

**CASE STUDY:** Communication Management Team (CMT) Training

**Client Sector:** Charitable Trust

**Objective:** Improve communication across internal departments

1. **Why was the training required?** The training was required because CMT needed to learn more about questioning skills to get good creative briefs for the creative teams to work from.
2. **What was the issue that needed to be addressed?** CMT needed to learn more about the subtleties of questioning and not taking the first answer that a colleague gives to a question.
3. **What were the implications of the issue?** Creative briefs weren't as good as they could be because issues/questions weren't explored as deeply as they should have been.
4. **What impact was this issue having on the team?** It was frustrating when a brief didn't work when it got to the creative teams and we'd have to go back to the drawing board because we hadn't quite got what our colleagues wanted down on paper.
5. **What training needs were identified?** That the team has different levels of questioning and negotiation skills and that it would be good to bring those skills to a consistent level across the team so that everyone can take better creative briefs.
6. **What topics were covered in the training?** Working styles, NLP, non-verbal communication.
7. **How well did the training go?** Very well – there was some great feedback from CMT and the team has all said that there was at least one thing they could take away and put into practice.
8. **What was the result of the training?** Practical suggestions for the team to work with. More confidence in taking creative briefs. A review of the creative brief questions and how they are worded.
9. **What do you consider the benefits of the training to be?** Better creative briefs will benefit the whole of Creative Services and the workflow through the department. If creative briefs are better, the work will run smoothly.



**Quotation from RSPB:** “The trainer responded excellently to the training need...good structure to training...the mix of theory and practical work struck just the right balance. Wonderful, useful course and great fun.”

*Contact us today to discuss your training needs.....*

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