



## Unlocking potential specialists

- Interactive programmes
- Leadership and management
- Apprenticeships
- ILM qualification
- Personal development and coaching
- Behaviour and personality profiles
- Graduate development

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# Keyturn

## All Keyturn learning and development programmes are:

- Run inline with current Covid-19 restrictions
- Project managed from start to finish by our dedicated, customer-focused team
- Delivered by expert trainers, facilitators and coaches, passionate about learning
- Designed to be interactive, activity-based, engaging and fun
- Highly focused on practical application of learning
- Supported by Keyturn's comprehensive follow-up Result Recognition programme, including Action Planning tools, Result Report tools, and Certificates of Achievement

## Most topics can be delivered based on any of the following formats:

- Blended approach using options of online, interactive and guided learning
- One day workshop: interactive, activity-based coverage of all key content
- Two day workshop: interactive, activity-based coverage of all key content plus valuable skills practice and implementation opportunities – delivering higher levels of learning retention and learning application
- Qualification approach: as an ILM Accredited Centre, and on the register of apprenticeships, Keyturn offer a range of programmes with ILM qualification and apprenticeship options

## All content covered by Keyturn programmes is also available in the form of:

- Personal coaching or small group coaching: coverage of any amount of content in a format and timescale to suit individual circumstances, preferences, needs and opportunities
- Consultancy support: directing or assisting with 'people development' at any organisational level, within any aspect of research, analysis, design, development, and/or delivery of learning and development programmes

Keyturn deliver interactive programmes to best suit the needs of our clients. Our programmes can be delivered using a blended approach and can be tailored to your requirements.

## Face to Face

Our interactive face-to-face sessions bring together managers across your business to learn new skills from one of our learning and development specialists. These sessions use activities and discussion groups to help embed the learning so that they can transfer it into the workplace. This can be done through creating and tailoring discussions and activities to reflect situations the learners would face in their workplace.



## Interactive Online

Our interactive online sessions are led by our experienced learning and development specialists. With access to breakout rooms, chat forums and screen sharing, the trainer can provide a safe and interactive environment for managers to learn. These sessions can be run as bite size, half-day or whole day sessions. Online delivery works great for organisations that have multiple site offices across the country, saving in additional accommodation and travel costs.



## Online Short Courses

Partnering with VideoTile, Keyturn offer pre-set short video courses in areas such as business, health and safety and health and social care. It provides an opportunity to go over the learning content as often as required so every employee gets the optimum learning experience that'll be retained and applied to keep your business safe and compliant.



More details on our online short course can be found on our website:

[keyturn.co.uk/business-skills-online-training](https://keyturn.co.uk/business-skills-online-training)

## Blended

Merging the above approaches to delivering training gives our clients the flexibility to learn in different ways that best suit them.

Details of how our blended approach can work for you can be discussed further with our team.



“ The trainer was fantastic and has made me feel so much more confident about future presentations. ”



## Leadership and Management Core Skills Programmes

15 Leadership and Management modules (described over the next 3 pages) provide in-depth, comprehensive learning, covering all the core skills of great leadership and effective management.

In addition to comprehensive content, the modules also embody a spectrum of fifteen Leadership Dynamics. These are embedded, reinforced and developed within every module, with one Dynamic being specifically featured and developed within each module.

*Any module can be selected to run on an individual basis, structured to suit specific learning and performance requirements.*

Modules can also be linked in any number of different learning combinations:

## Unlocking Leadership and Management Potential

This is the full 15 module, comprehensive and in-depth package, covering all the core skills of Leadership and Management, plus insightful development across the full spectrum of Leadership Dynamics. This is the choice for those who wish to undertake serious study of theory and practice, developing strong personal skills and confidence, for a successful career in management.

### The **Behaviour** module

The Behaviour module explores emotional intelligence, unconscious bias, motivation, and personal management style. By developing awareness of our own personal behaviour and its impact on others, we also gain insights into why others behave as they do. This understanding enables individuals to manage behaviour intelligently, and to do so within their own preferred management style.



### The **Communication** module

Constructive conversations, the art of questioning, and active listening are at the heart of the Communication module, with specific sections also focused on giving briefings, chairing meetings, and 'the rules of writing'. Assertive communication is covered, and key to all manager communications is learning how to get your point across in a way which is clearly understood, well received, and acted upon!



Relationships are multi-faceted, and successful ones are built on shared values, common purpose and trust. The Relationship module encompasses a wide range of tips and techniques to ensure strong, healthy, and productive business relationships, although many aspects apply equally well to all relationships. Skills to handle conflict and difficult situations are covered, as well as looking at how to develop relationships through effective networking.



