



FDA Course Programme  
2007

*Birmingham  
Dublin  
London  
Manchester  
Stratford-upon-Avon*



## Foreword by Kate Sharp

Chief Executive Officer, FDA

2006 proved to be a significant year for the FDA Educational Foundation. The focus of our attention has centred around the two established programmes - the Day Course Programme and the Distance Learning Programme, and now also the continuing development of our e-Learning Programme.

In 2006 nineteen successful Day Courses were delivered, including the introduction of five new courses – Debtor Litigation, MBOs, Cashflow and Credit Management, Stock as Collateral for Lending and Syndication. These demand-led courses were delivered along side our staple offering of courses (such as Introduction to Factoring and Invoice Discounting, Fraud and Loss Prevention and Legal Aspects of Receivables Financing) and were received very well. As such, this year will see four of the five new courses included in the course programme again, as we continue to deliver relevant and specific training for the industry.

In 2006 we also delivered the first ever European Field Audit School. This course, which took place in Athens from 13th-17th March, was the result of a collaboration between the FDA, CFA and IFG and was aimed at invoice finance providers across Europe. The five-day course saw 30 delegates attending from as far a field as Australia and Russia in some cases, amongst many others from the EU. The course was so successful that we have already started to promote another joint FDA, CFA, IFG initiative, in the form of the European Field Audit and Fraud course being held on 6th-9th March 2007 in Barcelona. This intensive course will look at audit processes for a range of assets and possible fraud scenarios and we are sure will prove just as popular.

For Members that have training requirements outside of the standard Day Course programme the FDA is also happy to discuss the provision of customised, in-house training built to a Member's specific requirements. I would encourage anyone interested in finding out more about this service to contact us and ask about bespoke FDA training.

The FDA Distance Learning Programme remains with the same three-tier structure, starting with the FDA Foundation, soon to be available in our new e-learning format, FDA Certificate and then the FDA Diploma programme, comprised of Cashflow Finance, Measuring Performance and the FDA Residential Week. The FDA Residential Week, this year being held from 8th-13th July 2007, forms a part of the FDA Diploma but can also be taken as a stand-alone course by any student interested in developing their management and leadership qualities. Recent changes to the FDA Diploma registration have been made, which mean that we are now conducting only one registration period for the Cashflow Finance module of the FDA Diploma every year. Bookings for Cashflow Finance students will be taken from 1st January to 31st March each year, for students to start the course in April and take the exam that November. This change has led us to present the Diploma course now, as a whole, as a three year programme. This gives the students the ability to take one module a year, which should mean that undertaking the Diploma has become a little bit easier to manage for those studying towards it.

In January 2007 we will also be launching the Industry Risk - Road Transport and Logistics e-Learning course. This e-learning course has been in development during 2006 and is designed for staff of member companies dealing with risk. The course looks at the characteristics of the industry and identifies the potential issues involved with risk for clients in the transport sector. The course is free to all staff of member companies and is a great addition to the industry risk suite of courses that we plan to continue to deliver on an e-learning platform. Also to be launched shortly is the FDA Foundation Course on an e-learning platform. This will enable students to take the Foundation in either workbook or e-learning format and will be another exciting addition to our e-learning offering. During 2007 we also plan to continue to develop our e-Learning offering, with Industry Risk – the Printing Industry in development.

As always, I would like to take this opportunity to thank all of the Affiliate companies who put in their time and dedication into making the FDA Educational Programme such a success. And finally, I would like to welcome our new Head of Education – Alex Waterman. Alex joins the FDA team and brings with him a wealth of industry knowledge and experience. I am sure you will enjoy working with him as he continues to build upon our reputation for delivering excellent training programmes.

We look forward to continuing to deliver high quality industry specialist training courses for all staff across the FDA membership. We hope you will enjoy the 2007 programme.



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### Distance Learning Details

The FDA's Distance Learning Programme is comprised of three layers of qualifications - the FDA Foundation Course, the FDA Certificate Course and the FDA Diploma Course. The Residential Week is also a stand alone qualification.

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## Day Course Programme 2007



### COURSE CONTENT

**The topics to be covered include:**

- Role and responsibilities of Account Managers
- Internal and external customer care and service
- Advanced communication and influencing skills
- Security vs service - the 'balance'
- Negotiation techniques for Account Managers
- Selling security
- Client visits/reviews
- Fraud overview
- Personal action plans
- Financial statements

#### Date & Locations

London 2/3 May 2007  
 Presenters: Nick Hampton, HSBC Invoice Finance and Ian Lewis, RBS Invoice Finance

Maximum Number  
25

Follow-up Course  
Fraud and Loss Prevention

"Excellent course & excellent presentation. I really enjoyed it!"

## Day Course Diary Dates 2007

Date	Course Title	Location
16 January	Certificate Course - Review of Legal Aspects Module 3	London
6/9 March	European Field Audit and Fraud	Barcelona
14/15 March	Legal Aspects of Receivables Financing	Birmingham
21/22 March	Fraud and Loss Prevention	Manchester
29 March	Inventory as Collateral for Lending	London
11/12 April	Introduction to Factoring and Invoice Discounting	Birmingham
19 April	MBO's	London
2/3 May	Account Management	London
9 May	Rescue and Recovery	London
22 May	Cashflow and Credit Management	London
13/14 June	Introduction to Factoring and Invoice Discounting	Manchester
27 June	Certificate Course - Review of Legal Aspects Module 3	London
26/27 September	Fraud and Loss Prevention	Birmingham
4 October	Syndication	London
17/18 October	Introduction to Factoring and Invoice Discounting	London
13/14 November	Legal Aspects of Receivable Financing	Manchester

Please note you can now book students on-line on all FDA courses by visiting [www.thefda.org.uk/publicdb/select\\_event.asp](http://www.thefda.org.uk/publicdb/select_event.asp)

## Account Management

### Who Should Attend?

This workshop is aimed at existing Client Managers and those who are involved in monitoring and managing clients on a day-to-day basis. Delegates attending should have no more than 12 months experience in the role. The course would also benefit Senior Controllers and Administrators who are becoming involved with the Account Management function.

### What Students Will Learn

The course will focus on the demands of the Account Manager's role, how to approach clients and how to balance both service and security issues.

### Duration

2 days

### Cost

£475 per person  
 (Please note that VAT is not applicable on FDA Educational Foundation courses).

"Good course for all Account Managers."





## Cashflow & Credit Management

### Who Should Attend?

The course is aimed at Client Managers, Risk and Operations Managers and new and existing sales staff. The course is appropriate at all levels from new to senior staff.

