

APPENDIX 1 – ‘DESCRIPTION OF LOTS INCLUDING INDICATIVE COURSES’

1. Overview of Lots

Lot	Lot Title	Course
1	Advisory (5)	Consultative Client Engagement
		Consultative Client Engagement Advanced
		Client Portfolio Management
		Client Journey Mapping
		Design Thinking
2	Business (13)	Business Analysis
		Business Case Development & Presentation
		Business Essentials
		Business Finance Masterclass
		Business Scaling
		Engaging Clients on Strategic Marketing
		Finance Foundations
		Financial Analysis
		Innovation and Entrepreneurship essentials
		Innovation Masterclass
		Product Management
		Strategic Marketing & Sales Masterclass
		Strategy Thinking and Development
3	Coaching and related (6)	Coaching way of working
		Coaching skills
		Mentoring skills
		Training Facilitation skills
		Group Facilitation skills
		Mediation skills for HR and Managers
4	Communications & inter-personal (11)	Communicating with Clarity
		Communicating in a global, diverse, and hybrid world
		Business writing
		Presentations, Public Speaking and Storytelling
		Meeting management skills
		Critical conversations
		Negotiation skills
		Influencing without authority
		Decision making
		Interview skills for interviewees

		Interview skills for interviewers
5	Leadership, Management, Talent and Team (13)	Management Essentials Leadership Essentials Executive Leadership Programme Personal Leadership Engaging Clients on Leadership & Talent Talent and Skills Masterclass Leadership and Management Masterclass Collaboration and Teaming skills for temporary teams High performing team development Psychological safety Change Management Managing my professional development (individual) Managing my Team's professional development (manager)
6	Operations, Digital and ESG (17)	Agile for HR and OD Agile for Teams AI essentials Data Analytics Clinics Digital Transformation Digitalisation essentials Engaging Client on Digitalisation Engaging Client on ESG ESG Essentials ESG Masterclass Introduction to Data Analytics Lean Six Sigma – Green Belt Lean Six Sigma – Yellow Belt Productivity and Operations Masterclass: Enterprise excellence Project Management certification Project Management fundamentals Smart Working

2. Summary Table of Courses per Lot

Each course in the table is summarised under the following headings:

Lot	Course	Course Level	Duration (days)	Description	Customisation Level	Estimated deliveries per year
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Explanation of these headings

Lot: Related courses are grouped in lots. Tenderers can bid for as many courses as they wish within a lot.

Course: This is the title of the course.

Course Level: The courses fall into 3 levels. See below:

Level 1	Level 2	Level 3
<i>Essentials</i>	<i>Advanced</i>	<i>Expert</i>
You can assume that the audience has little or no prior knowledge, skills or relevant experience.	You can assume that the audience has acquired the essential knowledge and skills, has experience of applying these they can reference, and is ready to develop greater proficiency and confidence in the subject area or skill.	You can assume that the audience is proficient and confident in the relevant knowledge and skills, has extensive experience to draw on, and is ready to deepen their knowledge or skills in terms of specialism or complexity.

Duration: The duration is expressed in full or half days except for masterclasses and data analytics clinics.

- 1 learning day = 6 hours (9.30-12.30 and 1.30-4.30)*
- 0.5 day = 3 hours (9.30-12.30 or 1.30-4.30)*
- Masterclasses are expected to be 2 hours in duration
- Data analytics clinics are 90 minutes in duration

*in some cases to suit our global audience we may ask for these hours to be adjusted to start earlier or end later.

Description: This gives provides a general context for the course, the key aim(s), and any other relevant information.

Customisation Levels: This is the approximate level of customisation required to make the course bespoke to the Enterprise Ireland requirements.

Estimated level of customisation	Low (L)	Med (M)	High (H)	Co-facilitation (C)
% of course	Up to 10%	10-30%	30-50%	Up to 10%
What does this involve from the provider perspective?	Customisation through asking the audience for Enterprise Ireland examples in the course.	Customisation through referencing Enterprise Ireland processes, examples (e.g of clients) and	Customisation through including Enterprise Ireland specific exercises, cases or worked examples.	Customisation through aligning and dovetailing agenda and content with Enterprise Ireland facilitator who will provide the

		typical scenarios in the course.		Enterprise Ireland perspective on the relevant topic
How will the provider be supported?	Will receive a general briefing on Enterprise Ireland in advance of the course and an opportunity to ask questions.	Will receive a general briefing on Enterprise Ireland along with a more detailed briefing on topics related to the course. Expert colleague(s) will be available to support with questions as necessary. Relevant examples etc will be provided.	Will receive a general briefing on Enterprise Ireland along with a more detailed briefing on topics related to the course. Expert colleagues will be available to support with questions and support design of exercises etc. Guest speakers will be provided as needed to share examples.	Will receive a general briefing on Enterprise Ireland in advance of the course and an opportunity to ask questions. A co-design approach will be used between the Enterprise Ireland facilitator and the provider. Expert colleague(s) will be available to support with questions as necessary.

Deliveries per year: This is an estimate of the number of times a course might be run on average in a year. The actual number will vary depending on the audience requirements and availability and there is no guarantee as to the volume overall per Lot or per course.

Lot	Course	Course Level	Duration (days)	Description	Customisation Level	Estimated deliveries per year
Advisory	Consultative Client Engagement	2	2	Engaging in a consultative, open, listening, and developmental focused manner is essential to our relationship building with client. This programme is intended to provide participants with an understanding of what <i>consultative client engagement</i> means, how it adds value in our context, what it 'looks like' and how it is experienced by clients.	H	3
	Consultative Client Engagement Advanced	3	2	This course supports experienced client advisors to deepen their mastery of some of the more complex skills of a consultative client engagement approach. It also explores some of the more complex client engagement scenarios, looking at how to build trusting partnerships, influence, question and constructively advise in these scenarios, as well as how to adapt their own style and communications to match the situation.	H	2
	Client Portfolio Management	1	0.5	This course is intended to provide participants with a clear understanding of the concept of client portfolio management, why it is core to how we plan and manage our engagement with clients, and how to use it effectively for engagement planning and ongoing discussion and management.	H	2
	Client Journey Mapping	1	1	Our clients are central to the mandate and mission of Enterprise Ireland so understanding and empathising with their client journeys is crucial for our advisory teams. The same is true for our clients and their customers. This course provides participants with useful client journey and empathy mapping tools and techniques to draw on to build deeper client understanding and empathy. It also shares insights from CX on how to enhance the customer experience of an organisation or brand.	H	2
	Design Thinking	1	0.5	Design thinking is a widely used user-centred methodology for addressing complex challenges. It can be drawn upon in its entirety, or principles and practices can be leveraged in themselves. This course explains design thinking and what differs it from other approaches to solution development and opens a discussion on how it can be used by participants in their teams and in their work.	L	2

Lot	Course	Course Level	Duration (days)	Description	Customisation Level	Estimated deliveries per year
Business	Business Essentials	1	1	Enterprise Ireland is a client facing organisation so it is essential that client facing colleagues have a good understanding of business and business language, including understanding how businesses are structured and managed as well as their operating and strategic models, so that they can converse fluently with clients.	M	2
	Business Analysis	2	2	Business analysis is a key part of the role of several client facing roles. It enables client facing colleagues to look deeper into client organisations to identify opportunities, gaps and challenges, and consequently customise their approach and advice to match the client's situation and needs. It also provides client facing colleagues with different 'lens' through which they can view the client business.	M	2
	Business Case Development & Presentation	2	2	Business case development and presentation are a key part of the role of several client facing and internal roles. Typically business cases relate to client company investment decisions but may also relate to internal investment decisions. This course will support these individuals to learn how to effectively and professionally develop and present a business case, with the emphasis on client investment cases.	H	2
	Business Finance Masterclass	3	2 Hours	To deliver a world class service to our clients it is vital that client advisory and other client facing colleagues are continuously updating their knowledge in keys areas in which we offer client solutions. In practice this means keeping abreast of relevant current and emerging academic and industry research, and developments, trends and disruptors in the macro-environment, business, regulation, technology, consumer behaviours etc. This masterclass is intended to address this requirement. It is expected that the content of the masterclass will change from year to year.	L	1
	Agile for HR and OD	2	1	Agile as a work methodology is relatively new in the area of HR and OD. This course builds on the Agile for Teams 1 day course and explores the application of Agile in HR and OD – where to use it, how to use it, and how to draw value from the data that it outputs.	M	1
	Finance Foundations	1	3	Financial literacy is an important skill for several of the roles within the organisation. This course supports participants to build a fundamental	M	2

