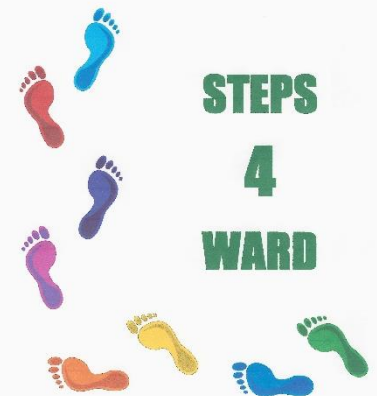




**Collins-Donnelly Consultancy**

# **STEPS4WARD**

**Training Programme  
for the Education Sector**



**Training for  
Senior Leaders,  
Staff, Pupils & Families**

**Provided by  
professionals in the  
fields of training,  
psychology, therapy  
& coaching**

At Collins-Donnelly Consultancy, we specialise in providing services for maintained and independent schools and academies at primary and secondary school level, children's centres and nurseries, special schools, and sixth form colleges and further education establishments through our programme called:

## **STEPS4WARD**

A **S**upportive, **T**herapeutic and **E**ducational **P**rogramme in **S**chools for **W**ellbeing, **A**spiration, **R**esilience and **D**evelopment



## **The STEPS4WARD Vision**

*...is to create steps forward in the quality of emotional wellbeing, mental health and continuous professional development provision for schools and to empower steps forward in wellbeing, aspiration, resilience and development across the whole school community through supportive, therapeutic and educational services for senior leaders, staff, pupils and pupils' families.*

Our aim is to create the above **STEPS4WARD** through providing a high quality, effective, cohesive and holistic programme that is cost-effective, accessible, flexible, bespoke, reactive and proactive, and that responds to national and local agendas currently affecting the education sector and takes into account the various pressures and changes at work that staff within the sector face.

One key aspect of our **STEPS4WARD** programme is exceptional quality,  
individually tailored and highly interactive...

## **training provision.**

### **Types of Training**

As professionals in the fields of training, psychology, therapy and coaching, we are extremely experienced in providing:

- **professional development and personal effectiveness courses for senior leaders**
- **professional development courses for teaching staff**
- **professional development courses for Mental Health Leads, pastoral staff and support staff**
- **professional development and personal effectiveness courses for all school staff**
- **emotional life skills training for pupils and families.**



### **Customised Training**

**In addition, we can develop bespoke customised training courses for you based on your specific needs.**

## Benefits

All the courses in this brochure are designed to help educational establishments to:

- enhance teaching skills and improve the quality of teaching
- enhance leadership and managerial skills
- improve the quality of leadership and management
- improve behaviour, aspirations, attendance and attainment
- improve pupils' readiness to learn
- improve preventative and early intervention strategies to safeguard the well-being of pupils
- help children and young people to improve their emotional resilience and their ability to cope with transitions
- create more opportunities to improve outcomes for children, young people and their families.



## Course Delivery

Our courses are focused on the practical applications of the information learned, are highly interactive and are delivered with an inclusive and flexible facilitation style that takes account of a variety of learning styles and appropriate teaching methods. The courses allow delegates to practice the theory and skills that they learn through a variety of practical tasks, including group exercises, example scenarios, role plays, individual exercises, debates and brainstorming.



The courses also allow a non-judgemental and proactive space for delegates to discuss their own real-life examples and explore problem solving methods. There will be ample opportunities for delegates to raise questions on the day, but questions that arise following the event can also be submitted via email.

Delegates will receive an array of course materials on the day, including presentation handouts, worksheets, and resources, along with a certificate on completion of the course. For senior leaders and their staff, the certificates will indicate the number of hours of CPD completed.



## Course Venues

Our courses for senior leaders and school staff will be available at venues around the country in 2020. Locations will include Bangor, Bath, Belfast, Birmingham, Brighton and Hove, Bristol, Cambridge, Carlisle, Canterbury, Cardiff, Chelmsford, Chichester, Coventry, Derby, Edinburgh, Exeter, Glasgow, Hereford, Hull, Lancaster, Leeds, Leicester, Liverpool, London, Manchester, Newcastle, Norwich, Nottingham, Oxford, Plymouth, Preston, Salisbury, Sheffield, Southampton, St Albans, Swansea, Truro, Winchester, York. A programme of course dates and venues is available on request.

## In-House Courses

All the courses detailed in this brochure can also be run in-house at your individual school or at an alternative venue arranged by you. We can deliver such courses for senior leaders, staff members, pupils or families from an individual school or from across a family of schools.

Our in-house courses can be run in a variety of formats from two-day, one-day or half-day courses to short workshops or talks - ideal for staff meetings, twilights and Inset days; senior leader meetings, study days or conferences; lessons, PHSE time and extra-curricular events; and parent events.

## Prices

Our prices for courses delivered at set venues are as follows (unless specified otherwise):

- Two-day course – From £180 + VAT per delegate
- One-day course – From £90 + VAT per delegate
- Half-Day course – From £50 + VAT per delegate.

Confirmed prices for each course and venue are detailed on our programme of dates and venues, which is available on request.

Prices are available for in-house courses on request.

## Further Information & Bookings

**Short summaries of each course are provided in this brochure, To request a full course synopsis, to discuss your requirements or to make a booking, please give us a call on 0114 2584793 or drop us an email at [collinsdonnelly@talktalk.net](mailto:collinsdonnelly@talktalk.net) . Please also visit [www.collinsdonnelly.co.uk](http://www.collinsdonnelly.co.uk) .**



# Courses for Senior Leaders

## Basic Counselling Skills: Working with Staff & Parents

This course provides an overview of the fundamentals of counselling skills and how they can be applied to help, motivate and develop staff and colleagues, to improve responses to difficulties raised by parents, and to help improve overall well-being within schools. The course allows delegates to practice the skills learnt on the day through group exercises, scenarios, role play and real-life examples.

**Course duration:** One-day course.

**Cost:** From £90 + VAT per delegate.

## Dealing with Difficult People

This course provides senior leaders within the education sector with a greater understanding of various types of difficult behaviours that they may encounter and difficult conversations that they might experience during their typical working day. The course looks at the types of skills and strategies that can be applied to respond to such difficult behaviours and to manage the negative impacts that they can have on those involved. Through group exercises, discussion and role play, delegates can practise the skills learnt and how to apply them to the real-life circumstances within their own school. There will also be the opportunity to create personalised action plans and to identify targets for further skill development in this area.

**Course duration:** One-day course.

**Cost:** From £90 + VAT per delegate.

# Developing You - Part 1: Building Your Assertiveness, Confidence & Self-Esteem

This course provides an understanding of how self-esteem, self-confidence and assertiveness develop, the factors that affect their development, and strategies to help you build your self-esteem and become more self-confident and assertive. The course will look at how to apply these new skills in your role as a senior leader in the education sector, as well as within your personal life, and will show their benefits for well-being, performance, working relationships and personal effectiveness. Group exercises, scenarios, role play and delegates' real-life examples are used.

**Course duration:** One-day course.

**Cost: From** £90 + VAT per delegate.



# Developing You - Part 2: Building Your Emotional Well-Being & Resilience

This course looks at what can affect our emotional well-being and resilience, the effects our emotional well-being and resilience levels have on areas of our lives, and strategies that can help us to achieve a positive level of emotional well-being and resilience. The course draws on principles of emotional intelligence, cognitive behavioural therapy (CBT), stress management techniques, mindfulness therapy, solution-focused therapy and positive psychology. Group exercises, scenarios, role play and delegates' real-life examples are used.