### What Students Will Learn

#### Credit Management approach to:

- Taking on of new clients
- Meeting client expectations
- Maximising client retention
- Collection strategies
- Different sector approach
- What to expect
- Collect outs and fees

## COURSE CONTENT

### The topics to be covered also include:

- Managing new clients at the take-on stage
- Understanding the business' financial position
- Dealing with changes in client lifecycles

### Cashflow Management:

- Construction of the model
- Link to accounts and actual position
- Understanding the business
- Effect on invoice finance facility
- Cash spikes, timing issues
- Practical application and using the model to manage the client so that forward decisions can be made

### Duration

1 day

### Cost

£325 per person  
(Please note that VAT is not applicable on FDA Educational Foundation courses).

### Date & Location

London 22nd May 2007  
Presenters: Menzies Corporate Restructuring & Active Receivables Management

## Day Course Programme 2007



## Certificate Course - Review of Legal Aspects Module 3

### Who Should Attend?

This one-day course is aimed at students who are studying for the Certificate course. The course will assist delegates in preparing for the Certificate exam by providing them with additional learning support material. Delegates attending the course should be studying for the FDA Certificate and embarking on taking the certificate examination.

### Duration

1 day

### Cost

£50 per person  
(Please note that VAT is not applicable on FDA Educational Foundation courses).

### What Students Will Learn

#### The course will cover:

- Business structures
- Basic law of contract
- Factoring and invoice discounting agreements
- Assignment of debts
- Notices of assignments
- Bans on assignment
- Reservation of title clauses
- Guarantees and indemnities
- Master agreement terms
- Fixed and floating charges including
  - Enterprise Act
  - Spectrum Plus case
- Data protection and money laundering procedures

## COURSE CONTENT

### The topics to be covered also include:

- Finance agreements
- Debtor litigation

Sessions will include syndicate break-outs and an opportunity for delegates to act as jurors. In addition there will be an opportunity to look at some previous exam questions.

The course will assist students to build their knowledge, skills and understanding of the legal issues that affect the day-to-day running of the industry.

### Dates & Locations

London	16th January 2007
London	27th June 2007
Presenter: Edward Wilde	



## Fraud & Loss Prevention

### Who Should Attend?

Client Managers, Account Managers, Audit Managers and other staff directly involved in dealing with clients with at least 2 years industry experience.

### What Students Will Learn

- The early warning signs of fraud
- Typical client management tools
- Crisis management tools
- Using internal and external resources
- Supportive client management and crisis management
- Recognising and dealing with deliberate frauds
- Maximising recoveries at minimum cost and disruption

### Duration

2 days

### Cost

£475 per person  
(Please note that VAT is not applicable on FDA Educational Foundation courses).

## COURSE CONTENT

The course involves a mixture of presentations, case studies and panel discussions and covers:

- How to maximise recoveries
- Knowing and understanding clients and their risk profile
- Learning and applying the rules of the game
- Confronting the situation
- Legal remedies and liaison with police, accountants and other external agencies

"I enjoyed the course very much. Plenty of areas to concentrate on. Big eye opener."

### Dates & Locations

Manchester 21/22 March 2007

Presenters: Bermans

Birmingham 26/27 September 2007

Presenters: DLA Piper

### Maximum Number

25

### Follow-up Courses

Rescue & Recovery Options

Legal Aspects of Receivables Financing & Asset Based Lending

"An excellent course which I would recommend; very professional, friendly and well executed."

"Very enjoyable and informative, there are a number of learning and action points I will take back with me."

## Day Course Programme 2007



## Introduction to Factoring & Invoice Discounting

### Who Should Attend?

This course is suitable for new and recent entrants to the industry, and is appropriate for staff employed at all levels within the industry, with less than 12 months industry experience.

### What Students Will Learn

The course will help delegates to broaden their understanding and awareness of industry activities and issues. The course will cover the invoice financing process and focus on the general operating procedures.

### Duration

2 days

### Cost

£475 per person  
(Please note that VAT is not applicable on FDA Educational Foundation courses).

### Dates & Locations

Birmingham 11/12 April 2007

Presenters: Wragge & Co.

Manchester 13/14 June 2007

Presenters: PWC

London 17/18 October 2007

Presenters: Jones Day

In addition there will be presenters made up of Industry Directors and Senior Managers all of whom are very experienced in their particular subject.

### Maximum Number

25

## COURSE CONTENT

The topics to be covered include:

### How the industry works:

- Framework & brief history of the industry
- Definitions of factoring and invoice discounting
- Why a business needs working capital?

### What do we know about the market:

- Who do we market to?
- What is our market?
- Who are our competitors?

### How to look after your clients:

- The Account Manager's role
- Relationship management

### Why Audit:

- What is the purpose of the Audit?
- How do you Audit?
- The Audit

### Other Asset Based Lending:

- Inventory Lending
- Advances against plant, machinery and property
- Issues to be aware of with asset based lending

### How not to lose money:

- What is fraud?
- How do you spot it?
- Fraud prevention

### Follow-up Courses

Fraud & Loss Prevention  
Rescue & Recovery Options  
Legal Aspects of Receivables Financing & Asset Based Lending

"Very informative, well worth attending."



## Inventory as Collateral for Lending

"Very useful course, I would thoroughly recommend it."

"Good pace and a lot of new information."

### COURSE CONTENT

#### The topics to be covered also include:

- The relationship between invoice discounting and inventory lending
- Collateral Management
- Identifying the risks involved in inventory collateral

#### Who Should Attend:

The course is aimed at New Business Development, Risk and Underwriting and Client and Portfolio Managers who are engaged in, or who are considering, inventory lending.

#### What Students Will Learn

- How to identify new business opportunities
- Where the risks are and how can they be managed
- Managing the collateral
- The risks and benefits of different types of inventory
- Inventory appraisal and availability
- The importance of managing the inventory
- The impact of insolvency
- The exit options
- Case studies and break out discussion groups

#### Duration

1 day

#### Cost

£325 per person  
(Please note that VAT is not applicable on FDA Educational Foundation courses).

#### Date & Location

London 29th March 2007  
Presenter: Tim Chapman,  
GoIndustry Henry Butcher and  
Alan Couzins, RBS Invoice Finance

## Day Course Programme 2007



## Legal Aspects of Receivables Financing & Asset Based Lending

#### Who Should Attend?

The course will benefit those involved in new business or operations who wish to develop their existing knowledge of the law affecting the operation of receivables financing and asset based lending facilities.

It is important that all delegates attending have a basic understanding of the law that affects the industry.