### The **Customer** module

Who are my customers? What are their perceptions and priorities? How can I make a difference? How can I meet and exceed their expectations? All these and other questions are addressed within the Customer module, with the aim of being able to provide consistent, quality service, recognised and appreciated by all your customers. An 'attitude of quality' is key, and how to generate this throughout your team is a major focus.



## The **Presentation** module

Unsurprisingly, the Presentation module takes an in-depth look at how to give an excellent presentation. Firstly there is your audience to consider – their various experiences and expectations – and what you know about your audience needs to be used intelligently as you create and prepare your presentation. Many tips and techniques will be shared, on how to prepare, how to overcome nerves, how to engage your audience, and how to deliver with impact.



“Very thorough and well worth it!”

“Keyturn has delivered a Management Development Programme for me in two quite different organisations, but the feedback has always been the same: excellent content, provided by training professionals who create a very positive learning experience.”

Elisabeth Fillingham -  
Interbulk Group

## The **Planning** module

Goals and objectives, prioritisation and balance, and delegation are all covered in the Planning module, bringing together the many aspects of this subject for a thorough look at the theory and practice. Personal management of time features strongly, considering how to deal with multiple priorities, alongside ways to ensure you get the most out of each day. Using goals and objectives to lead with a strong focus is also a key theme.



“All questions covered methodically with good pacing of the session.”



“Very relaxed approach which helped the course run smoothly, lots of practical examples and case studies within our organisation.”

## The **Project** module

The Project module provides a comprehensive look into this specific area. Getting the foundations right is essential, via clearly defined parameters, detailed planning (supported by a selection of helpful tools), good communication, team collaboration, and a full appreciation of risk management. How to control quality, costs and progress is examined, alongside dealing with people issues, before bringing the project to a successful conclusion.

“Keyturn have worked closely with us to provide a flexible and professional level of training.”

Lynne Williams  
- Bentley Motors



## The **Performance** module

Setting relevant and engaging targets, KPI's (key performance indicators) and appropriate rewards, is the backbone to performance management. There is of course, much more involved in achieving consistently high levels of performance: mitigating against the impact of pressure and stress; developing a culture of continuous feedback; and providing transformational leadership, are key areas covered by the Performance module.



## The **Money** module

Taking responsibility for money as if it were your own, is at the heart of the Money module. This involves understanding 'the numbers' so that you always know where you stand, developing commercial awareness so that your decisions impact favourably on finances, being able to forecast, set budgets and work to budgets, and understanding how to identify and deliver value to all stakeholders.

## The **Negotiation** module

Strategies and tactics are always a popular feature of the Negotiation module. You will also enjoy exploring the intriguing 'balance of power', the numerous trading options at your disposal, and the fascinating world of influence and persuasion. Every manager is involved in negotiation, influence and persuasion on a daily basis, and developing skills across these three areas will prove to be of enormous value.



## The **Thinking** module

It is often the case that thinking is not given the time and respect it deserves. The Thinking module is designed to help you get the most out of the most powerful tool at your disposal – your mind. Agile thinking across different 'brain settings', problem identification and resolution, effective decision making, creativity and innovation, and mindfulness are all explored in detail, providing a wealth of development opportunities.



## The **Team** module

Starting with an analysis of successful leadership characteristics and leadership styles, the Team module takes in team roles and dynamics, selection of individuals to form a team, launching a team, team-bonding and team development. The work of Belbin and others is critically examined, and specific attention is given to valuing diversity, inclusivity, team spirit, team culture and team morale.



## The **Development** module

Learning to learn, and indeed to 'unlearn', are two of the many interesting insights provided by the Development module. You will be refreshed and enlightened as you take a journey of discovery through learning styles, multiple-track learning, failure and mistakes, the science and art of 'Unlocking Potential', identifying learning needs, dynamic appraisals, learning techniques, training, coaching, mentoring, and the ultimate way to inspire development.



## The **Recruitment** module

One of the costliest activities undertaken, recruitment is often carried out with little preparation, yielding poor results. The Recruitment module seeks to address this problem head-on by emphasising the necessity of planning and preparation, and by providing helpful structures and tools to manage the process well. Role definition, competencies, behaviours, interviewing, selection, induction and integration are all comprehensively covered.

