



**VMA**  
ENHANCE

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# Maximise your Communication Talent

Professional development programmes for you and your team

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## About VMA Group

VMA Group's reputation has been built up during more than three decades in the communications and HR marketplace. Within the group we can offer help and advice on recruiting at all levels across corporate communications, HR and change management.

Our consultants develop their exceptional knowledge through close relationships with key players in the communications profession. No recruitment consultancy is better networked and we nurture and build on these relationships, whether they are with international business leaders, board directors of UK FTSE 100 corporations, PR consultancies, charities or not-for-profit organisations.

Our consultants have previously had successful careers in our chosen markets. Consequently, we understand the needs of your business and your communications requirements. We offer expert counsel as needed, taking pride in providing a high quality, solution-driven service.

Interim Performers, which joined the wider VMA Group in 2008, is our dedicated interim management division. Interim Performers has ten years' experience specialising in HR, change management, corporate communications and internal communications.

In 2010 we launched VMA Enhance, a professional development initiative for corporate communications, HR and change management practitioners.

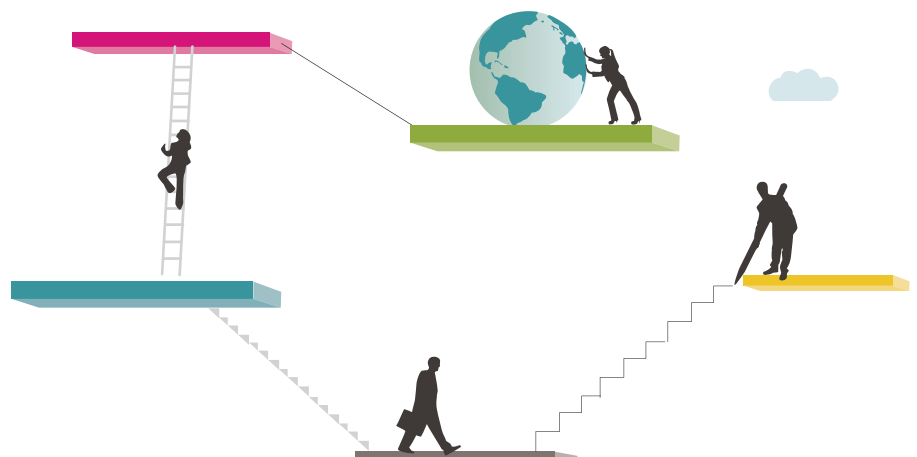
## About VMA Enhance

Part of the VMA Group, VMA Enhance provides professional development for the Corporate Communications community.

With a range of services including professional development programmes, tailored courses for in-house teams and best practice sharing, VMA Enhance aims to support and develop communications professionals throughout their careers.

Based on 30 years' of recruiting corporate communicators, VMA Group is proud to extend its service offering to provide a holistic approach to professional development. VMA Enhance provides cost effective, professional development services for communication professionals and their teams – our products are based on thorough cross-industry skills research and competency frameworks. We know what 'good' looks like and what it takes to get there.

Delivered by a hand-picked team of VMA Enhance Associates, our professional development programmes employ a strong coaching methodology over a number of weeks. The benefit of coaching rather than more traditional 'skills training', is that candidates are supported and given constructive feedback to help them 'upskill' in a working context. We aim to provide professional development that is timely, cost-effective and highly relevant to the needs of corporate communicators in business today. Professional objectives, personal outcomes.



# Managing the Message

Are you struggling to cut through ‘the noise’?

Are you finding it increasingly difficult to reach your audience with important business messages?



Information overload is a real threat to business performance and yet the messages which are meant to engage and inform internal and external stakeholders are often dry, dull, complicated and therefore ignored. The ‘Managing the Message’ programme encourages you to develop the core writing skills you need to engage and influence your audience.

## You will learn

- ▶ How to segment your audience to understand their information needs better
- ▶ How to apply principles of creative writing in a corporate context
- ▶ How to make your writing more punchy, compelling and effective
- ▶ How to match writing style to communication channel
- ▶ How to overcome and actually reduce information overload
- ▶ How to link messages to business strategy

## The format

### A six-week, continuous development programme

The Managing the Message programme, developed by Nabben Communications, starts with an interactive half-day workshop with Jenny Nabben and a panel of editorial coaches. Here you will explore the key principles of information overload, what best practice business writing should look like and how to take steps towards truly engaging messaging.