Lot	Course	Course Level	Duration (days)	Description	Customisation Level	Estimated deliveries per year
				knowledge of finance terms, key statements, and financial reporting so they can read and evaluate company accounts.		
	Financial Analysis	2	3	Financial analysis skills are important for those developing and evaluating client and organisational investment business cases. This course supports participants to prepare the financials for business cases for client and internal projects, and to evaluate business cases from a financial perspective and report on these findings.	H	2
	Engaging Clients on Strategic Marketing	2	0.5	To engage at a meaningful level with a diverse range of clients from startups to scaling companies, across various sectors, it is useful for client advisors and other client facing colleagues to have a good understanding of strategic marketing, and of the supporting Enterprise Ireland and ecosystem portfolio of offers, as well being equipped with a 'toolkit' of diagnostic and analysis tools, question lists, frameworks etc., that they can draw on in their engagements with clients. This workshop is intended to address these requirements and give advisors the confidence to have discovery conversations with clients, work more closely with clients to address more straightforward gaps in these areas, and know when to call in more expert colleagues for support with clients with more complex challenges. It should also empower advisors to better target Enterprise Ireland and other supports to clients at different stages of their journey. This workshop will be delivered in collaboration with Enterprise Ireland expert colleague(s).	C	2
	Strategic Marketing & Sales Masterclass	3	2 Hours	To deliver a world class service to our clients it is vital that client advisory and other client facing colleagues are continuously updating their knowledge in key areas in which we offer client solutions. In practice this means keeping abreast of relevant current and emerging academic and industry research, and developments, trends and disruptors in the macro-environment, business, regulation, technology, consumer behaviours etc. This masterclass is intended to address this requirement. It is expected that the content of the masterclass will change from year to year.	L	1
	Business Scaling	1	0.5	The mission of Enterprise Ireland is to support Irish companies to scale and grow their exports and employment potential. It is important that those in client facing roles have a comprehensive understanding of the	H	2

Lot	Course	Course Level	Duration (days)	Description	Customisation Level	Estimated deliveries per year
				scaling journey and the choices, challenges and impacts the company faces at each stage of this journey. This understanding will form a backdrop to their engagement with clients.		
	Strategic Thinking	3	1	Strategic thinking is an essential skill for leaders, those with responsibility for strategy and business planning and policy development and those working with clients on their growth planning. This course explores the concept of strategic thinking and the skills underpinning it, and explores useful frameworks and techniques that support strategic thinking in range of organisational scenarios.	M	2
	Innovation and Entrepreneurship essentials	1	1	Fostering and supporting innovation and entrepreneurship is at the heart of Enterprise Ireland's mission. This course will explain these concepts and key associated terms, how innovation and entrepreneurship (and intrapreneurship) can be sparked and fostering, and the value of these for a company and the economy.	M	2
	Innovation Masterclass	3	2 hours	To deliver a world class service to our clients it is vital that client advisory and other client facing colleagues are continuously updating their knowledge in keys areas in which we offer client solutions. In practice this means keeping abreast of relevant current and emerging academic and industry research, and developments, trends and disruptors in the macro-environment, business, regulation, technology, consumer behaviours etc. This masterclass is intended to address this requirement. It is expected that the content of the masterclass will change from year to year.	L	1
Coaching and related	Coaching way of working	1	1	Key principles and techniques from coaching (e.g. the coaching mindset, listening and questioning) can be applied to everyday interactions outside of formal coaching. This course explores some of these key principles and techniques and how they can be applied to typical scenarios.	L	2
	Coaching skills	2	3	Coaching is a valuable skill for managers, team leaders and individual contributors. This course builds on the 1-day Coaching Way of Working	L	1

Lot	Course	Course Level	Duration (days)	Description	Customisation Level	Estimated deliveries per year
				course, exploring the skills of coaching in greater depth and providing the opportunity to practice and strengthen these skills. This course should enable participants to apply formal coaching to <i>appropriate</i> situations within their work.		
	Mentoring skills	1	0.5	Mentoring is a useful skill for teams, client facing colleagues and managers. This course support colleagues to develop their mentoring skills.	L	1
	Training Facilitation skills	1	1	Peer learning – learning from colleagues - is a highly effective way of transferring knowledge and expertise across the organisation. This course support colleagues to develop their delivery and presentation skills to effectively share their expertise with peers. The course could also be called Train the Trainer.	L	1
	Group Facilitation skills	2	1	Group facilitation is a valuable skill for team leads and members, client facing colleagues and managers. Effective group facilitation can ensure workshops and group events (planning sessions, ideation sessions, strategy development sessions etc.) are well run, participative, constructive, and productive. This course support colleagues to develop their facilitation skills to effectively manage group working sessions.	L	2
	Mediation skills for HR and Managers	1	2	Managing challenging situations is intrinsic to all management roles. Using the skills of mediation can enable these situations to be more effectively address and managed. This course explores these skills and supports managers to begin applying them in their own work situations.	M	1
Communications & inter-personal	Communicating with Clarity	1	1	The ability to communicate with impact is essential for all employees. This course is intended to support participants to strengthen their practice of written, verbal and non-verbal communications in a business environment.	M	2
	Communicating in a global, diverse, and hybrid world	1	1	Enterprise Ireland operates in a global, diverse and virtual environment. Being able to effectively communicate in this environment is therefore essential for all colleagues. This course is intended to share good practices, tips and techniques on how best to do this.	M	2
	Business writing	1	1.5*	Effective written communications is essential in a business context to ensure clarity and understanding. This course will help participants examine and improve their own business writing.	L	2

Lot	Course	Course Level	Duration (days)	Description	Customisation Level	Estimated deliveries per year
				<i>*The 1.5 days should include the course and a block of time for 1:1 feedback on a writing example</i>		
	Presentations, Public Speaking and Storytelling	2	2	Presenting and speaking in a group and public context is part of the role of many colleagues in Enterprise Ireland. This course will support participants to develop their ability to present and communicate with impact including development of their storytelling skills.	L	3
	Meeting management skills	2	0.5	Effective meeting management results in the productive use of participants' time and delivery of impactful results. This course supports participants to prepare for and conduct effective meetings. It covers in person and online meetings.	L	2
	Critical conversations	2	2	Having a 'straightforward' conversation is a challenge for most individuals. This can include giving negative feedback to a colleague, saying 'no' to a client or raising a performance problem. This course is intended to support participant to prepare for and have these conversations in a constructive manner.	M	2
	Negotiation skills	2	2	Negotiation skills are of immense value in the workplace and can be applied in a broad range of formal and informal situations. This course will explain negotiations as a process that can be applied across a variety of work-based scenarios to achieve a win-win result.		
	Influencing without authority	2	1	Being able to effectively influence without authority is a vital skill in modern organisations with complex stakeholder matrices and a focus on project and team working. This course will explore the concept of 'influencing', explain in practical terms how to analyse and map stakeholders, and how to develop strategies to influence stakeholders up, down, or across the organisation.		
	Decision making	1	1	Decision making , 1 , 1 , Decision making is an essential skill for everyone. It is underpinned by the ability to think critically and creatively and with a problem solving approach. This course explores useful frameworks for decision making, and how to leverage creative and critical thinking and problem solving skills in decision making. , L , 2	L	2
	Interview skills for interviewees	1	1	The course provides interviewees with an understanding of the role of interviews and the perspective of the interviewer/employer, interview	M	2

Lot	Course	Course Level	Duration (days)	Description	Customisation Level	Estimated deliveries per year
				types including competency and values based interviews, typical questions asked and how to approach answering them, and how to effectively prepare and present themselves during interviews.		
	Interview skills (interviewers)	1	1	The course provides interviewers with the knowledge and skills to effectively conduct competency and Enterprise Ireland values based interview.	M	2
Leadership, Management, Talent and Team	Management Essentials	1	1	The transition to people management is a pivotal step in a professional's career. This course is designed to provide first-time managers with a comprehensive understanding of their role and the practical tools needed to build confidence and competence in managing teams. The course focuses on fundamental areas such as effective communication, managing team dynamics, and providing feedback, ensuring participants are equipped to foster collaboration, address challenges constructively, and drive team performance. Participants will leave with actionable insights and tools they can apply immediately in their day-to-day roles.	M	4
	Leadership Essentials	2	3	This programme is tailored to support mid-level managers and newly appointed senior leaders as they navigate the challenges of leading teams through complexity and change. It provides participants with the tools and frameworks needed to build leadership presence, influence others, and lead high-performing teams. Key components of the course include Situational Leadership, which helps leaders adapt their approach to meet the needs of their team, and structured methods for managing change using frameworks such as Kotter's 8-Step Model and ADKAR Framework. By developing coaching and mentoring skills, participants will be able to empower their teams while fostering a culture of accountability and collaboration.	M	3