**Course duration:** One-day course.

**Cost: From** £90 + VAT per delegate.



# Mindfulness for Senior Leaders in Education

This course aims to provide you with an understanding of the basic principles of mindfulness and their origins, how to apply mindfulness principles and practices within your personal and working lives and the benefits that developing mindfulness will bring. A range of individual and group exercises are used along with example scenarios to consolidate learning and further “homework” activities are provided to enable delegates to start practicing the principles of mindfulness upon completion of this course, both at home and within the workplace.

**Course duration:** One-day course.      **Cost: From** £90 + VAT per delegate.

# Positive Work-Life Balance for Senior Leaders in Education

This course uses the principles of emotional intelligence, cognitive behavioural therapy (CBT) and mindfulness to look at how to achieve an effective work-life balance as a senior leader within the education sector. It addresses the joint responsibility between the employer and employee



in this area and focuses specifically on a wide range of strategies that senior leaders within the education sector can use to achieve a positive work-life balance. Group exercises along with real life, relevant examples and scenarios will be used to put the strategies learnt into context and there will also be plenty of opportunity for debate, questions and brainstorming. Each delegate will have the opportunity to develop an identifiable list of changes and personal goals that they can work towards that are appropriate to them as individuals.

**Course duration:** One-day course.      **Cost: From** £90 + VAT per delegate.

# Responding to Critical Incidents in Schools

This course provides delegates with an understanding of critical incident stress management processes and their implementation within a school setting. It looks at common reactions to a variety of critical incidents and crises that occur within educational settings, and the importance of appropriate, supportive and professional debriefing and defusing processes to help those involved express their feelings and opinions, come to terms with what has occurred and identify how to move forward. It also addresses the importance of referring staff on for additional support where appropriate. The course allows delegates to practice the skills learnt on the day through group exercises, role play and their real-life examples and to begin to develop CISM plans for their school.

**Course duration:** One-day course.

**Cost: From** £90 + VAT per delegate.

## Stress Management for Senior Leaders in Education

This course looks at the types of stressors that senior leaders within the education sector may face, how stress develops, its symptoms and the impact of work-related stress. The course also provides a range of basic stress management techniques using a cognitive behavioural therapy (CBT) and mindfulness approach proven to be effective



through therapeutic work and group training. The course is particularly focused on the stressors and pressures within the educational sector, and uses group exercises, scenarios, role play and delegates' real-life examples.

**Course duration:** One-day course.

**Cost: From** £90 + VAT per delegate.

# The Power of Emotional Intelligence in the Education Sector

This course provides delegates with an overview of emotional intelligence and its importance within the education sector. The course looks at the key principles of emotional intelligence, how they can be applied within an educational setting, the benefits that such application can bring and how they can help schools meet Ofsted criteria. Throughout the course, delegates will measure their own emotional intelligence levels, assess the current use of emotional intelligence principles within their workplace and identify how they and their staff can bring the power of emotional intelligence to their school. A range of activities will be used throughout the course to consolidate learning and to allow delegates the opportunity to practice the skills learnt.

**Course duration:** One-day course.

**Cost: From** £90 + VAT per delegate.

# The Power of Positive Psychology in the Education Sector

This course aims to provide you with an understanding of the basic principles of positive psychology and their origins, how positive psychology principles can be applied within the education sector and the benefits that this application can bring for you as a senior leader, for your staff and for the children, young people, families and communities that you work with. A range of individual and group exercises are used along with example scenarios to consolidate learning, and delegates will be given the opportunity to develop personalised positive psychology action plans for themselves as leaders and positive psychology action plans for their workplace.



**Course duration:** One-day course.

**Cost: From** £90 + VAT per delegate.

# The Psychology of Changing Habits

This course provides an understanding of the psychology behind our habits, including the types of habits we develop, why we develop them, how we can change our own habits and how we can influence others to change their habits. The course will look at how to apply changing habits techniques based on principles of cognitive behavioural therapy (CBT), solution-focused therapy (SFT), neuro-linguistic programming (NLP) and positive psychology to a variety of personal and work situations, such as coping with change at work, improving working relationships, quitting negative emotional cycles, understanding the habits of colleagues and pupils, etc. It will also show the benefits of changing habits for well-being, performance, working relationships and personal effectiveness through group exercises, scenarios and role play situations that are targeted towards senior leaders in education settings.



**Course duration:** Half-day course.

**Cost: From** £50 + VAT per delegate.

# The Psychology of Managing Change

Managing change is a vital skill within any organisation, including within the education sector. This highly interactive and practical one-day course looks at the principles of effective change management and how to work towards positive responses to change within your school. It will focus on current issues of change within the education sector, allowing delegates to address the real-life circumstances that they are currently facing or have recently faced. Group exercises, active discussion, scenarios and role play are used.

**Course duration:** One-day course.

**Cost: From** £90 + VAT per delegate.

# The Psychology of Managing 'Outstanding' Teams

This course highlights how principles of psychology can be applied to managing 'outstanding' and high performing teams within the education sector.

Using psychology as its basis, this course looks at the principles of managing and building outstanding teams, including the management qualities

required, how to adapt management styles to teams and situations, team dynamics, overcoming team 'difficulties', team management skills, team building skills, and the benefits of implementing those skills. The course allows delegates to bring their own team experiences to the table in a non-judgemental setting, enabling them to relate the skills learnt to their real-life examples. Group exercises, scenarios, debates and role play enable delegates to assess their current skill levels, develop targets for improvement and practice the skills learnt.



**Course duration:** One-day course.

**Cost:** From £90 + VAT per delegate.

# The Psychology of Negotiation

This course looks at key aspects of the negotiation process, the principles of effective negotiation and the psychology behind effective negotiation using a variety of group exercises and activities. It also addresses how to put negotiation skills into practice within the education sector and with a variety of parties, including colleagues, other departments, Trade Unions, the parents and families of pupils, community members, etc. The course provides the opportunity to practise the skills learnt through role play scenarios.

# The Psychology of 'Outstanding' Leadership

This highly interactive course highlights how psychological principles from the fields of emotional intelligence, cognitive behavioural therapy (CBT) and mindfulness can be applied in practice to achieve 'outstanding' leadership as a senior leader within the education sector. The

course is appropriate for senior leaders within the education sector who wish to add new tools to their existing 'outstanding' leadership armoury as well as for senior leaders who are new to their leadership role or who wish to further develop their leadership skills in line with Ofsted criteria.

The course looks at how theories, research and models on leadership have developed over time and at the importance of recognising that outstanding leadership can be learnt. It presents information on a variety of key leadership areas, including leadership traits, the differences between leadership and management, leadership skills and competencies and leadership styles. The course particularly focuses on what principles of psychology, especially emotional intelligence, can bring to each of these areas and how it can be applied in practice. It also focuses on internal and external barriers to outstanding leadership and how to use psychological principles to help address these too.

Throughout the course, delegates will identify their current strengths and establish targets to help them move towards 'outstanding' leadership within a non-judgemental and supportive environment. A range of activities will be used throughout the course to allow delegates the opportunity to apply their learning to their own leadership approach and environment, to practice the skills learnt and to obtain constructive feedback.

**Course duration:** Two-day course.

**Cost:** From £180 + VAT per delegate.



# The Psychology of Positive Thinking



Through a range of interactive activities, this course looks at the psychological origins of positive thinking and how to apply this in the workplace as a senior leader in education and within your personal life. It also looks at the effects positive thinking can have on your ability to perform within the workplace, your emotional responses, your work-life balance and your life satisfaction levels based upon psychological research and theory.

**Course duration:** Half-day course.

**Cost:** From £50 + VAT per delegate.

Please note that as well as being available on set dates at venues across the country, the courses in this section are also available in-house for a group of senior leaders within a single school or across a family of schools. Prices available on request.