#### What Students Will Learn

The course will help delegates broaden and develop their understanding of the law affecting the receivables financing industry.

#### Duration

2 days

#### Cost

£475 per person  
(Please note that VAT is not applicable on FDA Educational Foundation courses).

#### Dates & Locations

Birmingham 14/15 March 2007  
Presenters: DLA Piper

Manchester 13/14 November 2007  
Presenters: Bermans

"The course was excellent, very informative and well organised."

### COURSE CONTENT

#### The topics to be covered include:

#### The legal and practical implications of terms contained in:

- Receivables financing agreements
- Fixed and floating charges
- Guarantees and indemnities
- Deeds of priority
- Waivers

#### Important issues to be considered when financing

- Stock, plant and machinery
- The importation/export of goods
- MBOs/MBIs
- Clients located in foreign jurisdictions
- Debts due from customers located in foreign jurisdictions

#### How in practice the rules relating to set off affect the financing of receivables

#### Successful claims recovery - rebutting defences commonly served by debtors and guarantors

#### Reacting to the insolvency of clients:

- Funding insolvent clients
- Exercising 'related rights'
- Pursuing and rebutting reservation of title claims
- Appointing Receivers and Administrators
- The implications of the Insolvency Act 2000 and the Enterprise Act

#### Current issues affecting the receivables financing industry

- Recent cases
- New and forthcoming legislation

#### Maximum Number

25

#### Follow-up Course

Fraud & Loss Prevention



## MBOs, Financing Company Acquisitions - Asset and Share Acquisitions

### Who Should Attend?

Business Development/Underwriting, and Credit and Risk personnel with a minimum of 2 years industry experience.

### What Students Will Learn

- Management buy out
- Management buy in
- Acquisition by an existing client
- Financial assistance and the whitewash procedure
  - What constitutes financial assistance
  - When it arises
  - What is the whitewash procedure
  - Penalties for non-compliance
  - Legal requirements
- Acquisition agreements and disclosure letter
- Funding "acquired debts"
- The seller
  - Understanding commercial objectives
  - Deferred consideration
  - Security
- Third party security
- Managing your client's expectations
- Dealing with an introducer

## COURSE CONTENT

### The topics to be covered also include:

- What is an MBO/MBI?
- Financial assistance
- Managing clients' expectations

### Duration

1 day

### Cost

£325 per person  
(Please note that VAT is not applicable on FDA Educational Foundation courses).

### Date & Location

London 19th April 2007  
Presenters: Hammonds

"A excellent course and a great opportunity to meet other industry professionals."

"Generally a very enjoyable course."

"Financial assistance presentation was good - well pitched and presented."



## Day Course Programme 2007



## COURSE CONTENT

### The topics to be covered include:

- Warning signs
- Definition and types of insolvency
- Roles, duties and powers of Insolvency Practitioners
- Creditors' "pecking order"
- Security documentation
- Administrations vs administrative receivership

"After 32 years in banking, I can still learn new information. Hand outs were excellent."

### Duration

1 day

### Cost

£325 per person  
(Please note that VAT is not applicable on FDA Educational Foundation courses).

### Date & Location

London 9th May 2007  
Presenters: Grant Thornton

### Maximum Number

25

### Follow-up Courses

Fraud & Loss Prevention  
Legal Aspects of Receivables  
Financing & Asset Based Lending

## Rescue & Recovery Options

### Who Should Attend?

This one-day course is suitable for those who have responsibility for making day-to-day funding decisions on client facilities and those who wish to develop their knowledge and use of Corporate Insolvency procedures and Insolvency Law.

This course is aimed at anyone working in Risk, Auditing, Operations, Underwriting or Account Management, with at least 2 years industry experience.

### What Students Will Learn

This course is designed to help delegates explore recovery opportunities and also provide an understanding of corporate insolvency procedures including the new provisions of the Enterprise Act 2002.

"Very good course. Excellent speakers... Great hand-outs. Very inter-active. Overall ★★★★★ (five stars)"

"A very good and informative course with good content and it achieved all my objectives as per my pre-course assessment. Trainers were very good and made you think about different scenarios."



## Syndication

### Who Should Attend?

The course is aimed at Directors and Senior Managers of companies thinking about entering into syndicated deals, and Business Development/Underwriting, Credit and Risk personnel.

### What Students Will Learn

- ABL market pressures
- Route to the market
  - Credit
  - Pricing
  - Ambition
- Barriers to the market
  - Experience
  - Skills
  - Pricing
  - Lack of standardised documentation
  - Policies and protocol
- Sub-participation vs syndicated loan structure
  - Single purchaser or several rights
  - Set-off
  - Relationship with 'borrower'
  - Decision making
  - Pro rata sharing
  - Agent responsibilities
  - Security trustees
  - Relationship between 'lenders'
- Standardised approach
  - Documentation
  - Lead role
  - Portfolio reporting
  - Delegation
  - Majority lender decisions
  - Daily involvement
  - Legal opinions
  - Exit strategy

"An excellent course that met my objectives and has given me a quantum leap jump in understanding this area of the business. Thanks."

"A very worthwhile course. Despite a dry topic, presented in a very interesting way that kept everyone's attention."

"A worthwhile investment of my time."

## COURSE CONTENT

### The topics to be covered also include:

- A History of the Market
- Syndicated loan structure
- Legal documentation

### Duration

1 day

### Cost

£325 per person  
(Please note that VAT is not applicable on FDA Educational Foundation courses).

### Date & Location

London 4th October 2007  
Presenters: Hammonds

## Day Course Programme 2007



## Trainer Profiles

### Bernard Barrett, Bermans

Bernard is recognised as one of Britain's leading authorities on the law as it applies to the factoring and invoice discounting industry. He first came into contact with the industry in the 70s, then in its infancy. Since then his understanding of key issues has helped shape factoring and invoice discounting law. Bernard is a regular presenter on FDA courses and his lectures are well regarded throughout the industry.

### Jon Bew, Hammonds

Jon is a partner in Hammonds' Corporate Strategy and Finance practice working out of its London and Birmingham offices. His particular expertise covers the drafting of standard funding and security documentation for both receivables finance and full asset based lending, advice on acquisition finance and pan-European structures. In addition, Jon advises on pan-European vendor finance programmes, including in relation to distributors' and dealers' inventory and receivables.

