



**skillogy**  
PERFORM



The blended development programme in key performance skills for managers and leaders

2006 presented by SCHWARZENBACH CONSULTING CHUR partner of Skillogy Ltd



## About Skillogy



Skillogy is a provider of web-based management performance development solutions and related support services. The company is based at Prestwick Park Business Centre on the outskirts of Newcastle upon Tyne, in the north east of England.

The primary focus of Skillogy's products and services is the development of management performance skills using the research-based Model of Performance Skills.



The Model of Performance Skills forms the framework for an integrated suite of performance skills, specifically designed to improve results for managers and leaders through the application of key process, behavioural and process drivers.

The performance skills are accessed as online modules supported by a range of services to the individual or corporate user, primarily in a blended learning format.



A network of management development consultants and facilitators support the Skillogy PERFORM programme online and in various locations across the world.

Skillogy works in partnership with GeoLearning for the supply of their ASP hosted Partner Express Learning Management System, in providing access to the Skillogy online learning community of managers and leaders, worldwide.



## *The Model*

Given today's highly competitive and global environment, good management and leadership is a requirement at all levels of an organisation. The demands of stakeholders require more all-round performers than ever before. Results are paramount.

- Results require performance. Performance requires talent and ability and a raft of behavioural, interpersonal and process skills to achieve success. Technical skills alone are no guarantee of success. Much more is required. Managers and leaders need to build on their potential.
- Potential is borne out of skills and past achievement. The ability to develop new skills and to take on new challenges in an increasingly complex environment is a prerequisite to achieve results. The focus is on managerial-leadership work rather than technical-professional contributions. In this regard, performance skills form the building blocks to success.
- Skillogy has researched and identified thirty-five performance skills, constructed around some 350 characteristics that are the building blocks to achieving superior work performance. These course modules have been delivered to thousands of managers and support teams across the world over the last ten years.
- The Skillogy PERFORM Model of Performance Skills TM has been developed as a practical, proven way of providing the skills to manage and produce results. The model focuses on three important performance areas - Managing SELF, Managing PEOPLE and Managing WORK, designed to provide relevant knowledge and practical actions for work-based improvements and results.
- The Skillogy PERFORM model is unique in its structure and design. Characteristics are common to groups or clusters of skills within the model. Assessment identifies the property skills for development within these clusters. The incremental impact of concentrating development in related skills areas results in significant measurable gains in productivity and performance outcomes.

Skillogy PERFORM is a model for management success.



## *Welcome to Skillogy Perform*



Skillogy PERFORM is a personal development programme designed to improve key performance skills in managing SELF, managing PEOPLE and managing WORK. Skillogy PERFORM is structured around the Model of Performance Skills™ (MPS).



The programme can be customised to support team building, performance management, recruitment, training needs analysis and evaluation, conflict resolution as well as providing a qualitative data collection tool for identifying and assessing organisational issues impacting on employee performance.



The model is based on an in-depth study of the key behavioural, interpersonal and process characteristics that underpin work performance. The programme is not restricted to managers alone and may be used equally across a range of functional roles and levels, graduate induction and any mixed team developments. Nor is the programme limited to personal development.



## Performance Skills

What are performance skills?

- Let us begin by stating what they are not... they are not technical skills.
- It is very important to understand that there is a difference between performance skills and technical skills.
- Both are important.
- But the day you become a manager or start to develop as a leader, the emphasis shifts from technical skills to performance skills.
- Performance skills are the important behavioural, interpersonal and process skills that enable you to function as a manager and leader in order to achieve results. The performance skills are made up of a number of inter-related characteristics that drive the way in which you manage yourself, manage your relationships with others and equally important, how you manage the key enabling processes involving your everyday work.
- Success builds from a platform of your innate talent to be a manager or leader and your ability to perform consistently at a high level. The performance skills add the drivers for achieving these results.
- Skillogy PERFORM provides the Model of Performance Skills™ to help you improve those performance skills relative to your job role, at any stage of your career.