**We also offer a wide variety of other services for Senior Leaders within the Education sector, please see our website for further details.**





# Courses for Teaching Staff

## Emotional Intelligence in the Classroom

This course provides delegates with an overview of emotional intelligence and the benefits of applying key emotional intelligence skills and competencies within the classroom, including for learning, positive engagement, attainment, behaviour management, pupil wellbeing and more. The course presents the key principles, skills and competencies of emotional intelligence and how they can be applied within an educational setting. Throughout the course, delegates will measure their own emotional intelligence levels, assess their current use of emotional intelligence principles within the classroom, assess the current emotional climate within their classroom and identify areas for improvement. A range of activities will be used throughout the course to consolidate learning and to allow delegates the opportunity to practice the skills learnt.

**Course duration:** One-day course.

**Cost:** From £90 + VAT per delegate.





# Mentoring Skills for Teachers

This course provides an overview of the fundamentals of mentoring and how teachers can mentor colleagues to improve performance and well-being. The course discusses mentoring processes and delivery styles, and the qualities of effective mentoring. It also presents a wide range of mentoring skills and addresses the benefits of mentoring - not only for the teaching staff involved, but also for the pupils and the school as a whole. It also looks at obstacles to effective mentoring and how to overcome these. The course allows delegates to practice the skills learnt through group exercises, scenarios, role play and participants' real-life examples, and to assess their own current mentoring skills and qualities and areas for improvement.

**Course duration:** One-day course

**Cost:** From £90 + VAT per delegate.



# Peer Coaching for Teachers

This course provides an overview of the fundamentals of coaching and how teachers can use peer coaching to improve performance and wellbeing. The course discusses different coaching models, coaching delivery styles, and the qualities of effective coaching. It also presents a wide range of coaching skills and addresses the benefits of peer coaching not only for the teaching staff involved, but also for the pupils and the school as a whole. It also looks at obstacles to effective peer coaching and how to overcome these. The course allows participants to practice the skills learnt through group exercises, scenarios, role play and participants' real-life examples and to assess their own current coaching skills and qualities and areas for improvement.

**Course duration:** One-day course

**Cost:** From £90 + VAT per delegate.



# The Psychology of Behaviour Management & Positive Engagement

Drawing on areas of psychology, such as emotional intelligence, positive psychology and cognitive behavioural therapy, this course aims to enable teaching staff to further develop their behaviour management and positive engagement toolkits. It provides an overview of the fundamentals of behaviour management, including the types of difficult behaviours that pupils may present with, the reasons behind such behaviours, and the impact difficult behaviours can have on the pupils that present them, other pupils within the classroom and the teachers dealing with them. It also looks at how to tackle these types of behaviours using a wide range of behavioural management techniques. Furthermore, the course also allows delegates to assess their current behavioural management approach and areas for improvement and identify strengths and areas for improvement within their school's behaviour management policy. The course also addresses the importance of positive engagement within the classroom and presents a wide variety of techniques to achieve this – again drawing on principles of psychology. The course provides the opportunity to practise the skills learnt through individual and group activities and role play scenarios.

**Course duration:** Available as a one-day Or two-day course, with the latter offering More in-depth information and more opportunity to practice the skills learned.

**Cost: From** £90 + VAT per delegate for the one-day course and from £180 + VAT per delegate for the two-day course.



# The Psychology of 'Good' to 'Outstanding' Teaching

This course aims to use principles of positive psychology, emotional intelligence, cognitive behavioural therapy (CBT), mindfulness and solution focused therapy (SFT) to help teachers to actualise their professional potential and move from 'Good' to 'Outstanding' teaching. This course looks at intrapersonal and interpersonal skills that can impact on teaching effectiveness and how delegates can further develop their skills in these areas. It also focuses on internal and external barriers to outstanding teaching and how to use psychological principles to help address these. Throughout the two days, delegates will identify their current strengths and establish targets to help them move from 'Good' to 'Outstanding' within a non-judgemental and supportive environment. A range of activities will be used throughout the course to allow delegates the opportunity to practice the skills learnt and to obtain constructive feedback.

**Course duration:** Two-day course

**Cost:** From £180 + VAT per delegate.



Please note that as well as being available on set dates at venues across the country, the courses in this section are also available in-house for a group of teachers within a single school or across a family of schools, and can be adapted to a one-day or half-day course or over one or more twilights/staff meetings. Prices available on request.



# Courses for Mental Health Leads

## Becoming an ‘Outstanding’ Mental Health Lead

This innovative, advanced, in-depth, 3-day course, delivered by a HCPC Registered Psychologist, aims to provide a cost-effective and flexible approach for schools to meet their requirement to train Mental Health Leads.

Delegates can choose from a selection of dates, enabling them to complete their training over a period of time that works for them and their school, instead of having to complete the training over three consecutive days.

The course will provide delegates with an overview of the role of Mental Health Lead in schools, including the role’s key responsibilities and necessary skills and competencies. It also provides an extensive array of knowledge and resources required to effectively perform as a Mental Health Lead.

On completion, each delegate will receive a certificate, a comprehensive handbook containing the information presented and learned during the course as well as additional resources, and a complimentary copy of two books of their choice from the *Starving the Gremlin* series or the *Banish the Thief* series by Kate Collins-Donnelly.

Schools also have the option of accessing an exceptional..

## **‘Supervision and Advice Package’**

...for their Mental Health Leads and/or Pastoral and Support Staff at an additional cost (offered at a reduced rate for schools who have at least one member of staff booked on the 3-day ‘Becoming an Outstanding Mental Health Lead’ course). The supervision and advice services can be provided face-to-face on some occasions (depending upon geographical location) or by phone, Facetime or Skype. Please contact us for further details.

### **Day 1: The Role of Mental Health Leads: An Overview**



Day 1 will focus on:

- What are mental health and emotional health and well-being?
- What is a Mental Health Lead?
- Understanding the role, responsibilities and expectations
- Key competencies and skills required for the role
- Developing an emotionally intelligent and emotionally healthy school – what would it look like and involve?
- Developing a whole school mental and emotional health policy and vision
- Accessing additional training and CPD for Mental Health Leads
- Identifying training needs for the whole school in relation to mental health awareness
- Supervising, debriefing and identifying training for pastoral and support staff.

## Day 2: Advanced Mental Health Awareness



Day 2 will focus on:

- Types of mental health disorders that can affect pupils, families and staff members, including:
  - Description and summary of disorder
  - Categorisation within the DSM V and ICD-10
  - Diagnostic process
  - Signs and symptoms to look out for
  - Risk factors and causes
  - Impacts, including upon learning, achievements and aspirations.
- Types of emotional well-being issues that can affect pupils, families and staff members, including:
  - Description and summary of presenting issue
  - Signs and symptoms to look out for
  - Risk factors and causes
  - Impacts, including upon learning, achievements and aspirations.

## Day 3: Supporting the Mental & Emotional Health Needs of Pupils & Families

Day 3 will focus on how school staff can work together and with multi-agencies to support the emotional well-being and mental health needs of pupils and families and promote positive mental health and well-being.

It will address:

- Auditing the need for support for pupils, families and staff
- Auditing current in-school provisions and effectiveness of access to external provisions for pupils, families and staff
- Providing in-school preventative provisions to promote mental and emotional health and well-being, and information on resources available to support this
- Providing in-school support provisions for different mental health disorders and emotional well-being issues, and information on resources available to support this
- Types of external support provisions available for different mental health disorders and emotional wellbeing issues
- How to access external support provisions, including referral letter templates
- Engaging parents and families and providing them with advice and guidance
- Monitoring and evaluating the outcomes and impact of support provisions.



