

IMPACT LONDON

Language and Communication Training

Within the highly competitive luxury hospitality sector, communication is the key to success. Impact London is the industry specialist, and our mission is simple: to provide our clients with a range of carefully designed courses to enhance and develop the key communication skills of their staff.

Our training familiarises the participants with the key verbal and non-verbal skills necessary to operate effectively in their roles, reinforced through extensive Active Practice roleplay and activities. Our sessions are designed to enhance guest satisfaction and to create exceptional staff engagement.

These cost-effective programmes have been designed to deliver the necessary skills in a compact format, to maximise the impact and minimise the disruption to company routine. In addition, they target specific departments, to ensure the skills and language objectives are fully relevant to the employee's area of responsibility.

In order to ensure all of our training sessions fully meet our clients' needs, the courses can be tailored to suit the in-house requirements and standards of the client.

Our client list includes many of the most prominent hotels, private members' clubs and restaurants in London, and we are now delivering our courses to luxury hospitality across Europe and the Middle East. We are extremely proud of the courses we deliver and the results we achieve, and we are confident you will be delighted with the rapid improvement in your staff's communication skills.

Below are details of our current programmes; we are also happy to create bespoke courses to address specific communication issues within your organisation.

Current clients include:

The Berkeley	Claridge's	The Connaught	The Beaumont
Dorchester Collection	Marriott Luxury Collection	The Savoy	Rosewood London
Hotel Café Royal	Jumeirah Carlton Tower	Four Seasons Park Lane	The Ned
St Martins Lane	Beaverbrook Townhouse	Ten Trinity Square	Mondrian Shoreditch
Nobu Hotel London	The Lanesborough	The Langham	Vintry & Mercer
Jumeirah Burj Al Arab	Corinthia London	The Arts Club	Kimpton Fitzroy
The Ampersand	Grosvenor House Suites	Pan Pacific London	The Doyle Collection
Treehouse Hotel	5 Hertford Street	Chiltern Firehouse	Belmond Ravello

Impact 'Target Skills' Training

Communications Training

COURSE	DURATION (sessions)
Business Writing Skills	6 hours (2)
Assertive Conflict Resolution – Handling Challenging Situations	3 hours / 5 hours (1-2)
Delivering Distinctive Luxury Service	3 hours
Proactive Selling & Distinctive Verbiage (F+B)	3 hours
Training with Impact	5 hours (2)
Advanced Telephone Communication Skills	3 hours

Management Training

Assertiveness Training – Developing Your Personal Presence	3 hours
Advanced Management Communication Skills	6 hours (2)
Handling Challenging Conversations Workshop	3 hours
Presentation & Public Speaking Skills	5 hours (2)
Performance Appraisal Training	3 hours

Bespoke Training

In addition to the courses outlined above, Impact also specialises in creating bespoke courses to address any training needs our clients may have.

All of our luxury clientele has its own individual style and approach to guest engagement and service delivery. We can tailor our content to meet their specific needs and training requirements to meet these objectives.

Our objective is to address all of the communication training needs of our clients, and we are happy to create bespoke sessions to address whatever requirements they may have.

Business Writing Skills

Course objectives:

Written correspondence, whether letters or emails, are a physical representation of the organisation. As such, they need to represent the standards and values of the company. The objective of this course is to give an overview of the fundamentals of writing business letters and e-mails, with a focus on the correspondence most commonly encountered in the Hospitality Industry. It aims to ensure the participants are confident with all of the essential aspects, and are able to produce proficient and flawless documents.

Course Duration:

The course will normally run over 2 sessions, with a total of 6 hours of tuition. In addition, there is post-course final evaluation to assess the participant's development.

Course Details:

Effective use of punctuation, capitalisation and layout.

Techniques for avoiding common spelling errors.

Use of the correct register to reflect the situation.

Introduction of a range of appropriate elegant language for dealing with enquiries, complaints and requests.