Skillogy PERFORM is a model for management success



## Management and leadership blended learning modules



### BEHAVIOURAL - Managing Self

Creativity and Originality  
Emotional Intelligence  
Ethical Leadership  
Personal Character  
Personal Communication

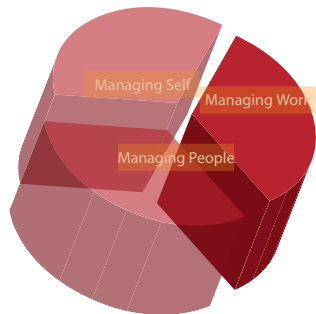
Personal Contributions  
Personal Organisation  
Stress Management  
Thinking Abilities  
Work Personality



### INTERPERSONAL - Managing People

Cross Cultural Awareness  
Customer Service  
Delegation Management  
Diversity  
Meetings Management

Motivating People  
Persuasion and Negotiation  
Power and Influence  
Teamwork  
Transforming Leadership



### PROCESS - Managing Work

Change Management  
Decision Judgement  
Decision Management  
Financial Control  
Human Resource Management  
Information Management  
Innovation

Job Knowledge  
Objective Setting  
Organisation Knowledge  
Priority Management  
Project Management  
Quality Management  
Time Management



## MANAGING SELF

Module Title	Descriptor Summary	Module Tutorials
Creativity and Originality	Much of management is about finding creative solutions to problems and identifying the most appropriate course of action. This module provides an overview of creativity and originality and explores the power of the mind in bringing things into being from original thought or basic concepts in creating solutions that contribute to workplace performance.	<ol style="list-style-type: none"><li>1. Creative process</li><li>2. Areas of creativity</li><li>3. Creative personality</li><li>4. Problem solving</li><li>5. Creative techniques</li><li>6. Creative environment</li><li>7. Creative imitation</li></ol>
Emotional Intelligence	A substantial body of evidence suggests that Emotional Intelligence (EI) is closely related to workplace success for leaders and managers. In this module we look at areas to help you to understand the emotional content of situations and use your emotional intelligence to improve your effectiveness in dealing with others.	<ol style="list-style-type: none"><li>1. Understanding emotional intelligence</li><li>2. Managing your emotions</li><li>3. Dealing with conflict</li><li>4. Handling situations effectively</li><li>5. Mutually satisfying interactions</li></ol>
Ethical Leadership	Leaders and managers are powerful people who are able to exercise considerable influence over other people. It is one thing to be a charismatic or inspirational leader but that is not enough. Using our leadership talents and management skills and abilities in an ethical way is important. This module looks at how organisations do not just exist for profit; they are social entities and there is a requirement for them to act with social responsibility	<ol style="list-style-type: none"><li>1. Business ethics</li><li>2. Leadership strategies</li><li>3. Creating a positive culture</li><li>4. Self management</li><li>5. Inspirational leadership</li><li>6. Making visions happen</li><li>7. Leadership and diversity</li></ol>



# Managing SELF

Module Title	Descriptor Summary	Module Tutorials
Personal Character	Personal character is the sum of your moral and ethical qualities. It is these same qualities that provide the foundation for your working relationships. This module helps you to reflect on your work behaviour and how this manifests in terms of integrity. Without this it is impossible to lead and manage a team with any degree of lasting success. Nor is it possible to survive in an organisation, which is not dedicated to ethical relationships.	<ol style="list-style-type: none"><li>1. Honesty</li><li>2. Loyalty</li><li>3. Trust</li><li>4. Tolerance</li><li>5. Kindness</li><li>6. Respect</li><li>7. Resilience</li><li>8. Security</li></ol>
Personal Communication	It is estimated that some 70% of your work time is spent in some form of communication or another. With so much practice and experience it would appear that we are all experts, but that is not the case. This module looks at your ability to reach a shared or common understanding with another person and how you apply your verbal and written abilities as well as your capacity to listen and understand.	<ol style="list-style-type: none"><li>1. Positive communication</li><li>2. Reducing barriers</li><li>3. Effective listening</li><li>4. Effective speaking</li><li>5. Positive body language</li><li>6. Effective writing</li><li>7. Effective reading</li></ol>
Personal Contributions	What you achieve at work is dependent on the contributions you make to your team. This is the sum of the skills that you willingly give to others or you add towards a common goal or result. This module looks at the key areas of contribution that you are required to make in order to achieve team objectives and results.	<ol style="list-style-type: none"><li>1. Planning</li><li>2. Decisionmaking</li><li>3. Activity</li><li>4. Vision</li><li>5. Influence</li><li>6. Involvement</li><li>7. Stability</li><li>8. Hardwork</li><li>9. Ideas / 10. Change</li></ol>