### Simon Boon, DLA Piper

A Founding Partner of niche receivables financing firm Wildes in 1983, Simon became the Senior Partner of the firm in June 1998. Simon joined DLA as a Partner in DLA's Banking and Finance Litigation Group in November 2001. Simon is a leading UK expert in receivables financing - specialising in the recovery of monies for asset based lending, factoring and discounting companies. He has been advising receivables financing companies for over 20 years. Simon is a regular contributor to Business Money, a magazine published monthly which focuses on finance and banking for businesses, and was recently awarded FDA Lecturer of the Year 2004.

### Tim Chapman FRICS, Henry Butcher GoIndustry

Tim is the Head of Lender and Advisory Services at Henry Butcher GoIndustry. Inventory has become an increasingly important component of asset based lending and Henry Butcher has been at the forefront of providing appraisal services in this sector. In the last 15 years Tim has undertaken numerous global assignments including the first auction undertaken in Korea, the first bankruptcy auction in Albania and the world's most northerly auction in the Arctic Circle in Norway. Since 1996 he has been specialising in lender advisory services. Tim presented 'Machinery and Equipment as Collateral' at the FDA Conference in Dublin in 1999 and has provided many internal Machinery, Equipment and Inventory training workshops for FDA Members.

### Murray Chisholm, HSBC Invoice Finance

Murray is the Divisional Manager for the Southern Division of HSBC Invoice Finance. Murray moved to HSBC in December 2005. Prior to this position he was the Sales Director of Fortis Commercial Finance Ltd. Murray has 24 years' experience in the factoring industry with 5 initial years with HSBC, followed by Lloyds TSB Commercial Finance for 11 years and TSB Factors for 3 years. Murray has considerable experience in operations, client management and sales and marketing.

### Alan Couzins, RBS Invoice Finance

Currently a Director of Origination - Major Corporate Team, Alan is responsible for structuring Asset Based Lending and Syndication transactions for RBS Invoice Finance. Alan was previously at Kroll in their Corporate Advisory & Restructuring Group. Alan has 22 years' experience in every operational area of the factoring, invoice discounting and asset-based lending industry. Prior to joining Kroll Alan held senior portfolio management positions within GE Commercial Finance, GMAC Commercial Finance, Bank of America and International Factors. He was also recently awarded FDA Best Newcomer Lecturer for 2004.

### Leighton Dowding, GMAC Commercial Finance

Leighton Dowding has worked in the Audit Department for GMAC Commercial Finance Plc for over 3 years. Leighton's role as an Auditor has involved assessment of all types of facilities including Asset Based Lending and Multi-Jurisdiction deals. Prior to joining GMAC as an Auditor, Leighton had over 10 years' experience in a Credit Management environment.

### Sue Duckett, Bibby

Sue Duckett started in the factoring industry in 1995 with Kellock Ltd in Reading as their Manager's Assistant. She left in 2001 and joined Bibby Factors Slough Ltd as a Senior Client Manager. There she was responsible for managing two teams, training, risk analysis, building relationships with introducers, problem solving, introducing and maintaining of processes. In 2004 she was offered a secondment as Operations Manager in Bristol, which she took up and was then asked to return to Slough as Operations Manager to build a new team taking on 150 clients, following Bibby's restructure programme. She had an active part in the migration of clients, maintaining client attrition to the expected levels and building a great team, without losing sight of client service.



#### Tony Flynn, Grant Thornton

Tony Flynn is a Director with Grant Thornton in their London Recovery and Reorganisation Services Department where he has national responsibility for the factoring, discounting and asset based lending industry. Tony is a Chartered Accountant and Licensed Insolvency Practitioner with over 15 years' experience in advisory and insolvency work. He has specialised in recovery, reorganisation and investigation work since 1990 and has extensive experience of mid-corporate assignments including business and pre-lending reviews, the sale of businesses in distressed situations and administrations and receiverships.

#### Nick Hampton, HSBC Invoice Finance

Nick Hampton is the Change Implementation Manager at HSBC Invoice Finance and assists the Client Management Unit in the initiation of business changes, and manages their implementation through a network of managers. Nick has spent over 17 years at HSBC Invoice Finance and during this time has held a number of positions gaining experience in Debtor Credit, Audit, Surveying, Account Management, Client Credit and managing a team of Account Managers. Nick is a graduate of the Institute of Credit Management and holds a Diploma in Financial Services Management. He has also achieved distinctions on the FDA Certificate and the FDA Diploma courses and was the UK top student on the Certificate course in his year.

#### James Hodkinson, RBS Invoice Finance

James Hodkinson is the Head of Client Services for the North-west region of RBS Invoice Finance. James has worked at RBS Invoice Finance for over 9 years having previously fulfilled various roles within commercial banking at Barclays for 7 years. As Head of Client Services his team of 30 staff manage a portfolio of 700 clients with funds out of over £180 million. His day-to-day responsibilities include client service, risk management, income generation and underwriting of new business. As part of his development he has attained the FDA Certificate and Diploma, achieving the top mark for the Asset Based Working Capital Finance paper in 2001.

#### Lindsay Hosking, GMAC Commercial Finance

After completing a mathematics degree at Warwick University, Lindsay trained as a Chartered Accountant at Baker Tilly in Birmingham. During this time, Lindsay was involved in the audit and preparation of statutory financial statements for a range of clients. Lindsay qualified as a Chartered Accountant in 2002, and joined GMAC Commercial Finance Audit Department in September 2003. Her role at GMAC has involved recurring audit and survey work, and has covered a broad spectrum of clients and facilities. These include factoring, invoice discounting and asset based lending deals, with audit work covering plant and machinery and inventory as well as AR.

#### David Kelsey, KBC Business Capital

David is the Risk & Operations Director for KBC Business Capital, the newly established asset based lending division of KBC Bank NV. David now has in excess of 17 years experience of asset based lending within the UK having worked for a number of senior players in the industry. His experience covers underwriting, portfolio management, business analysis, operations and workouts and in his new role he is tasked with building the risk infrastructure for KBC Business Capital. David was awarded the FDA Best Newcomer Lecturer in 2003 and has twice since been nominated for further awards.

#### Paula Laird, Wragge & Co

Paula joined Wragge & Co in May 2001 from Lloyds TSB Asset Finance Division where she was head of legal services. She has over 12 years' experience in asset finance including finance and operating leasing, receivables financing, PFI and securitisation. She has worked for lenders and major corporate clients in structuring and advising on multi-million pound asset and receivables finance transactions. She regularly participates in industry forums with the FLA and FDA. Paula qualified in 1991.