Developing the ability to respond appropriately to a variety of correspondence.

Recognising common errors associated with business letters and e-mails.

Effective proof reading and self-correction.

Course Outcomes:

By the end of the course, the participant will be able to deal effectively with business letters and e-mails, avoiding the most common mistakes associated with this area of language and writing. In addition, the sessions will develop the participants' ability to reframe their message in a positive, constructive and engaging style.

Course Contents:

Punctuation, Spelling and Capitalisation

Appropriate register and tone to reflect the audience

Functional language for a range of correspondence

Positive Reframing – creating consistently positive correspondence

Rules and conventions of business writing

Linkers and conjunctions for written clarity

Layout and format in practice

Modern Email etiquette

Proof reading development

Evaluation:

At the end of the course, the participants will undergo a written evaluation to assess their development during the course. Upon successful completion of the course, a certificate will be awarded to each participant.

Assertive Conflict Resolution (Handling Challenging Situations)

Course objectives:

The objective of this course is to give those team members who are in positions of responsibility the language and communication skills necessary to prevent, manage and resolve guest conflict. In addition, it is designed to develop and enhance the individual communication skills necessary to carry out the role of a manager with confidence and self-assurance. It focuses on handling potential communication challenges, and providing the participant with the skills and confidence to effectively manage any situation in an assertive and constructive manner, focusing on the conflict situations most commonly encountered by guest-facing team members.

Course Participants:

The course is aimed at both native speakers and non-native speakers with a high level of fluency.

Course Duration:

The course will run over 1 or 2 sessions, with a total of 5 hours of tuition. The sessions will include a series of 'Active Practice' role-plays with our facilitators, which will be tailored towards the individual needs and experiences of the participants.

NB for all guest-facing team-members, we can also deliver a shorter (3-hour) 'Handling Challenging Situations' workshop, to introduce them to the key skills needed to manage & resolve guest conflict.

Course Details + Content:

- Assessing and enhancing individual communication styles
- Analysing the role of the duty manager, and the inherent limitations
- Developing 'open' communication techniques for assertive interaction
- Using language and communication skills to enhance your personal impact
- Active listening – treating the challenging client with empathy
- Techniques for recognising the first indications of conflict and discord
- Introduction to a range of assertive communication techniques for constructive management and conflict resolution in diverse situations
- Introduction of a range of appropriate functional language for dealing with discord
- Recognising common errors associated with duty management, conflict resolution and assertive communication styles
- The language of mediation and conciliation – recovering the situation
- Introduction of a range of appropriate functional language for dealing confidently with day-to-day interaction, both in relation to clients and colleagues
- Techniques for handling criticism and feedback effectively

Course Outcomes:

By the end of the course, the participant will be able to deal effectively and confidently with situations encountered by senior staff involving potential conflict and diverse communication styles, avoiding the most common mistakes associated with this area of personal interaction.

Evaluation:

At the end of the course, the participants will undergo a role-play evaluation to assess their development during the sessions.

Delivering Distinctive Luxury Service

Course Objectives:

The objective of this course is to provide guest-facing staff in the luxury sector with the exceptional language and communication skills necessary to deal charmingly and confidently with any situations they are likely to encounter in their role, and to create an exceptional guest experience through proficient and impeccable engagement. The course focus is on effective and confident use of a range of appropriately elegant vocabulary and expression, as well as understanding the subtleties vocal confidence and visual presence in delivering impeccable service. In addition, it will develop the ability to respond in an elegant but relaxed manner, to reflect the modern 'London luxury' market, so they avoid being overly formal or stiff.

Course Duration:

The course will normally run over a single session of 3 hours, with a series of developmental roleplays and 'Active Practice' to enhance the core skills.

Course Details:

The Theatre of Luxury Hospitality – enhancing your Visual, Vocal & Verbal skills to delight every guest. Adopting a range of stylish vocabulary and charming language suited to the luxury environment.