**Course duration:** 3 days - delegates can choose from a selection of dates, enabling them to complete their training over a period of time that works for them and their school, instead of having to complete the training over three consecutive days.

**Cost: From** £750 + VAT per delegate for 3 days training, certificate of completion, handbook, and a complimentary copy of two books of their choice from the *Starving the Gremlin* series or the *Banish the Thief* series by Kate Collins-Donnelly.

**In-house:** Also available in-house for a group of staff from one school or across a family of schools. Prices available on request.



# Courses for Mental Health Leads, Pastoral Staff & Support Staff



Please note that as well as being available on set dates at venues across the country, the courses in this section are also available in-house for a group of pastoral/support staff and can be delivered as a one-day or two half-day courses or over one or more twilights/staff meetings. Prices available on request.

behavioural principles and techniques when supporting pupils and families within

## Applying Mindfulness Techniques When Supporting Pupils

This course provides delegates with an understanding of the origins and basic principles of mindfulness, and to how to apply mindfulness principles, practices and techniques when supporting pupils and families. It will also look at the effectiveness of mindfulness principles when working with a range of presenting issues in children and young people, as well as providing information on mindfulness-based self-help resources. A range of activities will be used throughout the course to consolidate learning and to allow delegates the opportunity to practice the skills learnt.

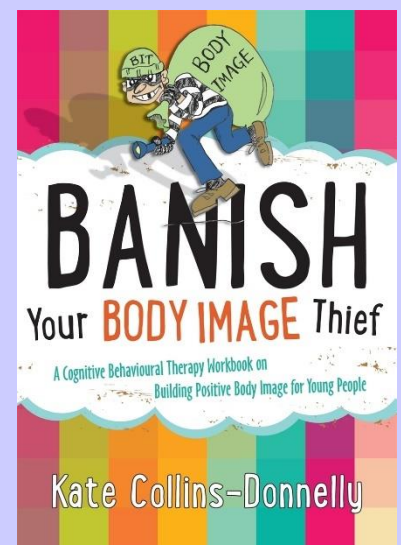
**Course duration:** One-day course.

**Cost: From** £90 + VAT per delegate.

# Implementing Banish Your Body Image Thief: Supporting Pupils to Build Positive Body Image

This course is based upon a cognitive behavioural therapy (CBT) and mindfulness-based self-help programme that has been proven to be highly effective in therapeutic, educational, youth work and social work settings. The course aims to develop delegates' understanding of what body image is, how it develops and what can negatively affect it. It looks at how poor body image presents and the impact of poor body image by discussing the CBT cycle of body image issues. The course also discusses Body Dysmorphic Disorder and its symptoms based upon its classification in the DSM-V. In addition, the course presents an overview of CBT and mindfulness and discusses CBT and mindfulness-based strategies for overcoming body image issues and building a positive body image.

The course also provides proven tools and resources for use with pupils based upon *Banish Your Body Image Thief: A Cognitive Behavioural Therapy Workbook on Building Positive Body Image for Young People* and gives guidance for pastoral and support staff on how to work through this activity-based self-help workbook with pupils and how to advise teaching staff on support strategies for within the classroom. Debates, group exercises, role play and delegates' real-life examples are used. Each delegate will receive a complimentary copy of *Banish Your Body Image Thief*.



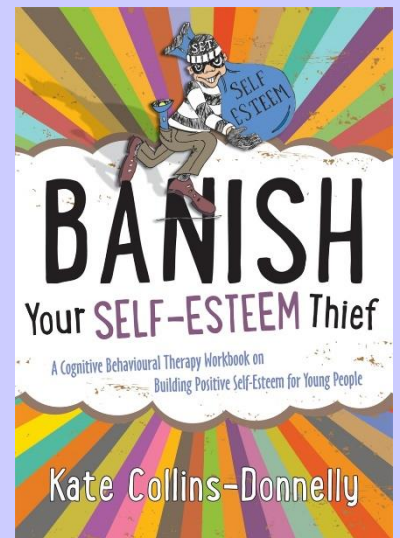
**Course duration:** Available as a one-day or two-day course, with the latter offering more in-depth information and more opportunity to practice the skills learned.

**Cost: From** £90 + VAT per delegate for the one-day course and from £180 + VAT per delegate for the two-day course.

# Implementing Banish Your Self-Esteem Thief: Supporting Pupils to Build Positive Self-Esteem & Assertiveness

This course is based upon a cognitive behavioural therapy (CBT) and mindfulness-based self-help programme that has been proven to be highly effective in therapeutic, educational, youth work and social work settings. The course aims to develop delegates' understanding of what self-esteem is, how it develops and what can negatively affect it. It looks at how low self-esteem presents and the impact of low self-esteem by discussing the CBT cycle of self-esteem issues. In addition, the course presents an overview of CBT and mindfulness and discusses CBT and mindfulness-based strategies for overcoming low self-esteem and building positive self-esteem. Furthermore, the course looks at passive, aggressive and assertive styles of reacting to situations and strategies to build assertiveness.

The course also provides proven tools and resources for use with pupils based upon *Banish Your Self-Esteem Thief: A Cognitive Behavioural Therapy Workbook on Building Positive Self-Esteem for Young People* and gives guidance for pastoral and support staff on how to work through this activity-based self-help workbook with pupils and how to advise teaching staff on support strategies for within the classroom. Debates, group exercises, role play and delegates' real-life examples are used. Each delegate will receive a complimentary copy of *Banish Your Self-Esteem Thief*.



**Course duration:** Available as a one-day or two-day course, with the latter offering more in-depth information and more opportunity to practice the skills learned.

**Cost: From** £90 + VAT per delegate for the one-day course and from £180 + VAT per delegate for the two-day course.

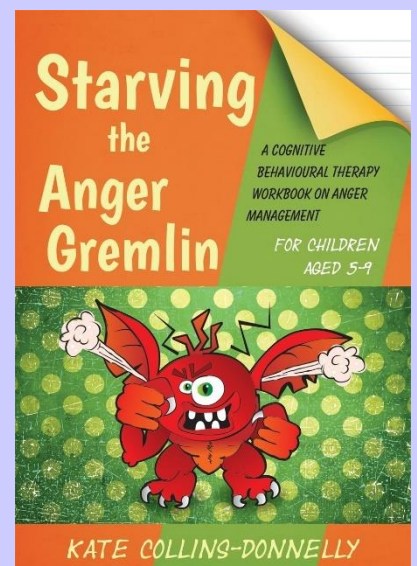
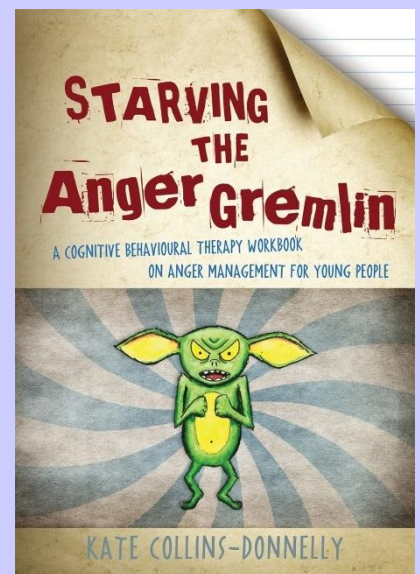
# Implementing Starving the Anger Gremlin: Supporting Pupils to Manage Their Anger

This course is based upon a cognitive behavioural therapy (CBT) anger management programme that has been proven to be highly effective in therapeutic, educational, youth work, social work and youth offending settings. The course aims to develop delegates' understanding of anger, including its causes, presentation and effects, by discussing the CBT cycle of anger. It also presents an overview of CBT and discusses CBT-based anger management strategies.

