

SIYB TRAINING BUZZ

MAY 2009



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DID YOU KNOW?

The first announcement has been made of the **ILO Summer Academy on Sustainable Enterprise Development** to be held at the ILO Turin Centre from 22 June to 3 July 2009. The second edition of the Enterprise Academy will bring together a wide range of job creation and enterprise development expertise tackling themes like an enabling environment for small enterprise development, entrepreneurship programmes, informal economy upgrading, pro-poor value chain development, microfinance policies, systemic private sector development and many others in a programme that offers a wide choice of training tracks. The main representatives of enterprise development approaches in the ILO will be joined by a range of selected international consultants, university professors, staff of UNIDO and the Springfield Centre to offer the latest thinking in private sector and enterprise development, making the event a unique networking opportunity. The Enterprise Academy is designed with a learning strategy that strongly engages participants coming from international development agencies, NGOs and staff of relevant national institutions. It transmits the latest findings as well as good practices and useful tools for enterprise development with a structure in which participants can choose their own learning path. The Enterprise Academy will be offered in English and French. For more information and participant registration visit www.itcilo.org/enterpriseacademy.

The website launch of **The Synergy Project** was recently announced – a site on current applied research and practical implementation of pro-poor finance and business services linkages. The site builds on research, implementation and impact reports of practical field experiences of microfinance institutions and other players in linking services in a (financially) sustainable manner. While focusing on enterprise and value chain development it also draws on other approaches that share the challenge posed by the pro-poor linkage of services that are very different in nature. The site is intended to help enterprise development practitioners in microfinance, value chain development, BDS and other related areas to explore the possible costs and benefits of linking services.

The site contains:

- Key documents in six categories divided by the main current research and implementation areas (Finance-BDS linkages, Value Chain Finance, Microfinance Plus, Financial Education and others);
- Key documents that provide evidence about the impact of linking services;
- Key links to websites with further information;
- Links to institutions that are actively linking services; and
- Related conferences and training events of the ILO and others.

For more information visit www.itcilo.org/synergies.

The Umsobomvu Youth Fund offers a **voucher programme for website development**. The website is developed to reflect a “look” and “feel” as per the client’s recommendations. The site will include a minimum of 8 pages including graphics, domain registration, bandwidth and web space requirements, 2 GB bandwidth per month, website hosting and 200 mb of hosting space per month for a maximum of 12 months (thereafter the client will pay the hosting fee). Up to 10 e-mail accounts can be linked through the site which will also include search optimization (Google, Ananzi).

For more information contact the nearest office of the Umsobomvu Youth Fund.

Lapdesk proudly adding value to emerging markets

Proudly South African Lapdesk Company is progressively making inroads into and adding value to emerging markets - not only with its innovative lap-held desks, but also through sharing the company's experience in the area of innovation, entrepreneurship, business development and trade with influential forums across the globe.

A true Proudly South African ambassador, Shane Immelman, who is the Founder and Chief Executive Officer of The Lapdesk Company (International) has once again ensured that the entrepreneurial excellence of local companies is acknowledged internationally. The Company's innovative product was the only one from South Africa to be featured in an article entitled, Entrepreneurs are trying to do good as well as make money in The Economist, Special Reports of 12 March 2009. Follow the web link below to read the full article -

http://www.economist.com/specialreports/displaystory.cfm?story_id=13216107

On top of this, Shane Immelman has also been invited to share the podium at an influential global forum - The Economist's Emerging Markets Summit 2009, which is set to take place in London on 17 and 18 September. The Summit will focus on how the economic climate is forcing countries and companies to re-assess their approach towards trade and development. Shane Immelman will contribute to the debate on innovation and entrepreneurship.

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Source: Ncaltion News, April 2009

LIPSTICK QUEEN TURNED ROLE MODEL AS SMALL BUSINESS THRIVES

Anneline Black's mother used to joke (none too nicely, as only mother's can do) that she could always spot Anneline from a distance, because she was the only teenager in the neighbourhood who had perfectly shaped and plucked eyebrows.

There is no two ways about it; Anneline has always been a style leader. From the age of 13, she was known as the lipstick queen. "I always put on lipstick straight after school," she remembers.

Living in the not-so affluent areas reserved for people of colour in the 1980s – whether it was stolen from her mother or bought with precious pocket money – she always had make-up and was the unofficial make-up consultant to all her friends, helping to ensure that they were a glamorous bunch.

However, while she despaired of her daughter's frivolous habits then, 30 years later her mother has reason to be proud, as Anneline has turned her passion for shaping appearances into a thriving small business. She sits on the committee of the Western Cape Businesswomen's Association and is a role model to young people and women everywhere.

It has not, however, been a smooth transition from teenage style queen to make-up artist and businessperson.

In between, Anneline, who married and became a mother at just 20, trained and worked as a bookkeeper and accountant (the sensible choice) and went on to spend many years climbing the corporate ladder before she realised in her mid 30s that she "kind of hated it."

"I was a square peg in a round hole," she remembers. And even though the hole was a high up corporate job with a big title (financial manager) and a nice office, her creative personality still felt the discomfort of it.

Her life took a U-turn when a friend from the old days spotted an advert for a course for make-up artists and, remembering the old lipstick crazy Anneline now stuck in posh job, suggested that she try it out.

The course was to prove a catalyst for change and inspired her to turn her back on the corporate world. At the same time, she left her husband and became at a stroke, an unemployed single mother. But she was jubilant.

"I had found my passion," Anneline says.

To make ends meet, Anneline did some freelance make-up work and started training other make-up artists. From this she realised that she could combine her passion for the creative side of make-up with a newly discovered talent for empowering others.

"I realised that I wanted to teach – and give other young people the opportunities that I didn't have," she says. Her business, Brushstrokes, was built around this principle. Borrowing money from Khula Enterprises to invest in the materials she needed to set up, she launched her very own school of make-up.

Like all small businesses, she experienced some difficult times in the beginning. For example, thinking that she needed a partner, Anneline employed someone on a high salary, but then found that the employee was not adding enough value versus the sales income. She also nearly burned out before she had even got started.

"I hardly slept for a year," she admits. Fortunately, her second husband, who is a businessman, was able to help and support her on this crazy journey. And gradually she has learned to create balance at BrushStrokes and in her life.

"I have realised that I am the business: so as long as I am OK, the business is OK," she says.

Today, BrushStrokes is four years old and doing very nicely. Each year it trains upwards of 50 youngsters who are eager to move into the world of make-up. BrushStrokes also has private clients and runs image workshops for corporate clients that put a slightly different spin on looking good. Anneline explains that hers is a holistic approach.

"I am intrigued by the psychology of why people want to change," she says. "I maintain that they must understand who they are and what they want to project before they embark on change."

Quite simply, she says, it is about more than slapping on make-up and wearing red instead of brown or black. A truly successful transformation needs to be more than skin deep.

"Make-up and image are only really the conduit by which people arrive at change," she maintains. "It can transform the way people think and – more importantly – feel about themselves. When they look at themselves in the mirror and see a different side to themselves it can unlock a deeper change – and that is what is really satisfying."

"People pay me for my time easily because it is a glad thing," she smiles.