Lot	Course	Course Level	Duration (days)	Description	Customisation Level	Estimated deliveries per year
	Executive Leadership Programme	3	5	This advanced programme is designed for senior leaders to enhance their strategic leadership capabilities and prepare them to navigate complex organisational challenges. The programme integrates cutting-edge leadership tools, such as Systems Thinking, Leadership Agility, and Stakeholder Management, to enable participants to lead transformational change, foster innovation, and sustain leadership excellence. Participants will develop practical strategies to shape organisational culture, build strategic partnerships, and drive innovation. The programme should also emphasise reflective practices to enhance personal resilience and ensure sustained impact.	H	2
	Personal Leadership	1	2	We are all empowered to lead from within our respective roles. This course explores how we can develop our capacity for personal leadership including enhancing our self-awareness and emotional intelligence, developing our own 'presence' or 'brand', strengthening our ability to build trusting relationships and networks, and enhancing our personal effectiveness.	M	2
	Engaging Clients on Leadership & Talent	1	1	To engage at a meaningful level with a diverse range of clients from startups to scaling companies, across various sectors, it is useful for client advisors and other client facing colleagues to have a good understanding of leadership, management, and talent management and development, and of how Enterprise Ireland can support companies to build and strengthen these as they scale, as well being equipped with a 'toolkit' of diagnostic and analysis tools, question lists, frameworks etc., that they can draw on in their engagements with clients. This workshop is intended to address these requirements and give advisors the confidence to have discovery conversations with clients, work more closely with clients to address more straightforward gaps in these areas, and know when to call in more expert colleagues for support with clients with more complex challenges. It should also empower advisors to better target Enterprise Ireland and other supports to clients at different stages of their journey. This workshop will be delivered in collaboration with Enterprise Ireland expert colleague(s).	C	2

Lot	Course	Course Level	Duration (days)	Description	Customisation Level	Estimated deliveries per year
	Talent and Skills Masterclass	3	2 hours	To deliver a world class service to our clients it is vital that client advisory and other client facing colleagues are continuously updating their knowledge in keys areas in which we offer client solutions. In practice this means keeping abreast of relevant current and emerging academic and industry research, and developments, trends and disruptors in the macro-environment, business, regulation, technology, consumer behaviours etc. This masterclass is intended to address this requirement. It is expected that the content of the masterclass will change from year to year.	L	1
	Leadership and Management Masterclass	3	2 hours	To deliver a world class service to our clients it is vital that client advisory and other client facing colleagues are continuously updating their knowledge in keys areas in which we offer client solutions. In practice this means keeping abreast of relevant current and emerging academic and industry research, and developments, trends and disruptors in the macro-environment, business, regulation, technology, consumer behaviours etc. This masterclass is intended to address this requirement. It is expected that the content of the masterclass will change from year to year.	L	1
	Collaboration and Teaming skills for temporary teams	2	0.5	To work effectively in a complex organisation requires strong collaborative and teaming skills. This is even more pronounced when teams are temporary such as project teams, improvement teams and strategy teams. This course explores the challenges of cross organisational working and work teams, particularly in relation to temporary teams, and how to build effective collaboration and teaming skills.	L	2
	High performing team development	2	1	Teams are the core working units in Enterprise Ireland. This course equips participants with the skills and mindset needed to create and sustain effective, cohesive teams by focusing on communication, collaboration, and positive team dynamics.	H	5
	Psychological safety	2	1	Research has shown that psychological safety leads to team members feeling more engaged and motivated, can lead to better decision-making, and can foster a culture of continuous learning and improvement ¹ . This course explores what psychological safety means, the impact it has for individuals, teams and organisations, and how it can be fostered and developed.	L	2
	Change Management	2	2	This course positions change as a constant in our environment and supports managers and individuals to understand it as a technical and	M	2

Lot	Course	Course Level	Duration (days)	Description	Customisation Level	Estimated deliveries per year
				human process, and explore how to embrace and champion change within their own context .		
	Managing my professional development (individual)	1	0.5	This course supports individuals to manage their own professional develop and career within Enterprise Ireland.	H	2
	Managing my Team's professional development (manager)	1	0.5	This course supports people managers to create an environment which promotes and supports individual and team learning and development.	H	2
Operations, Digital and ESG	Productivity and Operations Masterclass: Enterprise excellence	2	1	This course builds on participants' knowledge of LEAN and operational excellence and introduces them to the principles and practices of enterprise excellence. It explains the history, evolution and benefits of enterprise excellence, key principles, current approaches, and use cases.	M	2
	Agile for HR and OD	2	1	Agile methodologies are becoming increasingly relevant in HR and Organisational Development (OD), offering flexible frameworks for managing change, enhancing collaboration, and improving decision-making. This course builds on the Agile for Teams programme and focuses on the unique application of Agile principles in HR and OD.	M	1
	Lean Six Sigma – Yellow Belt	2	2	LEAN Six Sigma provides a methodology for value adding continuous improvement within organisations. This course is an opportunity to certify at a foundation yellow belt in the methodology.	L	2
	Lean Six Sigma – Green Belt	3	5	LEAN Six Sigma provides a methodology for value adding continuous improvement within organisations. This course is an opportunity to certify as a green belt (practitioner) in the methodology.	L	2
	Project Management fundamentals	1	2	Project management is a transversal skill that can be applied in a variety of roles. Effective project management aids optimal use of time, people, resources and investment. This course builds understanding of project management as a discipline and the stages and processes within the project management lifecycle.	L	2
	Project Management Certification	2	3	Project management is a transversal skill that can be applied in a variety of roles. This course builds on the Project Management fundamentals	L	2

Lot	Course	Course Level	Duration (days)	Description	Customisation Level	Estimated deliveries per year
				course, and support colleagues who are leading projects to certify at a PRINCE2 Foundation level.		
	Agile for Teams	2	1	Agile as a work methodology has value for team scenarios outside of the technology context. This course explores what agile it, the value it has for organisations, and how to embed it within individual and team practices.	M	2
	Smart Working	2	1	This course brings together elements of different approaches (including Agile, Lean, Project Management, Time Management, Wellness management) to support individuals to effectively manage their workload, time, energy and wellness.	M	2
	ESG Essentials	1	0.5	ESG is centre stage for Enterprise Ireland and our clients. It is a broad and complex area. This course will explain ESG and its constituent pillars, outline some of the relevant scientific and regulatory context, explain the ESG responsibility of public agencies like Enterprise Ireland and our role as individuals within the organisation	L	2
	Engaging Clients on ESG	2	1	To engage at a meaningful level with a diverse range of clients from startups to scaling companies, across various sectors, it is useful for client advisors and other client facing colleagues to have a good understanding of ESG across all of its pillars, and of the supporting Enterprise Ireland and ecosystem portfolio of offers, as well being equipped with a 'toolkit' of diagnostic and analysis tools, question lists, frameworks etc., that they can draw on in their engagements with clients. This workshop is intended to address these requirements and give advisors the confidence to have discovery conversations with clients, work more closely with clients with lower ESG 'maturity' levels, and know when to call in more expert colleagues for support with clients with higher levels of maturity. It should also empower advisors to better target Enterprise Ireland and other supports to clients at different stages of their journey. This workshop will be delivered in collaboration with Enterprise Ireland expert colleague(s).	C	2

Lot	Course	Course Level	Duration (days)	Description	Customisation Level	Estimated deliveries per year
	ESG Masterclass	3	2 hours	To deliver a world class service to our clients it is vital that client advisory and other client facing colleagues are continuously updating their knowledge in keys areas in which we offer client solutions. In practice this means keeping abreast of relevant current and emerging academic and industry research, and developments, trends and disruptors in the macro-environment, business, regulation, technology, consumer behaviours etc. This masterclass is intended to address this requirement. It is expected that the content of the masterclass will change from year to year.	L	1
	Introduction to Data Analytics	1	0.5	Using data effectively is important in all roles. Before jumping into the tools (Excel, PowerBI etc.) it is important to start with the fundamentals – what is data, what is data analytics, what do we want to use the data for, what sources should we use and how can we prepare the data so it is 'clean' and accurate. This course covers these fundamentals, gives examples of how data is used in different business areas, and introduces some commonly used tools.	L	2
	Data Analytics Clinics	2	90 mins	As colleagues work with data and data projects, practical questions arise. These data analysis clinics are open forums where individuals can ask questions of an expert facilitator, and colleagues. Where time is available this expert facilitator can provide short <i>how to...</i> segments or discuss common problems, shortcuts, useful tips and techniques.	H	4
	Digitalisation essentials	1	0.5	Digitalisation is a major focus area for organisations. As an enterprise development agency, it is at the top of our agenda as we support clients to enhance their competitiveness and performance and grow and transform their businesses. As an organisation, it is at the top of our agenda as we strive to enhance our performance and transform how we deliver services to clients. Consequently, is it of value to all colleagues to have a clear understanding of digitalisation, and how we can best ready ourselves and the organisation for the digital world.	M	2
	AI essentials	1	0.5	AI is top of agenda for many organisations including Enterprise Ireland and our client organisations. This course aims to demystify AI. It will	L	2