Captivating vocal engagement skills: employing effective pronunciation, tone and intonation skills.

Awareness of the importance of visual presence and body language in elegant guest communication.

Developing the ability to respond naturally, charmingly and appropriately to the guests' requests and conversational gambits.

Acknowledgement of the appropriate 'register' for the role, and recognition of unsuitable language and expression.

Recognising and enhancing the 'theatre of hospitality' – using evocative language and storytelling to create a uniquely engaging interaction.

Luxury Storytelling – entralling every guest with an individual and evocative narrative

Developing confidence in the use of elegant register and terminology.

Course Outcomes:

By the end of the course, the participant will be able to engage with the guests in a charming, individual and relaxed manner, creating a truly memorable experience for the clients. They will be confident in the use of courteous and evocative language within their roles, avoiding the most common mistakes associated with 5-star interactions. This will be enhanced by the effective use of appropriate vocal & visual communication skills to create an unforgettable guest experience.

Course Content:

Extensive development of outstanding 5-star vocabulary

Advanced use of tone and intonation to genuinely connect

Visual engagement – the importance of 'presence'

Courtesy, elegance and charm in spoken skills

Appropriate responses to diverse situations

Recognising and eliminating over-formality

The theatre of hospitality – truly entertaining the guest through your memorable narrative

Evaluation:

The participants will undergo a final role-play evaluation to assess their development.

Proactive Selling & Distinctive Verbiage

Course objectives:

The objective of this course is to provide staff in F&B positions with the essential communication skills necessary to confidently up-sell the hotel's products, with a particular emphasis on advanced descriptive terminology for their products and offers. In addition, the session will introduce key techniques for building rapport and reading the guest, to assist in making the proactive selling as tailored as possible.

The session can also be tailored to suit team members in Reservations, Front Office & Spa positions.

Course Duration:

The course is designed to run over a single session, with a total of 3 hours of tuition, including extensive 'Active Practice' role-play activities.

The course will include:

Use of the correct register to reflect the selling opportunity.

Development of an extensive range of advanced 'Distinctive Verbiage' descriptive language to proactively promote a wide range of hotel products and services.

Techniques for subtly introducing proactive selling into client conversations.

'Confident Persuasive Engagement' – genuinely connecting with the guest & instinctively responding to their needs.

Development of assertive & evocative verbal communication skills for confident 'selling' interactions.

Developing the ability to respond appropriately to customer responses and enquiries.

Recognising and avoiding common errors associated with up-selling.

Course Outcomes:

By the end of the course, the participant will be able to effectively up-sell a wide range of the hotel's products and services, using an extensive selection of advanced functional language and vocabulary. The participant will have developed the ability to promote the hotel in a courteous and clear manner, and will have the confidence to up-sell in any suitable situation, using a range of techniques.

Course Contents:

Reinforcement of key product knowledge and information

Development of key rapport-building techniques

The importance of register and tone to the process

What is 'proactive selling'? How do I do it with confidence?

Enhancing your product knowledge with evocative language

Development of elegant and appropriate descriptive words and expression

Grading your description – using stylish language to your advantage

Creating an evocative 'story' – making the engagement truly memorable

Introduction to a range of proactive selling techniques:

Identifying the opportunity and engaging appropriately

Enhanced confidence in speaking and selling

+ Roleplay activities to reinforce target skills and confidence

Evaluation:

At the end of the course, the participants will undergo a role-play evaluation to assess their development.

Train the Trainer –Training with Impact

Course Objectives:

It is essential that team members are trained to the highest standard, in an engaging, constructive and conducive environment. The objective of this course is to provide the participants with all of the key skills necessary to effectively train and coach their staff and team members, with a focus on open and effective development techniques for rapid knowledge transfer. It is a highly practical course, focused on the techniques and methods employed by the Impact London team.

Course Duration:

The course will normally run over 2 linked sessions, with a total of 5 hours of training. The second session will include a series of practice 'training' roleplays, which will be tailored towards the individual needs and experiences of the participants.