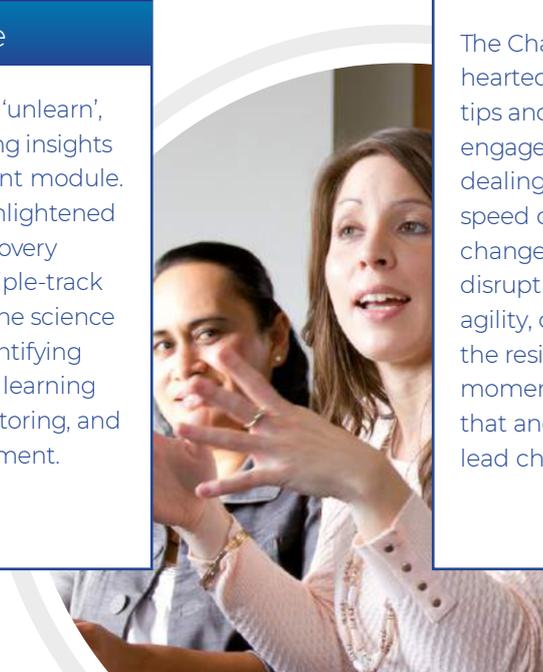


“ We have been using Keyturn for several years and have always been very impressed with the quality of training and the trainers themselves. They always take the time to understand our needs as a business and tailor the courses accordingly, we have always had good feedback from the individuals attending the courses and can see how they add value to both the individual and the business. ”

Carly Young - HR Specialist, Santa Maria UK Ltd

## The **Change** module

The Change module is not for the faint-hearted. Packed with practical content, tips and techniques, you will become engaged with the psychology of change, dealing with the ever increasing speed of change, embracing change, championing change, disruption theory, innovation, agility, culture club conditioning, the resistance movement, and momentum margins. Survive all that and you will emerge equipped to lead change!



Our 15 Leadership and Management modules provide in-depth, comprehensive learning, covering all the core skills of great leadership and effective management.

Any module can be selected to run on an individual basis, structured to suit specific learning and performance requirements.

Modules can also be linked in any number of different learning combinations:



### Influential Leadership

An engaging 5 module programme, focusing on key aspects of leadership:

- The Behaviour Module
- The Communication Module
- The Relationship Module
- The Team Module
- The Change Module

The programme can be enhanced by blending in a Leadership profiling tool.

### Management Unlocked

Keyturn's 6 module 'flagship' management programme provides an excellent option, focused on core skills which managers need on a daily basis:

- The Planning Module
- The Communication Module
- The Behaviour Module
- The Relationship Module
- The Thinking Module
- The Performance Module

### Tailored Programme

A tailored solution based on your selection of modules (or sub-modules). Keyturn's team are always available to discuss your requirements, priorities and objectives, and to work with you to form a bespoke selection. Equally, we are happy to recommend formats based on our experience.

“ Keyturn has consistently delivered a professional, high quality service to us through our supervisory and management programme. We receive excellent feedback from delegates and often get requests from individuals wanting to participate on future courses. The ability of the trainers to make the programme practical, relevant and enjoyable is particularly important and encourages the transfer of learning back into the workplace.”

Jill Wootton - Galliford Try Services



**Always** retaining focus on agreed objectives, Keyturn's learning specialists facilitate all programmes in a flexible and engaging manner, allowing the needs and aspirations of individuals and groups to guide content sequence and the proportionate amount of time spent on different issues. This maximises learning engagement, retention and implementation.



## Leadership and Management Foundation Programmes

These programmes bring together a range of management and leadership tools, tips and techniques, to form a foundation for anyone who is new to a management or leadership role. They are also effective for existing managers and leaders, providing a structure for focused review of key principles and practice.

### Essential **Management** Skills

A foundation programme for new or aspiring managers; also commended by many experienced managers as an excellent review of key skills. This programme is packed with practical content.



### Leadership - the essentials!

Focusing on the priorities of good leadership – academic models, role models, and practical models! Participants are stimulated to explore and identify good practice, and create relevant practical models for themselves.



### Leadership - what's my style?

An exploration into leadership styles, understanding preferences and how to adapt. Incorporating completion of an online profiling assessment, this blended learning programme also features interactive sessions and personal coaching support.



“

Another great session which I thoroughly enjoyed. Lots of useful tips and background to understand why we operate the way we do. I hope to implement some of the thinking to change how I manage my workload.