# Managing SELF

Module Title	Descriptor Summary	Module Tutorials
Personal Organisation	<p>For most people, personal organisation seems to have a considerable effect on general feelings and moods; you have good days and bad days. If you feel well organised you have a positive sense of well being. You feel on top of your work and in control. This module looks at your ability to arrange and control all aspects of your work into an effective process so that the work flows smoothly with the minimum of time delay and disruption. Personal organisation depends on your inherent drives to control events and circumstances.</p>	<ol style="list-style-type: none"><li>1. Staying on top</li><li>2. Daily disciplines</li><li>3. Clear desk</li><li>4. Handling paperwork</li><li>5. Handling interruptions</li><li>6. Handling paperwork</li></ol>
Stress Management	<p>Work stress has been described as the 'wear and tear' caused by your working life. In recent times, stress at work has seen a rapidly rising trend. This module looks at your ability to avoid work stress and to control and manage it, when it arises. Excessive and continuous work stress is very damaging, resulting in health problems, loss of productivity and pressure on working relationships. The main problems stem from excessive workloads and impractical deadlines, relationships with colleagues and future job insecurity.</p>	<ol style="list-style-type: none"><li>1. Stress recognition</li><li>2. Stress source awareness</li><li>3. Stress coping options</li><li>4. Workload stress reduction</li><li>5. Job clarity stress reduction</li><li>6. Relationship stress reduction</li><li>7. Job fit stress reduction</li></ol>



# Managing SELF

Module Title	Descriptor Summary	Module Tutorials
Thinking Abilities	Your ability to think is probably your greatest asset at work. Everything you say and do will be touched in some way by what is going on in your mind. Most certainly, your performance and achievements are a direct function of your thinking abilities. This module looks at the skills of mental agility, conceptual and analytical thinking. Together, these skills allow you to conceive and form ideas in a practical sense and ultimately draw the right conclusions.	<ol style="list-style-type: none"><li>1. Intelligence</li><li>2. Conceptual thinking</li><li>3. Analytical thinking</li><li>4. Breadth of thinking</li><li>5. Distancing</li><li>6. Intuition</li><li>7. Mental agility</li><li>8. Memory</li></ol>
Work Personality	Your work personality brings together all those parts of you that have an influence on your performance at work. This module examines those qualities of your personality that you consistently demonstrate in your work and by which you become known to your colleagues. The main issue is whether you possess and use those positive qualities normally associated with good performance. These relate to resourcefulness, self-motivation, freedom from anxiety, enthusiasm, assertiveness and so on.	<ol style="list-style-type: none"><li>1. Energy and drive</li><li>2. Willpower</li><li>3. Spontaneity</li><li>4. Maturity</li><li>5. Confidence</li><li>6. Flexibility</li><li>7. Foresight</li><li>8. Risk awareness</li></ol>



# MANAGING PEOPLE

Module Title	Descriptor Summary	Module Tutorials
Cross Cultural Awareness	We are living in the age of the global organisation. Even in the most remote parts of the world, evidence can be found of the international impact of commercial and non profit organisations. The modern manager needs to have an understanding of the different cultural norms that operate in the various countries his/her organisation is engaged in, or from where staff members are drawn. This module provides an awareness of the changing nature of management in global organisations and markets.	<ol style="list-style-type: none"><li>1. International management</li><li>2. Cultural differences</li><li>3. Communications</li><li>4. Ethics</li><li>5. Organisation structures</li><li>6. Strategic implications</li><li>7. Human resources</li></ol>
Customer Service	Excellent service is a perception. Customers rely on intuition and feelings at least as strongly as logic in making a judgement about your organisation and the service level it provides. Are the customer service systems you employ immediate, simple, fast and responsive? Do customers enjoy the experience when they deal with you? Do customers spread good reports in the marketplace about your organisation? This module is designed to help you rethink and improve the quality of customer service your organisation provides.	<ol style="list-style-type: none"><li>1. Right first time</li><li>2. Customer expectations</li><li>3. Customer needs</li><li>4. Managing the process</li><li>5. Assessing customer satisfaction</li><li>6. Maintaining customer satisfaction</li></ol>