#### Ian Lewis, RBS Invoice Finance

Ian Lewis is Head of Client Relations of RBS Invoice Finance for the Retail Sector in the north of England. He joined RBS Invoice Finance as a Relationship Manager in 1994 after 17 years in International and Corporate Banking with Standard Chartered Bank. In 2001 he became a Senior Corporate Manager, managing the relationships with large corporate clients and listed Plc's. Turnover for these clients could exceed £100m with funding packages being in excess of £10m and the facilities committed for a number of years. In 2002 he moved to RBS Invoice Finance in Manchester as a Regional Manager, where he managed a team of 6 Relationship Managers and was responsible for client service, risk issues, income generation and staff development. In 2004 he took up the role of Head of Client Relations for the Retail Sector in the north of England managing a team of 12 staff responsible for over 600 clients. Ian became an Associate of the Chartered Institute of Bankers in 1993 and has also passed the FDA's Certificate and Diploma qualifications.

#### Patrick Molloy, Matheson Ormsby Prentice

Patrick is a Partner in the Banking and Financial Services Department at Matheson Ormsby Prentice. He specialises in banking, structured finance and securitisation transactions and provides regulatory advice to banks and other financial services institutions. Patrick acts for a wide range of Irish and international financial institutions in relation to banking and structured finance transactions including syndicated loans, acquisition financings, securitisations, note and commercial paper issues, restructurings and leasing transactions.

#### Frank Nowlan, Matheson Ormsby Prentice

Frank is a Partner in the Commercial Litigation and Dispute Resolution Department at Matheson Ormsby Prentice. He heads the firm's Debt Recovery group. Frank's practice, including a team of 15 solicitors and paralegals, involves advising on the control and management of debt and its recovery. He advises on enforcement of payment rights under contracts such as banking, building, consumer loan, asset finance and property transactions through litigation, arbitration and mediation. He also has detailed knowledge of factoring and invoice discounting, setting up lending arrangements (particularly in relation to lending to the consumer), international and domestic enforcement of contracts and judgements, white-collar crime (including commercial fraud and money laundering) and asset tracing and recovery.

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#### Tony O'Grady, Matheson Ormsby Prentice

Tony is a Partner in the Commercial Litigation and Dispute Resolution Department and is a senior member of the Corporate Restructuring and Insolvency Law Group at Matheson Ormsby Prentice. He advises on all aspects of corporate restructuring and insolvency law matters and represents numerous financial institutions, public and private companies and insolvency office-holders. Tony is also recommended by international legal directories as one of Ireland's leading restructuring and insolvency lawyers, see the European Legal 500 2004.

#### Sion Richards, Jones Day

Sion trained at Cole & Cole Solicitors in Oxford joining the Commercial Litigation Department in Reading in 1996. He qualified in September 1996 and joined Gouldens (now Jones Day) in January 2000. Sion manages the Jones Day Litigation Department. He specialises in commercial fraud and in recovery and enforcement proceedings on behalf of factors, invoice discounters and asset based lenders generally. Sion has vast experience of advising in recovery situations, including, contractual debt claims, guarantor and indemnifier actions, warranty claims and tortious claims. He also lectures extensively to clients on prevention of commercial fraud and the recovery process.

#### Peter Sinnott, Bermans

Peter is the in-house counsel at Bermans. With a Masters from Cambridge and various academic prizes, he has become one of the most talented lawyers in Britain. He writes regular articles on his areas of speciality: factoring and invoice discounting and finance leasing, and lectures both at the Institute of Directors and the local university. He has over 15 years' experience of taking complex and difficult cases to court and advising on the finer points of documentation.

#### Andrew Stoneman, Menzies Corporate Restructuring

A founding partner of Menzies Corporate Restructuring, Andrew Stoneman is a corporate recovery and turnaround specialist with more than 15 years' experience. He has worked on assignments for all the major clearing banks, asset based lenders, factoring companies and many international law firms and developed strong relationships with lenders and professional advisers for the quality of his work. In 2001, 'The Lawyer' magazine cited Andrew as one of the top 10 "up and coming" corporate recovery professionals in the UK.

Having undertaken a broad range of assignments, Andrew's main focus areas are corporate turnaround and investigations. Andrew has gained a strong reputation for his work with asset based lenders and factoring companies. His work with factoring companies has involved numerous forensic assignments and providing evidence in Court. Andrew is chairman of the Moores Rowland International UK Business Recovery Group, an Associate of Chartered Accountants, a member of the British Association of Hotel Accountants and a licensed UK Insolvency Practitioner.

#### Pat James, RDM Factors

Pat is Litigation Manager for RDM Factors Ltd. Having previously worked for Barclays Bank, Pat has now worked for RDM for the past 8 years. Her present role includes dealing with collect out situations and guarantor actions. Her knowledge and experience gained in these areas is passed on during the training that Pat undertakes with RDM staff. Pat was also recently awarded FDA Best Newcomer Lecturer 2005.

#### Andrew Watson, Hammonds

Andrew Watson is Head of the ABL Commercial Team at Hammonds. He specialises in factoring and invoice discounting, receivables financing agreements, syndicated participation, secured and unsecured lending (consumer and corporate), asset-based lending, refinancing, asset recovery and security documentation. He also deals regularly with product service and development projects.

#### Edward Wilde, Hammonds

Edward Wilde is an English Solicitor with over 30 years' experience of advising factoring and other asset based finance companies. He is a senior member of the Finance Law Team at Hammonds law firm in London. For many years, apart from being Senior Partner of Wildes, he was also a partner in a New York law firm responsible for European matters. Among his present appointments he is Company Secretary of and Honorary Legal Adviser to the Factors and Discounters Association. As a Governor of the Association's Educational Foundation he plays an active part in their training activities for all levels of staff. He is a member of the FDA's Legal and Technical Forum which keeps under review future developments affecting the Industry. He also sits on the Legal Committee of the worldwide International Factors Group in Brussels. Edward has also recently contributed to the new Cashflow Finance book, which is part of the FDA Diploma. This is the workbook for the FDA's Diploma course.

#### Chris Willison, Hammonds

Chris is a Partner in the Finance Law practice of Hammonds based in their London offices. His particular expertise covers advising on contentious and non-contentious aspects of asset based lending, receivables financing, trade financing and banking. On the contentious side, Chris specialises in asset recovery following fraud, obtaining and enforcing injunctive relief. On the non-contentious side, his specialisms include advising on facility documentation, syndicated lending transactions and Data Protection Act compliance.

#### Edward Winterton, Bibby Factors Manchester

Edward Winterton is Head of Operations at Bibby Factors Manchester. Edward has worked for the Bibby Group of Factors for the past 8 years both in the Operations arena and as a Regional Sales Manager. As Head of Operations he has been actively involved in setting up a new business unit in Manchester, handling aspects including underwriting, risk and client management. As part of his development he has attained the FDA Certificate and Diploma.