In her business, she has helped countless women – and men – discover this. Recently, BrushStrokes has been invited to do a series of corporate workshops for all-men groups. The first time she did it, she admits she was terrified that she would not be able to hold their attention for more than 10 minutes. But at the end of three hours she had them eating out of her hand.

"Such experiences take you out of your box and teach you something about yourself," she says. "It gave me such an insight into the psyche of a man. And it was a revelation to discover that they want the same things as women by and large. They want to know how to dress and how to project themselves successfully."

Not bad for a girl from “nowhere” whose mother was a single parent who kept Anneline and her four siblings by working as a dressmaker and was a dab hand at turning second-hand clothes into stylish outfits.

Anneline is very conscious of the distance she has travelled, which is why she always offers a full-bursary to at least one student each year. Last year's student, appropriately enough, came from the same school – Trafalgar Secondary – that she spent her high school years in applying lipstick to herself and all her friends.

“I am extremely fortunate because I have found what I love to do in life – and get paid really well for it,” says Anneline. It's a good recipe for business success as well.

“If you have a passion for what you are doing – the money kind of follows.”

Source: www.skillsportal.co.za, 31 March 2009

WRITING A BUSINESS PLAN – THE EXECUTIVE SUMMARY

First impressions matter, and brevity is key

By Daniel Richards

The executive summary is the introduction to a formal business plan. It summarizes the business proposition, key financial projections, where the business stands at present and elements that are critical for success. While you may be tempted to rush through this part before attacking the bulk of your business plan, remember this is the first thing a potential investor will read. If your executive summary doesn't grab his or her attention, then he or she probably won't bother reading the rest of your package.

Brevity is key. A good executive summary ranges from half a page to two pages; anything longer and you risk losing your reader's attention or appearing unfocused. A safe bet is to keep it under one page.

Although it leads off the business plan, the executive summary should be written last. That way, you can cull information from the rest of the report, and make certain there are no inconsistencies.

The executive summary is also the best place to describe your mission statement.

Develop a concise description, no more than a few sentences, that explains:

- Why your business exists
- What its goals are
- How you will achieve those goals.

Next, develop the business description or concept. This is where you offer more detail about the type of business you want to open, who the customers will be and what the competitive advantage is. A competitive advantage explains why customers will choose your business over marketplace rivals. Your reasons may include:

- Filling a void in the marketplace
- Offering a better product than what currently exists
- Offering a comparable product, but at a better price than your rivals.

From there, you'll move onto a brief description of your financial outlook. This part of the executive summary should mention the expected costs of starting up, as well as your bottom-line financial projections for the short and long term.

The next issue to address is the status of your business. It may still be only in the idea stage. Perhaps you've already raised a little money. Or, it may be that you are fully operational and looking to expand. Investors will interpret your current business position as a signal as to how much capital is needed to advance your company, and whether or not this matches the type of opportunity they are looking for.

The final part of the executive summary will focus on critical factors that will determine your chance for success. These items will be specific to your business, but may include:

- Low staff turnover
- A technology patent
- A strategic partnership
- Externalities, such as the continuation of a marketplace or economic trend.

Overall, the executive summary should offer a glimpse into what the business plan holds. Hit on all the important points; if you hold off on composing it until after you've written the rest of your business plan, it should practically write itself.

Source: www.about.com

“YES, YOU CAN HAVE YOUR OWN BUSINESS”

Finance and money

Options on financing your business

Getting finance for a new business has got to be one of the biggest problems a new start-up will face. A good business plan will give you a fair idea of how much money you will need to run the business before it generates sufficient income to pay for itself. The only problem with this is that we tend to be too enthusiastic and confident in the early days and are too close to the product to see potential pitfalls when planning our finance requirements.

In addition there are almost always the unpredictable events that can have a huge impact on sales and costs (legislation changes, crime, death, new inventions, etc.). There are also all those hidden expenses that only experienced entrepreneurs seem able to cater for and include in business plans. How easy is it to forget "minor" expenses such as ISP costs, government levies, stationery, etc. The common result is that many businesses run out of cash before they ever reach their break even point. Try and be as honest and thorough as possible when planning how much finance you will need and if you're going to err, do so on the higher costs side.

Small businesses often start up using the owner's money - either their savings or retrenchment pay outs. Be careful here that you have enough to last until your business can make profits. Some will borrow from family members, just make sure that you have an agreement in writing so that there are no disagreements later on.

Companies (such as a cc or pty) offer the chance for several persons to have a share in the company and this normally means that they will each put in money to get it going which can result in a bigger pool of cash. There are "venture capital" companies that will "lend" money in exchange for a share in the company. In order to get them to do this you are going to have to convince them that you have a good product or service and the necessary skills to make money out of it.

Loans from banks have been a common and traditional way of raising money to build companies. They have many types of products available to suit a variety of needs, but you will almost always be required to put up some form of collateral in case you can't repay the loan. Life assurance policies and homes are the most common forms of security that the bank will want. Please also make sure that you understand what you are doing when you sign the document that means you are standing personal surety for the loan, if not have a look at www.petesweekly.co.za for some information on protecting yourself personally from financial ruin.

Try to avoid using the small loan institutions as they tend to charge very high interest rates that will in all likelihood be higher than the returns you'll achieve from your business, well in the first few years anyway.

There are a few loans available to new businesses from the government, but they generally have some strict criteria. Have a look at the DTI site anyway just in case you fall into a category: www.dti.gov.za

[Bizempire](#) also runs an email course guiding new entrepreneurs on how to start up a business with the least risk and cost. The downside of this of course is that it may take a while for things to get going, but perhaps take a look anyway.

Further links can be found on our [resources page](#).

Pitfalls and hurdles facing the cash-flow of a new business

The sad reality of doing business is that there will always be those customers who do not pay you on time. This will likely put your cash flow under extreme pressure. It is most important that you monitor who owes you, when the amounts are due and how much is due. This should become an everyday task in which you phone and follow up on due and late payments.

The first few months are also the time when you begin to discover all those costs that you forgot about when budgeting in your business plan. Suddenly you need a digital camera for site photographs or that cell phone contract so that customers can get hold of you on the move. Try your utmost to keep these item expenses to an absolute minimum, this is not the time to be putting yourself in to debt - when you do not have a strong sales base.

During this early period you may be convinced to apply for a bank overdraft. This can be an effective business tool, but you need to be aware of the risks involved if the bank decides to recall the loan. They can recall at any time and they can recall the entire loan with immediate effect. You as the owner will in all likelihood have to stand personal surety on any overdraft facility.

Similarly you should be careful of entering in to long term contracts (of several years) for property rental, switchboards leases, and cell phone contracts for example. These are early days and you have little idea of how or even if your business will be performing in three years time, so try not to commit to these contracts so early on.

Options on financing the expansion of your business

Assuming the first few years have gone well, you may now be interested in expansion. More product lines, new more efficient machinery, extra delivery vehicles, more factory and office space - whatever happens to be your current priority. You are now in a position where finance is a little easier to get: you have a track record, a credit history, assets for collateral and probably a decent relationship with your bank manager. Use all of this to your advantage and shop around for the best deal. Take the time to chat to a qualified accountant for some good professional advice as your banker will probably put his interests above yours in some situations.

