

**THE PEOPLE STUFF:  
WHAT WORKS AT WORK.  
MADE SIMPLE.**



# ABOUT US.

## What Do We Do?

Training, webinars, events, advice and consultancy with organisations to help people get stuff done at work in simpler ways and in half the time.

## Why Lightbulb?

For us, it's about practical, original, plain-speaking, no-fluff expertise that challenges the clichés and apparent 'best practices' to give you techniques and tools you can actually do something with. Be it opting for a memorable and punchy workshop, ditching your annual performance appraisals and reimagining how you manage performance or needing straightforward, 'real world' employment law support: everything we do is about keeping things jargon-free, plain-speaking and painless!

**PAUL MARSH, FOUNDER/MD LIGHTBULB**





**PAUL@LIGHTBULB.WORK**



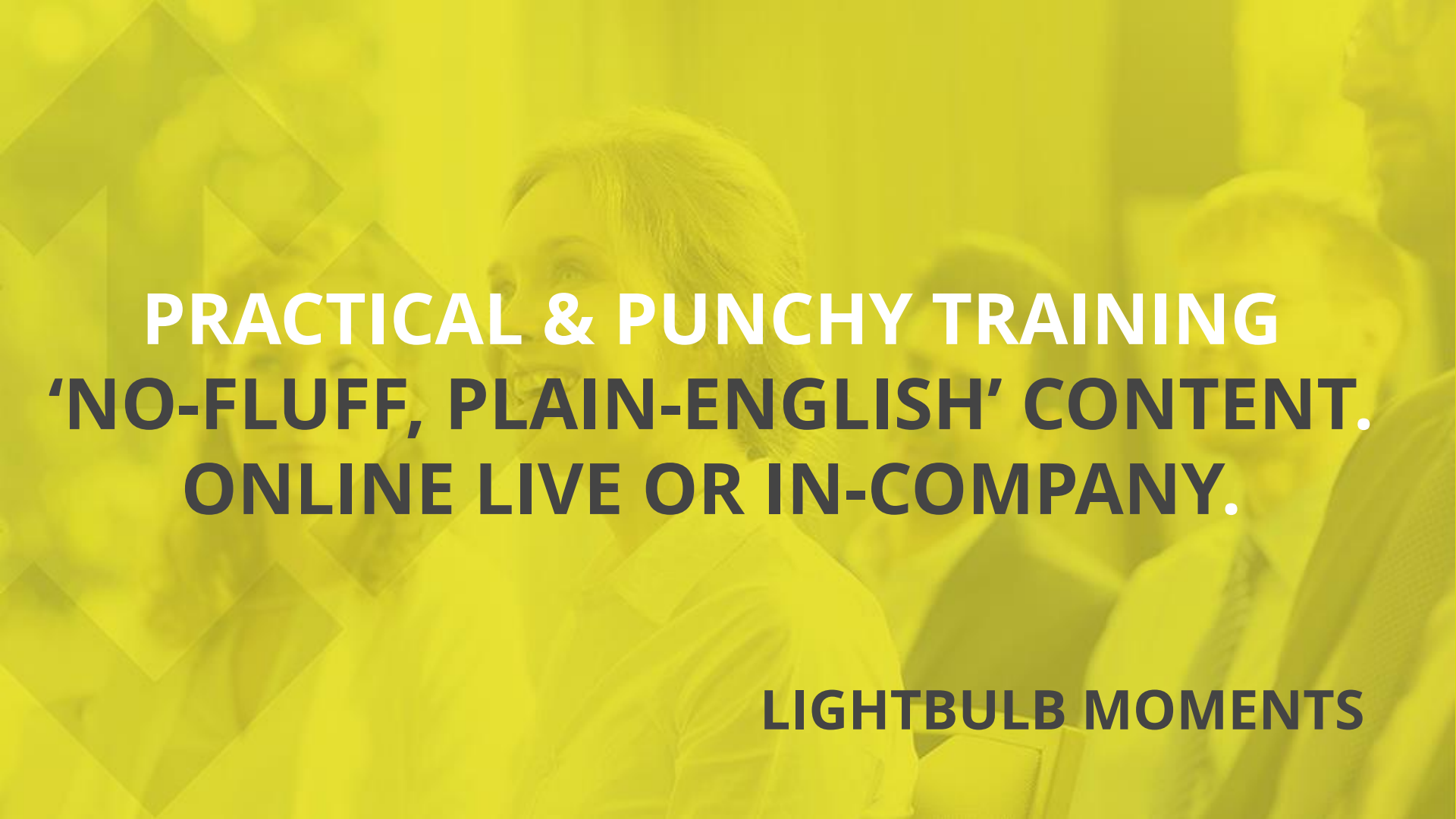
**LIGHTBULB.WORK**



**07903 233214**



<b>6</b>	<b>THE PAINLESS PEOPLE MANAGEMENT PROGRAMME</b>
<b>13</b>	<b>MANAGING PERFORMANCE TRAINING</b>
<b>15</b>	<b>PERSONAL EFFECTIVENESS TRAINING</b>
<b>18</b>	<b>RECRUITMENT INTERVIEWING TRAINING</b>
<b>20</b>	<b>EMPLOYMENT LAW TRAINING</b>
<b>22</b>	<b>STRATEGY AND BUSINESS PLANNING</b>
<b>24</b>	<b>JOB DESCRIPTIONS &amp; BEHAVIOUR FRAMEWORKS</b>
<b>26</b>	<b>PERFORMANCE APPRAISAL/REVIEW</b>
<b>32</b>	<b>EMPLOYMENT LAW SUPPORT</b>
<b>35</b>	<b>OUTPLACEMENT SERVICES</b>



**PRACTICAL & PUNCHY TRAINING**  
**'NO-FLUFF, PLAIN-ENGLISH' CONTENT.**  
**ONLINE LIVE OR IN-COMPANY.**

**LIGHTBULB MOMENTS**

# PRACTICAL & PUNCHY WORKSHOPS

## In-Company & 'Online Live' Workshops: Our Different Approach

- **Because no-one ever said "I wish that training had lasted much longer, had loads more business models, buzzwords and clichés in it and had just used stuff I could have found online!"**
- Our 'online live' and in-Company workshops combine the style of a 'TED talk' with step-by-step techniques and tools: short learning bursts in half-a-day or less!
- No role-plays or gimmicky ice-breakers. People generally hate them!
- We don't fill time with academic, unusable business models
- We give you practical stuff rather than generic pieces of 'advice' or cliché one-liners!  
– telling you to 'empower' people isn't really that helpful!
- We don't use the bog-standard agendas you may find elsewhere! Our techniques are often not found in textbooks (where competitors often copy theirs from) and are focused on what actually works at work
- Energetic and inspiring sessions that won't distract you to your phone!
- We train what we know works and what we and others have successfully used
- Plain-speaking: we work hard to minimise buzzwords and corporate-speak