## FDA Distance Learning Programme

### Foundation Course

The Foundation Course is the First Level of the FDA's Distance Learning Programme

#### Content

The FDA Foundation Course provides an overview of the invoice financing industry including a brief history of the industry, the products, the benefits to clients and the methods that the industry uses to finance its clients whilst protecting its investment. It is designed to assist staff to obtain a general understanding of the workings of the industry together with an increased awareness of clients' expectations and issues.

#### Level

This e-learning course is suitable for recent entrants to the industry and support staff who may wish to learn more about the industry in which they work. There are no specific entry requirements, and the course can be taken anywhere that the student has access to the internet.

#### Assessment

Having completed and been assessed on each module of the course, the student undertakes a final electronic examination covering the first 4 modules. Papers will be graded 'pass', 'credit' or 'distinction' and successful students will receive an FDA Foundation Certificate.

#### Study Time

The modules are designed to be completed within a period of 3 months. Depending on your knowledge and experience it is estimated that each module will take between 3 and 7 hours work to complete and it should be possible to finish each one, including the assessment, within 4 weeks.

#### Cost

**e-Learning version**  
£220 per person

**Workbook version**  
£240 per person

Please note that VAT is not applicable for FDA Educational Foundation courses.

*(Payable to the FDA Educational Foundation upon registration).*

#### Registration Details

Registrations for the FDA Foundation are taken throughout the year. Enrolment to the course is made by either contacting the Training Manager in your organisation or by applying directly to the FDA.

On-line bookings can also be made by visiting - [www.thefda.org.uk/publicdb/select\\_event.asp](http://www.thefda.org.uk/publicdb/select_event.asp)

## Foundation Course



### COURSE STRUCTURE

The course is comprised of 5 modules which students complete with the guidance of a coach, usually their line manager or another experienced member of their organisation. The activities are designed to encourage the student to learn more about their own organisation as well as the industry in general.

**The course consists of 5 modules:**

#### Module 1 – The Development of Invoice Finance

At the end of this module students will be able to –

- Describe the development of their own organisation in the context of the invoice finance industry as a whole
- Identify the different types of invoice financing available
- Describe the products their company offers

#### Module 2 – Why Companies use Invoice Finance

At the end of this module students will be able to –

- Recognise the different financing options for a company
- Describe the security your company uses and in what circumstances
- Explain why a company needs funding
- Calculate the cost of invoice financing to a given company
- Describe how your company finds and serves its own clients

#### Module 3 – Assessing the prospective client and the take-on process

At the end of this module students will be able to –

- Recognise some of the considerations when deciding the suitability of potential clients
- List the facts which an invoice financier establishes about the nature of a client's business before offering a facility
- Reproduce the process by which an offer to finance is made within your company
- Describe the take-on process for a new client

#### Module 4 – Managing the Client

At the end of this module students will be able to –

- Illustrate how the invoice financier views a sales ledger and determines how much they are prepared to advance to the client
- Explain the significance of debt verification
- Describe how the invoice financier monitors the client
- Recognise the different reasons that cause an invoice to be unapproved and the impact this has on a client's facility
- Identify different types of retentions
- Calculate client availability

#### Module 5 – Asset Based Lending

At the end of this module students will be able to –

- Explain the different types of retentions that may be held on a stock finance facility
- Describe the forms of security that a lender may take to support an asset based facility
- Demonstrate the difference between invoice finance and asset based lending
- Explain the fee charging system for such facilities

## FDA Distance Learning Programme

### Certificate Course

#### A 12 Month Self-Study Distance Learning Programme

The FDA Certificate Course is the second level of the FDA's 3-Step Distance Learning Programme. It is a natural continuation from the FDA Foundation Course, provides a solid base for the FDA Diploma Programme, and is a professional qualification in its own right.

#### Content

The Certificate looks in detail at the management and control of invoice financing and provides an introduction into other asset based finance products. As a course of study, it is aimed to help students build their skills, knowledge and understanding of the industry.

#### Level

The course is primarily aimed at those students operating at supervisory level, Client Managers, Operations Managers, Auditors (or a similar level in their organisation) but is equally suitable for anyone wishing to gain a deeper knowledge of the invoice finance industry. It is significantly more detailed and requires students to have a greater capacity for learning than the Foundation Course.

## COURSE STRUCTURE

There are 3 modules consisting of the following:

#### Module 1 - Product History

On completion of the module students should have a detailed understanding of:

- The history of invoice finance
- Invoice finance products available in the market
- International invoice finance products

Students should also have gained an introductory level of:

- Other asset based finance products

#### Module 2 - Processes and Management

On completion of the module students should have a detailed understanding of:

- The concepts of marketing and sales
- The new business visit and survey
- Industry-specific risk areas
- Invoice finance pricing
- Client management
- Auditing
- Invoice finance fraud and risk
- Client termination

#### Module 3 - Technical and Legal Aspects

On completion of the module students should have a detailed understanding of:

- Various business structures
- Basic law of contract
- Legal aspects of invoice finance
- Insolvency
- Debtor litigation
- Financial analysis techniques used in invoice financing

\* Please note that a new day course has been designed to assist students with this module of the Certificate Course. For more information see page 7 of this brochure.

## Certificate Course



#### Assessment

At the end of each section within a module there are review questions and actions. These largely require the student to investigate their own company's procedures and practices. These are for discussion within the student's organisation and are not assessed by the FDA Educational Foundation.

At pre-determined intervals the student will be sent an assignment based on each of the modules, 3 assignments in total. These will require completion within a month and will be returned to the FDA for assessment. The assignments will attract a mark of 'fail', 'pass', 'credit' or 'distinction', and only those students who pass will be able to continue on to the next module. The assignments will take the form of questions on various topics included in the module.

**The grades awarded for these assignments will, in total, make up 40% of the overall grade for the Certificate Course.**

There will be the opportunity to re-take the assignments, but only students who have completed all 3 assignments with a mark of 'pass' or greater will be able to take the examination.

The examination will take place at the end of the year and will make up 60% of the marks required to pass the Certificate course. The examination will carry a 50% pass mark and will be based on the content of the Certificate course work book. Papers will be graded 'fail', 'pass', 'credit' or 'distinction.' Students passing the whole course will receive an FDA certificate.

#### Study Time

This is dependent upon the student's level of industry experience and knowledge. The maximum commitment is expected to be 5 to 6 hours of study time per week.