An alternative to banking options is venture capital or the silent (partner) investor. This is where someone else will provide your company with capital for expansion in exchange for shares in your company. The up side is that your personal risk is minimised, but the downside is that you now have a partner checking up on you and demanding results, they may have differing views on how to run the business and of course you have to share profits with them. Keep in mind that unless you are a limited company (not a pty ltd) and you follow some specific rules, you cannot advertise shares in your company to the general public.

There are also some incentive loan schemes with little to no interest available from the government for companies who wish to expand and invest in new machinery and people. Of course these loans have certain criteria which need to be met.

Some links to banking sites that could provide you with expansion finance:

www.standardbank.co.za

www.fnb.co.za

www.absa.co.za

www.nedbank.co.za

HOME TRUTH: SELF-ESTEEM IS THE FIRST STEP IN ENTERPRISE DEVELOPMENT

Not everyone is cut out to be an entrepreneur. In fact, Enterprise Development in South Africa has responded disappointingly to the many business skills transfer initiatives that are currently available in this country.

One statistic that glaringly highlights this failure appeared in the 2007 National Skills Development Strategy implementation report, which showed that, of the 981 young people who participated in the new venture creation programmes developed by the Sector Education and Training Authority (Seta) during 2005/2006, none were still running their businesses a year later! (Business Day 21/08/07).

According to Allon Raiz, CEO of Raizcorp, skills development in the small business arena cannot succeed where a culture of entrepreneurship is lacking.

In developing countries around the world like India and China, as well as ancient trading areas in Africa such as Kenya and Nigeria, the small business sector is driven by family businesses, some of which have survived for generations.

But this tradition of family business is often lacking in South Africa. Thanks to the legacy of apartheid, the majority of Black South Africans did not grow up in entrepreneurial families and therefore did not have the kind of adult role models that could equip them with an understanding of how entrepreneurship works, and the rewards that offset the risks involved.

The fact is, running a business is truly difficult for individuals who don't have the know-how. As a result, where new small businesses are established out of necessity rather than genuine ambition or to satisfy a need, there is a 96% failure rate.

The collateral damage caused by this kind of failure is extremely destructive, as it usually results in the loss of personal assets such as homes and vehicles, and great economic hardship for families.

Raiz therefore believes that in some respects, the programmes that are designed to provide a quick fix to enterprise development, while well-intentioned, are counterproductive, as not everyone can become an entrepreneur simply by completing a course in business skills.

"Entrepreneurial programmes that only have a classroom-based approach to learning, do not work," says Raiz.

Entrepreneurs need to learn in a real space, where actions have real consequences. The ideal situation is to provide a contained, apprenticeship-based environment that allows new entrepreneurs to be supported and mentored while they apply their new skills.

Raiz has himself developed a successful model along these lines, and is helping corporations to implement this model for their BEE supply chains. He also believes that Black Economic Empowerment has to some extent masked the reality about enterprise development in South Africa, as it has led to a disproportionate amount of deal-making without added business value.

There are too many new businessmen who have benefited from deals but who have not brought real value to enterprises. When the value of the deal comes to an end, then what?

"Like the cartoon, the Roadrunner", says Raiz, "we're seeing a burst of speed at some levels in enterprise development, but soon enough, those legs are going to realise that they are out over the edge with no solid ground beneath them."

“On the other hand”, adds Raiz, “BEE is here to stay, and for some very good reasons.” Raiz is therefore not arguing against BEE. “Instead,” he says, “we need to add another dimension to enterprise development.”

Raiz says that the first step in creating entrepreneurs is to empower individuals by building their self-esteem. People who believe in themselves are generally able to rise above their oppressive circumstances.

“While much attention is focused on fast-tracking skills development in South Africa, equally critical”, says Raiz, “is to fast-track teaching South Africans that they deserve to go out and fight to improve their economic circumstances.

It is precisely this courage and determination that is so important in growing successful entrepreneurship. We therefore need more self-development programmes”, he says, “to help people discover their potential and to motivate them to go the extra mile.”

Raiz sees the positive results of this kind of teaching in his own entrepreneur development programmes, and recommends that companies spend more of their CSI budgets on this. In fact, he advises that self-development should also be incorporated into all government-funded skills development programmes.

“Almost all of the obstacles in our economic growth require the same nurturing treatment,” says Raiz, “and should be addressed by a much greater investment in pay-it-forward concepts. ‘Teaching the teachers’ is the only investment that will have the kind of profound and lasting impact on all aspects of South Africa’s development on a scale that is needed to reduce unemployment and poverty.”

Source: www.skillsportal.co.za, 30 March 2009

HIRE, INSPIRE, ADMIRE, RETIRE
A condensed employee life cycle
By F John Reh

Today I saw a chart of a 12-step Employee Life Cycle. Maybe Human Resources professionals need that much detail, but functional managers don't. Here is a four-step, condensed employee life cycle plan that tells you everything you need to know: Hire, Inspire, Admire, Retire.

An employee life cycle is the steps the employees go through from the time they enter a company until they leave. Often Human Resources professionals focus their attention on the steps in this process in hopes of making an impact on the company's bottom line. That is a good thing for them to do. Their goal is to reduce the company's cost per employee hired. In the process, you will make your own job easier and increase your value to the company.

Employees are one of a company's largest expenses these days. Unlike other major capital costs (buildings, machinery, technology, etc) human capital is highly volatile. You, as a manager, are in a key position to reduce that volatility using the condensed employee life cycle of HIAR (pronounced hire) - Hire, Inspire, Admire, Retire.

Hire

This first step is probably the most important. It is important to hire the best people you can find. This is not a time to be cheap. The cost of replacing a bad hire far exceeds the marginal additional cost of hiring the best person in the first place.

- Hire talent, not just trainable skills. Skills can be taught to a talented employee. A skilled employee can not just be given talent.
- Improve your interviewing skills. Often this can be as simple as knowing what questions to ask during the hiring process.
- Make your company a place people want to come to and work for. Company culture can be a powerful recruiting tool. Make sure yours reflects the goals the company wants to achieve.

Inspire

Once you have recruited the best employees to come to work on your team, the hard part begins. You have to inspire them to perform to their capabilities. You have to challenge and motivate them. That is where you will get their best effort and their creativity that will help your organisation excel.

- *Make them welcome. Make them feel like part of the team from the first day.*
- *Set goals for them that are hard, but can be achieved. Set S.M.A.R.T. goals.*
- *Be a leader, not just a manager.*

Admire

Once you have hired the best employees and have challenged and motivated them, you can not relax. The biggest mistake a manager can make is to ignore employees. The same attention you paid to their work assignments, to their satisfaction levels, to their sense of being part of a great team needs to continue for as long as they are in your group. As soon as you start to slack off, their satisfaction and motivation decreases. If you don't do something, they will become disenchanted and will leave. They will become part of the "employee turnover" statistic you were trying to avoid.

- *You want TGIM (thank goodness it's Monday) employees and not TGIF (thank goodness it's Friday) ones.*
- *Give them positive feedback as much as you can, even if it's just a good word.*
- *Provide appropriate rewards and recognition for jobs done well.*
- *Create referral programs and reward your employees for referring other employee candidates "who are just as great as you".*

Retire

This is when you know you have been successful. When employees see your company as the employer of choice, they will join you. When they recognize you as a good boss and a real leader, they will stay around. As long as you continue to inspire, motivate, and challenge them, they will continue to contribute at the high levels you need in order to beat your competition. They will be long-term employees, even staying with you and your company until they retire. They will refer other quality employees to your company, including their relatives. You will attract and retain second and even third generation employees.