- **FREE 'Total Recall' handout and access to online summaries** plus 'two-weeks on' reminders of key tools/techniques, post-workshop individual support and practice exercises to reinforce learning.





PAINLESS PEOPLE  
**MANAGEMENT**

PROGRAMME

# THE FLEXIBLE PAINLESS PEOPLE MANAGEMENT PROGRAMME.

**For groups or individuals** - 96% of those surveyed post-programme said they would 'definitely use' the tools and techniques and 'would recommend' the training to other managers/leaders



# WHY A FLEXIBLE PROGRAMME?

## What doesn't work:

- A survey we carried out revealed two key insights: only a third of people attend every scheduled workshop/class in a training programme because of holidays and other commitments. Traditional training workshop delivery (be it online or in-person) is also only one learning method and doesn't suit everyone
- Plus, 81% of people do not want to learn solely from an alternative 'microlearning' approach (regular bite-sized minutes of content). In any case, it doesn't work for more complex skills/ where group interaction/Q and A etc is also required!
- Although a lot of people enjoy training 'in the moment', it is questionable how much is retained and how much gets forgotten soon afterwards if not used in everyday life at work

## Our programme:

- Our programme works more flexibly around other work priorities – only the two online live Q & A/ practice sessions are at scheduled points (group programmes only)
- We use six different learning formats to accommodate the different ways that people prefer to take in, use and retain information
- Adapted programmes also available where perhaps only one or two managers require the training
- Includes 121 ongoing email support and activity feedback provided by Paul Marsh, MD Lightbulb
- From reading material and quizzes to short videos and online live practise /Q & A sessions

# THE PROGRAMME

## An Essential Toolbox for Managers/Leaders

### Part One

#### Managing Teams for Overnight Results

- A unique intro to managing people
- The five-step plan for setting team direction/expectations that also helps when managing 'hybrid' or remote working – includes:
  - Putting together a strategy and identifying priorities
  - A new approach to focus on results
  - Using 'early warning indicators' to reduce 'nasty surprises'!
- The 'new meeting rules' and handling team questions

### Part Two

#### Difficult Conversations Made Simple

- How to prepare for challenging conversations in a unique way
- Beginning the conversation with a new approach to reduce nerves
- A script and structure to follow for the conversation that '180' flips how you currently approach it!
- The 'non-buzzword' way to improve concerning behaviour/habits!

