tr>
<td>Powerful Negotiations</td>
<td>3 Days</td>
</tr>
<tr>
<td>Excellence in Presentations &amp; Public Speaking</td>
<td>3 Days</td>
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<tr>
<td>Managing Key Accounts</td>
<td>3 Days</td>
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### Microsoft Office

<table>
<thead>
<tr>
<th>COURSES</th>
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<tbody>
<tr>
<td>Microsoft Visio 2010® Fundamentals</td>
<td>2 Days</td>
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<tr>
<td>Microsoft Outlook 2010® Fundamentals</td>
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### HR & Training

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<thead>
<tr>
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<tbody>
<tr>
<td>Train the Trainer</td>
<td>3 Days</td>
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<tr>
<td>Strategic Human Resource Management</td>
<td>5 Days</td>
</tr>
<tr>
<td>Performance Management System for HR Professionals NEW*</td>
<td>3 Days</td>
</tr>
<tr>
<td>HR for Non-HR Managers NEW*</td>
<td>3 Days</td>
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<tr>
<td>Coaching and Mentoring Skills for Managers</td>
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### Complete Programme List

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<tbody>
<tr>
<td>Microsoft PowerPoint 2010® Fundamentals</td>
<td>2 Days</td>
</tr>
<tr>
<td>Microsoft Excel 2013® Fundamentals</td>
<td>2 Days</td>
</tr>
<tr>
<td>Microsoft Word 2010® Fundamentals</td>
<td>3 Days</td>
</tr>
<tr>
<td>Microsoft Access 2010® Fundamentals</td>
<td>3 Days</td>
</tr>
<tr>
<td>Microsoft Project 2010® Fundamentals</td>
<td>2 Days</td>
</tr>
<tr>
<td>Microsoft Office – PowerPoint 2013® (Intermediate/Advanced)</td>
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#### Nationals Development

<table>
<thead>
<tr>
<th>COURSES</th>
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</thead>
<tbody>
<tr>
<td>ABC Success for Fresh National Graduates</td>
<td>5-20 Days</td>
</tr>
<tr>
<td>Cultural Awareness for Arab Nationals</td>
<td>2 Days</td>
</tr>
<tr>
<td>The Most Wanted Job Candidate!</td>
<td>2 Days</td>
</tr>
<tr>
<td>Mastering the Interview</td>
<td>1 Day</td>
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<tr>
<td>Emerging Leaders Programme (ELP)</td>
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#### Professional Self-Development

<table>
<thead>
<tr>
<th>COURSES</th>
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</thead>
<tbody>
<tr>
<td>Creative Problem Solving and Decision-Making</td>
<td>3 Days</td>
</tr>
<tr>
<td>Mastering the Art of Conflict Management</td>
<td>3 Days</td>
</tr>
<tr>
<td>The Art of Stress &amp; Anger Management</td>
<td>3 Days</td>
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</table>

#### Project Management

<table>
<thead>
<tr>
<th>COURSES</th>
<th>NO OF DAYS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Risk Management</td>
<td>3 Days</td>
</tr>
<tr>
<td>Microsoft Project 2010® Fundamentals</td>
<td>2 Days</td>
</tr>
<tr>
<td>Fundamentals of Project Management</td>
<td>3 Days</td>
</tr>
<tr>
<td>Project Fundamentals for Administrators</td>
<td>2 Days</td>
</tr>
</tbody>
</table>

We have a library of **NEW** Programmes and Courses to offer this year. Email us on cr@hni.ae to request the outlines or schedule these courses in-house with your company.
### Project Management

<table>
<thead>
<tr>
<th>COURSES</th>
<th>NO OF DAYS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Project Management Boot Camp</td>
<td>5 Days</td>
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</table>

### Quality & Excellence

<table>
<thead>
<tr>
<th>COURSES</th>
<th>NO OF DAYS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundamentals of Quality Management</td>
<td>3 Days</td>
</tr>
<tr>
<td>ISO 9000 – Quality &amp; Excellence</td>
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<tr>
<td>Excellence Models</td>
<td>NEW*</td>
</tr>
<tr>
<td>Process Methodology – Managing, Measurement &amp; Improvement</td>
<td>3 Days</td>
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### Strategy & Planning

<table>
<thead>
<tr>
<th>COURSES</th>
<th>NO OF DAYS</th>
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<tbody>
<tr>
<td>Essentials of Strategic Planning and Management</td>
<td>2 Days</td>
</tr>
<tr>
<td>Setting Goals and Objectives</td>
<td>3 Days</td>
</tr>
<tr>
<td>Introduction to the Balanced Scorecard</td>
<td>3 Days</td>
</tr>
<tr>
<td>Plan like a Chef!</td>
<td>NEW*</td>
</tr>
</tbody>
</table>

### Team Building

<table>
<thead>
<tr>
<th>COURSES</th>
<th>NO OF DAYS</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Effective Team Player</td>
<td>2 Days</td>
</tr>
<tr>
<td>High Impact Team Building For Managers</td>
<td>1 Day</td>
</tr>
<tr>
<td>A Day at Sea – A Strategy Challenge for Senior Managers</td>
<td>1 Day</td>
</tr>
<tr>
<td>Plan like a Chef!</td>
<td>NEW*</td>
</tr>
</tbody>
</table>

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