The course also provides proven tools and resources for use with pupils based upon *Starving the Anger Gremlin: A Cognitive Behavioural Therapy Workbook on Anger Management for Young People* and *Starving the Anger Gremlin: A Cognitive Behavioural Therapy Workbook on Anger Management for Children Aged 5-9* and gives guidance for pastoral and support staff on how to work through these activity-based self-help workbooks with pupils and how to advise teaching staff on support strategies for within the classroom. Debates, group exercises, role play and delegates' real-life examples are used. Each delegate will receive a complimentary copy of one of the *Starving the Anger Gremlin* books.

**Course duration:** Available as a one-day or two-day course, with the latter offering more in-depth information and more opportunity to practice the skills learned.

**Cost:** From £90 + VAT per delegate for the one-day course and from £180 + VAT per delegate for the two-day course.



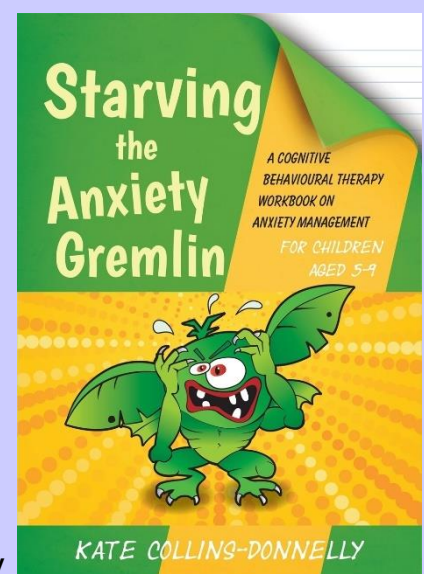
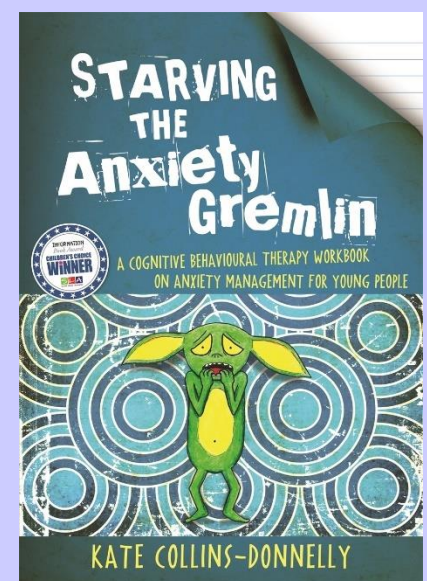
# Implementing Starving the Anxiety Gremlin: Supporting Pupils to Manage Their Anxiety

This course is based upon a cognitive behavioural therapy (CBT) anxiety management programme that has been proven to be highly effective in therapeutic, educational, youth work and social work settings. The course aims to develop delegates' understanding of anxiety, including types of anxiety disorders as categorised in the DSM-V and ICD-10 and their diagnosis. It also looks at causes, symptoms and effects of anxiety in all its forms by discussing the CBT cycle of anxiety. The course also presents an overview of CBT and discusses CBT-based anxiety management strategies.

The course also provides proven tools and resources for use with pupils based upon *Starving the Anxiety Gremlin: A Cognitive Behavioural Therapy Workbook on Anxiety Management for Young People* and *Starving the Anxiety Gremlin: A Cognitive Behavioural Therapy Workbook on Anxiety Management for Children Aged 5-9* and gives guidance for pastoral and support staff on how to work through these activity-based self-help workbooks with pupils and how to advise teaching staff on support strategies for within the classroom. Debates, group exercises, role play and delegates' real-life examples are used. Each delegate will receive a complimentary copy of one of the *Starving the Anxiety Gremlin* books.

**Course duration:** Available as a one-day or two-day course, with the latter offering more in-depth information and more opportunity to practice the skills learned.

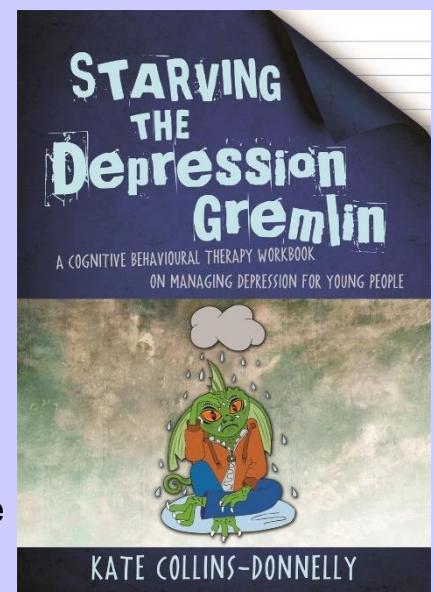
**Cost: From** £90 + VAT per delegate for the one-day course and from £180 + VAT per delegate for the two-day course.



# Implementing Starving the Depression Gremlin: Supporting Pupils to Manage Their Low Mood

This course is based upon a cognitive behavioural therapy (CBT), behavioural activation and mindfulness-based self-help programme that has been proven to be highly effective in therapeutic, educational, youth work and social work settings. The course aims to develop delegates' understanding of depression, including types of depressive disorders as categorised in the DSM-V and ICD-10 and their diagnosis. It also looks at the causes, symptoms and effects of depression in all its forms by discussing the CBT cycle of depression. The course also presents an overview of CBT, behavioural activation and mindfulness and their effectiveness for depression in children and young people and discusses depression management self-help strategies based upon these approaches.

The course also provides proven tools and resources for use with pupils based upon *Starving the Depression Gremlin: A Cognitive Behavioural Therapy Workbook on Managing Depression for Young People* and gives guidance for pastoral and support staff on how to work through this activity-based self-help workbook with pupils and how to advise teaching staff on support strategies for within the classroom. Debates, group exercises, role play and delegates' real-life examples are used. Each delegate will receive a complimentary copy of *Starving the Depression Gremlin*.



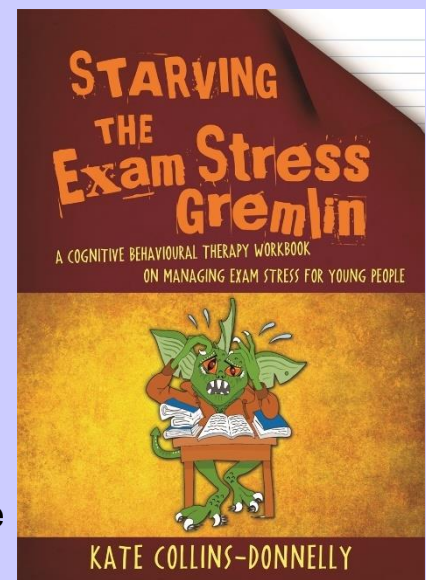
**Course duration:** Available as a one-day or two-day course, with the latter offering more in-depth information and more opportunity to practice the skills learned.

**Cost: From** £90 + VAT per delegate for the one-day course and from £180 + VAT per delegate for the two-day course.

# Implementing Starving the Exam Stress Gremlin: Supporting Pupils to Manage Their Exam Stress

This course is based upon a cognitive behavioural therapy (CBT) and mindfulness-based self-help programme that has been proven to be highly effective in therapeutic, educational, youth work and social work settings. The course aims to develop delegates' understanding of exam stress, including its causes, presentation and effects, by discussing the CBT cycle of exam stress. The course also presents an overview of CBT and mindfulness and their effectiveness for exam stress in children and young people and discusses self-help strategies for managing exam stress based upon these approaches.