### Part Three

#### Targeting and Managing Performance

- Targeting/measuring results in any role for increased visibility
- Using 'the one magic ingredient, three triggers, five new steps' formula for objective-setting that will boost performance
- How to write behavioural objectives
- The underperformance formula
- The complete step-by-step routine for amazing 121's in half the time!



# THE PROGRAMME

## An Essential Toolbox for Managers/Leaders

### Part Four

#### Essential Employment Law: What Do I Do If.....

- Poor performance next steps
- Equality/discrimination legislation facts and myths
- 'Banter' v Harassment
- Some key people 'emergency' scenarios at work and how to practically handle them
- Only what managers need – and without the lecture!

### Part Five

#### The 'Chameleon Manager' At Work

- A revealing insight into how we tick and why we behave the way we do
- Includes a psychometric mechanism to better understand what motivates you and others for great working relationships
- How to manage and deal with people who are 'not like me'

### Part Six

#### Time-Management for Busy People

- Balancing people management with the 'day job' when everything is important and urgent!
- A unique '21<sup>st</sup> century' time management system for the rest of your life
- Reduce 'time-stealing' and distractions from others
- 'To-Do' lists and 'stress-free' email – A better approach!

# FLEXIBLE DELIVERY METHODS

## An Essential Toolbox for Managers/Leaders

### Step-By-Step Videos

- Short videos with key tools and techniques
- Accessible for duration of the programme

### 'Total Recall' A-Z Tools/Techniques PDF

- Builds across the programme to a complete A-Z of tools/techniques
- Includes your one-off next steps and new routines calendar

### Practical 'On-The-Job' Activities and Feedback

- Opportunity to try out what you have learnt
- Completed and sent to Lightbulb for feedback/advice

### Online Live Practise/Q & A

- Two one-hour sessions - One covering each half of the programme
- Delivered by Paul Marsh, MD Lightbulb
- (Group programmes only)

### Quizzes

- Short quizzes to test your memory and learning

### Check-In Reminders

- Memory-joggers and prompts across the programme
- What you should now be doing/using

Onsite/In-Company condensed one-day workshop programmes are also available – enquire for details

# YOUR INVESTMENT

An Essential Toolbox for Managers/Leaders – **GROUP FORMAT**

The complete programme:

£3495 plus VAT/a cohort  
of up to 12 people delivered  
only to your organisation

## Measuring Return On Investment:

- **'Alive and Kicking'** post-training 'is it happening?' prompts for delegates' managers
- Programme **Key Performance Indicators** to measure progress

Contact [paul@lightbulb.work](mailto:paul@lightbulb.work)

07903 233214

# ONLY ONE OR TWO MANAGERS?

## INDIVIDUAL FORMAT

- You may only have one or two managers who require the programme at any one time
- The same flexible programme is available for individuals – the only difference is that the part one online workshop and one-hour masterclasses are replaced with 2 x 30 minute coaching calls with Paul Marsh held during the programme
- Includes 'Alive and Kicking' post-training 'is it happening?' prompts for delegates' managers
- The complete programme for each 'ad hoc' individual manager is £599 plus VAT
- Contact [paul@lightbulb.work](mailto:paul@lightbulb.work) or call 07903 233214 for more details





**SMART OBJECTIVES**  
REIMAGINED  
—  
FOR OVERNIGHT RESULTS



**LIGHTBULB'S**  
**OVERNIGHT RESULTS**  
**FORMULA**

# MANAGING PERFORMANCE.

## LIGHTBULB MOMENTS

# LIGHTBULB MOMENTS

Managing Performance for 'Overnight Results': Online/In-Company from £699/group

## Painless Objective-Setting for Overnight Results

- Identify, target and measure results for ANY role
- Using the **'one magic ingredient, three triggers, five new steps' formula** for objective-setting that will boost performance
- Adapting objectives to handle concerning attitudes/behaviour
- Includes our unique objectives design 'trouble-shooter' one-page tool
- Practice time + post-workshop support
- Two hours £699 (Online/£799 Onsite)