Following the group session, you will receive weekly assignments from your personally assigned editorial coach. Then, every week, you will have the opportunity to receive personal coaching on any challenges raised by the assignment and get feedback on your performance. The assignments incorporate real examples from your day-to-day role, adding instant value to your business. At the wrap-up session six weeks later, you will have completed, and been appraised on, a full programme of tailored writing assignments and come away with a personal action plan for your continued development.

*“We help professionals communicate in a way that is personal, direct and has impact.”*

Jenny Nabben

*“My editorial coach was a total inspiration and really made me think about the language I use.”*

Sam Dye, Internal Communications Manager, TUI Travel

## About the programme leader/ VMA Associate

### Jenny Nabben

Jenny is a former Head of Internal Communication for HSBC and prior to that was Head of Internal Communication and Business Improvement for HP. With an impressive track record providing in-depth editorial guidance and channel development from a strategic perspective, Jenny is passionate about the importance of quality writing in business.

In October 2009, Jenny founded Nabben Communications, a consultancy focusing on professional development within the communication discipline. As a trusted VMA Enhance Associate, Jenny believes in the ‘blended-learning’ approach to personal development which encourages reflection, enquiry and curiosity.

Jenny has an MBA from Henley Management College, a BA in English & History from the University of London and is a qualified coach and Master Practitioner of NLP.

## Programme information

**The price for the programme is £1,250 which includes:**

- ▶ Pre-assessment by an individually assigned editorial coach
- ▶ Two half-day workshops (one at the start, one on completion of the programme)
- ▶ Six weeks of practical ‘work-applicable’ exercises (one per week)
- ▶ Six weeks of one-to-one coaching conference calls with feedback on exercises

For full course details, please visit [www.vmagroup.com/developmentprogrammes](http://www.vmagroup.com/developmentprogrammes)

### To register

Contact: Charlotte Butler, Head of VMA Enhance  
T: +44 (0) 20 7436 4243  
E: [enhance@vmagroup.com](mailto:enhance@vmagroup.com)



## Impact and Influence

As the communication discipline continues to gain credibility at board level, can you be sure that you are making the most of your relationships at the top?

Are you really capitalizing on your hard work and winning the confidence of your senior leaders?



'Impact and Influence' is a three-week personal development programme, delivered by Nabben Communications to help you increase your level of gravitas and enhance your senior level stakeholder management skills. This is more than just presentation skills training.

### You will learn

- ▶ How to understand the motivations of key stakeholders
- ▶ How to interpret body, tone and language behaviours of senior leaders and adapt your style to maximise your influence
- ▶ How to use emotional intelligence to get your message across
- ▶ How to tangibly increase your gravitas
- ▶ How to come across with poise, impact and credibility using simple body, voice and language techniques

### The format

#### A three-week, continuous development programme

The programme starts with a group half-day workshop where you will receive one-to-one voice and language coaching with Caroline Goyder in a supportive environment. Here, Caroline will explore your experiences to date and give advice on how to address key challenges.

The key stage comes as you are set objectives and a 'developmental challenge' to be completed within a corporate context. This is your opportunity to put into place some of the learning points and instantly see results whilst adding value to your business.

After two weeks, you will have a 30-minute conference call with Caroline who will ask you about how your development challenge has gone. She will also provide advice and mentoring for your continued development.

After three weeks the group meets again for a wrap-up session and to share experiences. This is a further opportunity to receive coaching and feedback on your progress as well as pick up further tips and guidance from Caroline. This two hour afternoon session is followed by networking drinks with your fellow attendees.

### About the programme leader/ VMA Associate

#### Caroline Goyder

The programme is led by Caroline Goyder, an associate of Nabben Communications, a trained actor, coach and NLP practitioner. A trusted panel member from BBC2's 'The Speaker', Caroline has worked with a wide range of clients, ranging from chief executives to *Big Issue* sellers on how to influence using speech, tone and body language.