Lot	Course	Course Level	Duration (days)	Description	Customisation Level	Estimated deliveries per year
				explain the concept and how it is and will continue to impact organisations. It prompts participants to consider how AI will impact on their work and where it could provide most valuable.		
	Engaging Client on Digitalisation	2	1	To engage at a meaningful level with a diverse range of clients from startups to scaling companies, across various sectors, it is useful for client advisors and other client facing colleagues to have a good understanding of digitalisation and its breadth, and of the supporting Enterprise Ireland and ecosystem portfolio of offers, as well being equipped with a 'toolkit' of diagnostic and analysis tools, question lists, frameworks etc. that they can draw on in their engagements with clients. This workshop is intended to address these requirements and give advisors the confidence to have discovery conversations with clients, work more closely with clients with lower digital maturity levels, and know when to call in more expert colleagues for support with clients with higher levels of digital maturity. By understanding the varying levels of digital maturity, advisors will be empowered to tailor their approach, providing targeted support to clients at different stages of their digital journey. This workshop will be delivered in collaboration with Enterprise Ireland expert colleague(s).	C	2
	Digital Transformation	3	0.5	Building on the <i>Engaging with Clients on Digitalisation</i> , this course delves deeper into the multifaceted nature of digital transformation. Participants will gain understanding of digital transformation from a strategic, change management, process optimisation, people - centric, technological, project management and leadership perspective. This, in addition to understanding how Enterprise Ireland can support digital transformation, will allow them to converse and engage at a deeper level with clients and add more value from a digitalisation advisory perspective	M	2

3. Course Descriptions (A-Z)

2. Common Requirements of all Courses.....	Error! Bookmark not defined.
Course Format and Content.....	Error! Bookmark not defined.
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Introduction: Format

In addition to the header information outlined in the Summary Table above the following additional information is supplied in the Course Descriptions:

Context and overall aim of the course:
This gives provides a general context for the course, the key aim and any other relevant information. The text is included under Description in the Course Summary.
Audience:
This outlines the key target audiences for the course. One term that appears frequently is client advisor. These are our Ireland and overseas based client development and growth advisors each of whom works with a portfolio of client companies. There are also a range of other colleagues who support clients from a specialism perspective (e.g. technologists) or as part of service delivery.
Wanted outcomes:
This sets out what the course participants should be able know or do having taken the course. The wanted outcomes will dictate the course content.
Methodology and Course Facilitator:
The common requirements regarding course methodology and facilitators are outlined in the section above. This section in each Description is added here as a reminder to revisit these requirements.
Specific requirements:
Any specific requirements in addition to those common to all courses are described here.

Course:	Agile for HR & OD			Lot:	Operations, Business & ESG		
Level:	2	Duration:	1 day	Custom Level:	M	Deliveries per year:	1
Context and overall aim of the course:							
Agile methodologies are becoming increasingly relevant in HR and Organisational Development (OD), offering flexible frameworks for managing change, enhancing collaboration, and improving decision-making. This course builds on the Agile for Teams programme and focuses on the unique application of Agile principles in HR and OD. The aim of the course is to provide participants with the practical tools and techniques needed to adopt and scale Agile practices within HR and OD functions. By exploring real-world examples, participants will learn how Agile can transform their approach to work and help them deliver better outcomes.							
Audience:							
HR and OD colleagues who wish to apply Agile thinking and practices into their work.							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Explain the benefits of Agile in an HR and OD environment. - Identify areas of their work that would benefit from Agile. - Plan and pilot Agile adoption, including stakeholder management, tool selection, and progress tracking. - Evaluate pilot outcomes and adapt based on findings. - Scale Agile practices effectively across teams. - Access resources for further learning.							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- A general understanding of Enterprise Ireland and a specific understanding of the HR and OD teams and current ways of working is required. A briefing will be provided in advance of course delivery. - Delivery team experience of applying/delivering training to HR and OD teams is required. - Reference to established best practices is required. - Please also read the description for the Agile for Teams courses so as to be aware of the wanted outcomes of that course and ensure that both courses align,							

Course:	Agile for Teams			Lot :	Operations, Digital and ESG		
Level:	2	Duration:	1 day	Custom Level:	M	Deliveries per year:	2
Context and overall aim of the course:							
Agile as a work methodology has value for team and project scenarios outside of the technology context. This course explores what agile it, the value it has for organisations, and how to embed it within individual and team practices. The course is intended to be practical, allowing participants to practice some of the key skills and behaviours and providing them with insights, tools and techniques they can transfer to immediate application.							
Audience:							
- Intact people teams new to Agile and wishing to apply the thinking and practices into their work - Other (temporary, functional etc.) new to Agile and wishing to apply the thinking and practices into their work							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Explain what Agile is (and isn't), and when to use it (and when not) - Outline the evolution of Agile, its strengths and constraints, and what it looks like in practice in a team environment, including in functional teams (HR, Finance etc.) - Explain the principles of Agile, drawing on established models and frameworks, for example, the Agile Manifesto - Explain established Agile methodologies and tools for example, SCRUM, Kanban - Outline how Agile ways of working can be embedded into team practices - Apply Agile ways of working using a toolkit developed over the course into own work - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- A general understanding of Enterprise Ireland, and how teams and projects are managed is required. A briefing on Enterprise Ireland will be provided in advance of course delivery. - Delivery team experience of applying/delivering training to functional teams is required. - Reference to established best practices is required. - Please also read the description(s) for other Team and Project courses so as to be aware of the wanted outcomes of those courses.							

Course:	AI Essentials			Lot :	Operations, Digital and ESG		
Level:	1	Duration:	.5 day	Custom Level:	L	Deliveries per year:	2
Context and overall aim of the course:							
AI is top of agenda for many organisations including Enterprise Ireland and our client organisations. This course aims to demystify AI. It will explain the concept and how it is and will continue to impact organisations. It prompts participants to consider how AI will impact on their work and where it could provide most valuable. The course is intended to be practical in focus, providing useful insights, guidance and talking points for participants.							
Audience:							
• Colleagues with limited knowledge of AI, wishing to build their knowledge • Client facing advisors and colleagues with limited knowledge of AI, wishing to build their knowledge							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> • Explain AI and associated terms, for example, machine learning, large language model, 'generative' etc. • Outline the evolution of AI and potential future scenarios • Outline the opportunities and challenges of AI for businesses and the wider society including reference to ethics and bias • Outline practical ways to think about AI in business – where should the business start? • Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
• An understanding of the Enterprise Ireland organisation, our client base and relevant supports available would be useful. A briefing on the Enterprise Ireland context will be provided in advance of course delivery. • Examples should include SMEs rather than MNCs unless illustrating a specific point. • In time this programme may merge with the Digital Essentials course as AI becomes more understood and applied.							

Course:	Business Analysis		Lot:	Business			
Level:	2	Duration:	2 days	Custom Level:	M	Deliveries per year:	2
Context and overall aim of the course:							
Business analysis is a key part of the role of several client facing roles. It enables client facing colleagues to look deeper into client organisations to identify opportunities, gaps and challenges, and consequently customise their approach and advice to match the client's situation and needs. It also provides client facing colleagues with different 'lens' through which they can view the client business for example, from a growth lens, from a productivity lens, from a sustainability lens etc. The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques they can transfer to immediate application. This course is part of a learning pathway for the client facing advisory roles.							
Audience:							
- Client facing colleagues new to business analysis who need this skill as part of their role. - Other colleagues interested in developing an understanding of business analysis							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Explain why a holistic (system level) client business analysis is valuable for a client advisor, and the wanted outcomes of an analysis - Explain how go about analysing a client's business using available generic and Enterprise Ireland diagnostic frameworks and tools, company research, benchmarking data etc. (for example, BACCM, Business Model Canvas, CX) - Explain how this analysis can be used to generate different perspectives on a client's business (for example, a productivity perspective, a growth perspective, an innovation perspective etc.) - Explain the potential challenges, gaps and issues that a business analysis can uncover, and how these might be addressed in consultation with the client - Explain how this analysis can be used to support client company development and growth planning - Outline how this analysis can inform a meaningful client conversation - Explain how to communicate your findings to clients - Identify when to bring in more expert colleagues into the client analysis and discussion - Create a toolset of frameworks for business analysis they can apply in their work to plan and conduct client business analyses - Apply learning from the course into client engagements - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- An understanding of the Enterprise Ireland mandate, organisation, roles and client engagement approach is required, including an understanding of how business analysis is done (typical questions and frameworks used etc.) - Referencing Enterprise Ireland company and case examples or typical scenarios is also important. - A briefing on the Enterprise Ireland context will be provided in advance of course delivery and expert colleagues will be available to support the course facilitator as required. - We will recommend that participants take the Business Essentials course before taking this course. - It is important that the course demonstrates how the data and insights generated from a business analysis can be used to take different perspectives on the company or its maturity.							