OR

## Part 1: Painless 121s/Performance Reviews for Overnight Results

- All of the content from the objective-setting workshop
- + An all-year-round 121 structure for great people-management
- + How to give practical, plain-speaking feedback that gets results
- Two hours £699 (Online)



## Part 2: Objective Setting for The Behaviour You Want

- Reviewing progress since last workshop
- How to turn 'competency gaps' into targeted objectives for development and career progression
- Adapting objectives to handle concerning attitudes/behaviour
- Practice time included
- 75 minutes £299 (Online)

OR BOTH SESSIONS TOGETHER IN ONE HALF-DAY WHEN DELIVERED ONSITE

ALSO, CHECK OUT OUR 'DIFFICULT CONVERSATIONS MADE SIMPLE' WORKSHOP



PRACTICAL & PUNCHY  
**TRAINING**  
—  
WHAT WORKS AT WORK

# PERSONAL EFFECTIVENESS.

## LIGHTBULB MOMENTS

# LIGHTBULB MOMENTS

Personal Effectiveness: Online/In-Company from £699/group



## Time-Management for Busy People

- A unique '21<sup>st</sup> century' time management system for the rest of your life
- Great techniques to help you spend time on the *right* things
- Reduce 'time-stealing' and distractions from others
- 'To-Do' lists and 'stress-free' email – a better approach!
- **Two hours**



## Killer Presentations

- Whether in front of an audience, in meetings, on the phone or in email and documents
- A unique, logical structure for presentations, proposals etc that will eliminate nerves and hook your audience!
- Improve your body language/ public speaking style
- **Two or Three hours**



## Difficult Conversations Made Simple

- How to prepare for challenging conversations in a unique way
- Beginning the conversation with a new approach to reduce nerves
- A script and structure to follow for the conversation that '180' flips how you currently approach it!
- The 'non-buzzword' way to improve concerning behaviour/habits!
- **Two hours**



# LIGHTBULB MOMENTS

Personal Effectiveness: Online/In-Company from £599/group



## Get On With & Influence Everyone At Work!

- A self-awareness tool to help understand how you & others tick
- Tips/tricks to help get on with those who 'aren't like you'
- Reduces conflict at work & improves relationships
- Ideal for team training/teambuilding sessions
- **90 mins to half-day**



## Handling Change

- How to help people handle change: the science and step-by-step techniques you need
- Your practical toolkit to kick change activities off
- Making everything 'stick' and how to keep it going
- **Two hours**



PRACTICAL & PUNCHY  
**TRAINING**  
—  
WHAT WORKS AT WORK

# RECRUITMENT INTERVIEWING.

## LIGHTBULB MOMENTS

# LIGHTBULB MOMENTS

Recruitment Interviewing '3.0': Online/In-Company from £699/group



## The Ultimate CV Interview

- The interview structure from start to finish
- The legal stuff you need to know
- CV shortlisting and 'deal-breakers'
- 'WHAT' they have done: amazing CV questioning tools that tell you if they are a higher or lower performer
- 'Lie detector' questions that encourage the truth!
- Selling your organisation in a new way
- **Half-day (Two hours online)**



## Predict Attitude & Behaviour

- 'HOW' they get the job done: Identifying the type of person you need for the role in a different way
- Understanding and grouping behaviours
- How to design non-leading questions interviewees can't prepare for!
- Techniques to encourage the truth
- Clever ways to analyse answers and the words used
- A new five-step model for advanced interviewing
- **Half-day (Two hours online)**



PRACTICAL & PUNCHY  
**TRAINING**

—  
WHAT WORKS AT WORK



ONLINE**LIVE**

—  
WHAT WE DO IN TRAINING  
ROOMS, VIRTUALLY.

# EMPLOYMENT LAW.

## LIGHTBULB MOMENTS

# LIGHTBULB MOMENTS

Employment Law: Online/In-Company from £499/group



## Legal Essentials For Managers

- Attracting and selecting in recruitment
- Equality/discrimination legislation facts and myths
- The key 'people emergency' scenarios at work and how to practically handle them
- **Two hours**



## Good Banter, Bad Banter!

- Equality/Discrimination legislation overview
- Real-life cases to review
- How to engage in banter and stay within the law and what is deemed acceptable
- Workshop helps demonstrate legal compliance
- **60 or 75 minutes**



# **STRATEGY & BUSINESS PLANNING.**

**LIGHTBULB PERFORMANCE**

# LIGHTBULB PERFORMANCE

Strategy–Priorities–Metrics–Momentum: One Direction!

