

Restaurant
& Hospitality



IRISH HOSPITALITY INSTITUTE



**Irish Management Institute (IMI)
Training Courses**



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Irish Hospitality Institute



IRISH HOSPITALITY INSTITUTE

The Irish Hospitality Institute (IHI) was founded in 1966 as the professional membership body for professionals working within hospitality, tourism and catering industries in Ireland. Since its founding, the IHI has been dedicated to promoting professional development and lifelong learning through a variety of management development and training initiatives, including seminars, conferences, and networking opportunities.

“Our mission is to encourage and enable the professional growth of our industry professionals while also promoting excellence in the hospitality and tourism industry”.

We are pleased to partner with the Irish Management Institute and the Restaurant and Hospitality Skillnet to support the professional development and growth of our industry professionals.



IMI Overview



IRISH
MANAGEMENT
INSTITUTE

Founded by business leaders for business leaders, IMI are empowering world-class executives for over sixty years. In partnership with UCC’s expert research faculty and an international network of thought leaders, our globally ranked executive development will challenge, support and inspire you to unlock your potential and fulfil your ambition. Surrounded by passionate, like-minded executives, you’ll be equipped with the tools and insights to shape the future of your organisation. IMI’s transformational impact will last, allowing organisations and their leaders to constantly evolve to match and successfully fulfil their potential.

Advanced Negotiation Skills

Learning Outcomes

By the end of this programme participants will:

- Be able to confidently navigate complex negotiations as you deploy the best-practice techniques and tools to add value for your business.
- Develop a more tactical mindset in your dealings, giving you a sense of when to push and when to pull.
- Be empowered to make a telling impact in any negotiations that you are involved in.

What is covered?

- Fundamentals of negotiation.
- Introducing integrative and distributive bargaining.
- Team negotiations.
- Multi-party and inter-cultural negotiations.
- Alternative dispute resolution exploring rights, power and interests.
- Ethics and culture in negotiations.

About the Trainer

Andrew Mc Laughlin, Irish Management Institute

Andrew Mc Laughlin is associate faculty and past programme director of the IMI Diploma in Organisational Behaviour and the current co-programme director of the IMI Diploma in Executive Coaching. He is an experienced executive coach who works with national and multi-national companies. He leads other courses on emotional intelligence, performance management, communication skills, negotiation and influencing skills, interviewing skills and leadership. Andrew is a Master Practitioner and certified trainer/consultant of Neuro Linguistic Programming (NLP University, Santa Cruz, California). Andrew has worked with a large range of companies, both here in Ireland and around the world.



Dates: 10/01, 14/02 & 18/04 2023

Duration: 3 days 09:00-17:00

Location: IMI, Sandyford Rd, Sandyford, Dublin, D16 X8C3

Member cost:	€1,660 per person
Non-Member cost:	€2,075 per person

*Additional cost of €150 per person for Micro credential accreditation - 5 ETCs at Level 9.

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Change Management

Change happens every day in organisations, from process and procedural changes to structural and strategic changes. Change is a way of life within 21st century organisations. How we communicate and manage change is critically important. This card set will explore models of change, tools and techniques for change, and provide an understanding of the human response to change. People change, products change, technology changes, customers and their needs also change.

Learning Outcomes

By the end of this two-day programme participants will:

1. Have the skills and tools to affect success change within their organisations.
2. Know how to approach and deal with the barriers to change including culture and human dynamics.
3. Have range of tool to successfully implement change.

About the Trainer

Kevin Quigley, Irish Management Institute

Kevin Quigley has been involved in learning, leadership & management development, technology and innovation for the past 30 years. He is an associate faculty member of the Irish Management Institute specialising in Leadership Development, Leading Change and Change Management.

Dates: 15th & 16th March 2023

Duration: 2 days 09:00-17:00

Location: IMI, Sandyford Rd, Sandyford, Dublin, D16 X8C3

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What is covered?

The programme will cover the following types of Change:

- **Incremental:** Small changes that happen over time. These may be adjustments to the environment or current challenges. Incremental change happened slowly over time.
- **Transformational:** Large changes where organisations and/or people change their vision/mission and sometimes values in a response to immediate threats. Transformational change happens quickly but the transition of the people can be slow and difficult.
- **Organisational:** Med-Large scale change where an organisation looks to move to new ground, they may change their vision/mission. Organisational change is slow and difficult as people do not see the need to change as clearly as in transformational change situations.



Member cost:	€1,108 per person
Non-Member cost:	€1,385 per person



Communicating for Performance

Learning Outcomes

On completing this highly interactive three-day programme, you will:

1. Become an effective communicator who can absorb other people's views.
2. Be able to clearly communicate your own views.
3. Be assertive when necessary and have what's needed to communicate for greater performance.

About the Trainer

Eric Fitzpatrick, Irish Management Institute

Eric Fitzpatrick is the owner of ARK Speaking and Training. He is a Sales Presentations Expert, Corporate Storytelling expert and Executive Speaker Coach who works with entrepreneurs, Sme's and large organisations to help them communicate their message in a manner that is clear, compelling and concise.