#### Cost

£625 per person

This is payable on registration. Please note that VAT is not applicable for FDA Educational Foundation courses and that there is an additional £100 administration fee for examination and course deferrals.

#### Registration Deadlines

There are 2 registrations held annually:

1 April - 31 May

1 October - 30 November

To enrol please contact the Training Manager in your organisation or your line manager, or ask the FDA for a Booking Form.

Registrations can also be made through the FDA website at -

[www.thefda.org.uk/publicdb/select\\_event.asp](http://www.thefda.org.uk/publicdb/select_event.asp)

## Assignment Schedule

Assignment No.	November Registration			May Registration		
	Sent to student date	Returned by student no later than	Marked and returned by FDA by	Sent to student date	Returned by student no later than	Marked and returned by FDA by
One	1 Feb	28 Feb	31 Mar	1 Aug	31 Aug	30 Sep
Two	1 May	31 May	30 Jun	1 Nov	30 Nov	31 Dec
Three	1 Aug	31 Aug	30 Sep	1 Feb	28 Feb	31 Mar



## Residential Week



# FDA Distance Learning Programme

## Residential Week

Sunday 1<sup>st</sup> July - Friday 6<sup>th</sup> July, 2007  
Ettington Chase, Stratford-upon-Avon

The FDA Residential Week course is part of the FDA Diploma, but also operates as a stand-alone assessment centre focussing on personal and professional development in the areas of inter-personal and management skills.

### Who Should Attend?

The course is aimed at those individuals looking to progress into a management role or new to a management role. Client Managers, Account Managers and Operations Managers would benefit greatly.

### Registration Details

The Residential Week will be held from 1<sup>st</sup> - 6<sup>th</sup> July 2007 in Ettington Chase, Stratford-Upon-Avon. The last date for registration for the course is 31<sup>st</sup> May 2007, and bookings can be made on-line by visiting - [www.thefda.org.uk/publicdb/select\\_event.asp](http://www.thefda.org.uk/publicdb/select_event.asp)

Prior to their arrival students will be sent full joining instructions.

### Entry Requirements

Whilst the course has been specifically designed for FDA Diploma students the Residential Week is open to other member employees and is an excellent development programme in it's own right.

Employees who wish to develop their management and leadership skills but are not taking the FDA Diploma are encouraged to discuss opportunities for inclusion on the course with their Line Manager or contact the FDA directly.

### Assessment

The Residential Week is assessed at the time of attendance. Throughout the week students are assessed as they deal with the issues that are presented, against a defined set of behavioural skills, with the collective records from all assessors forming their overall results. Skills tested are: assertiveness, communication, decision-making, innovation, leadership, motivation, negotiation, organisation and reasoning. The assessors who are present for the entire week view all students to ensure a fair and reasonable result is achieved.

Once students have completed the Residential Week, they (and their employers) will be notified of the mark awarded and they will receive feedback from the assessors to assist in planning their personal development. This will involve the students attending a feedback session at a pre-determined location and time, to be advised during the week.

### Duration

5 days

### Cost

£2,150 per person

Please note that the cost includes all accommodation and meals. VAT is not applicable on FDA Educational Foundation courses.

*(Payable on registration to the FDA Educational Foundation).*

### Maximum Number

30



## COURSE STRUCTURE

The course lasts for a week and is made up of two elements, the Business Simulation Exercise and Management Exercises.

### Business Simulation Exercise

The Business Simulation Exercise gives students an opportunity, working in a team, to direct and manage an invoice finance company. It encourages students to operate in a truly competitive environment where good business management, well thought out ideas, and innovative approaches are reflected in their achievements. Throughout the week decisions taken will impact on their results, encouraging students to gain a wider understanding of current industry issues. This simulation model has been developed specifically for the FDA to include as many of the issues that face the industry as possible. The team environment also encourages the exchange of ideas in addition to allowing students to develop a wider understanding of how the various areas of control impact on each other.

### Management Exercises

The Residential Week is interspersed with a number of Management Exercises, which are both team and individually based.



## Diploma Course



## FDA Distance Learning Programme

### Diploma Course

Two Distance Learning Modules and a Residential Week within a Three Year Programme

#### Content

The FDA Diploma is the third step of the FDA's Distance Learning Programme and is a recognised academic qualification equivalent to a first year UK Degree. It focuses on the asset based finance industry and is designed to lay the foundations for a successful career in management.

#### Level

The course is primarily aimed at students, operating at Manager level and above, within their organisation.

#### Assessment

For each of the modules students will receive a comprehensive work book and study guide. Assignments will be set during the study period for students to submit for assessment. At the end of the study period students sit a formal examination.

The Residential Week is assessed at the time of attendance and this year it is being held on 1st - 6th July 2007.

To achieve the FDA Diploma students are required to pass all three elements. Successful students passing the whole course will be awarded a 'pass', 'credit' or 'distinction' and students will be able to use the designatory letters 'Dip. FDA'.

For more information on the FDA Diploma please visit - [www.thefda.org.uk/education/diplomaCourse.asp](http://www.thefda.org.uk/education/diplomaCourse.asp)

#### Study Time

Each of the modules is designed to cover a 20 week study plan assuming a study time of approximately 6 hours per week.

#### Cost

Cashflow Finance	£645
Measuring Performance	
<i>(Please contact the ifs for prices)</i>	
Residential Week	£2,150
<i>(Please note that VAT is not applicable on any FDA Educational Foundation courses.)</i>	

#### Registration Details

##### Cashflow Finance

Registration by 31st March for examination in November.

##### Measuring Performance

Registration should be made direct with the ifs at [www.ifslearning.com/qualifications/register.cfm](http://www.ifslearning.com/qualifications/register.cfm)

The measuring performance is part of the professional diploma in financial management.

##### Residential Week

Registration with the FDA is by 31st May for assessment in July.

Complete a booking form on-line using [www.thefda.org.uk](http://www.thefda.org.uk) or telephone 0208 332 9955.

Registration is usually done through your training or line manager.

Registrations for Cashflow Finance and the Residential week must be made directly with the FDA. On-line registrations can be made at - [www.thefda.org.uk/publicdb/select\\_event.asp](http://www.thefda.org.uk/publicdb/select_event.asp)

Please make all payments payable to the FDA Educational Foundation.

## COURSE STRUCTURE

There are three elements to the FDA Diploma; two distance learning modules, Cashflow Finance and Measuring Performance, and a Residential Week. In the latter, students work through an Invoice Financing business simulation model and a number of management exercises, all designed to test a range of management behavioural skills.