- It is required that at least half the course time should focus on application exercises, cases etc. (distributed over the two days).
- Please also read the description(s) for other Business courses so as to be aware of the wanted outcomes of those courses.

Course:	Business Case Development and Presentation				Lot:	Business	
Level:	2	Duration:	2 days	Custom Level:	H	Deliveries per year:	2
Context and overall aim of the course:							
Business case development and presentation are a key part of several client facing roles. Business cases typically relate to client company investment decisions. This course will support participants to effectively and professionally develop and present a business case, with the emphasis on client investment cases. Some internal facing roles may also attend to understand the fundamentals of business case development. The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques they can transfer to immediate application. This course is part of a learning pathway for the client facing advisory roles.							
Audience:							
- Client facing colleagues new to business case development and presentation, who required these skills for their role - Other colleagues interested in developing an understanding of business case development and presentation							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Explain the concept of a business case and their role in effective business decision making generally, and in Enterprise Ireland - Outline the characteristics of an effective and professional business case (generally and from an Enterprise Ireland perspective) - Explain the steps in developing a business case (generally and from an Enterprise Ireland perspective) - Explain how to write a clear and comprehensive business case (generally and from an Enterprise Ireland perspective) - Explain how to test a business case (generally and from an Enterprise Ireland perspective) - Identify when to draw on expert colleagues - Outline the potential challenges, gaps and issues that may arise in developing a business case and how to address these (generally and from an Enterprise Ireland perspective) - Explain how to prepare for presentation of a business case - Explain how to effectively present a business case - Outline how to address questions and queries on a business case - Apply this learning to develop and present business cases within Enterprise Ireland - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- An understanding of the Enterprise Ireland client engagement approach, portfolio of supports, investment policy and business case process is required, including familiarisation with relevant templates and related. - Referencing Enterprise Ireland examples or typical scenarios is also important.							

- A briefing on the Enterprise Ireland context will be provided in advance of course delivery and expert colleagues will be available to support the course facilitator as required.
- We will recommend that participants take the Business Essentials and Business Analysis course before taking this course.
- It is required that at least half the course time should focus on application exercises, cases etc. (distributed over the two days).
- Please also read the description(s) for other Business courses so as to be aware of the wanted outcomes of those courses.

Course:	Business Essentials				Lot:	Business	
Level:	1	Duration:	1 day	Custom Level:	M	Deliveries per year:	2
Context and overall aim of the course:							
Enterprise Ireland is a client service agency so it is essential that client facing colleagues have a good understanding of business and business language, including understanding how businesses are structured and managed as well as their operating and strategic models, so that they can converse fluently with clients. The course is intended to be practical in focus rather than theoretical or academic, providing useful insights, and talking points participants. This course is part of a learning pathway for the client facing advisory colleagues.							
Audience:							
• Client facing colleagues wanted to develop or refresh their knowledge of business • Other colleagues interested in developing an understanding of business							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> • Explain key business terms and terminology including company type (Ltd, PLC, connected company etc.) • Describe a company in terms of its context – market, customer, ecosystem etc. • Outline the typical scaling journey of companies and key inflection points, and the role of agencies such as Enterprise Ireland, Local Enterprise Offices, Business Incubation Centres etc. in supporting this journey • Explain the concept of value in business as used in terms such as shareholder value, value chain, value proposition etc.) • Explain what a (business) strategy is and how it serves as a roadmap for the company • Explain what a business model is and the types of business model available to companies • Explain what an operating model is and how it impacts on organisational performance • Describe each of the key functions of the business and what each contributes to the success of the company • Explain the key financial and non-financial metrics for a business • Use a selection of frameworks to describe a company (for example, Business Model Canvas) • Apply learning from the course into their engagement with clients • Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
• An understanding of the role, surrounding ecosystem, client base, and services offered by Enterprise Ireland is required. • Referencing Enterprise Ireland examples or typical scenarios is also important. • A briefing on the Enterprise Ireland context will be provided in advance of course delivery and expert colleagues will be available to support the course facilitator as required.							

- The course should be practical in focus (vs theoretical) with reference to real start up to SME to MNC companies as examples and key 'artefacts' – strategies, operating models, financial reports.
- Exercises which give participants a sense of empathy of what it feels like to be a business owner/manager are required.

Course:	Business Finance Masterclass			Lot:	Business		
Level:	3	Duration:	2 hours	Custom Level:	L	Deliveries per year:	1
Descriptor (including the general aim of the course)							
To deliver a world class service to our clients it is vital that client advisory and other client facing colleagues are continuously updating their knowledge in keys areas in which we offer client solutions. In practice this means keeping abreast of relevant current and emerging academic and industry research, and developments, trends and disruptors in the macro-environment, business, regulation, technology, consumer behaviours etc. To address this, we plan to deliver an annual series of masterclasses for all colleagues. These will be recorded and remain available to colleagues. It is required that the content of the masterclasses will vary from year to year with the content guided by new developments, the provider's subject expertise and the specific interests of Enterprise Ireland. It will be assumed that participants have an established understanding of the masterclass subject area, i.e. there is no requirement to cover first principles.							
Audience:							
- Client advisors and other client facing colleagues wishing to extend their knowledge of the subject area - Any other colleagues who are interested in this subject area							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Explain a selection of the key developments in the subject area - Evaluate the impact of these for the Enterprise Ireland client base - Apply the learning from the masterclass into upcoming client engagements - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- An understanding of the role, client base, and services offered by Enterprise Ireland is required. A briefing on these will be provided in advance of course delivery, and colleagues, expert in the Enterprise Ireland client and offer context, will be available to support. - The provider and Enterprise Ireland will agree the content agenda in advance of the masterclass delivery. Rather than attempt to cover all developments in a subject area, the masterclass will focus on a smaller number of items of import. - As noted above, it is required that the content of the masterclass varies from year to year with the content based on new developments, the provider's subject expertise and the specific interests of Enterprise Ireland.							

Course:	Business Scaling			Lot:	Business		
Level:	1	Duration:	.5 day	Custom Level:	H	Deliveries per year:	2
Context and overall aim of the course:							
The mission of Enterprise Ireland is to support Irish companies to scale and grow their exports and employment potential. It is important that those in client facing roles have a comprehensive understanding of the scaling journey and the choices, challenges and impacts the company faces at each stage of this journey. This understanding will form a backdrop to their engagement with clients. The course is intended to be practical, providing participants with insights and talking points as well as useful models and frameworks they can immediately apply. This course is part of a learning pathway for the client facing advisory roles.							
Audience:							
- Client facing colleagues new to role who need to develop a clear sense of the business scaling journey - Other colleagues new to role who wish to develop a clear sense of the business scaling journey							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Outline typical company journeys from start-up to scaling to internationalisation, with reference to typical companies in the Enterprise Ireland portfolio - Discuss the choices, challenges and impacts at different stages of growth for each of the key functions of the organisation and the organisation as a whole, with reference to typical companies in the Enterprise Ireland portfolio - Share examples of how real companies navigate this journey including how they addressed key choices, challenges and opportunities, with reference to typical companies in the Enterprise Ireland portfolio - Discuss the factors that contribute company success including the role of the leader and strategy, with reference to typical companies in the Enterprise Ireland portfolio - Outline the role of Enterprise Ireland as a state agency, and the Enterprise Ireland client advisors, in supporting client company growth and development - Apply learning from the course in their engagement with clients - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- A focus on the full journey from startups to scaling and internationalisation enterprises, with examples of relevance to this audience, is required. - Reference should be made to research and world class best practice. - Reference to Enterprise Ireland examples or typical scenarios is also important. - An understanding of the role, surrounding ecosystem, client base, and services offered by Enterprise Ireland is required. A briefing on the Enterprise Ireland context will be provided in							

advance of course delivery and expert colleagues will be available to support the facilitator as required.

- We will recommend that participants take the Business Essentials and Business Analysis course before taking this course.
- Please also read the description(s) for other Business courses so as to be aware of the wanted outcomes of those courses.