Along the way, you will have had some of the most creative employees, some of the most productive employees, and the lowest employee costs in your market. You will be able to spend the money you save in this way on other key competitive elements, including raises and bonuses for all employees - even yourself.

Source: www.about.com

KEY TO EVENTS		
Events in Johannesburg	Events in Cape Town	Events in KZN
Events in the Eastern Cape		Events in the Free State
Events in Mpumalanga and Limpopo		Events in Pretoria

JUNE 2009 – WEEK 1

<i>Monday (01/06)</i>	<i>Tuesday (02/06)</i>	<i>Wednesday (03/06)</i>	<i>Thursday (04/06)</i>	<i>Friday (05/06)</i>
Managing Time for Results, Pretoria, (011) 704-0720/4	Sell – Don't Tell, Johannesburg, (011) 485-2150	The Fundamentals of learnership/ bursary management in the organisation, Nelspruit, (021) 685-0451	Strategic Planning Models and Approaches, Nelspruit, (021) 685-0451	Assertiveness, Durban, (011) 678-2443
Brilliant Business Writing Skills, Durban, (011) 704-0720/4	Business Writing: The Unwritten Rules, Johannesburg, 0861 BIZTECH	Effective Use of the Telephone, Johannesburg, (011) 485-2150	Perfect Presentation Skills, Johannesburg, (011) 704-0720/4	
Mastering Confidence, Influence and Assertiveness Skills, Johannesburg, 0861 BIZTECH		Managing Time for Results, Durban, (011) 704-0720/4	Mentoring & Coaching, Johannesburg, (011) 678-2443	Supervisory Management Skills, Cape Town, (021) 685-7726
Graphs, Statistics and Numerical Reporting for PA's and Administrators, Johannesburg, 0861 BIZTECH		Corporate Budgeting for Managers, Johannesburg, 0861 ASTROT (0861 278 768)		
The Complete PA: Step Up and Stand Out, Johannesburg, 0861 BIZTECH		The 3-day MBA, Johannesburg, 0861 ASTROT (0861 278 768)		
		Bridging the Gap: From Technical Person to Successful Salesperson, Johannesburg, 0861 ASTROT (0861 278 768)		
	Supervisory Management, Cape Town, (011) 678-2443		Reception & Email Correspondence, Cape Town, 086 111 VETTA (83882)	Telephone Debt Collecting & Email Correspondence, Cape Town, 086 111 VETTA (83882)
	Project Management, Durban, (011) 678-2443		Reception & Email Correspondence, Johannesburg, 086 111 VETTA (83882)	Telephone Debt Collecting & Email Correspondence, Johannesburg, 086 111 VETTA (83882)
	Effective Business Writing Skills, Johannesburg, (011) 678-2443	Managing Absenteeism in the Workplace, Cape Town, (021) 761-7200	Reception & Email Correspondence, Durban, 086 111 VETTA (83882)	Telephone Debt Collecting & Email Correspondence, Johannesburg, 086 111 VETTA (83882)
Administration Skills, Johannesburg, (011) 678-2443	Unleashing the Law of Attraction, Johannesburg, (011) 678-2443	Business Writing for Office Professionals, Johannesburg, (011) 431-1533	Reception & Email Correspondence, Durban, 086 111 VETTA (83882)	Telephone Debt Collecting & Email Correspondence, Durban, 086 111 VETTA (83882)
Free Small Business Seminar, Kempton Park, 0860 763 000	Quality Customer Service, Pretoria, (011) 704-0720/4			
Implementing and Maintaining BRC, Cape Town, (021) 872-7322		The Tea Lady, Cape Town, 086 111 VETTA (83882)	Free Small Business Seminar, Bloemfontein, 0860 763 000	
	Competency-Based Recruitment and Interviewing Skills, Cape Town, (021) 979-5172		On-Boarding Practices for New Managers: The First 100 Days, Cape Town, (021) 979-5172	
	Free Small Business Seminar, Soweto, 0860 763 000	Employee Absenteeism & Grievance Procedures, Cape Town, 086 111 VETTA (83882)	Sales Negotiation, Cape Town, 086 152 0000	Business Etiquette & Social Skills, Johannesburg, (016) 986-3888
		The Tea Lady, Johannesburg, 086 111 VETTA (83882)	Financial Statement Analysis, Johannesburg, (016) 986-3888	
		Employee Absenteeism & Grievance Procedures, Johannesburg, 086 111 VETTA (83882)	BEE Seminar, Johannesburg, 0861 11 3094	Emotional Intelligence, Cape Town, 086 152 0000
			Talent Management and Succession Planning, Cape Town, (021) 979-5172	
		The Tea Lady, Durban, 086 111 VETTA (83882)	More Hours in Your Day, Johannesburg., (011) 485-2150	

JUNE 2009 – WEEK 1 (continued)

<i>Monday (01/06)</i>	<i>Tuesday (02/06)</i>	<i>Wednesday (03/06)</i>	<i>Thursday (04/06)</i>	<i>Friday (05/06)</i>
		Employee Absenteeism & Grievance Procedures, Durban, 086 111 VETTA (83882)		
	Innovative On-Boarding (Induction & Orientation) Practices for Organisations, Cape Town, (021) 979-5172			
Leadership Skills, Johannesburg, (011) 706-2358				
		Free Small Business Seminar, Tembisa, 0860 763 000		
		Basic Principles of Government Tenders, Johannesburg, (016) 986-3888		
		Excellence in Customer Service & Support, Johannesburg, (016) 986-3888		
		Competency-Based Recruitment and Selection, Johannesburg, (011) 726-3040		