”



Keyturn's 'Unlocking Leadership and Management Potential' apprenticeship programme incorporates the ILM Level 3 Diploma for Managers under the Team Leader/Supervisor Apprenticeship Standard and the ILM Level 5 Diploma for Leaders and Managers under the Operations/Departmental Manager Apprenticeship Standard. Delivered within the levy-supported Trailblazer Apprenticeship framework, these programme features engaging, interactive learning, and the practical, down-to-earth approach which Keyturn is renowned for!



Over the course of 12 – 36 months, duration is dependant on the level, the learners will experience an exciting learning journey, as they explore, study and apply a wide range of key criteria relating to effective leadership and management...

## Explore

Engaging, interactive workshops – opening up key subject areas, providing insight, challenging thinking, offering opportunities to discuss, experiment and practice!



## Study

Follow guided-learning briefs to discover a wealth of additional support resources, enabling in-depth personal research, and completion of interesting, well-focused assignments.



**Our level 3 programme** is designed for first line managers with operational and people management responsibilities.

**Our level 5 programme** is designed for managers who are responsible for everything from creating and delivering operational plans, managing projects, and leading and managing teams, to managing change, financial and resource management.

The typical entry requirements for these programmes are:

- **Five GCSEs** at Grade C or higher
- **Good comprehension** and ability in spoken and written English and maths equivalent to level 2 (i.e. GCSE Grade C or higher)
- **In full-time employment** with sponsoring organisation (enabling 20% of working time to be dedicated to this training and development)
- **A commitment** to apply learning, undertake assignments, and record results (including personal input of additional hours to supplement learning, complete assignments, and prepare for assessments)
- **A commitment** to complete the full programme

## Apply

Throughout the programme, you will be actively applying new ideas, skills, behaviours, tools and techniques. Action-learning, personal reviews, coaching and mentoring support will all combine, helping you to get the best out of the programme, and more importantly, the best out of yourself!





## Leadership and Management programmes with ILM accreditation

Keyturn is an ILM Accredited Centre and can offer two routes to independently certified ILM accreditation:

### ILM Endorsed Programmes

Any of Keyturn's Leadership and Management programmes/workshops can be delivered with ILM Endorsement, subject to acceptance of the relevant guideline criteria, and the commitment of both organisation and individuals to timely completion of the practical assignment work involved.

If desired, participants on a programme can be given the choice of whether they wish to gain ILM accreditation or not - Keyturn's flexible approach enables us to run programmes which accommodate participants who are seeking ILM accreditation alongside those who are not.

### ILM Qualifications

Keyturn offer a range of ILM qualifications as listed below. Additional qualifications are under review for inclusion so please ask if you are interested in any qualifications not listed.

ILM Qualifications are offered subject to acceptance of the relevant guideline criteria, and the commitment of both organisation and individuals to the timely completion of the practical assignment work involved.

If desired, participants on a programme can be given the choice of whether they wish to gain ILM accreditation or not - Keyturn's flexible approach enables us to run programmes which accommodate participants who are seeking ILM accreditation alongside those who are not.



#### Level 2 Award in Leadership and Team Skills

Content includes the following units:

- Managing Yourself
- Methods of Communication in the Workplace
- Leading Your Work Team



#### Level 2 Certificate in Leadership and Team Skills

Content includes a choice from the following units:

- Managing Yourself
- Understanding Conflict Management in the Workplace
- Methods of Communication in the Workplace
- Giving Briefings and Making Presentations
- Understanding Effective Team Working
- Leading Your Work Team
- Improving Performance of the Work Team
- Understanding Change in the Workplace
- Understanding Training and Coaching in the Workplace





### Level 3 Award in Leadership and Management



Content includes a choice from the following units:

- Understanding Performance Management
- Planning Change in the Workplace
- Giving Briefings and Making Presentations
- Understanding Training and Coaching in the Workplace
- Understanding Leadership
- Methods of Communication in the Workplace



### Level 3 Certificate in Leadership and Management

Content includes a choice from the following units:

- Managing Yourself
- Methods of Communication in the Workplace
- Leading Your Work Team
- Understanding Effective Team Working
- Improving Performance of the Work Team
- Understanding Performance Management
- Understanding Conflict Management in the Workplace
- Planning Change in the Workplace
- Giving Briefings and Making Presentations
- Understanding Training and Coaching in the Workplace



“Excellent, very enjoyable and engaging throughout. The length of the course was just about right, which enabled full attention and cooperation.”