### Programme information

**The price for the three-week programme is £1,095 which includes:**

- ▶ Pre-assessment by course leader
- ▶ Two half-day workshops (one at the start, one on completion of the programme)
- ▶ A practical assignment, using a real example from your role
- ▶ A 30-minute coaching call to focus on the assignment

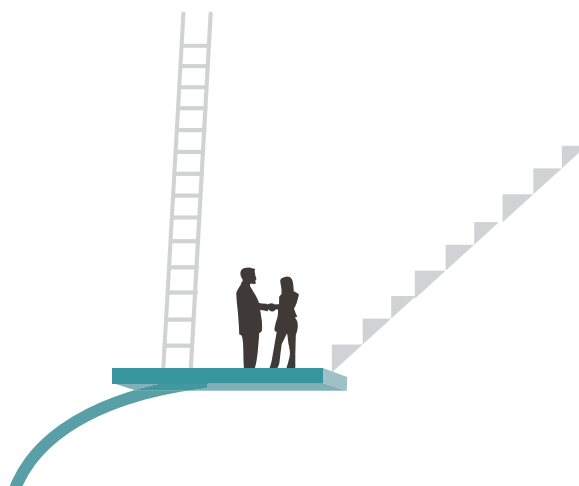
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*"Gravitas can be taught."*

Caroline Goyder



# Communicating Budget Cuts

After a decade of growth how will you keep your employees positive in the face of bad news?

How will you communicate tough messages without losing key talent?



Public sector communications faces its biggest challenge for a generation. This programme will give you the practical tools to deliver excellent internal communications in the face of financial adversity. This programme will equip you with a plan and the confidence to manage whatever the cuts agenda can throw at you.

## You will learn

- ▶ The key elements of a cuts-focused internal communications plan
- ▶ How to write and deliver the plan
- ▶ How to manage key stakeholder relationships
- ▶ How to position the leaders of your organisation
- ▶ How to present your plan to secure organisational 'buy-in'
- ▶ How to avoid key pitfalls

## The format

**Two half-days with one-to-one advice available in between**

'Communicating Budget Cuts' has been specifically designed to take participants through the practical process of developing an internal communication plan to manage the communication of budget cuts.

You'll come away with a plan tailored to your organisations' specific circumstances and resources. A plan that can be presented to leaders within your organisation and actioned immediately.

The first half-day will look at the key elements of a cuts-focused communication plan, addressing practical detail about the tone, the methods and the events it should contain. It will show how to track employee attitudes and gauge the level of communication required by different groups at varying stages. Participants will receive a template which they can adapt for their organisation.

Between the two sessions, you will populate your template and receive an initial sense check from Carl. In the second half-day session the plans will be written and presented to the group. The plans will be tested and finalised and you will leave with a communication plan you can implement straight away.

## About the programme leader/ VMA Associate

### Carl Welham

Carl is currently an interim assistant chief executive managing the corporate communication and external and internal engagement function at a high profile London Borough. He has over 15 years' experience working at the highest level in corporate public sector communications across the country. His experience and skills come from having delivered communications in the most challenging circumstances whilst protecting the internal and external reputation of the organisation he is working for. In January 2010 Carl set up his own consultancy, CWC Ltd. He is a Member of the CIPR.

## Programme information

**The price for the programme is £745 which includes:**

- ▶ Pre-assessment of your individual requirements by Programme Leader, Carl Welham
- ▶ Two half-day workshops (one at the start, one on completion of the programme)
- ▶ A mid-programme coaching session of 30-minutes (phone based) to talk through aspects of your individual plan
- ▶ Follow up with Carl to sense check the implementation phase of the plan
- ▶ A fully actionable plan which you have devised – come away with a strategy that you can implement

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*"Communicating sensitive cutbacks is an extremely delicate procedure. Done well, the impact on organisational performance is minimised, done badly and the effects can be painful and long-lasting."*

Carl Welham



# Effective Internal Communication Strategy and Planning

Can you validate your contribution to your organisation?

Do you understand your organisation’s strategy and how to translate this into effective internal communication?



VMA Group’s IC Survey 2010\* shows that business leaders view strategy and planning as an area for improvement in their internal communication function.