# Managing PEOPLE

Module Title	Descriptor Summary	Module Tutorials
Delegation Management	This module examines the ability to plan and control the allocation of work within team members in order to maximise resources. Good delegation is based on clear objectives, regular reviews and sound feedback. It shows how delegation can provide a sound basis on which to improve productivity, engender ownership and responsibility whilst fostering individual growth and development.	<ol style="list-style-type: none"><li>1. Early delegation</li><li>2. Delegation planning</li><li>3. Delegation choice</li><li>4. Positive attitudes</li><li>5. Risk control</li><li>6. Delegation briefing</li><li>7. Reviews</li><li>8. Delegation debriefing</li></ol>
Diversity	In the global economy of the twenty-first century, diversity is everywhere. Workplaceteams are diverse in terms of their composition, reflecting differing dimensions of talent, personality style, ability, gender, race, age, ethnicity, religion, sexual orientation and culture. This module sets out to provide a framework for understanding the meaning of diversity so that each individual can optimise their potential in an environment focused on inclusion and the reduction of prejudices and barriers.	<ol style="list-style-type: none"><li>1. Understanding diversity</li><li>2. Diversity leadership</li><li>3. Understanding diversity</li><li>4. Culture and values</li><li>5. First impressions</li><li>6. Prejudices and attitudes</li><li>7. Planning diversity goals</li><li>8. Planning for diversity</li></ol>



# Managing PEOPLE

Module Title	Descriptor Summary	Module Tutorials
Meetings Management	People at work spend a substantial amount of time in meetings: a typical manager can spend half of their work time in meetings of one sort or another. This module looks at the ability to plan and control your meetings and make effective use of your time. Well-run meetings rely upon proper planning, preparation, selection of participants, adherence to issues and time schedules. Meetings also play an important part in the maintenance of good teamwork, supporting working relationships and focusing the team on superior work performance.	<ol style="list-style-type: none"><li>1. Meeting selectivity</li><li>2. Meeting objectives</li><li>3. Participant selection</li><li>4. Agenda planning</li><li>5. Meeting preparation</li><li>6. Time management</li><li>7. Chairpersonship</li><li>8. Action planning</li></ol>
Motivating People	Leaders and managers are unlikely to be effective if they do not understand the theories and practices of motivation. What you believe about people materially affects the way your team reacts to you and your leadership. This module focuses on the inherent needs of people and how, in meeting these, can improve productivity and motivate a workforce. The level of motivation displayed by a team is a reflection of the skills of the leader in supporting working relationships and focusing the team on performance.	<ol style="list-style-type: none"><li>1. Workplace environment</li><li>2. Focusing on people</li><li>3. Recognising problems</li><li>4. The leader's role</li><li>5. Creating a winning team</li><li>6. Discipline and motivation</li></ol>

# Managing PEOPLE

Module Title	Descriptor Summary	Module Tutorials
Persuasion and Negotiation	Much of what you achieve will depend on your ability to persuade other people. In many respects, persuasion is the highest form of communication. This module looks at the ability of persuasion and negotiation in producing successful outcomes and the skill required in moving towards a convergence of opinion and understanding. Like much of management, negotiation depends on your attitudes in approach as well as your ability to devote time to planning.	<ol style="list-style-type: none"><li>1. Persuasion</li><li>2. Negotiator's outlook</li><li>3. Planning - objectives</li><li>4. Planning - counterpart</li><li>5. Focus on strategy</li><li>6. Negotiation process</li><li>7. Negotiation tactics</li></ol>
Power and Influence	Whilst managers and leaders use power every day, many feel reluctant to use it or even to admit that it is part of their job. However, using power effectively is an important skill and by developing influencing techniques can lead to increased effectiveness in a team or organisation. This module describes the sources of power and strategies for use and assesses your abilities in line with these. It also emphasises that power should make some contribution to organisational goals, respect human rights and conform to standards of equality and justice.	<ol style="list-style-type: none"><li>1. Sources of power</li><li>2. Using power</li><li>3. Influencing others</li><li>4. Impression management</li><li>5. Empowering others</li></ol>

# Managing PEOPLE

Module Title	Descriptor Summary	Module Tutorials
Teamwork	<p>Each team has a unique 'team personality' made up from the individuals that form it. It is this aspect that determines how effectively the team works together, the quality of their performance and what they are capable of achieving. This module looks at how teams work together to achieve common results, generally referred to as team objectives. Teams that work well together have a common 'team spirit' and this has a substantial impact on the achievement of the objectives. It is not accidental and evolves out of the ability to effectively manage and develop their affairs.</p>	<ol style="list-style-type: none"><li>1. Team expertise</li><li>2. Objective setting</li><li>3. Decision involvement</li><li>4. Team security</li><li>5. Team reviews</li><li>6. Team harmony</li><li>7. Team direction</li><li>8. Team decisions</li><li>9. Policy agreements</li><li>10. Team discussions</li></ol>
Transforming Leadership	<p>Transforming leadership is about leaders having a transforming approach to their work and lives. They operate from a set of core beliefs about people that when displayed and operated upon, motivate them to perform effectively and contribute to the development of the organisation. This module explores seven key areas to help you become more effective as a leader and to have a transforming influence over your team or organisation.</p>	<ol style="list-style-type: none"><li>1. Leading for change</li><li>2. Self-awareness</li><li>3. Interpersonal skills for the leader</li><li>4. Counselling</li><li>5. Operating as a consultant</li><li>6. Creating a personal development plan</li><li>7. Building a leadership organisation</li></ol>