- Is the team's focus in the wrong place?
- Are individual's often 'doing their own thing'?
- Not hitting the targets/standards/goals expected?
- Finding it hard to identify what the priorities should be?
- Or just wanting to inspire and motivate the team for even greater impact?
- **FREE REVIEW** of what you are currently doing around planning, priorities and measuring success - FREE advice provided for you using our approach



- **Welcome to 'One Direction': A unique way of identifying what we should be doing and how we are doing....**
- A step-by-step methodology that takes you from where you want to be through to identifying priorities and designing quick-and-easy, **powerful KPIs/metrics** to measure progress and help you get there: in an all-new way
- Includes an **'early warning' mechanism** you won't see anywhere that identifies issues before it's too late and tells you what to do now!
- Front-of-mind: A **'whiteboard' visual dashboard** approach to keep everyone focused – not hidden away in drives and databases!
- A common-sense link throughout from organisation strategy to the team member's priorities
- **One Direction for green lights, not red ones!!**



**JOB DESCRIPTIONS, BEHAVIOURS,  
COMPETENCIES AND VALUES.**

**LIGHTBULB PERFORMANCE**



# The Day-Job?

- Recognise these 'accountabilities' in your job descriptions?

-Monitor X, Liaise with business, Document procedures, Investigate and resolve issues, Lead the project, Execute the strategy, Establish procedures, Provide support.

**NONE OF THESE ACTIVITIES DEFINE THE RESULTS EXPECTED/WHAT I'M PAID FOR!**

- Or how about statements like these in behaviour/values guides:

- Take a proactive approach, Collaborate effectively with colleagues, Empower the team, Share best practice, **THESE ARE ALL SUBJECTIVE BUZZWORDS AND JARGON!**

- Let us help you define the measurable results and observable behaviours/competencies/values you want to see *for every role*. We have devised a unique, plain-speaking method for job descriptions, targeting and bringing behaviour/values to life.

***The Day-Job: Reimagined.*** A new approach for crystal-clear expectations to help manage performance and development.





**PERFORMANCE APPRAISAL/REVIEW.**

**LIGHTBULB PERFORMANCE**

# Why What We Do Doesn't Work...

- Most performance review processes are **not directly improving performance** in most organisations. You still have good people leaving, under-performers not improving, a lack of internal talent, concerning behaviours and pay/reward processes that are subjective or just don't feel fair
- **Most Managers already do regular informal 121s!** They *also* then have to do the more formal, 'appraisal' style process because that's **what HR wants to see, police and report on** – it's designed for them!
- The process is normally **one-size-fits-all** and the manager has to **compliantly follow every step** with every team member, and with the same frequency as opposed to a tailored approach
- **Managers don't have the time** to wade through lots of admin-heavy clicks, screens and paperwork
- They would rather have conversations without the need to then **waste time documenting everything** that was said as if collating 'legal evidence'.



## .... And Another Thing

- Any performance review process needs to be straightforward enough that **the worst manager will want to do it** – your best managers are already doing the ‘best practice’
- Online systems are full of ‘shout outs’, ‘emojis’, ‘celebrating success’ and ‘feedback’ gimmicks to justify their cost: **few people use or need them** because they already tell the person verbally or via email!
- **Ratings are pointless**, subjective and full of discontent – if they are there for reward calculation reasons then do the money bit another way
- Most performance/development **objectives are poorly worded**, full of buzzwords and euphemisms, are not result-focused and stretched over rigid 6 and 12 month periods. What does ‘*own X process*’ or ‘*manage Y efficiently*’ even mean? Do people always even need objectives?
- The typical process/system **doesn't address underperformance** early enough or have a direct focus on **retaining great people**
- TO SUMMARISE: SOMETHING SIMPLE HAS JUST BEEN **MADE TOO COMPLICATED!**





# The Solution...

- Welcome to 'Chinwag': Merging 'formal' performance review with 'informal' 121s to give **Personalised, flexible 121s and performance reviews on an if and when needed basis** but still with a quality control mechanism. No more one-size-fits-all!
- It's not a 'bells and whistles', expensive online system, **it's just a different way of doing things day-to-day**. A plain-speaking focus on what people are achieving and how they are doing it.
- Our simple '**admin-lite**' process is based on a **prompts, not paperwork** approach across 365 days of the year: If you're happy with your team member's performance and they are happy with how things are going then the process you follow with them is different and quicker than with someone who may want/require more attention.
- **A different approach to objective-setting**: Move beyond the SMART cliché with our unique 'three triggers/five-step system'.
- A particular **focus on the best and worst performers** to retain great people, improve underperformance and reduce nasty surprises! Plus: How to link Chinwag to **pay/bonus** decisions.