The course also provides proven tools and resources for use with pupils based upon *Starving the Exam Stress Gremlin: A Cognitive Behavioural Therapy Workbook on Managing Exam Stress for Young People* and gives guidance for pastoral and support staff on how to work through this activity-based self-help workbook with pupils and how to advise teaching staff on support strategies for within the classroom. Debates, group exercises, role play and delegates' real-life examples are used. Each delegate will receive a complimentary copy of *Starving the Exam Stress Gremlin*.



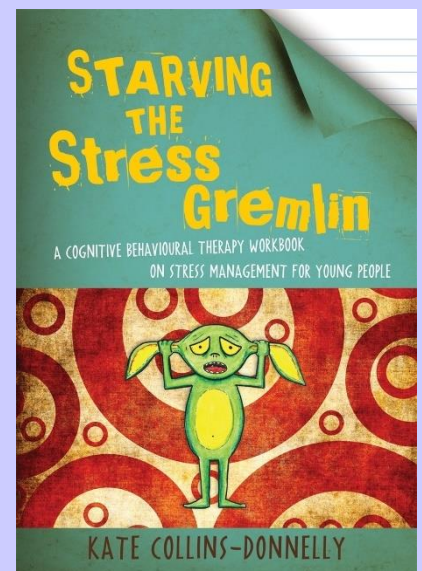
**Course duration:** Available as a one-day or two-day course, with the latter offering more in-depth information and more opportunity to practice the skills learned.

**Cost: From** £90 + VAT per delegate for the one-day course and from £180 + VAT per delegate for the two-day course.

# Implementing Starving the Stress Gremlin: Supporting Pupils to Manage Their Stress

This course is based upon a cognitive behavioural therapy (CBT) and mindfulness-based self-help programme that has been proven to be highly effective in therapeutic, educational, youth work and social work settings. The course aims to develop delegates' understanding of stress, including its causes, presentation and effects, by discussing the CBT cycle of stress. The course also presents an overview of CBT and mindfulness and their effectiveness for stress in children and young people and discusses self-help strategies for managing stress based upon these approaches.

The course also provides proven tools and resources for use with pupils based upon *Starving the Stress Gremlin: A Cognitive Behavioural Therapy Workbook on Managing Stress for Young People* and gives guidance for pastoral and support staff on how to work through this activity-based self-help workbook with pupils and how to advise teaching staff on support strategies for within the classroom. Debates, group exercises, role play and delegates' real-life examples are used. Each delegate will receive a complimentary copy of *Starving the Stress Gremlin*.



**Course duration:** Available as a one-day or two-day course, with the latter offering more in-depth information and more opportunity to practice the skills learned.

**Cost: From** £90 + VAT per delegate for the one-day course and from £180 + VAT per delegate for the two-day course.



## Supporting Gender Questioning & Transgender Pupils

This course aims to further delegates' understanding of gender and gender identity, and how to promote a whole-school gender-aware approach. It also provides strategies that pastoral and support staff can use to support transgender and gender questioning pupils and their families and strategies teaching staff can use within the classroom, while operating within the realms of safeguarding guidance and the legal context for the education sector. The course also details the types of support that can be accessed externally. Debates, group exercises, role play and delegates' real-life examples are used.

**Course duration:** One-day course.

**Cost: From** £90 + VAT per delegate.

## Supporting Pupils Living with Chronic Illness, Chronic Pain or Disability

This course provides an overview of the potential impacts of living with chronic illness, chronic pain or a disability for children and young people, including on learning. It also addresses strategies that pastoral and support staff can use to support pupils experiencing negative impacts, strategies teaching staff can use within the classroom, and the types of support that can be accessed externally.



Debates, group exercises, role play and delegates' real-life examples are used.

**Course duration:** One-day course.

**Cost: From** £90 + VAT per delegate.

# Supporting Pupils Living in Care or who have been Adopted

This course provides an overview of the potential impacts that living in care or being adopted can have on children and young people, including on their sense of identity, self-confidence, attachments and ability to engage in learning. The course also presents strategies that pastoral and support staff can use to support such pupils and their foster or adoptive families, strategies teaching staff can use within the classroom and the types of support that can be accessed externally. Debates, group exercises, role play and delegates' real-life examples are used.

**Course duration:** One-day course.

**Cost: From** £90 + VAT per delegate.

## Supporting Young Carers

This course provides an overview of the potential impacts that being a young carer can have, including on learning, aspirations and attainment. It also addresses strategies that pastoral and support staff can use to support young carers who are experiencing negative impacts and their families, strategies teaching staff can use within the classroom, and the types of support that can be accessed externally. Debates, group exercises, role play and delegates' real-life examples are used.



**Course duration:** One-day course.

**Cost: From** £90 + VAT per delegate.

# The Psychological Impact of Abuse & Sexual Exploitation

This course provides an overview of types of abuse and sexual exploitation and the psychological impacts they can have on children and young people. The course also looks at the specific learning needs and safeguarding needs of pupils who are presently experiencing or who have previously experienced abuse or sexual exploitation, as well as strategies that pastoral and support staff can use to support such pupils and their families, strategies teaching staff can use within the classroom and the types of support that can be accessed externally. Debates, group exercises, role play and delegates' real-life examples are used.

**Course duration:** One-day course.      **Cost: From** £90 + VAT per delegate.

# The Psychological Impact of Domestic Violence

This course provides an overview of domestic violence, including its types and causes, why victims stay in domestic violent relationships, and the psychological impacts domestic violence can have on the victim and the children and young people in the home. The course also looks at warning signs for school staff to look out for and the specific learning needs and safeguarding needs of pupils who are presently experiencing or who have previously experienced domestic violence within the home. The course also presents strategies that pastoral and support staff can use to support pupils and their families, strategies teaching staff can use within the classroom and the types of support that can be accessed externally. Debates, group exercises, role play and delegates' real-life examples are used.

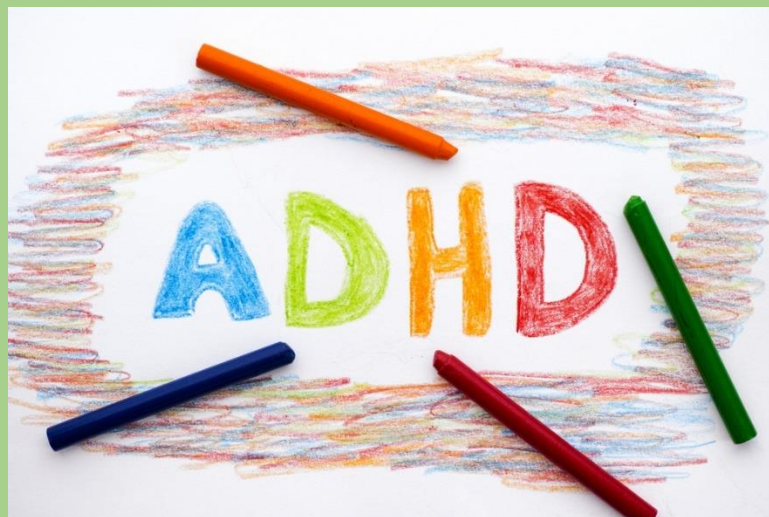
**Course duration:** One-day course.      **Cost: From** £90 + VAT per delegate.

# Understanding Attachment Issues

This course provides an overview of attachment issues in children, including what attachment is, types of attachment issues and attachment disorder, diagnosis, symptoms, and impacts, including on learning, aspirations and achievements. The course looks at the specific learning needs of children with attachment issues, as well as strategies that can be used to support a pupil with attachment issues in school and the types of support that can be accessed externally. Debates, group exercises, role play and delegates' real-life examples are used.