Course :	Business Writing			Lot :	Communications & inter-personal		
Level:	1	Duration:	1.5 day*	Custom Level:	L	Deliveries per year:	2
Context and overall aim of the course:							
Effective written communications is essential in a business context to ensure clarity and understanding. This course will help participants examine and improve their own business writing. The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques they can transfer to immediate application. <i>*The 1.5 days should include the course and a block of time for 1:1 feedback on a writing example.</i>							
Audience:							
Colleagues interested in developing their business writing skills							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Explain why professional written communications matter, and the consequences of poor communications - Appreciate what 'good looks like' in different forms of written communications (emails, reports, presentations) - Appreciate the importance of understanding the reader's/receiver's when writing - Better plan and structure their written communications - Better construct their written communications to creating meaning and clarity - Critique and edit their own work - Apply learning from the course to improve their own business writing - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
*See above. Participants will be invited to submit an example of their writing in advance of the course for review and the facilitator will give improvement feedback during a short 1:1 session. - A general understanding of Enterprise Ireland is required including an understanding of our brand and house style. A briefing on this will be provided in advance of course delivery.							

Course:	Change Management			Lot:	Leadership, Management, Talent and Team		
Level:	2	Duration:	2 days	Custom Level:	M	Deliveries per year:	2
Context and overall aim of the course:							
This course positions change as a constant in our environment and supports managers and individuals to understand it as a technical and human process and explore how to embrace and champion change within their own context. The course is intended to be practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques that they can transfer to immediate application.							
Audience:							
- Managers who are expected to lead and champion strategic and operational change - Client facing colleagues who support clients through their own change processes - Other colleagues interested in understanding change and how they can lead and champion it in their own contexts							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Position change as a constant feature of our and our client's operating environment - Outline how the thinking (research and best practice) on change has evolved and what has been learned about successful and unsuccessful change initiatives and approaches - Explain change as a technical and human process using relevant change models - Outline the elements and stages of a change project, and the importance of leadership and communications - Explain the mindset and skills required to personally lead and champion change - Appreciate their own change readiness and how to develop and strengthen this - Apply the learning from the course to own change scenarios - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- An understanding of the change context within Enterprise Ireland and also the type of changes our clients are going through is required. - Digital transformation (digitalisation) is one of the most common change scenarios for Enterprise Ireland and our clients, so an understanding of this by the facilitator is required. - A briefing on the Enterprise Ireland and client context will be provided in advance of course delivery and expert colleagues will be available to support the course facilitator as required. - The course should include the opportunity to work through relatable change cases and scenarios for skills and mindset development.							

Course:	Client Journey Mapping			Lot:	Advisory		
Level:	1	Duration:	1 day	Custom Level:	H	Deliveries per year:	2
Context and overall aim of the course:							
Our clients are central to the mandate and mission of Enterprise Ireland so understanding and empathising with their client journeys is crucial for our advisory teams. The same is true for our clients and their customers. This course provides participants with useful client journey and empathy mapping tools and techniques to draw on to build deeper client understanding and empathy. It also shares insights from CX on how to enhance the customer experience of an organisation or brand. Learning from this course can be applied to enhance our clients' customer experience of Enterprise Ireland, and also in turn inform conversations with our clients about their customer experience. The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques they can transfer to immediate application. This course is part of a learning pathway for the client facing advisory roles.							
Audience:							
Client advisors who wish to strengthen their client empathy and engagement skills							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Outline key terms and concepts (client empathy, client journey mapping, CX etc.), how they relate to each other, and how using these perspectives can help enhance client engagement and experience - Understand and apply client empathy and mapping tools and techniques, and insights from CX, to analyse, map, understand and empathise with their clients and their journeys - Use these insights to provide greater value to their clients (for example, more tailored supports) and enhance their experience of Enterprise Ireland - Draw on these insights in turn to support clients enhance their customer engagement strategies and experience - Apply learning from the course to enhance the quality of their client engagements - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- An understanding of the role, surrounding ecosystem, client base, and services offered by Enterprise Ireland is required. A briefing on the current and planned Enterprise Ireland context will be provided in advance of course delivery and expert colleagues will be available to support the course facilitator as required. - Reference to/use of world class best practice tools, frameworks and techniques is required. - Extensive application of these tools is required. The facilitator can draw on the experience in the room to support mapping.							

Course:	Client Portfolio Management			Lot:	Advisory		
Level:	1	Duration:	.5 day	Custom Level:	H	Deliveries per year:	2
Context and overall aim of the course:							
This course is intended to provide participants with a clear understanding of the concept of client portfolio management, why it is core to how we plan and manage our engagement with clients, and how to use it effectively for engagement planning and ongoing discussion and management.							

The course is intended to be practical, allowing participants to practice some of the key skills and behaviours and providing them with insights, tools and techniques they can transfer to immediate application. This course is part of a learning pathway for the client facing advisory roles.

Audience:

- Client advisors new to client portfolio management and required to use it within their role
- Client advisors experienced in role and wishing to refresh their knowledge
- Managers of client advisory teams
- Other colleagues who input to or use the data from client portfolio management platforms

Wanted outcomes:

Having attended this course, participants will be able to:

- Explain what *client portfolio management* means and why taking a portfolio approach is considered best practice externally (referencing examples)
- Outline the value of taking a client portfolio management approach (i.e. having a strategic and 'single view' of the client base) for Enterprise Ireland, advisors and clients – including referencing its value for targeting, decision making, use of time, cross-organisation working, enhancing service excellence etc.
- Explain how taking a client portfolio management approach enables more effective interworking between advisory teams (including Ireland based and overseas based advisors)
- Outline the principles that will underpin client portfolio management in Enterprise Ireland – including alignment to company strategy, goals and KPIs; consistent application; use in decision making etc.
- Outline how client portfolio management is currently implemented across the organisation (in platform terms) and how it will be implemented going forward
- Apply learning from the course to embedding a client portfolio management 'lens' to analyse and segment the portfolio, and plan and manage initial and ongoing client engagement, and related decision making
- Know where to go for further learning

Methodology and Course Facilitator:

See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.

Specific requirements:

- An understanding of the role, surrounding ecosystem, client base, and services offered by Enterprise Ireland is required. Client Portfolio Management is an area of ongoing evolution in Enterprise Ireland. A briefing on the current and planned Enterprise Ireland context will be provided in advance of course delivery and expert colleagues will be available to support the course facilitator as required.
- A limited set of course materials (course agenda and some slides) has already been developed. These will be made available to the selected provider and can be reused where relevant.
- Reference to world class best practice examples, frameworks and techniques etc. is required.

Course:	Coaching Way of Working			Lot:	Coaching and related		
Level:	1	Duration:	1 day	Custom Level:	L	Deliveries per year:	2
Context and overall aim of the course:							
Key principles and techniques from coaching (for example, the coaching mindset, listening and questioning) can be applied to everyday interactions outside of formal coaching. This course explores some of these key principles and techniques and how they can be applied in typical work scenarios. It is not intended that participants would practice as formal coaches on completion of this course. The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques they can transfer to immediate application.							
Audience:							
• People managers and team leads new to role who need to strengthen the quality of their interpersonal interactions • Colleague wishing to enhance the quality of their interpersonal interactions with colleagues or clients							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> • Explain the concept, key principles and scope of coaching - distinguishing between formal coaching and a coaching way work of working • Explain why a coaching way of working is of value in organisations, referencing typical scenarios where it could be used (for example, people and team leadership scenarios, client engagement scenarios, peer engagement scenarios) • Explain the skills underpinning a coaching way of working (for example, active listening, questioning, balancing challenge and support) • Explain a coaching framework can be used to develop a coaching way of working (for example, GROW) • Apply this model, principles and skills in their everyday interaction with colleagues • Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
• An understanding of the Enterprise Ireland internal and client engagement context is required. A briefing on the Enterprise Ireland will be provided in advance of course delivery. • Reference to/use of an established and straightforward coaching framework (for example, GROW) is required. Opportunities to experiment with and practice this framework and key skills (listening and questioning) is required.							

Course:	Coaching Skills			Lot:	Coaching and related		
Level:	2	Duration:	3 days	Custom Level:	L	Deliveries per year:	1
Context and overall aim of the course:							
Coaching is a valuable skill for managers, team leaders and individual contributors. This course builds on the 1-day Coaching Way of Working course, exploring the skills of coaching in greater depth and providing the opportunity to practice and strengthen these skills. This course should enable participants to apply formal coaching to <i>appropriate</i> situations within their work. Following this course participants may wish to formally qualify as coaches via external courses and validation. The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques they can transfer to immediate application.							
Audience:							
- People managers and team leads who need to strengthen the quality of their interpersonal interactions - Colleagues wishing to enhance the quality of their interpersonal interactions with colleagues or clients							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Explain the concept and principles of coaching - Distinguish between different types of coaching (for example, executive coaching, team coaching, career coaching, life coaching etc.) - Explain the role of coaching as a development tool in organisations - Outline when a coaching approach is appropriate and when not in the organisational context, and also when a professional coaching intervention is required - Outline the skills which underpin coaching - Outline a selection of coaching models/styles and when they are most useful (for example, GROW, OSKAR, Time to Think etc.) - Use an established coaching model to structure coaching conversations - Apply these principles and techniques in conversations with colleagues and clients - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- An understanding of the Enterprise Ireland internal and client engagement context is required. A briefing on the Enterprise Ireland will be provided in advance of course delivery. We will request that participants have completed the Coaching Way of Working course or have equivalent knowledge or experience. Please also read the description(s) for this course for information. - Reference to and use of an established and straightforward coaching framework (for example, GROW) is required. - Extensive opportunities to experiment with and practice this framework and key skills (listening and questioning) are required.							
Course:	Collaboration and Teaming Skills			Lot:	Leadership, Management, Talent and Team		
Level:	2	Duration:	.5 day	Custom Level:	L	Deliveries per year:	2
Context and overall aim of the course:							
To work effectively in a complex organisation requires strong collaborative and teaming skills. This is even more pronounced when teams are temporary such as project teams, improvement teams and strategy teams, and when team members are in different locations. This course explores the							

challenges of cross organisational working and work teams, particularly in relation to temporary teams, and how to build effective collaboration and teaming skills.