# Welcome to 'Chinwag'



# 'CHINWAG' OPTIONS

## The Money Bit!



### The Essentials: Process & Training

- How it works, 'managers prompts' process, supporting tools, 'launch' PowerPoint, troubleshooting guide and consultancy/tailoring as required
- Plus: how to link 'Chinwag' to reward
- Includes 'MOT' three-month review
- £999 plus VAT

### People-Managers' Training

- Managing performance for 'overnight results' using our 1/3/5 formula plus Chinwag process comms
- £799 plus VAT (2.5 hour workshop)



### 'Chinwag+' Subscription From £79 a month plus VAT

- Ask for Help option: ongoing email support to help Managers create amazing objectives
- Ongoing 'MOT' Chinwag review for troubleshooting, embedding etc



### Alternatively...

- Want to just find out more for now?
- Alternative 'show and tell' consultancy option: Taking you through the Chinwag approach and process plus recommendations around your current system (templates, docs, launch PowerPoint etc not provided afterwards)
- £399 plus VAT



**EMPLOYMENT LAW SUPPORT  
FOR PAINLESS PEOPLE  
MANAGEMENT.**

**LIGHTBULB LEGAL**



# LIGHTBULB LEGAL

## Employment Law Support



### Retained

- Day-to-day telephone/email advice around employment law and all 'people' subjects: commercial, not 'overly-cautious' advice!
- 'Nip it in the bud' advice around managing performance & behaviour, structuring difficult conversations, creating powerful objectives and retaining high performers
- Letters and templates provided when needed
- Initial review/annual updating of contracts and employee handbooks
- Ongoing legal updates
- Discounted training
- **Short, six-month contracts**
- **From £99 a month plus VAT**

### Ad-Hoc Options

- Contracts of employment £175 plus VAT
- Employee handbooks £499 plus VAT
- Settlement agreements £199 plus VAT
- All other ad-hoc work charged at fixed fee of £90 an hour (min £40) plus VAT  
Letters drafted from £20 plus VAT
- No contract lock-in

# LIGHTBULB LEGAL

## The One-Day HR MOT



### THE ONE-DAY HR MOT

GOT IT COVERED?

- Quick fixes made on the day
- Review of your contracts, handbooks and policies
- How you attract and select talent
- People administration
- Managing performance mechanisms
- Engagement and satisfaction
- Salary and bonus schemes
- **MOT + Recommendations £795**

Keeps you legal,  
up-to-date,  
improves what you do,  
reduces time and money  
and keeps you  
ahead of the game!



# LIGHTBULB HR

## Outplacement Services



### Individuals

- CV writing in a unique way that doubles the chances of an interview!
- Powerful interview technique
- Job-searching, standing out on LinkedIn and maximising your online presence
- How to work best with recruitment agencies
- Moving to self-employment
- 3 x one hour tailored, face-to-face sessions plus three months of email/ phone support
- Support packages from £995 per person
- **From £150 an hour when ad-hoc support required as an alternative**



### Teams – Two Half-Day Workshops

- **Part One: The Foot In The Door!**
- An amazing approach to CV writing you won't see anywhere else!
- Standing out on LinkedIn
- Getting the best from recruitment agencies
  
- **Part Two: Ace The Interview**
- Dress, speech and body-language
- The three-stage approach to prepare for competency/behaviour-based interviews
- How to set yourself apart from other interviewees with your questions & answers
  
- **£995 for each workshop**  
(reduced fees when delivered online)



CBI

"Turned everything I thought I knew on its head! Most useful management training I've had"



"Best thing I have been to in ages - real food for thought"



"Techniques and ideas I can actually use rather than jargon and theory"



"A really different but fantastic way to approach 121s and moving away from appraisals"



"The best guidance I have ever had when it comes to this subject. Thank you!"

RAYMOND JAMES®  
INVESTMENT SERVICES

"A most interesting morning and I can honestly say that I will be applying many of the tools"

ual: university of the arts london

"It was very refreshing to come to such a lively, inspiring and informative workshop"



"Many thanks - it was an amazing workshop - used a lot of it already!"

CONDÉ NAST