JUNE 2009 – WEEK 2

<i>Monday (08/06)</i>	<i>Tuesday (09/06)</i>	<i>Wednesday (10/06)</i>	<i>Thursday (11/06)</i>	<i>Friday (12/06)</i>
Team Building, Johannesburg, (011) 678-2443	More Hours in Your Day, Johannesburg, (011) 485-2150	The Psychology of Customer Service, Durban, (011) 485-2150	Strategic Planning Models and Approaches, Bloemfontein, (021) 685-0451	Time Management, Durban, (011) 678-2443
Conflict Management, Benoni, (011) 442-4334	Conflict Management, Durban, (011) 485-2150	Stand Up, Speak Out and Win, Johannesburg, (011) 485-2150	Manager's Mistakes, Durban, (011) 485-2150	Communication Skills, Cape Town, (021) 761-7200
More Hours in Your Day, Durban, (011) 485-2150	Project Management for Non Project Managers, Johannesburg, (011) 704-0720/4		Professional Report Writing Skills, Cape Town, (011) 704-0720/4	
Masterminding the Perfect Business Function or Event, Johannesburg, 0861 BIZTECH	Making a Positive Difference @ Work, Cape Town, (011) 704-0720/4		Telephone Excellence, Durban, (011) 704-0720/4	
Practical Project Management for PA's and Administrators, Johannesburg, 0861 BIZTECH	The Fundamentals of learnership /bursary management in the organisation, Bloemfontein, (021) 685-0451		Project Management, Johannesburg, 086 111 VETTA (83882)	Mentoring and Coaching, Johannesburg, (011) 312-3147
Presentations that Work, Benoni, (011) 442-4334			Project Management, Durban, 086 111 VETTA (83882)	Minute Taking, Durban, 086 111 VETTA (83882)
Managing Customer Service, Durban, (011) 442-4334			Project Management, Cape Town, 086 111 VETTA (83882)	Sell – Don't Tell, Durban, (011) 485-2150
Developmental Approaches and Skills for Group Facilitation: Bringing life to group process, Cape Town, (021) 462-3902				
Sexual Harassment Workshop, Cape Town, (021) 761-7200	Effective Business Writing Skills, Cape Town, (011) 678-2443			Stress Management, Johannesburg, (011) 678-2443
Assertiveness, Johannesburg, (011) 678-2443	Project Management, Johannesburg, (011) 678-2443			
	Supervisory Management, Johannesburg, (011) 678-2443			Free Small Business Seminar, Khayelitsha, 0860 763 000
	Integrating Strategy, Budgeting & Reporting 1, Cape Town, (021) 462-7902			
Company Tax for Small to Medium Size Businesses, Cape Town, (016) 986-3888	The Professional Office Administrator, Johannesburg, (011) 431-1533			Emotional Intelligence, Port Elizabeth, 086 152 0000

JUNE 2009 – WEEK 2 (continued)

<i>Monday (08/06)</i>	<i>Tuesday (09/06)</i>	<i>Wednesday (10/06)</i>	<i>Thursday (11/06)</i>	<i>Friday (12/06)</i>
Free Small Business Seminar, Port Elizabeth, 0860 763 000	Television & Radio Interviewing Skills, Johannesburg, (011) 678-2443	Releasing Your Potential Through Transactional Analysis, Benoni, (011) 442-4334		
Presentation Seminar, Midrand, (011) 468-1320		Emotional Intelligence at Work, Cape Town, (011) 442-4334		
	Free Small Business Seminar, Durban, 0860 763 000	Mastering the Art of Training, Johannesburg, 0861 ASTROT (0861 278 768)		
		Mastering Leadership and Management Skills, Johannesburg, 0861 ASTROT (0861 278 768)		
The Cognitive Development Summit, Johannesburg, 0861 113 918		Change Management for System Implementation: Skills for a Change Manager, Johannesburg, (011) 447-7077		
		Auditing Food Safety Systems, Cape Town, (021) 872-7322		
	The Manager, Cape Town, 086 111 VETTA (83882)		Bench Marking, Durban, 086 111 VETTA (83882)	
	The Supervisor, Johannesburg, 086 111 VETTA (83882)			
	The Manager, Durban, 086 111 VETTA (83882)		ICAP Indaba, Johannesburg, (011) 615-2868	
		Preferential Procurement, Johannesburg, (011) 736-3040	Free Small Business Seminar, Cape Town, 0860 763 000	
		Management for New Managers, Johannesburg, 0861 ASTROT (0861 278 768)		
		Office Management, Durban, (011) 678-2443		
		Free Small Business Seminar, Umlazi, 0860 763 000	How to write Job Descriptions / profiles and develop level descriptors, Pretoria, (011) 453-0080	
	Basic Principles of Government Tenders, Cape Town, (016) 986-3888			
		Business English, Johannesburg, (016) 986-3888		
		Media Skills for Effective Television & Radio Interviews, Johannesburg, (016) 986-3888	Sales Negotiation, Port Elizabeth, 086 152 0000	
		How to write Job Descriptions / profiles and develop level descriptors, Johannesburg, (011) 453-0080	How to create advertising guaranteed to generate business for your business, Johannesburg, 0860 92 0000	
		Measuring ROI of Training, Johannesburg, (011) 726-3040		
		Essential & Best Practices in Managing Accounts Payable, Johannesburg, (011) 447-7470		
	Innovative Coaching and Mentoring Practices for Organisations, Randburg, (021) 979-5172			

JUNE 2009 – WEEK 3

<i>Monday (15/06)</i>	<i>Tuesday (16/06)</i>	<i>Wednesday (17/06)</i>	<i>Thursday (18/06)</i>	<i>Friday (19/06)</i>
		Making a Positive Difference @ Work, Johannesburg, (011) 704-0720/4	Conflict Management, Johannesburg, (011) 485-2150	Stress Management, Johannesburg, (011) 485-2150
		The Fundamentals of learnership/ bursary management in the organisation, Cape Town, (021) 685-0451	Service Leadership & Performance, Cape Town, (021) 462-7902	Managing Your Time, Benoni, (011) 442-4334
			Strategic Planning Models and Approaches, Cape Town, (021) 685-0451	Strategic Management & Measurement, Durban, 086 111 VETTA (83882)
		Managing Time for Results, Cape Town, (011) 704-0720/4	EQ in Leadership, Cape Town, (011) 704-0720/4	
		HIV/AIDS Workplace Management, Cape Town, (011) 678-2443		
		Conflict Management & Negotiation Skills, Durban, (011) 678-2443		
		Leading & Managing in Tough Business Times, Cape Town, (011) 454-5501	Finance for Non-Financial Managers, Johannesburg, (011) 704-0720/4	
			Supervisory Skills, Pretoria, (011) 704-0720/4	
		Recruitment & Selection, Johannesburg, (011) 678-2443	Lifestyle Management Workshop for Employees Struggling with Debt, Cape Town, (021) 979-5172	
		EE Reporting Workshop, Johannesburg, (011) 726-3040	Workshop for New Business Owners, Cape Town, 086 111 VETTA (83882)	Emotional Intelligence, Johannesburg, 086 152 0000
			Workshop for New Business Owners, Johannesburg, 086 111 VETTA (83882)	
			Workshop for New Business Owners, Durban, 086 111 VETTA (83882)	
			Leading & Managing in Tough Business Times, Durban, (011) 454-5501	
			Managing Generation Y Workers: Best Practices for Managers, Cape Town, (021) 979-5172	
		Recruitment Strategies, Johannesburg, (011) 706-2358		
		Sales Techniques, Johannesburg, (011) 706-2358		
		Finance and Budgeting for the Non-Financial Professional, Johannesburg, (011) 726-3040		
			EE Reporting Workshop, Johannesburg, (011) 726-3040	
			Advanced Excel 2007 Skills for Financial Managers, Johannesburg, (011) 447-7470	
			Sales Negotiation, Johannesburg, 086 152 0000	

JUNE 2009 – WEEK 4 (continued)

<i>Monday (22/06)</i>	<i>Tuesday (23/06)</i>	<i>Wednesday (24/06)</i>	<i>Thursday (25/06)</i>	<i>Friday (26/06)</i>
		Report Writing Skills, Johannesburg, (016) 986-3888		EE Transformation Master Class
		Basic Principles of Accounting, Cape Town, (016) 986-3888		Module 5, Johannesburg, (011) 726-3040
	Project Management – Preparation for Success, Johannesburg, (016) 986-3888			
	Presentation Skills, Johannesburg, (016) 986-3888		Competency-Based Recruitment and Interviewing Skills, Randburg, (021) 979-5172	
		Competency-Based Interviewing, Recruitment & Selection, Johannesburg, (011) 447-7470		
		EE Transformation Master Class Module 3, Johannesburg, (011) 726-3040	EE Transformation Master Class Module 4, Johannesburg, (011) 726-3040	
Human Resource Training, Johannesburg,, (011) 678-2443				