The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques they can transfer to immediate application.

Audience:

- Managers, leads and members of non-permanent teams
- Managers, team and project leads who are new to role and wish to create effective team working environments
- Colleagues interested in strengthening their collaboration and teaming skills

Wanted outcomes:

Having attended this course, participants will be able to:

- Outline the particular challenges of working and leading temporary teams in a complex organisation like Enterprise Ireland (for example, project teams, cross-functional or cross-organisational teams, strategy teams, LEAN teams etc.) and also temporary teams with external stakeholders (inter-organisational teams, client cross-sectoral teams)
- Explain the benefits of effective collaboration and teaming in these contexts
- Outline practical ways of fostering collaboration and team working quickly in temporary teams (for example, use of team charters, formal goals, clear accountability, intentional and clear communications, decision making, conflict management, knowledge sharing processes etc.)
- Apply learning from the course in own team context
- Know where to go for further learning

Methodology and Course Facilitator:

See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.

Specific requirements:

- An understanding of the Enterprise Ireland internal and client engagement context is required. A briefing on the Enterprise Ireland will be provided in advance of course delivery.
- We are open to using the provider's model where it fits with the course outcomes.

Course:	Communicating in a global, diverse, and hybrid work environment				Lot:	Communications & inter-personal	
Level:	1	Duration:	1 day	Custom Level:	M	Deliveries per year:	2
Context and overall aim of the course:							
Enterprise Ireland operates in a global, diverse and hybrid environment. Being able to effectively communicate in this environment is therefore essential for all colleagues. This course is intended to share good practices, tips and techniques on how best to do this. <i>Please read the outlines of the Communicating with Clarity course also to limit cross over.</i>							
The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques they can transfer to immediate application.							
Audience:							
• Colleagues wishing to improve their ability to communicate in a global, hybrid and diverse work environment							

- People managers and team and project leads who lead and manage dispersed teams and individuals and wish to improve their ability to communicate in this environment

Wanted outcomes:

Having attended this course, participants will be able to:

- Outline the impact of global working, workforce diversity, and virtual interactions on communications and the challenges it presents
- Appreciate their own communications style and what they need to adjust to work more successfully in a global, diverse and virtual/hybrid work environment

Global cross-cultural environment:

- Explain the factors that contribute to effective, clear and successful communication in this context, including the management of non-verbal communications
- Understand how to adapt and manage own communications style (language, speed, non-verbal etc.) to build more effective relationships and understanding in a global, cross-cultural context

Diverse workforce:

- Appreciate how bias and stereotyping impact on communications
- Understand how to adapt and manage own communications style (language, speed, non-verbal etc.) to co-work more inclusively in a diverse workplace

Hybrid interactions:

- Appreciate how communications in hybrid and virtual worlds differs from that in an in-person world
- Understand how to adapt and manage own communications style (language, speed, non-verbal etc.) to relate and work more effectively in a hybrid or virtual context
- Apply learning from the course in own team and interpersonal context
- Know where to go for further learning

Methodology and Course Facilitator:

See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.

Specific requirements:

- An understanding of the Enterprise Ireland internal and client engagement context is required. A briefing on the Enterprise Ireland context will be provided in advance of course delivery and expert colleagues will be available to support the course facilitator as required.
- Reference to global research, best practice and examples is required.
- Please read the outline of the Communicating with Clarity course to limit cross over.
- We are open to using the provider's methodology where it fits with the course outcomes.

Course:	Communicating with Clarity				Lot:	Communications & inter-personal	
Level:	1	Duration:	1 day	Custom Level:	M	Deliveries per year:	2
Context and overall aim of the course:							
The ability to communicate with impact is essential for all employees. This course is intended to support participants to strengthen their practice of written, verbal and non-verbal communications in a business environment. Please read the outlines of the <i>Communicating in a Global, Diverse, and Hybrid World</i> also to limit cross over. The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques they can transfer to immediate application.							
Audience:							
- Colleagues wishing to improve their ability to communicate clearly and with impact - People managers and team and project leads who wish to improve their ability to communicate clearly and with impact with their teams and stakeholders							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Explain why effective communications is critical for all roles - Outline the barriers to effective written, verbal and non-verbal communication - Enhance their written communication of professional emails and reports - Enhance their verbal communications (including use of language, tone, checking understanding etc.) - Nuance their communications to match situation (for example, formal presentations vs rapport building with a client) - Explain why listening is vital for effective communications - Explain how to manage their non-verbal communications including having an understanding of their 'tells' - Assess their own communications practice – strengths and gaps - Apply the learning from the course to continue to improve their own written, verbal and non-verbal communications - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- An understanding of the Enterprise Ireland internal and client engagement context is required. A briefing on the Enterprise Ireland context will be provided in advance of course delivery and expert colleagues will be available to support the course facilitator as required. - Reference to global research, best practice and examples is required. - We are open to using the provider's methodology where it fits with the course outcomes.							

Course:	Consultative Client Engagement			Lot:	Advisory		
Level:	2	Duration:	2 days	Custom Level:	H	Deliveries per year:	3
Context and overall aim of the course:							
Engaging in a consultative, open, listening, and exploratory manner is essential to our relationship building with client. This course provide participants with an understanding of what <i>consultative client engagement</i> means, how it adds value in the context and how it is experienced by clients. It also supports participants in developing the mindset and skills associated with a consultative approach to engaging with clients. <i>Note: See specific requirements below: A set of developed course materials (slides, exercises) was used for delivery of 3 courses on this topic earlier in 2024.</i> The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques they can transfer to immediate application.							
Audience:							
• Client advisors new to role who need to develop the mindset and skills of a consultative approach to client engagement • Client advisors experienced in role and wishing to refresh their knowledge • Managers of client advisory teams • Other client facing colleagues who wish to develop the mindset and skills of a consultative approach to client engagement • Other colleagues who wish to develop the mindset and skills of a consultative approach to client engagement							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> • Explain what consultative client engagement means in the Enterprise Ireland context (i.e. it means using a consultative approach to engaging with clients vs being a ‘consultant’) • Appreciate what this approach ‘looks and feels like’ from a client and advisor perspective, and how it contributes to delivery of a world-class service for our clients • Explain the mindset and skills that underpin a consultative approach to client engagement (distinguishing between the underpinning <i>mindset</i> (self-aware, empathetic, listening, proactive etc.) and the <i>practical skills</i> of engagement (preparation, engage, follow-up) • Appreciate how to apply consultative approach in typical client advisory scenarios • Apply the learning and toolset acquired during the course to plan and conduct more consultative client conversations going forward • Continuously review their own practice of client engagement through the lens of a consultative approach and identify strengths and gaps and development opportunities, and act on these • Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
• An understanding of the role, surrounding ecosystem, client base, and services offered by Enterprise Ireland is required. A briefing on the Enterprise Ireland context will be provided in advance of course delivery and expert colleagues will be available to support the course facilitator as required. • A set of developed course materials (slides, exercises) was used for delivery of 3 courses on this topic earlier in 2024. They are built around a framework of skills. While some editing of the skills may be required, we require that the skills based framework be used							

as the basis for the course. A briefing on the existing framework, materials and methodology will be provided in advance of course delivery, and any materials will be shared with the provider.

- Reference to world class best practice examples, frameworks and techniques etc. is required.
- The course facilitator should have practical, first-hand experience of working in a client engagement role which they can draw on.
- The course should offer opportunities for participants to experiment with and practice the skills covered. The course should have a capstone role play covering application of skills in typical client scenarios.