## MANAGING WORK

Module Title	Descriptor Summary	Module Tutorials
Change Management	<p>Change is an inevitable part of life. Nothing remains static and the way we respond to change varies from individual to individual. Approximately one half of the population resists it, while the other half welcome it. This module examines the change management process and the ways in which an understanding of the causes of resistance can be turned to positive advantage in meeting organisational objectives.</p>	<ol style="list-style-type: none"><li>1. Understanding change</li><li>2. Personal and process ability</li><li>3. Generating and evaluating change</li><li>4. Creating the change team</li><li>5. Focus on resistance</li><li>6. Implementing change</li><li>7. The learning organisation</li></ol>
Decision Judgement	<p>This module looks at the step-by-step process of decision making from problem definition to implementation. It highlights the importance of qualitative information in decision judgement and the impact of unstructured decisions. It emphasises that judgement takes a higher priority when the impact of the decision is greater, more complex or the potential risk is higher.</p>	<ol style="list-style-type: none"><li>1. Information quality</li><li>2. Decision involvement</li><li>3. Decision importance</li><li>4. Risk assessment</li><li>5. Decision timing</li><li>6. Decision robustness</li></ol>
Decision Management	<p>This module looks at the ability to plan and control the decision making process so that better quality decisions are made at the right time. Decision-making is often a team process and high quality decisions are very much dependent on team involvement and commitment.</p>	<ol style="list-style-type: none"><li>1. Decision objectives</li><li>2. Decision factors</li><li>3. Decision options</li><li>4. Decision making</li><li>5. Decision presentation</li><li>6. Decision implementation</li></ol>

# Managing WORK

Module Title	Descriptor Summary	Module Tutorials
Financial Control	Financial control is both a matter of technique and calculation. This module focuses on the nature of costs and their behaviour and understanding how costs build into the budget. It explains how the budget is the central focus for expenditure control within an organisation and why information and management play an important role in proper financial control.	<ol style="list-style-type: none"><li>1. Financial awareness</li><li>2. Cost classification and methods</li><li>3. Break-even analysis</li><li>4. Budget planning</li><li>5. Variance analysis</li><li>6. Best value</li></ol>
Human Resource Management	People are a vital element in any organisation and managing and leading people is critically important for every manager. This module describes the key people management skills that contribute fully to organisational effectiveness.	<ol style="list-style-type: none"><li>1. Key principles</li><li>2. Recruitment</li><li>3. Training</li><li>4. Performance management</li><li>5. Personal development</li><li>6. Discipline</li></ol>
Information Management	Information encompasses every aspect of your job. Throughout the work process you use it, produce it, pass it on and communicate it. This module examines the ability to store and retrieve the essential information required to carry out your job efficiently.	<ol style="list-style-type: none"><li>1. Information needs</li><li>2. Information quality</li><li>3. Information quantity</li><li>4. Information timing</li><li>5. Information storage and retrieval</li><li>6. Information flow</li></ol>