**Course duration:** One-day course.

**Cost: From** £90 + VAT per delegate.



# Understanding ADHD

This course provides an overview of ADHD, including definitions, diagnosis, symptoms, and impacts, including on learning, aspirations and achievements. The course also looks at the specific learning needs of children with ADHD, as well as strategies that can be used to support a pupil with ADHD in school and the types of support that can be accessed externally. Debates, group exercises, role play and delegates' real-life examples are used.

**Course duration:** One-day course.

**Cost: From** £90 + VAT per delegate.

# Understanding ASD

This course provides an overview of Autistic Spectrum Disorders (ASD), including types of ASD, definitions, diagnosis, symptoms, and impacts, including on learning, aspirations and achievements. The course also looks at the specific learning needs of children with ASD, as well as strategies that can be used to support a pupil with ASD in school and the types of support that can be accessed externally. Debates, group exercises, role play and delegates' real-life examples are used.

**Course duration:** Two-day course.

**Cost: From** £180 + VAT per delegate.

# Understanding Bereavement & Loss in Children & Young People

This course provides an overview of bereavement, including how it presents in children and young people and the impacts it can have, including on learning, aspirations and achievements. The course also looks at the specific learning needs of pupils who have experienced a bereavement, as well as strategies that can be used to support a



grieving pupil in school and the types of support that can be accessed externally. Debates, group exercises, role play and delegates' real-life examples are used.

**Course duration:** One-day course.

**Cost: From** £90 + VAT per delegate.

# Understanding Dysfunctional Family Dynamics & Their Psychological Impact

This course provides an overview of dysfunctional family dynamics and the psychological impacts they can have on children and young people. It also looks at the specific learning needs and safeguarding needs of pupils living in dysfunctional family environments, as well as strategies that pastoral and support staff can use to support



such pupils and their families, strategies teaching staff can use within the classroom and the types of support that can be accessed externally. Debates, group exercises, role play and delegates' real-life examples are used.

**Course duration:** One-day course.

**Cost:** From £90 + VAT per delegate.

## Understanding Eating Disorders

This course provides an overview of eating disorders, including types of eating disorders and their diagnosis based upon their classification in the DSM-V and ICD-10, and their symptoms, causes and impacts in children and young people using the CBT model of eating disorders. The course also looks at the specific learning needs and safeguarding needs of pupils with eating disorders, as well as strategies that can be used to support a pupil with an eating disorder in school and the types of support that can be accessed externally. Debates, group exercises, role play and delegates' real-life examples are used.

**Course duration:** One-day course.

**Cost:** From £90 + VAT per delegate.

# Understanding Obsessive Compulsive Disorders

This course provides an overview of obsessive compulsive disorders (OCD), including types of obsessive compulsive disorders and their diagnosis based upon their classification in the DSM-V, and their symptoms, causes and impacts in children and young people using the CBT model of OCD. The course also looks at the specific learning needs of pupils with OCD, as well as strategies that can be used to support a pupil with OCD in school and the types of support that can be accessed externally. Debates, group exercises, role play and delegates' real-life examples are used.

**Course duration:** One-day course.

**Cost: From** £90 + VAT per delegate.

# Understanding School Refusal

This course provides an overview of school refusal, including why children and young people refuse school and the impacts it can have. The course also looks at the specific learning needs of pupils who school refuse as well as strategies that pastoral and support staff can use to support a pupil who refuses school and the types of support that can be accessed externally. Debates, group exercises, role play and delegates' real-life examples are used.



**Course duration:** One-day course.

**Cost: From** £90 + VAT per delegate.

# Understanding Self-Harm

This course provides an overview of self-harm, including types of self-harm, why children and young people self-harm using a CBT cycle of self-harm, and the impacts self-harm can have. The course also looks at the specific learning needs and safeguarding needs of pupils who self-harm, as well as strategies that pastoral and support staff can use to support a pupil who self-harms, strategies teaching staff can use in the classroom and the types of support that can be accessed externally. Debates, group exercises, role play and delegates' real-life examples are used.

**Course duration:** One-day course.      **Cost: From** £90 + VAT per delegate.

# Understanding Trauma & Post-Traumatic Stress Disorder (PTSD)

This course provides an overview of trauma and PTSD in children and young people, including types of trauma-related disorders and their diagnosis based upon their classification in the DSM-V, and their symptoms, causes and impacts in children and young people using the CBT model of trauma and PTSD. The course also looks at the specific learning needs and safeguarding needs of pupils suffering from traumatic responses, as well as strategies that can be used to support a pupil with PTSD or other form of trauma in school and types of support that can be accessed externally. Debates, group exercises, role play and delegates' real-life examples are used.

**Course duration:** One-day course.      **Cost: From** £90 + VAT per delegate.



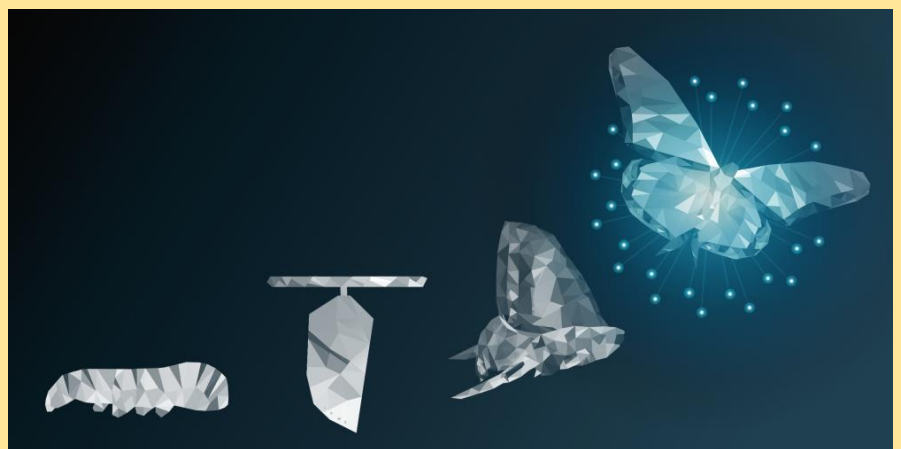


# In-House Courses for All School Staff

Please note these courses are available in-house for full school staff or groups of school staff across singular or multiple twilights and/or staff meetings or as short workshops, half-day courses or one-day courses during school inset days. Prices are available on request.

## Coping with Change

This course looks at the topical and sometimes contentious subject of change, including the need for change, its benefits within workplaces, how change can affect us and the responsibilities of employers. It also looks at how we can manage our reactions to change and cope with it more effectively in order to develop our own personal effectiveness, and to improve our performance, well-being and work-life balance. The course will particularly focus on current issues of change within the education sector, allowing participants to address real-life circumstances that they are currently facing or have recently faced. Group exercises, active discussions, scenarios and role play are used.



# Dealing with Difficult People

This course looks at the types of interactions that professionals within the education sector have with different individuals within their typical working day. The course explores the kinds of difficult behaviours that delegates may encounter during these interactions and teaches the skills and strategies that can be applied to respond to such behaviours and to manage the negative impacts that they can have on those involved. Through group exercises, discussion and role play, delegates can practise the skills learnt and how to apply them to the real-life circumstances within their own school.

## Developing You - Part 1: Building Your Assertiveness, Self-Confidence & Self-Esteem



This course provides an understanding of how self-esteem, self-confidence and assertiveness develop, the factors that affect their development, and strategies to help you build your self-esteem and become more self-confident and assertive. The course will look at how to apply these new skills in your role within the education sector, as well as within your personal life, and it will show the benefits for well-being, performance, working relationships and personal effectiveness. Group exercises, scenarios, role play and delegates' real-life examples are used.