### Level 5 Award in Leadership and Management

Content includes the following units:

- Becoming an Effective Leader
- Managing Stress and Conflict in the Organisation



### Level 5 Certificate in Leadership and Management

Content includes the following units:

- Becoming an Effective Leader
- Understanding the Skills, Principles and Practice of Effective Management Coaching and Mentoring
- Managing and Implementing Change in the Workplace
- Managing Stress and Conflict in the Organisation
- Managing Projects in an Organisation
- Understanding Financial Management



“The content taught in this course, although at first not fully appreciated, over time has proven to be invaluable, thank you!”



Many of the 15 Leadership and Management core skills modules (pages 5-7) provide excellent options, very relevant and applicable to Personal Development. Some of our additional Personal Development core programmes include:

### Time Mastery

Get more done! Be more effective! Feel more fulfilled! This programme examines our highly prized commodity of time. Increased appreciation of its value is contrasted with analysis of how well it is spent, followed by examination of a comprehensive collection of practical tools that can be used to make the most of it! Practical, down-to-earth discussion takes on the real situations that participants are facing and real-life, 'imperfect' solutions are identified. Where appropriate, a profiling tool is used to add an additional dimension of discovery and learning to this vital topic!



“I've come away feeling very enthusiastic!”

### Presenting with Impact

Presenting continues to be the task that many fear, but Keyturn's programmes supportively encourages people to take one step at a time, as they gradually build confidence. Each participant is asked to bring a ready-prepared presentation to the programme as a starting point. After initial exercises and discussions, participants are given opportunity to practice delivering their pre-prepared item, followed by constructive feedback, discussion, reflection, planning, coaching and then a further presentation.

Keyturn recommend a maximum of 6 participants on these programmes, to allow all to have substantial practice time and personal feedback; most people are amazed by the growth they achieve in both skills and confidence.



“I worked with Keyturn on a Management Training Programme, which they did on site for us. I found it great value for money. The Trainer was exceptional, he understood all the candidates training needs and tailored the training to incorporate all of them. He ensured the two days flowed as well as making it fun. I would highly recommend Keyturn for your training needs. I know I will be using them in the future.”

Helena Terry –  
Human Resources Manager

### Conflict Resolution

One of Keyturn's most popular programmes! Not because people enjoy conflict of course, but because all of us face conflicts more often than we'd like, and we could all use a hand to deal with them. Looking into prevention as the first line of resolution, the programme subsequently works through 'nipping conflict in the bud'; planning an approach; confronting situations in a positive manner; handling emotions; withdrawing for reflection; and various ways of engaging third party support.



“The trainer was fantastic and has made me feel so much more confident about future presentations.”



## Personal Coaching

One to one coaching sessions are available to support your organisation in maximising individual's personal performance. Areas may include: confidence, assertiveness, focus, energy, capability (exploring specific skill development areas), efficiency, originality and commitment. These normally run as a series of 2 or 3 x 2 hour sessions.

With an experienced group of coaches we can support a number of different situations and different learning outcomes. Whether it is dealing with conflict, confidence or leadership skills, we endeavour to help and support the individual in setting clear objectives to work towards their personal and business goals.



“ I cannot recommend Keyturn highly enough to other companies seeking personal attention, bespoke training and that personal touch. ”

Jane Lawson –

Rigid

## Making Meetings Work

It's an age-old problem, but meetings still take place in their thousands and millions every day, absorbing large quantities of valuable time but often failing to deliver much in the way of results! It's a big problem in many organisations, but one that if tackled, can yield great rewards. So this programme takes time to explore all the factors which can make meetings ineffective, then sets out to resolve as many of them as possible.



“ We have worked with Keyturn for a number of years now and have always found them very responsive to our specific training needs. Keyturn listen to the brief and provide solutions which incorporate all our requirements. We have never felt we have been sold a programme "off the shelf" as all our programmes are designed for us and fit exactly our culture and industry... ”

## Financial Awareness



Why not make the most of a number of the delivery options. You can use a mix of face-to-face, interactive online and online short courses to delivery your sessions in a unique and dynamic way. Allowing the learners to expand their learning over a longer period of time. Keyturn would help you chose the best route forward to help you with your objectives.

**Keyturn** are able to offer tailored solutions to meet your bespoke needs across all areas of personal development: we work with our clients to identify learning needs and objectives and then select content from our range of well-crafted, core programmes.

We fine-tune, design and create new materials and activities where appropriate and ensure our facilitator is fully briefed and equipped, to shape and apply the learning in a way that engages with your people.

We all benefit from engaging in Personal Development on a regular basis. It impacts on our motivation, our capabilities and our results! So why not partner with Keyturn to provide regular learning opportunities for your people on an annual basis?