Course Details:

Planning / Performance / Participants / Pitfalls
Preparation checklists – what is the key to pre-course planning
CLEAN objectives – knowing your topic
Developing personal performance – the key to effective training delivery
Assessing the various training methods and their potential pitfalls
Effective questioning techniques to check comprehension
Use of the correct register and tone to reflect the situation, topic and the audience
Understanding potential training barriers
Handling challenging participants effectively
Developing confidence in taking individual ownership of every situation
The 'little touches' – techniques for engaging your audience effectively
Practice roleplays and developmental activities
Active Practice Evaluation

Course Outcomes:

By the end of the course, the participant will be able to create, prepare and deliver a wide variety of both structured and informal training programmes, and will be fully aware of the potential pitfalls of delivering concise and effective training. In addition, they will have developed both the practical and soft skills needed to ensure their training sessions are engaging and productive for their audience.

Evaluation:

During the second session, the participants will undergo an 'Active Practice' evaluation to assess their development during the course. This will involve the creation and delivery of a targeted training module in line with their developmental needs. Detailed feedback will be given to each participant to address any areas in need of further development.

Upon successful course completion, a certificate will be awarded to each participant.

Assertive Telephone Communication Skills

Course objectives:

The objective of this course is to give staff who regularly interact with guests via the telephone the language and communication skills necessary to manage all types of call, enhancing their ability to recognise the style of caller and to effectively control the flow of the call accordingly. In addition, it is designed to further develop and enhance the participants' individual communication skills necessary to effectively carry out their roles with confidence and self-assurance, and to achieve a positive outcome on every call. It focuses on enhancing assertive communication skills, and providing the participant with the vocal and verbal skills to effectively manage any call. In addition, it will develop the ability to negotiate successfully, in a confident, positive and concise manner.

Course Duration:

The course will normally run over a single session of 3 hours, and will include a series of developmental activities and role-plays to enhance the core skills. The course can be tailored to the needs of specific departments to ensure maximum effectiveness and participant development.

Course Details + Content:

- Enhancing 'open' telephone communication techniques for assertive interaction
- Using positive language and communication skills to improve your performance
- Controlling the call and avoiding the inadvertent negative
- Recognising your audience & responding appropriately
- Perceptive listening methodology – responding individually not automatically
- Using effective questions – successful questioning techniques
- Recognising signals, hints and slips – the subtlety of language and communication
- The language of positive engagement – negotiating with confidence, conviction, enthusiasm and motivation
- Ensuring consistency – maintaining the standards throughout the call

Course Outcomes:

By the end of the course, the participant will be able to deal effectively and confidently with any style of caller, with an emphasis on positive and assertive control of the call, avoiding the most common mistakes associated with Reservation interactions.

Evaluation:

During the session, the participants will undergo a series of telephone role-plays, to assess their development during the course.

Assertiveness Training – Developing your Personal Presence

Course objectives:

The objective of this course is to give staff, in particular managers and supervisors, the individual communication skill necessary to carry out their roles with confidence and self-assurance. The session aims to develop key assertiveness skills, to help the participants create a confident and assured presence when interacting with both guests and colleagues. In addition, it will identify individual factors which may be holding back the participants, and offer advice and techniques for overcoming these in their working lives.

Course Participants:

The course is aimed at any team members who feel they need to enhance their confidence in carrying out their role.

Course Duration:

The course will run over a single session, with a total of 3 hours of tuition. The sessions also include a series of 'Active Practice' role-plays to enhance the key skills in a safe and open forum.

Course Details:

Analysing your individual communication skills – what may be holding you back?
Recognising individual filters and challenges
Introduction to a range of language and communication skills to enhance your confidence
Adopting essential 'assertive' communication skills for dealing confidently with day-to-day situations and activities
Giving and receiving feedback with confidence
Overcoming personal barriers to confident communication and management
Development of assertive verbal and non-verbal language
Techniques for handling criticism effectively

Course Outcomes:

By the end of the course, the participant will be able to perform their role effectively and confidently, using a range of language and communication techniques to ensure they are treated with respect and as an equal.