JUNE 2009 – WEEK 5

<i>Monday (29/06)</i>	<i>Tuesday (30/06)</i>	<i>Wednesday (01/07)</i>	<i>Thursday (02/07)</i>	<i>Friday (03/07)</i>
EQ – Street Smarts, Johannesburg, (011) 485-2150	Time Management for Office Professionals, Johannesburg, (011) 431-1533	The Fundamentals of learnership/ bursary management in the organisation, Durban, (021) 685-0451	Strategic Planning Models and Approaches, Durban, (021) 685-0451	Negotiating Skills, Johannesburg, (011) 485-2150
	Supervisory Skills, Durban, (011) 704-0720/4		BBBEE – Unpacking Strategy and Codes, Cape Town, (021) 462-7902	
EQ in Leadership, Pretoria, (011) 704-0720/4		The High Performance PA or Administrator: Essential Skills, Durban, 0861 ASTROT (0861 278 768)		
	An Introductory Course on Impact Assessment, Cape Town, (012) 997-6059			
Mastering Minutes and Meeting Protocol, Johannesburg, 0861 BIZTECH		Bridging the Gap: From Specialist to Manager, Johannesburg, 0861 ASTROT (0861 278 768)		
	Administration Skills, Durban, (011) 678-2443		Writing Effective Reports, Johannesburg, (011) 431-1533	Sales Negotiation, Cape Town, 086 152 0000
		Management for New Managers, Johannesburg, 0861 ASTROT (0861 278 768)		
Emotional Intelligence, Johannesburg, (011) 678-2443		Finance for Non-Financial Managers, Johannesburg, (011) 678-2443		
HIV/AIDS Peer Educator, Johannesburg, (011) 678-2443			Performance Management, Cape Town, (011) 678-2443	
	Office Management, Cape Town, (011) 678-2443		Emotional Intelligence, Cape Town, 086 152 0000	
	Personal Assistant, Johannesburg, (011) 678-2443			
How to create advertising guaranteed to generate business for your business, Cape Town, 0860 920 000		Supervisory Management, Cape Town, (011) 678-2443		
		Office Effectiveness, Johannesburg, (016) 986-3888		
	Project Management – Preparation for Success, Cape Town, (016) 986-3888			
		The High Performance PA or Administrator: Essential Skills, Johannesburg, 0861 ASTROT (0861 278 768)		
The Total Team Leader, Johannesburg, 0861 BIZTECH		The High Performance PA or Administrator: Essential Skills, Durban, 0861 ASTROT (0861 278 768)		
The Integr8ed Knowledge Management Framework Masterclass, Johannesburg, 011) 726-3040			Chairing & Managing Business Meetings, Johannesburg, (011) 704-0720/4	

JUNE 2009 – WEEK 5 (continued)

<i>Monday (29/06)</i>	<i>Tuesday (30/06)</i>	<i>Wednesday (01/07)</i>	<i>Thursday (02/07)</i>	<i>Friday (03/07)</i>
		EQ in Leadership, Pretoria, (011) 704-0720/4		
		Telephone Excellence, Cape Town, (011) 704-0720/4		

JULY 2009 – WEEK 1

<i>Monday (06/07)</i>	<i>Tuesday (07/07)</i>	<i>Wednesday (08/07)</i>	<i>Thursday (09/07)</i>	<i>Friday (10/07)</i>
Let's Talk Business! Verbal Communication for the Business World, Johannesburg, 0861 BIZTECH		Working with Unit Standards in the Workplace, Port Elizabeth, (021) 685-0451	OFO Applied, Port Elizabeth, (021) 685-0451	Creative Problem Solving, Johannesburg, (011) 485-2150
Word That Works: Creating Professional Business Documents & Templates, Johannesburg, 0861 BIZTECH		The Professional Receptionist, Johannesburg, (011) 431-1533	Leadership – Influencing people under your Direction, Johannesburg, (011) 485-2150	Sales Negotiation, Port Elizabeth, 086 152 0000
Complete Guide to Meetings and Minute Taking, Johannesburg, (011) 431-1533		Advanced Problem Solving, Johannesburg, 0861 ASTROT (0861 278 768)		
Presentation Seminar, Midrand, (011) 468-1320	English Communication Skills, Johannesburg, (011) 431-1533		Performance Management, Durban, (011) 678-2443	
	An Introductory Course on Impact Assessment, Johannesburg, (012) 997-6059			
Communication & Presentation, Durban, (011) 678-2443		Effective Business Writing Skills, Cape Town, (011) 678-2443		
Effective Business Writing Skills, Johannesburg, (011) 678-2443			Emotional Intelligence, Port Elizabeth, 086 152 0000	Minute Taking for Meetings, Pretoria, (011) 704-0720/4
Finance for Non-Financial Managers, Durban, (011) 678-2443			People Management, Cape Town, (016) 986-3888	
Office Effectiveness, Cape Town, (016) 986-3888		Brilliant Business Writing, Durban, (011) 704-0720/4		
Brilliant Business Writing Skills, Johannesburg, (011) 704-0720/4			Prepare for BEE Verification Conference, Johannesburg, 0861 11 3094	
			Quality Customer Service, Cape Town, (011) 704-0720/4	

JULY 2009 – WEEK 2

<i>Monday (13/07)</i>	<i>Tuesday (14/07)</i>	<i>Wednesday (15/07)</i>	<i>Thursday (16/07)</i>	<i>Friday (17/07)</i>
Winning Ways: Persuade, Influence and Negotiate, Johannesburg, 0861 BIZTECH		Working with Unit Standards in the Workplace, East London, (021) 685-0451	OFO Applied, East London, (021) 685-0451	Interviewing and Selecting for Results, Johannesburg, (011) 485-2150
Finance 101 for PA's and Administrators, Johannesburg, 0861 BIZTECH		Business Writing Skills, Cape Town, (021) 685-7726		Sales Negotiation, Johannesburg, 086 152 0000
	Introduction to Negotiation and Persuasion, Johannesburg, (011) 431-1533		Performance Management – Unlocking Potential, Johannesburg, (011) 485-2150	
	An Introductory Course on Impact Assessment, Durban, (012) 997-6059			
	Assertiveness Skills, Durban, (011) 678-2443	Risk Management, Johannesburg, 0861 ASTROT (0861 278 768)		
		Effective Business Writing Skills, Durban, (011) 678-2443		
HIV/AIDS Workplace Management, Durban, (011) 678-2443		Strategic Planning & Change Management, Cape Town, (011) 678-2443		
Mentoring & Coaching, Johannesburg, (011) 678-2443		Supervisory Management, Johannesburg, (011) 678-2443		

JULY 2009 – WEEK 2 (continued)