# Developing You - Part 2: Building Your Emotional Well-Being & Resilience

This course looks at what can affect our emotional well-being and resilience, the effects our emotional well-being and resilience levels have on areas of our lives, and strategies that can help us to achieve a positive level of emotional well-being and resilience. The course draws on principles of cognitive behavioural therapy (CBT), stress management techniques, mindfulness, solution-focused therapy and positive psychology. Group exercises, scenarios, role play and delegates' real-life examples are used.

## Emotional Intelligence: A Whole School Approach

This course provides delegates with an overview of emotional intelligence and its importance within schools. The course looks at the key principles of emotional intelligence, how they can be applied within an educational setting, the benefits that such application can bring for staff, pupils and their families, and how they can help schools to meet Ofsted criteria. A range of activities will be used throughout the course to consolidate learning and to help delegates practice the skills learnt.

## Mental Health Awareness for School Staff

This course provides delegates with an overview of emotional well-being and mental health issues that can affect pupils and their families, including risk factors, signs and symptoms to look out for, and their impacts, including impacts on learning, achievements and aspirations for pupils. It will also introduce how school staff can work together and with multi-agencies to support the emotional well-being and mental health needs of pupils and families and promote positive mental health and well-being.

## Mindfulness & You

This course aims to provide you with an understanding of the basic principles of mindfulness and their origins, how to apply mindfulness principles and practices within your personal and working lives and the benefits that developing mindfulness will bring. A range of individual and group exercises are used along with example scenarios to consolidate learning and further “homework” activities are provided to enable delegates to start practicing the principles of mindfulness upon completion of this course, both at home and within the workplace.



## Positive Thinking Post-Ofsted

This flexible course allows schools to explore their feelings about Ofsted results in a supportive environment, identify their strengths and how to build upon these, and identify areas for improvement and how all staff can work together to achieve these improvements. It aims to empower and inspire staff to move forward positively post-Ofsted to effect real change and achieve a collaborative vision for the school for the benefit of its staff, pupils and families.

# Positive Psychology: A Whole School Approach

This course provides delegates with an understanding of the basic principles of positive psychology and their origins, how positive psychology principles can be applied within schools and the benefits that this application can bring for staff, pupils and families. A range of activities will be used throughout the course to consolidate learning and to help delegates practice the skills learnt.



## Positive Work-Life Balance

This course uses the principles of emotional intelligence, cognitive behavioural therapy (CBT) and mindfulness to look at how to achieve an effective work-life balance within the education sector. It addresses the joint responsibility between the employer and employee in this area and focuses specifically on a wide range of strategies that professionals within schools can use to achieve a positive work-life balance.

# Stress Management

This course looks at the types of stressors that professionals within the education sector may face, how stress develops, its symptoms and the impact of work-related stress. The course also provides a range of basic stress management techniques using a cognitive behavioural therapy (CBT) approach proven to be effective through therapeutic work and group training. The course is particularly focused on the stressors and pressures within the educational sector.

# The Psychology of Changing Habits

This course provides an understanding of the psychology behind our habits, including the types of habits we develop, why we develop them, how we can change our own habits and how we can influence others to change their habits. The course will look at how to apply changing habits techniques based on principles of cognitive behavioural therapy (CBT), solution-focused therapy (SFT) and positive psychology to a variety of personal and work situations, such as coping with change at work, improving working relationships, quitting negative emotional cycles, understanding the habits of colleagues and pupils, etc. It will also show the benefits of changing habits for well-being, performance, working relationships and personal effectiveness through group exercises, scenarios and role play situations that are targeted towards professionals in education settings.

# The Psychology of Positive Thinking

This course looks at the psychological origins of positive thinking and how to apply this in the workplace as an education professional and within your personal life. It also looks at the effects positive thinking can have on your ability to perform within the workplace, your emotional responses, your work-life balance and your life satisfaction levels based upon psychological research and theory.

# The Psychology of Working as Part of an 'Outstanding' Team

Using psychology as its basis, this course draws on elements of emotional intelligence, cognitive behavioural therapy, positive psychology, solution focused therapy and mindfulness to identify the key skills and strategies involved to work as part of an 'outstanding team.' The course covers areas such as team dynamics, overcoming team 'difficulties', team building and team working skills, and the benefits of implementing those skills. There is a particular focus on the importance of effective communication. The course allows delegates to bring their own team experiences to the table in a non-judgemental setting, enabling them to relate the skills learnt to their real-life examples. Group exercises, scenarios, debates and role play enable delegates to assess their current skill levels, develop targets for improvement and practice the skills learnt.



# Understanding Emotional Well-Being, Short-Term Mental Health Issues & Psychological Disorders in Children & Young People

We offer twilight training sessions on the following topic areas:

- Anger Issues
- Anxiety Disorders
- Attachment Issues
- Attention Deficit and Hyperactivity Disorder (AD/HD)
- Autism Spectrum Disorder (ASD)
- Body Image Issues
- Eating Disorders
- Low Mood & Depression
- Low Self-esteem & Assertiveness Issues
- Obsessive Compulsive Disorder (OCD)
- Oppositional Defiant Disorder & Conduct Disorder
- Pathological Demand Avoidance (PDA)
- Phobias
- School Refusal
- Self-harming
- Stress
- Trauma & Post-Traumatic Stress Disorder (PTSD)



Each short course provides a basic overview of the emotional well-being issue, short-term mental health issue or psychological disorder, including causes, risk factors, signs and symptoms, and the impacts of the presenting issue or disorder, including impacts on learning and attainment. It also gives guidance on working in schools with pupils presenting with these issues and their families and presents information on treatment and support avenues available.



# Understanding the Psychological Impact Of Difficult or Traumatic Life Experiences on Children & Young People

We offer twilight training sessions on the following topic areas:

- The Psychological Impact of Abuse
- The Psychological Impact of Being Adopted
- The Psychological Impact of Caring on Young Carers
- The Psychological Impact of Domestic Violence
- The Psychological Impact of Life Transitions Faced by Children & Young People
- The Psychological Impact of Living in Care
- The Psychological Impact of Sexual Exploitation
- The Psychology of Living with a Disability
- The Psychology of Living with Chronic Illness or Disease
- The Psychology of Pain Management
- Understanding Bullying Behaviours & their Psychological Impacts
- Understanding Dysfunctional Family Dynamics & their Psychological Impacts
- Understanding Gang Culture & its Psychological Impacts

Each short course provides a basic overview of the psychological impact of these types of difficult or traumatic life experiences on children and young people and how this can further impact upon their learning and attainment. It also gives guidance on working in schools with pupils who are experiencing or have experienced these life circumstances and their families, as well as presenting information on support avenues available.





# In-House Courses for Pupils

We offer a wide range of short workshops for pupils of all ages on emotional well-being and mental health issues, psychological and behavioural disorders, coping with difficult or traumatic life issues, and positive life skills, including:

- Becoming Assertive
- Coping with Bereavement & Loss
- Coping with Bullying
- Coping with Exam Stress
- Coping with Having a Chronic Illness or Disease
- Coping with the Impact of Caring
- Coping with School Transition
- Coping with Your AD/HD
- Coping with Your ASD
- Developing a Positive Body Image
- Domestic Violence Awareness
- Drug & Alcohol Awareness
- Effective Communication Skills
- Friendship Skills
- Growing in Confidence
- Managing Your Anger
- Managing Your Anxiety
- Managing Your Low Mood
- Managing Your Pain
- Managing Your Stress
- Overcoming Relationship Difficulties
- Overcoming Self-Harm
- Positive Thinking
- Problem Solving Skills

**Please contact us  
for further  
information.**