Course Contents:

Recognising and overcoming personal barriers
Confident language and communication techniques
Developing self-awareness – knowing your filters
Techniques for developing and maintaining self-confidence in your role
Speaking with confidence – holding assertive and compassionate conversations
Effective use of verbal and non-verbal communication

Evaluation:

At the end of the course, the participants will undergo a role-play evaluation to assess their development during the course.

Advanced Management Communication Skills

Lead, Inspire & Guide

Course objectives:

The objective of these sessions is to develop and reinforce the key skills necessary for the participants in hotel management positions to effectively perform their duties. The aspects covered will be tailored to the individual hotel, and can include communicating clearly with staff, constructive staff motivation techniques and dealing objectively with staff performance issues. In addition, the course builds on personal impact skills to ensure an assertive and confident management performance. Finally, the sessions will reinforce essential methods for conflict resolution and handling challenging situations

Course Duration:

The course is designed to develop the target skills through short interactive sessions, and will focus on cultivating the essential management proficiencies through facilitated role-plays and active scenarios. In addition, a selection of the role-play activities will be recorded to assist with participant development.

Course modules:

Each module will last 120 minutes, and will revolve around participant involvement and subsequent discussion and analysis of core skills:

Impact & Influence

- Enhancing key personal impact skills to perform with authority and empathy
- Vocal, verbal and visual performance with self-confidence
- Developing 'Presence'
- Creating your image and maintaining consistently
- Emotional Intelligence in practice

Conflict & Confrontation

- Analysing individual communication styles and their implications
- Developing the essential competencies and techniques for handling conflict
- Recognising the signs of dispute and responding appropriately
- Recognising individual weaknesses in conflict resolution
- Knowing the 'flashpoints' – how to avoid escalation

Manage & Motivate

- Recognising unproductive managerial habits and how to avoid/overcome them
- Building genuine rapport and nurturing your team to deliver and enthuse
- Engaging and energising managerial performance in practice
- Employing key motivational techniques – the power of small gestures
- Developing a 'Yes, And' approach with a 'Charming, High-status' attitude

Evaluation:

At the end of the course, the participants will undergo a series of recorded 'Active Practice' role-plays, designed to assess their development during the sessions.

Handling Challenging Conversations Workshop

Course objectives:

While managing conflict with guest and clients is a key skill for those in positions of responsibility, it is of equal importance that managers and supervisors are equipped to handle internal discord and disputes. The potential repercussions from such situations being ignored or handled badly can be far-reaching, and can permanently damage both team relationships and company culture.

The objective of this short workshop session is to give managers and supervisors the language and communication skills necessary to prevent, manage and resolve internal conflict and challenging situations. It focuses on handling communication failures and conducting difficult conversations with colleagues and team members, and will provide the participant with the skills and confidence to effectively manage any challenging conversation they need to undertake.

Course Participants:

The course is aimed at those in positions of responsibility who need to develop and enhance their internal 'discord resolution' skills.

Course Duration:

The course will run over a single session of 3 hours, and will revolve around a series of 'Active Practice' role-plays with our facilitators. Each roleplay will be tailored towards the individual needs and experiences of the participants, and will be designed to enhance their ability to hold an open, honest and constructive conversation. These will be used to highlight and demonstrate both areas in need of attention and best practices in dealing with such scenarios.

Course Details:

Understanding individual barriers to handling internal discord: what personal filters and unconscious biases might be affecting my conversations?

Techniques for recognising the first indications of internal discord; how to avoid fuelling the fire

Developing 'open' communication techniques and assertive, responsive 'high-status' behaviours

Introduction to key interpersonal skills for opening and managing the 'painful' conversation

Understanding the correct approach to every conversation: who am I speaking to and what is the most constructive way forward?

