

# Learning and development during uncertainty

Soft skills to empower members through crisis, conflict and organisational change

RICS competency	Product title & modules	Notes
Client care	<a href="#">Client Care</a> <i>Handling Angry Customers</i> <i>Managing customer activity</i> <i>The challenges of customer relations</i> <i>Customer relationships: practicing active listening</i> <i>Customer relationships: creating commitment</i> <i>Developing loyalty through customer relationships</i>	<p>Useful in the context of business continuity.</p> <p>Helps professionals maintain strong, empathetic customer relationships and manage challenging interactions effectively during periods of uncertainty.</p> <p>This is especially important now as clients may be more anxious, demanding, or affected by disruption.</p>
Communication and negotiation	<a href="#">Dealing with Negotiation and Conflict</a> <i>A Step-by-Step Approach to Managing Conflict</i> <i>How to Handle Conflict: From Conflict to Personal Growth</i> <i>Obtaining the Support of Your Stakeholders</i> <i>Managing Objections - Level 2</i> <i>Managing Objections - Level 3</i> <i>Conducting the Negotiation Process - Level 1</i> <i>Conducting the Negotiation Process - Level 2</i> <i>Conducting the Negotiation Process - Level 3</i>	<p>Tensions and disagreements are more likely to arise during organisational change and uncertainty. This course equips professionals with practical techniques to manage conflict, handle objections, and reach constructive outcomes in high-pressure or changing environments.</p>

	<p><a href="#">Sales and Negotiation</a></p> <p><i>Conduct a commercial negotiation</i></p> <p><i>The art of persuading through listening</i></p> <p><i>Convicting customers with a winning offer</i></p> <p><i>Prepare for a win-win negotiation</i></p> <p><i>Keys to B2B sales cycle</i></p>	<p>Supports professionals in adapting their commercial approach and negotiating confidently to sustain performance amid shifting client needs and market conditions. This is critical now as economic instability and changing priorities can impact buying behaviour and decision-making.</p>
	<p><a href="#">Effective Communication</a></p> <p><i>Identify your communication styles</i></p> <p><i>Developing an interpersonal communication strategy</i></p> <p><i>Knowing yourself better to communicate better</i></p> <p><i>Three routes to communication</i></p> <p><i>Three levers for building winning cooperation</i></p>	<p>In times of change and uncertainty, misunderstandings can easily increase as teams are under pressure and working differently. This course strengthens self-awareness and communication skills to ensure clear, confident, and collaborative interactions.</p>
Leadership	<p><a href="#">Leadership and Change Management</a></p> <p><i>Managing transformations with test and learn approach</i></p> <p><i>Building and sharing a strong vision</i></p> <p><i>Managing change: identifying your profile</i></p> <p><i>Managing change: process and tools</i></p> <p><i>Creating a vision of the future</i></p> <p><i>Triggering the dynamics for change</i></p>	<p>This is highly relevant for supporting business continuity. The course enables leaders to guide teams through uncertainty, build a clear vision, and effectively manage organisational change.</p>
	<p><a href="#">Professional Efficiency</a></p> <p><i>Curing Work Overload</i></p> <p><i>Learn How to Practice Active Listening</i></p> <p><i>Managing Urgent Client Requests</i></p> <p><i>Focusing on Your Priorities</i></p> <p><i>Creative Problem Solving</i></p> <p><i>Tools for Effective Decision Making Process</i></p> <p><i>Develop your Ability to Learn</i></p>	<p>Provides tools to prioritise, solve problems, and manage workload effectively when demands and pressures are increasing. This is essential now as workloads and priorities may shift suddenly and resources may be stretched.</p>

Managing people	<a href="#">Team Diversity and Inclusion</a> <i>Managing Conflict in Your Team: Strategies for Organizational Growth</i> <i>Personality Styles: Deepen the Understanding of Yourself and Others</i> <i>Intercultural Awareness: Promoting Diversity, Inclusion and Belonging Inside My Team</i> <i>Understanding Unconscious Bias and How to Deal with It</i>	Understanding personality types, promoting teamwork and having cultural awareness during organisational transitions are relevant to help teams remain resilient and adaptable.
	<a href="#">Fundamentals of Management</a> <i>Strategic vision and activity management</i> <i>Making your new management position successful</i> <i>The management styles</i> <i>Fostering and maintaining motivation</i> <i>The situational skills of the manager</i> <i>The relational skills of the manager</i> <i>Evaluating and strategically aligning objectives</i> <i>Dealing with annual reviews and difficult situations</i>	Builds core management capabilities to support teams, maintain motivation, and handle difficult situations during organisational transitions. This is crucial now as managers play a key role in supporting people through uncertainty and change.
Others	<a href="#">Wellbeing</a> <i>How to deal with stress</i> <i>How to develop mental toughness and resilience</i> <i>How to stay focused, positive and calm for successful remote working</i> <i>Well-being in remote working</i> <i>How to manage your energy for high performance</i>	Provides practical strategies to manage stress, build resilience, and maintain focus and energy during challenging times.
	<a href="#">Remote Working</a> <i>Remote Management: effective ways to communicate with team members</i> <i>Remote Management: handle poor performing employees</i> <i>Lead meetings remotely</i>	This was more relevant post-covid although the content could be adapted for today's context. It prepares individuals and managers to communicate, lead and perform effectively in remote working environments.

	<p><a href="#">Time management</a></p> <p><i>Dealing with urgent requests</i></p> <p><i>The 12 guidelines for effective time management</i></p> <p><i>Dealing with time-consuming tasks</i></p> <p><i>Managing your time strategically</i></p> <p><i>Clarifying and managing your priorities</i></p> <p><i>Harnessing different perceptions of time to boost effectiveness</i></p> <p><i>Increasing your productivity in a fast-paced world</i></p> <p><i>Effortlessly produce high value added files</i></p>	<p>Uncertainty and shifting priorities in organisations can make it harder for professionals to stay focused and organised. This course helps with developing organisational skills like prioritising, managing competing demands and maintaining productivity at work.</p>
	<p><a href="#">Self-esteem and Assertiveness</a></p> <p><i>Adapting to more people to communicate more effectively</i></p> <p><i>Handling stress</i></p> <p><i>Assertiveness: know your profile</i></p> <p><i>Assertiveness: toolkit</i></p>	<p>In the face of changes to how people work and job insecurity, confidence of professionals can be affected. This course supports individuals in communicating confidently, managing stress and maintaining self-belief at work.</p>
	<p><a href="#">Emotions Management</a></p> <p><i>Emotional intelligence fundamentals</i></p> <p><i>Impact of emotions in the workplace</i></p> <p><i>Developing your emotional conscience</i></p> <p><i>Understanding emotional dysfunction</i></p> <p><i>Understanding and expressing your anger positively</i></p> <p><i>Controlling your emotions</i></p>	<p>This course helps individuals understand and regulate emotions to remain resilient, composed, and effective under stress.</p>