#### Cashflow Finance

This newly updated module enables students to develop a thorough understanding of invoice and stock financing and is an introduction to other types of asset based working capital finance. It looks at products and operational activities, as well as the relevant legal framework within which the industry operates. The module includes:

- An introduction to cashflow finance
- Invoice Finance
- Stock Finance
- Negotiating the deal
- Structuring the deal
- Taking on a Client
- The Master Agreement
- Change
- Managing Risk

#### Measuring Performance

This module commences with an overview of the 'balanced scorecard' approach to measuring performance. Thereafter, it looks at financial performance information, and then goes on to examine the use of non-financial performance indicators. The module concludes with a review of the budgetary process in organisations. The module includes:

- The balanced scorecard
- The underpinning principles of financial reporting
- The primary financial statements
- Non-financial measures of performance
- Performance indicators and budgets

#### Residential Week

This module takes place in an assessment centre and is focused on personal and professional development in the areas of inter-personal and management skills. Students have an opportunity to discuss ideas with others from the industry and through teamwork to develop a wider knowledge of current operating practice.

The week comprises of 2 key areas:

- Business Simulation Model - students have the opportunity to direct and manage an Invoice Finance Company. Throughout the week decisions taken will impact on their results so encouraging a wider understanding of current industry issues.
- Management Exercises - these exercises have been specifically developed to assess behavioural skills such as communication, decision-making, leadership and reasoning.



## E-Learning Programme

### FDA E-Learning Programme

In 2006 we were delighted to launch the first FDA e-learning course, Industry Risk - the Food Industry. This course was launched as part of a new e-learning suite of courses which are readily accessible to all staff of member companies.

The 45 minute courses are designed to be interactive and are broken down into modules, allowing students to cover the course in a single session or in a number of separate sessions, whatever is the most appropriate. The flexibility of the e-learning medium allows students to enter and leave the course at any point, so completing the course at any time and at their own pace. The course incorporates a visual dimension that brings key learning points to life. Questions at the end of each section reinforce learning and the final short test confirms the learning. Students achieving 50% or above in the final test will be encouraged to print off a certificate in confirmation of their successful completion of the course.

These courses will increase knowledge of the relevant industries and assist with the efficient management of clients within those industries. It is designed to enable the learner to communicate more successfully with their clients and to manage industry risk more effectively.

There are now two industry risk modules available. For staff of FDA members all that is required to access each course is your corporate membership password. These have been issued to all Managing Directors and Training Manager contacts of FDA member companies, and we would ask all Training Managers to ensure that the password is made available to all staff interested in sitting each course. (If you would like to be reminded of the password, please contact the FDA.)

### Industry Risk – the Food Industry

This 45 minute course looks at the trends and issues affecting the food industry, the largest manufacturing sector in the UK. The course looks in detail at the trading risks being faced by companies operating in this sector today and how these risks can be managed. The course is free at point of entry to staff of member companies and is also available to non-members of the FDA at £50 per person.

### Industry Risk – the Road Transport and Logistics Industry

This 45 minute course addresses the trends and issues affecting the road transport and logistics industry. It looks in detail at various risk scenarios, such as an increase in petrol prices, and clarifies the industry's terminology. The course is free at point of entry to staff of member companies and is also available to non-members of the FDA at £50 per person.

### FDA Foundation e-Learning Course (£220 per person)

In 2007 we are continuing to add to the e-learning suite of courses and in early 2007 we will also be delighted to announce the introduction of the FDA's Foundation course in e-learning format. The introduction of this course as an e-learning course will enable students to decide whether they would like to take the course using the traditional workbook format, or on-line. The process for the course remains unchanged, with the relationship with the Coach remaining intact, signing off the students work on-line to enable them to move onto the next module, exactly as with the workbook version. More details will be announced in early 2007, in the meantime please call the FDA for more information.

### What's Next in 2007?

During 2007 we will continue to develop more e-learning courses, with Industry Risk - the Printing Industry the next module in development and we are sure that staff will find these courses educational, enjoyable and engaging.

We will continue to update you with information regarding our e-learning initiatives throughout the year. In the meantime if you would like more information please contact the FDA directly on 0208 332 9955.

## FDA Partnership



"I really got a lot out of the course. I particularly liked finding out and understanding why people behave the way they do, peoples learning styles and also finding out my own traits. Mark was a very effective, knowledgeable and interesting communicator."

## FDA Training Partnership with Management Training and Development

### Strategic Partnership

The FDA Educational Foundation seeks to add value to Members through the formation of strategic partnerships with other FDA approved training bodies, who offer management training that we do not provide at discounted rates.

Out of this initiative has come the partnership with Management Training & Development Ltd (MTD), which now enables our Members to be able to benefit from discounted FDA Member rates on MTD training courses.

MTD have been working with a wide variety of clients (both large and small) in the UK and internationally for several years. They specialise in providing in-house management training courses, open courses, management and leadership development programmes, corporate and executive coaching and HR consulting. They provide a wide range of management training programmes and consultancy methods that will enable managers to maximise their potential by gaining or refining their management skills.

### Essential Management Skills Course Overview

The Essential Management Skills Course is designed to provide delegates with an excellent foundation in all of the skills and behaviours required to be an outstanding manager.

Managing the process and workload is just not enough nowadays. Instead, the modern manager needs to be able to motivate their team, be able to manage change, deal with difficult people, manage performance, they need to be able to coach and develop their staff.

### Who Should Attend?

This course will benefit anyone who manages people, in particular:

- First time managers
- Supervisors
- Team leaders
- HR professionals
- Project managers
- Change managers
- New managers
- Staff looking to progress into a management position

### With the Help of this Course Delegates will be able to:

- Motivate and inspire employees
- Coach and develop staff effectively
- Resolve conflicts quickly
- Build and lead high performing teams
- Gain enthusiastic co-operation
- Resolve performance issues quickly and effectively
- Delegate tasks with confidence
- Organise your time and workload

### The Dates for this Two-Day Course in 2007 are:

- 26/27 February 2007
- 2/3 July 2007
- 4/5 October 2007

and each course will be held at the Crowne Plaza Hotel at Heathrow.

Because of the partnership with the FDA, FDA Member companies are able to take advantage of a 20% discount on these courses. This means that the normal cost per person of £495 plus VAT, will only cost FDA Members £396 plus VAT per person.

For more information visit - [www.m-t-d.co.uk](http://www.m-t-d.co.uk) or e-mail - [enquiries@m-t-d.co.uk](mailto:enquiries@m-t-d.co.uk)

"10 out of 10! The course was just excellent! Mark created a great learning environment."



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