Dates: 4th, 5th & 6th April

Duration: 3 days 09:00-17:00

Location: IMI, Sandyford Rd, Sandyford, Dublin, D16 X8C3

Member cost:	€1,660 per person
Non-Member cost:	€2,075 per person

What is covered?

Day 1:

Exploring and understanding your listening skills
 Giving and receiving effective feedback
 Seeking and providing clarity in your communications
 Understanding and challenging assumptions successfully

Day 2:

Developing your influencing skills
 Understanding the science of body language and how to read/apply
 Understanding micro expressions and facial gestures
 Thinking on your feet

Day 3:

Developing your assertion skills
 Dealing with difficult situations
 Dealing with difficult people with difficult behaviours



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Finance for Non- Financial Manager

Learning Outcomes

On successful completion of this module, participants should be able to:

- Communicate with more confidence using financial language and be able to ask the 'right' questions of finance professionals.
- Understand and explain the content of financial statements (balance sheet and income statement)
- Critically appraise and benchmark financial performance against internal and external comparators
- Appreciate the financial consequences of day-to-day operational decisions on performance, cash flow and financing requirements

What is covered?

- Introduction to financial accounting including double entry process and preparing and reading balance sheets, and income statements
- Ratio analysis for measuring organisational performance in comparison to internal and external benchmarks
- Decision making – causal factors driving sustainable financial performance
- Budgeting, forecasting and cash flow.

Date: 22nd, 23rd & 24th March 2023

Duration: 3 days 09:00-17:00

Location: IMI, Sandyford Rd, Sandyford, Dublin, D16 X8C3

Member cost:	€1,660 per person
Non-Member cost:	€2,075 per person

*Additional cost of €150 per person for Micro credential accreditation - 5 ETCs at Level 9.

About the Trainer

Cormac Lucey, Irish Management Institute

Cormac is a chartered accountant who has worked in various industrial and corporate finance roles in both Ireland and Germany. He serves as a special adviser to a senior member of the Irish Government. Cormac lectures in finance in the IMI, UCD and Chartered Accountants Ireland. He is also a frequent commentator on public affairs and is a regular columnist with the Sunday Times. Finance Director / Financial Controller of various firms both in Ireland and Germany.



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Front Line Management

Learning Outcomes

On successful completion of this course, participants should be able to:

- Identify behaviours required for effective front-line management.
- Create a development plan for the transition from staff member/team supervisor to newly appointed manager.
- Understand and apply models for personal growth and change, planning, time management, delegation, communication and dealing with conflict.

You will leave the programme with a definitive roadmap for your first 6-12 months as a manager.

What is covered?

- Day 1
 - Transition to Manager
 - Understanding the role of the manager
 - Dealing with transitional Change
 - Planning and goal setting
 - Personal Effectiveness
 - Time Management
 - Problem Solving
 - Decision making
- Day 2
 - Building Teams and Trust
 - Building Trust
 - Building teams
 - Delegation
 - Communications
 - Listening Skills
 - Giving/receiving feedback
 - Dealing with difficult messages
- Day 3 Key
 - Aspects of HR Management
 - Employment Law basics
 - Industrial bodies in Ireland
 - Dealing with grievances
 - Managing departures from the norm
 - Performance management

Dates: 7th, 8th & 9th March 2023

Duration: 3 days 09:00-17:00

Location: IMI, Sandyford Rd, Sandyford, Dublin, D16 X8C3

About the Trainer

Dymphna Ormonde, Irish Management Institute

Dymphna has spent the past 12 years as an executive coach and trainer across both the public and private sectors designing and delivering training and coaching programmes at all levels in organisations including business owners and management teams. Throughout the past 12 years Dymphna has built a reputation for developing and delivering training that engages, challenges and stimulates the thinking of participants to bring about change in behaviours.



Member cost:	€1,660 per person
Non-Member cost:	€2,075 per person

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Strategic People Management

Learning Outcomes

By the end of this programme participants will be able to:

1. Analyse and interpret your key HR measurables
2. Align leadership and HR to produce a motivated and highly driven organisation
3. Create HR strategies for your organisation's future as you engage with your people on a new level

What is covered?

With the Strategic People Management programme, you will gain key insights on the procedures and principles of strategically managing people, enabling you to design a human organisation that sets itself apart from the competition. Through a systematic evaluation of your HR processes, you will learn how to integrate the best-practice frameworks and theory of organisational behaviour and social psychology as you redefine your people's potential. The programme will focus on how to engage employees and how to drive peak performance, how to create a winning formula through the integration of leadership and HR, and how evaluating your tried and trusted processes can transform your organisation for the better.

About the Trainer

Jane Mitchell, Irish Management Institute

Jane is a leadership and organisational development consultant with 15 years' experience working with diverse groups across many cultures. Her approach is positively challenging, centred on creating clarity, developing opportunity and delivering impact through tangible business results.

Dates: 11th & 12th January 2023

Duration: 3 days 09:00-17:00

Location: IMI, Sandyford Rd, Sandyford, Dublin, D16 X8C3

Member cost:	€1,660 per person
Non-Member cost:	€2,075 per person

*Additional cost of €150 per person for Micro credential accreditation - 5 ETCs at Level 9.

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Contact Details

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