There is great value in proactively selecting a relevant programme – perhaps once a year – to deliver key input to everyone across your organisation. As well as valuable personal development, the synergistic impact of everyone experiencing the same learning around the same time, will stimulate and energise positive organisational change.

“ Really enjoyed the workshop and specific relevance to our organisation. ”

Within our programmes there is an option to use relevant profiles that add to the experience of learning, specifically developing understanding of self and others. Members of our training team are registered to use a number of different profiles which include the following:

## Insights Discovery

Insights Discovery profile, has various chapters that can be used to best suit both individual and organisational needs. The Insights Discovery Full Circle profile includes 360 degree feedback and Insights training resources available for individuals and teams. Insights Discovery uncovers meanings in preferences and behaviour and learning, helping people to adapt and connect with others, creating strong and effective relationships. Insights Transformational Leadership profile explores all aspects of leadership development within the context of your business.

To find out more visit:  
[www.insights.com](http://www.insights.com)



## Everything DiSC

'Everything DiSC' uses the DiSC styles to show that individuals are a blend of behavioural styles and that everyone is unique. Assessing these differences helps individuals understand how to communicate with others, and to value different behaviours within the workplace. There are a number of different profiles that can be used at different levels within the organisation.

To find out more visit  
[www.everythingdisc.co.uk](http://www.everythingdisc.co.uk)



“ I find working with Keyturn a real joy. It is an organisation that really works to understand its client's needs and then turns these into practical solutions. It is great fun working with Keyturn, who display passion, realism and quality in everything they do! ”

Paul Aggett  
Greencore Northampton



## Myers - Briggs



Myers -Briggs™ is widely used within team building, communication, and relationship areas and produces a range of personality

types, each with their own characteristics and strengths (there are no right or wrong answers). The profile looks at 4 dimensions: Extraverted/Introverted; Sensing/Intuitive; Thinking/Feeling; Judging/Perceiving.

More information on MBTI can be found at  
[www.opp.com](http://www.opp.com)



**Keyturn** will design bespoke programmes to meet your specific learning requirements for graduates, apprentices or other talent pools, including joint design and delivery initiatives to maximise integration of learning into wider organisational programmes and objectives.

Keyturn offer different options of delivery for graduate development based on the needs of your organisation. An example of one our graduate programmes is 'Unlocking Performance'.

## Unlocking Performance

8 module, typically run over 12-18 months; designed to provide a comprehensive input, focused on fast-track progression towards high levels of performance.

### Launch Event

#### Optional

A morning of team-working/ team-building activities, followed by an afternoon of short motivational seminars, including input from key personnel.



### Modules 1 and 2

#### Understanding Yourself and Others

Using DiSC assessment profiles assists individuals to understand their unique profile and how they can be more effective when working with others. This module explores other people's styles and how they differ and identifies ways of developing more effective and productive working relations.

#### Communication & Influencing Skills

Understanding and using principles of effective communication is key to this module. This module looks at building rapport, resolving conflict and gaining win/win agreements.



### Module 3

#### Time Mastery

The second core module, ideally completed at the earliest opportunity. Graduates use the "Time Mastery" profile to explore techniques, tools and tips, and develop habits of effectiveness and efficiency.



“Loved it! Great virtual interaction with other participants. Great use of breakout rooms.”



## Module 4

### Presenting Successfully within Business Meetings

Graduates will be asked to bring a work-based presentation with them to present to their peers tutor. Delivery skills will be developed, alongside consideration of preparation, follow-up, and applying certain techniques to general participation within meetings.



## Module 5

### Developing Financial Awareness

This module will equip Graduates with understanding of common financial terminology and with understanding of the impact various decisions will have on profitability, cash flow and budgets.



## Module 6

### Project Management

Graduates will learn how to set up and run a project, keeping it on track in terms of time, cost, and quality. How to monitor progress, implement necessary changes, and manage others involved in the project will all be covered.

“Extremely beneficial to provide key ideas and processes to effectively organise projects.”



## Module 7

### Problem Solving and Decision Making

This module develops ability to identify a problem and its cause, generate and implement solutions and use a range of key techniques to assist the process of decision making.



## Module 8

### Maximising Performance from Others

Focusing on the five core tools of maximising performance, Graduates will become involved in real-life case study, dealing with a range of factors that need to be brought together to achieve great performance.



“Fantastic training, especially in relation to individual insights and how this can be fully developed further. Extremely inspiring.”





**Keyturn**

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