<i>Monday (13/07)</i>	<i>Tuesday (14/07)</i>	<i>Wednesday (15/07)</i>	<i>Thursday (16/07)</i>	<i>Friday (17/07)</i>
People Management & Leadership, Johannesburg, (011) 704-0720/4		TV & Radio Interviewing Skills, Johannesburg, (011) 678-2443	Recruitment & Selection, Cape Town, (016) 986-3888	
			Performance Management, Johannesburg, (016) 986-3888	
	People Management, Johannesburg, (016) 986-3888		Emotional Intelligence, Johannesburg, 086 152 0000	
	Recruitment & Selection, Johannesburg, (016) 986-3888			
	Project Management for Non-Project Managers, Pretoria, (011) 704-0720/4		Prepare for BEE Verification Conference, Cape Town, 0861 11 3094	
			Perfect Presentation Skills, Cape Town, (011) 704-0720/4	
			Telephone Excellence, Pretoria, (011) 704-0720/4	

JULY 2009 – WEEK 3

<i>Monday (20/07)</i>	<i>Tuesday (21/07)</i>	<i>Wednesday (22/07)</i>	<i>Thursday (23/07)</i>	<i>Friday (24/07)</i>
Stand-out Presentation Preparation Skills for PA's, Johannesburg, 0861 BIZTECH		Business Process Management, Johannesburg, 0861 ASTROT (0861 278 768)		
		Mastering BBBEE, Johannesburg, 0861 ASTROT (0861 278 768)		
	Supporting Sovereign Local Organisations: Walking alongside, offering support, Cape Town, (021) 462-3902			
Implementing the Law of Attraction, Cape Town, (011) 678-2443	Manager's Mistakes, Johannesburg, (011) 485-2150	Minute Taking for Meetings, Cape Town, (011) 704-0720/4	The Professional Receptionist, Johannesburg, (011) 431-1533	The Psychology of Customer Service, Johannesburg, (011) 485-2150
	Complete Guide to Meetings and Minute Taking, Johannesburg, (011) 431-1533		Emotional Intelligence, Durban, 086 152 0000	
			Communication & Presentation, Johannesburg, (011) 678-2443	
Mentoring & Coaching, Durban, (011) 678-2443			HIV/AIDS Workplace Management, Johannesburg, (011) 678-2443	
	Project Management, Cape Town, (011) 678-2443		Mentoring & Coaching, Cape Town, (011) 678-2443	
Presentation Course, Midrand, (011) 468-1320		Project Management, Johannesburg, (011) 678-2443		
	Women in Leadership, Johannesburg, (016) 986-3888		Key Account Management, Johannesburg, (016) 986-3888	
	Innovative Retention Strategies for Generation X and Y, Randburg, (021) 979-5172		Prepare for BEE Verification Conference, Durban, 0861 11 3094	Sales Negotiation, Durban, 086 152 0000
Negotiating for Results, Cape Town, (011) 704-0720/4				
	Quality Customer Service, Johannesburg, (011) 704-0720/4		Innovative On-Boarding (Induction & Orientation) Practices for Organisations, Randburg, (021) 979-5172	
Situational Leadership, Benoni, (011) 442-4334			Perfect Presentation Skills, Pretoria, (011) 704-0720/4	
			Project Management for Non-Project Managers, Durban, (011) 704-0720/4	

JULY 2009 – WEEK 4

<i>Monday (27/07)</i>	<i>Tuesday (28/07)</i>	<i>Wednesday (29/07)</i>	<i>Thursday (30/07)</i>	<i>Friday (31/07)</i>
Create and Deliver Dynamic Business Presentations, Johannesburg, 0861 BIZTECH		Effective Use of the Telephone, Johannesburg, (011) 485-2150	Innovative On-Boarding (Induction & Orientation) Practices for Organisations, Cape Town, (021) 979-5172	
Sales Management, Cape Town, (021) 462-7902				
	Sell – Don't Tell, Johannesburg, (011) 485-2150	HIV/AIDS Workplace Management, Cape Town, (011) 678-2443		
		Project Management, Durban, (011) 678-2443		
	Meeting Co-ordination and Minute Taking Skills, Cape Town, (021) 685-7726	Supervisory Skills, Johannesburg, (011) 704-0720/4		
	People Management Skills for New Managers, Johannesburg, (011) 431-1533			
Communication & Presentation, Cape Town, (011) 678-2443		Change Management for System Implementation: A Project Management Perspective, Johannesburg, (011) 447-7077		
Performance Management, Johannesburg, (011) 678-2443				
	Managing Time for Results, Johannesburg, (011) 704-0720/4			
		Strategic Planning & Change Management, Johannesburg, (011) 678-2443		
	The Art and Science of Performance Management: Getting Results through Your People, Cape Town, (021) 979-5172			
		Business Image & Corporate Etiquette, Pretoria, (011) 704-0720/4		
		How to create advertising guaranteed to generate business for your business, Cape Town, 0860 92 0000		

AUGUST 2009 – WEEK 1

<i>Monday (03/08)</i>	<i>Tuesday (04/08)</i>	<i>Wednesday (05/08)</i>	<i>Thursday (06/08)</i>	<i>Friday (07/08)</i>
Presenting with Confidence, Johannesburg, (011) 431-1533		Working with Unit Standards in the Workplace, Nelspruit, (021) 685-0451	Service Leadership & Performance, Cape Town, (021) 462-7902	BBBEE – Unpacking Strategy and Codes, Cape Town, (021) 462-7902
Professional Switchboard, Reception & Frontline Skills, Johannesburg, 0861 BIZTECH				
Corporate Governance, Cape Town, (021) 462-7902				
Chairing & Managing Business Meetings, Pretoria, (011) 704-0720/4	More Hours in Your Day, Johannesburg, (011) 485-2150	Implementing and Maintaining ISO 9001, Cape Town, (021) 872-7322		Conflict Management, Johannesburg, (011) 485-2150
	Introduction to ISO 9001, Cape Town, (021) 872-7322		Crystal Report Development, Johannesburg, 0861 ASTROT (0861 278 768)	
		The PA MBA, Johannesburg, 0861 BIZTECH		
	Polished Presentations, Cape Town, (021) 685-7726		OFO Applied, Nelspruit, (021) 685-0451	Assertiveness Skills, Johannesburg, (011) 678-2443
	Time Management, Johannesburg, (011) 678-2443	Business Communications & Report Writing, Johannesburg, 0861 ASTROT (0861 278 768)		
		Conflict Management & Negotiation Skills, Johannesburg, (011) 678-2443		

AUGUST 2009 – WEEK 1

<i>Monday (03/08)</i>	<i>Tuesday (04/08)</i>	<i>Wednesday (05/08)</i>	<i>Thursday (06/08)</i>	<i>Friday (07/08)</i>
		Labour Relations & Effective Discipline, Johannesburg, (011) 678-2443		
		Project Management, Cape Town, (011) 678-2443		
	Supervisory Management, Johannesburg, (011) 678-2443	Total cost to company? Concept and new rules for Travel Allowances, Johannesburg, (011) 453-0080	Total cost to company? Concept and new rules for Travel Allowances, Pretoria, (011) 453-0080	Sales Negotiation, Cape Town, 086 152 0000
	The Art and Science of Performance Management: Getting Results Through Your People, Randburg, (021) 979-5172		Emotional Intelligence, Cape Town, 086 152 0000	
	Brilliant Business Writing Skills, Cape Town, (011) 704-0720/4		Innovative Change Management Tools and Techniques for HR Professionals, Randburg, (021) 979-5172	
	The Secret to Success, Pretoria, (011) 704-0720/4		Professional Report Writing Skills, Johannesburg, (011) 704-0720/4	
			Supervisory Skills, Cape Town, (011) 704-0720/4	