The role of internal communication is to understand business priorities and to focus time, expertise and resources to help the organisation deliver results. Yet corporate life is fast-moving and in a state of constant change and it can be easy to get caught up in simply delivering what internal customers request without asking ‘what is the business need?’ or ‘what value will this add to the organisation?’ Effective Internal Communication Strategy and Planning will help you understand business strategy better and build tailor-made strategic internal communication plans.

## You will learn:

- ▶ How to build measurable internal communications objectives
- ▶ How to develop ‘fit for purpose’ internal communication activity plans
- ▶ Introduction to metrics and measurement
- ▶ Having the right conversations with stakeholders

## The format:

An intensive one-day workshop with a follow up coaching call to offer support and assistance with plans; this workshop can be delivered to communicators on site, or as an external workshop.

In preparation for the workshop, you should provide your existing strategy and objectives, or organisational/project priorities. During the workshop you will learn how to develop strategic and measurable internal communications objectives before developing your own tailor-made plans which can be implemented straight away. You will also learn about basic metrics and measurement, and how to use existing data to track your effectiveness.

After four weeks you will receive a follow up coaching call to share experiences, address any issues and get Katharina’s expert advice on your plan.

## About the programme leader/ VMA Associate

### Katharina Auer

Katharina Auer is an internationally recognised business communicator with proven delivery of effective global communication strategies and programmes. She also holds Lean Sigma qualifications for process and performance improvement. Previous roles include Head of Global Internal and Management Communications at Shell, Head of Global Internal Communications at AstraZeneca, Corporate Communications Lead at GE Capital EEF, and Corporate Communications Manager at Corange/Boehringer Mannheim. Her international experience has been gained in the UK, the Netherlands, Hong Kong and Nigeria.

## Programme information:

**The price for the programme is £995 and includes:**

- ▶ Preview and pre-assessment of participants’ IC strategy/plans
- ▶ One-day interactive workshop
- ▶ Follow up 60-minute coaching call

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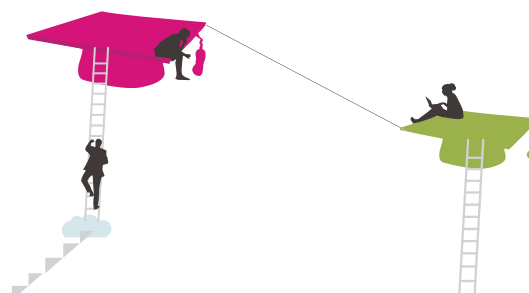
\* IC Survey 2010 results are available at [www.vmagroup.com](http://www.vmagroup.com)

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*“A robust communication plan, done well, will save you time and effort. Speak the language of the business, deliver where it matters most and truly prove your worth.”*

Katharina Auer



## Charlotte Butler

### Head of VMA Enhance



Charlotte heads VMA Enhance, the professional development arm of VMA Group. In terms of recruitment experience, Charlotte has placed Global Heads of Internal Communications at BUPA, HSBC, Ernst & Young and senior level internal communications roles with a range of blue-chip clients. With a background in internal communications training and community-building, Charlotte previously worked as Head of Business Development at Melcrum where she launched industry leading recruitment website InternalCommsJobs.com and managed the Strategic Communication Research Forum.

*“The coaching sessions enabled me to practice my skills, and this is why the “Managing the Message” course changed the way I communicate. I fully endorse the programme and the approach.”*

Rachael De Renzy Channer, Security Programme Manager, Invensys plc

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E: [enhance@vmagroup.com](mailto:enhance@vmagroup.com)

## London

23 Bedford Square  
London  
WC1B 3HH

T: +44 (0)20 7436 4243  
E: [mail@vmagroup.com](mailto:mail@vmagroup.com)

## Manchester

Suite 3C, Marsland House  
Marsland Road, Sale  
Manchester M33 3AQ

T: +44 (0)161 905 5600  
E: [mail@vmagroup.com](mailto:mail@vmagroup.com)

## Brussels

17 Avenue Marnix, 8th Floor  
1000 Brussels, Belgium

T: +32 (0)2 808 90 16  
E: [europe@vmagroup.com](mailto:europe@vmagroup.com)

[www.vmagroup.com](http://www.vmagroup.com)



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