# Managing WORK

Module Title	Descriptor Summary	Module Tutorials
Innovation	Innovation is a special and highly regarded ability in people at work. The organisations that are the most successful at innovation will gain leadership in their market. This module focuses on the role of the corporate innovator in larger scale project development and highlights the importance of building innovative teams in order to maintain a competitive edge.	<ol style="list-style-type: none"> <li>1. Corporate innovators</li> <li>2. Sources of innovation</li> <li>3. Screening innovation</li> <li>4. Concept testing</li> <li>5. Business planning</li> <li>6. Development and testing</li> <li>7. Launch and post launch</li> </ol>
Job Knowledge	The majority of people believe they have a full understanding of their job until they are asked to fully explain it. This module sets out to examine your professional, specialist or expert knowledge and understanding of your job. It is this type of expertise that combines with your knowledge of job objectives, priorities, authority limits, resources and time to form the focus of achieving good results.	<ol style="list-style-type: none"> <li>1. Work experience</li> <li>2. Work responsibility</li> <li>3. Specialist knowledge</li> <li>4. Job clarity</li> <li>5. Critical success factors</li> <li>6. Personal development</li> </ol>
Objective Setting	Objective setting is the foundation of all good management. Without objectives, you will never be able to focus on achievement, nor manage all the various aspects of your work and working relationships. This module covers your ability to think through and define the results you and your team wish to achieve in the future, taking you through an eight-step process, which is constantly subject to change and review.	<ol style="list-style-type: none"> <li>1. Defining performance areas</li> <li>2. Defining key factors</li> <li>3. Defining job objectives</li> <li>4. Classifying objectives</li> <li>5. Defining work objectives</li> <li>6. Agreeing objectives</li> <li>7. Defining team objectives</li> <li>8. Updating objectives</li> </ol>

# Managing WORK

Module Title	Descriptor Summary	Module Tutorials
Organisation Knowledge	To achieve optimum performance and long term success, all organisations have to respond and adapt to the external environment. Similarly, all job specifications within an organisation are conditioned by the plans that need to be followed in order to change. This module addresses the ability you require in having the knowledge and understanding of your organisation's objectives, strategies and plans as well as your knowledge of the external environment in which your organisation operates.	<ol style="list-style-type: none"> <li>1. General environment</li> <li>2. Organisation strategy</li> <li>3. Values</li> <li>4. Market awareness</li> <li>5. Structure and work patterns</li> <li>6. Management style</li> <li>7. Key facts</li> </ol>
Priority Management	For many people, managing priorities often causes a potential source of conflict. The correct work behaviour is summarised in the phrase 'what you do second is equally important to what you do first'. This routine can be achieved if time is controlled for the purpose of priority management. This module looks at your ability to focus on the priority of job objectives and the fundamental problem of conflict between priority of importance and priority of time.	<ol style="list-style-type: none"> <li>1. 'A' priority work</li> <li>2. Understanding priority time</li> <li>3. Residual time</li> <li>4. 'A' time</li> <li>5. Scheduling personal work</li> <li>6. 'A' time planning</li> </ol>
Project Management	Project Management is simply a combination of steps and techniques for keeping the budget and schedule in line. This module follows the five stages of the project cycle, which provides a clear process and system for project tracking. A successful project manager demonstrates particular team building skills and develops a thorough knowledge of the team's strengths and projects needs.	<ol style="list-style-type: none"> <li>1. Project initiation</li> <li>2. Project planning</li> <li>3. Critical path</li> <li>4. Project team</li> <li>5. Project budget</li> <li>6. Progress monitoring</li> <li>7. Closure and evaluation</li> </ol>



# Managing WORK

Module Title	Descriptor Summary	Module Tutorials
Quality Management	Most organisations would claim that they have a desire to provide a quality product to their clients, yet too frequently quality systems fail to deliver a continually improving service. This module is designed to bring about genuine improvement in service delivery and is equally relevant to production or service-based organisations. Six key areas form the basis of a model that has the potential to improve any organisation.	<ol style="list-style-type: none"><li>1. Ultimate measure</li><li>2. Definition of quality</li><li>3. Problem prevention</li><li>4. Better service</li><li>5. The Business Excellence Model</li><li>6. Continuous improvement</li></ol>
Time Management	Time, like capital or human skills, is a resource that has to be managed effectively. It is also a limited resource. This module looks at your ability to manage job objectives, priorities and activities within the available time. Effective time management is critical when time is at a premium and workloads are on the increase. In essence, the aim is to achieve the right things, at the right quality, at the right time.	<ol style="list-style-type: none"><li>1. Time analysis</li><li>2. Priority work</li><li>3. Controlling time structure</li><li>4. Focus on investing time</li><li>5. Start times and deadlines</li><li>6. Time drives and attitudes</li><li>7. Avoiding procrastination</li><li>8. Productive working hours</li></ol>



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We look forward to hearing from you and to the opportunity of working with you in the future



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SCHWARZENBACH CONSULTING CHUR is a partner of Skillogy LTD. For more information on how we can help you access unused potential in individuals, teams and organisations please contact us. We look forward to speaking with you.

Sincerely  
Elisabeth A. Schwarzenbach