AUGUST 2009 – WEEK 2

<i>Monday (10/08)</i>	<i>Tuesday (11/08)</i>	<i>Wednesday (12/08)</i>	<i>Thursday (13/08)</i>	<i>Friday (14/08)</i>
		An Introductory Course on Development TOR's for an Evaluation, Pretoria, (012) 997-6059	OFO Applied, Bloemfontein, (021) 685-0451	The Psychology of Customer Service, Johannesburg, (011) 485-2150
	Assertiveness Skills, Cape Town, (011) 678-2443			
	Implementing the Law of Attraction, Johannesburg, (011) 678-2443	Introduction to ISO 9001, Johannesburg, 082 454 5817	The Professional Office Administrator, Johannesburg, (011) 431-1533	
	Stress Management, Johannesburg, (011) 678-2443			Internal Quality Auditing, Johannesburg, 082 454 5817
	TV & Radio Interviewing Skills, Johannesburg, (011) 678-2443	Working with Unit Standards in the Workplace, Bloemfontein, (021) 685-0451	An Introductory Course on Evaluating an Evaluation – Meta-Evaluation, Pretoria, (012) 997-6059	
		Manager's Mistakes, Johannesburg, (011) 485-2150	Emotional Intelligence, Port Elizabeth, 086 152 0000	Sales Negotiation, Port Elizabeth, 086 152 0000
				Project Management for Non-Project Managers, Cape Town, (011) 704-0720/4
		The Secrets of Debt Collection Success, Johannesburg, 0861 BIZTECH		
	Conflict Management & Negotiation Skills, Cape Town, (011) 678-2443			
	Effective Business Writing Skills, Cape Town, (011) 678-2443			
	Management & Leadership Development, Durban, (011) 678-2443			
	Project Management, Johannesburg, (011) 678-2443			
	Supervisory Management, Durban, (011) 678-2443			
	Negotiating for Results, Pretoria, (011) 704-0720/4		Minute Taking for Meetings, Durban, (011) 704-0720/4	
	Perfect Presentation Skills, Durban, (011) 704-0720/4			
			EQ in Leadership, Johannesburg, (011) 704-0720/4	
			Telephone Excellence, Johannesburg, (011) 704-0720/4	

AUGUST 2009 – WEEK 3

<i>Monday (17/08)</i>	<i>Tuesday (18/08)</i>	<i>Wednesday (19/08)</i>	<i>Thursday (20/08)</i>	<i>Friday (21/08)</i>
Working with Unit Standards in the Workplace, Cape Town, (021) 685-0451	OFO Applied, Cape Town, (021) 685-0451	Working with Unit Standards in the Workplace, Johannesburg, (021) 685-0451	OFO Applied, Johannesburg, (021) 685-0451	Coaching and Mentoring in the Workplace, Johannesburg, (011) 485-2150
	Complete Funding Applications, Cape Town, (021) 685-7726		Emotional Intelligence, Johannesburg, 086 152 0000	Sales Negotiation, Johannesburg, 086 152 0000
Key Elements of Successful Newsletters, Johannesburg, 0861 BIZTECH		The Professional Office Administrator, Cape Town, (011) 431-1533		
		People Management for New Managers, Johannesburg, 0861 ASTROT (0861 278 768)		
The Professional Office Administrator, Johannesburg, (011) 431-1533		The Ultimate Sales Manager, Johannesburg, 0861 ASTROT (0861 278 768)		
		Finance for Non-Financial Managers, Durban, 0861 ASTROT (0861 278 768)		
Internal Quality Auditing, Cape Town, (021) 872-7322				
Leading and Managing People Developmentally: Seeking resonance between individuals and organisation, Cape Town, (021) 462-3902				
Strategic Marketing Management, Cape Town, (021) 462-7902				
	Managing Change in Project Environments, Johannesburg, (011) 447-7077		Succeeding as a first time Supervisor, Johannesburg, (011) 485-2150	
	Finance for Non-Financial Managers, Cape Town, (011) 678-2443			
	Stress Management, Durban, (011) 678-2443		Conflict Management & Negotiation Skills, Durban, (011) 678-2443	
			Management & Leadership Development, Johannesburg, (011) 678-2443	
The Secret to Success, Cape Town, (011) 704-0720/4			Supervisory Management, Cape Town, (011) 678-2443	
		Minute Taking for Meetings, Johannesburg, (011) 704-0720/4		Brilliant Business Writing Skills, Pretoria, (011) 704-0720/4

AUGUST 2009 – WEEK 4

<i>Monday (24/08)</i>	<i>Tuesday (25/08)</i>	<i>Wednesday (26/08)</i>	<i>Thursday (27/08)</i>	<i>Friday (28/08)</i>
Internal Quality Auditing, Cape Town, (021) 872-7322				
Business Writing for Office Professionals, Johannesburg, (011) 431-1533		World-Class Reception Skills, Cape Town, (021) 685-7726	Developing Effective and Committed Teams, Johannesburg, (011) 485-2150	Business Professionalism and Competency, Johannesburg, (011) 485-2150
Implementing and Maintaining PRPs, Cape Town, (021) 872-7322		Introduction to ISO 22000, Cape Town, (021) 872-7322	Professional Telephone Skills, Cape Town, (021) 685-7726	Recruitment & Selection, Cape Town, (011) 678-2443
		Performance Leadership, Cape Town, (021) 462-7902		HACCP Team Training, Cape Town, (021) 872-7322
		Thinking & Planning Strategically, Cape Town, (021) 462-7902		Sales Negotiation, Durban, 086 152 0000
		Working with Unit Standards in the Workplace, Durban, (021) 685-0451	OFO Applied, Durban, (021) 685-0451	
			Time Management, Cape Town, (011) 678-2443	
		Assertiveness and Confidence at Work, Johannesburg, (011) 431-1533		

AUGUST 2009 – WEEK 4 (continued)

<i>Monday (24/08)</i>	<i>Tuesday (25/08)</i>	<i>Wednesday (26/08)</i>	<i>Thursday (27/08)</i>	<i>Friday (28/08)</i>
		Finance for Non-Financial Managers, Johannesburg, 0861 ASTROT (0861 278 768)		
		Finance for Non-Financial Managers, Cape Town, 0861 ASTROT (0861 278 768)		
		Effective Business Writing Skills, Johannesburg, (011) 678-2443	Emotional Intelligence, Durban, 086 152 0000	
		Management & Leadership Development, Cape Town, (011) 678-2443		
		Strategic Management Tools in Turbulent Times, Johannesburg, (011) 771-7000		
		People Management & Leadership, Pretoria, (011) 704-0720/4	Professional Report Writing Skills, Cape Town, (011) 704-0720/4	
		Business Image & Corporate Etiquette, Cape Town, (011) 704-0720/4	Perfect Presentation Skills, Johannesburg, (011) 704-0720/4	