Perceptive Listening & Active Compassion: learning when to speak and when to listen

The power of silence: Why Am I Still Talking?

The key skills for mediation, resolution and conciliation

Course Outcomes:

By the end of the course, the participant will be able to deal effectively and confidently with any internal challenging conversation, avoiding the most common mistakes associated with this area of management.

Evaluation:

The participants will undergo an extensive series of Active Practice conversations to assess their development during the session. These will be tailored to the roles and responsibilities of the participants, to ensure they have mastered the art of the challenging conversation.

Effective Presentation & Public Speaking Skills

Course Objectives:

Staff at many levels are required to make presentations to colleagues and to clients, internal or external. It is an essential skill to be able to deliver a clear, concise and confident presentation, whether in an informal team meeting or to the highest level of external audience. As with many key communication techniques, presenting and public speaking is a skill that can be learned and perfected so that the message is consistent and persuasive. The aim of this course is to enable the participants to deliver presentations of a standard suitable for the client hotel, through the introduction, development and enhancement of key communication skills and delivery techniques.

Course Duration:

The course will normally run over 2 sessions, with a total of 5 hours of tuition. This includes an initial assessment session and the final evaluation.

Course Content:

Planning the presentation

- Clearly outlining your presentation objective
- Structuring your presentation – style and functional language
- Preparing the materials – simple but effective communication

Effective communication

- Key presentation techniques
- Pronunciation, tone and intonation – using your voice to convey your message
- The impact of non-verbal communication
- Using visual aids to enhance your presentation

Managing the audience

- Assessing your audience – needs, concerns, expectations, levels
- Communication skills for building rapport with the audience
- Linkers and indicators – controlling the flow of the presentation
- Managing questions – understanding effective question techniques

Individual role

- Identifying your own strengths and weaknesses
- Language and communication skills to develop confidence
- Analysing your personal communication style
- Presenting with confidence and conviction

Practice Presentations

Course Outcomes:

By the end of the course, the participant will have a clear understanding of the central issues involved in delivering a clear and confident presentation. They will also have the ability to deal confidently with a range of audience styles and questioning techniques.

Evaluation:

At the end of the course, the participants will undergo an evaluation exercise to assess their development during the course. In addition, their final presentations will be recorded for individual evaluation following the course.

Performance Appraisal Training

Course objectives:

The objective of this course is to give managers and supervisors the language and communication skills necessary to carry out performance assessment and appraisals with confidence and clarity. The aim is to develop the ability to continuously monitor and guide the team, and thereby to enhance good performance, and address problem areas.

Course Participants:

The course is aimed at both non-native speakers and native speakers who are directly involved in the assessment and appraisal process.

Course Duration:

The course will run over a single session, with a total of 3 hours of training. This includes an initial assessment exercise and the final evaluation. The sessions also include a series of practice role-plays.

Course Details:

Performance appraisal - a necessary evil or a great opportunity?
Effective communication skills to create an open and efficient process
Development of analytical and assessment skills
The perfect appraisal - preparation, planning and structure
Giving and receiving feedback with confidence and without conflict.
Overcoming personal barriers to an honest assessment
Difficult appraisals and how to deal with them
Rating performance and moving forward with confidence
How **NOT** to conduct an appraisal

Course Outcomes:

By the end of the course, the participant will be able to handle performance assessments and appraisals with confidence, using a range of language and communication techniques to ensure they are dealing with each situation appropriately.

In addition, the course will be tailored to include the required standards and objectives of the client hotel, following a consultation session with the relevant Heads of Department.

Course Contents – Communication skills:

Effective appraisal skills
Successful questioning techniques
Developing open and honest communication
Avoiding negativity and developing positive strategies
Evaluation without confrontation

Evaluation:

At the end of the course, the participants will undergo a role-play evaluation to assess their development during the course.