Course:	Consultative Client Engagement Advanced					Lot:	Advisory
Level:	3	Duration:	2 days	Custom Level:	H	Deliveries per year:	2
Context and overall aim of the course:							
This course supports experienced client advisors to deepen their mastery of some of the more complex skills of a consultative client engagement approach. It also explores some of the more complex client engagement scenarios, looking at how to build trusting partnerships, influence, question and constructively advise in these scenarios, as well as how to adapt their own style and communications to match the situation. <i>The course should align to and reference the mindset and skills framework used in the Consultative Client Engagement course (see that course description for more details.)</i> The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques they can transfer to immediate application.							
Audience:							
- Experienced client facing advisors and other colleagues who wish to strengthen their client engagement skills - Managers of these teams - Other colleagues who work closely with or support clients							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Outline relevant and transferrable insights from the wider world of professional services and consulting, and thinking on customer experience (CX) - Explain how client relationships are built, with a focus on trust, credibility, reliability and service excellence, and on complex scenarios - Explain how to leverage the principles of influencing without authority as a client advisor, and build a reciprocal relationship - Explain how to constructively question and advise a client, including in challenging situations - Explain the dynamics of groups and how to manage for these in client relationships - Have a deeper understanding of their own interpersonal and communications style and how these are received by others - Adapt their interpersonal and communications style to match different situations and personalities - Explain how to manage internal stakeholder communication and messaging - Apply the learning acquired to strengthen client engagements going forward - Continuously review their own practice of client engagement and identify strengths and gaps and development opportunities, and act on these - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
An understanding of the role, surrounding ecosystem, client base, and services offered by Enterprise Ireland is required. A briefing on the Enterprise Ireland context will be provided in advance of course delivery and expert colleagues will be available to support the course facilitator as required.							

- Reference to world class best practice frameworks and techniques, and examples from leading consulting organisations is required as input to discussions, along with reference and alignment to the mindset and skills framework used in the Consultative Client Engagement course.
- The course facilitator should have practical, first-hand experience of working in a client engagement role which they can draw on.
- The course should offer opportunities, including role plays, for participants to experiment with and practice the skills covered in a range of typical client scenarios.

Course:	Critical Conversations			Lot:	Communications & inter-personal		
Level:	2	Duration:	2 days	Custom Level:	M	Deliveries per year:	2
Context and overall aim of the course:							
Having a 'straightforward' conversation is a challenge for most individuals. This can include giving negative feedback to a colleague, saying 'no' to a client or raising a performance problem. This course is intended to support participant to prepare for and have these conversations in a constructive manner. The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques they can transfer to immediate application.							
Audience:							
• People managers or team leaders who want to strengthen their interpersonal communications skills to enable better quality conversations with their reports • Client facing colleagues who want to strengthen their interpersonal communications skills • Other colleagues interested in strengthening their interpersonal communications skills							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> • Clarify the purpose and wanted outcomes of an impending challenging conversation • Outline what makes for a successful outcome for a challenging conversation • Understand the perspective of the receiver and apply this in their preparation and delivery • Plan the conversation so as to achieve the optimal result for both parties (planning the opening, evidencing the issue, proactively considering issues, questions etc that may arise etc.) • Prepare themselves for a difficult conversation (considering their communications style, practicing etc.) • Conduct the conversation, articulating the specific issue in a constructive and evidence based manner • Listen effectively and stay present during the conversation • Address questions and challenges that may arise • Close off on the conversation in a constructive and mutually agreeable manner • Debrief and review a conversation for learning and continuous personal development • Apply learning from the course into their own interpersonal practices • Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
• A general understanding of Enterprise Ireland including structure, roles and responsibilities, key conversations and current challenges regarding these, and of how performance is managed, and how teams and projects are managed is required. A briefing on the Enterprise Ireland context will be provided in advance of course delivery and expert colleagues will be available to support the course facilitator as required.							

- Role play practice opportunities is required for inclusion with all participants given the opportunity to practice skills in a relevant scenario such as, for example, manager-report related to performance issue or assignment of work; team member to team member or peer to peer where the work of one feeds to another to addressing delivery or quality or behavioural issues; client advisor to client explaining why they were not successful in a funding request).
- The course should provide a straightforward model which individuals can follow to prepare for, conduct and close these types of conversations. We are open to using the provider's model where it fits with the course wanted outcomes.

Course:	Data Analytics Clinics			Lot:	Operations, Digital and ESG		
Level:	2	Duration:	90 mins	Custom Level:	H	Deliveries per year:	4
Context and overall aim of the course:							
As colleagues work with data and data projects, practical questions arise. These data analysis clinics are open forums where individuals can ask questions of an expert facilitator, and colleagues. Where time is available this expert facilitator can provide short <i>how to...</i> segments or discuss common problems, shortcuts, useful tips and techniques. <i>Note that those requiring an introduction to data analytics should attend the associated course (see Course Description for Introduction to Data Analytics).</i>							
Audience:							
Colleagues working on data projects, specifically those newer to this work							
Format:							
- Open forum - Questions will be sought in advance but may only arise on the day							
Wanted outcomes:							
<i>Having attended this clinic, participants will be able to:</i> - Progress with their work, having had their query answered - Address commonly reported problems - Apply new learning from how tos... latest tools updates, tips and techniques, to their work practice							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- An understanding of the Enterprise Ireland organisation is required. A briefing on the Enterprise Ireland context will be provided in advance of course delivery. Where required access to functional and IT expertise will be arranged. - This should be conducted as an interactive Q&A session by a facilitator expert in data analytics. If limited questions arise the expert should be able to deliver short <i>how to...</i> segments or discuss common problems, shortcuts, useful tips and techniques. - It would be useful to have a consistent expert at these clinics so they could build an understanding of data projects and challenges in the Enterprise Ireland context which could be drawn on in the Q&As.							

Course:	Decision making				Lot:	Communications & inter-personal	
Level:	1	Duration:	1 day	Custom Level:	L	Deliveries per year:	2
Context and overall aim of the course:							
Decision making is an essential skill for everyone. It is underpinned by the ability to think critically and creatively and with a problem solving approach. This course explores useful frameworks for decision making, and how to leverage creative and critical thinking and problem solving skills in decision making. The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques they can transfer to immediate application.							
Audience:							
Colleagues interested in developing their decision making skills							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> • Explain the concepts of decision making • Outline why effective decision making is vital for organisations • Outline the characteristics of effective decision making • Explain the role of critical and creative thinking and problem solving in decision making • Explain the role of heuristics, bias, group think, judgement, psychological safety and preference in decision making • Outline some established approaches to decision making • Collate these approaches into a takeaway 'toolkit' they can apply in their work • Outline how to approach decision making in a time of disruption, uncertainty, time pressure and incomplete or unqualified data • Outline how to approach cross-cultural and group decision making • Apply learning from the course to own work situation • Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
• A general understanding of the role, client base, and services offered by Enterprise Ireland is required. A briefing on the Enterprise Ireland context will be provided in advance of course delivery. • Reference best practices and established models, distilling these to practical steps or actions which participants can apply in their own work. These should be compiled into a 'toolkit' for the participant to subsequently draw on. • Include if possible some self-assessment frameworks to build self-awareness and form the basis for continued development. • The course should offer opportunities for participants to experiment with and practice the skills covered in a range of typical scenarios.							

Course:	Design Thinking			Lot:	Advisory		
Level:	1	Duration:	.5 day	Custom Level:	L	Deliveries per year:	2
Context and overall aim of the course:							
Design thinking is a widely used user-centred methodology for addressing complex challenges. It can be drawn upon in its entirety, or principles and practices can be leveraged in themselves. This							

course explains design thinking and what differs it from other approaches to solution development and opens a discussion on how it can be used by participants in their teams and in their work.

The course is intended to be practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques they can transfer to immediate application.

Audience:

Colleagues interested in applying design thinking principles into their work

Wanted outcomes:

Having attended this course, participants will be able to:

- Explain design thinking, its origins and how it is typically deployed in companies, using a range of examples
- Outline when a design thinking approach is useful and when it is not
- Explain the key principles underpinning design thinking
- Explain the stages of design thinking – illustrated by sample cases and examples
- Outline how it could be of value in their work – in internal and client-related scenarios
- Apply learning from the course in own work situation
- Know where to go for further learning

Methodology and Course Facilitator:

See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.

Specific requirements:

- A general understanding of the role, client base, and services offered by Enterprise Ireland is required. A briefing on the Enterprise Ireland context will be provided in advance of course delivery.
- The course should reference established models of design thinking, illustrated with examples, and distilled into practical steps or actions which participants can apply in their own work.
- The course should offer opportunities for participants to experiment with and practice the models.

Course:	Digitalisation Essentials			Lot:	Operations, Digital and ESG		
Level:	1	Duration:	.5 day	Custom Level:	M	Deliveries per year:	2
Context and overall aim of the course:							
Digitalisation is a major focus area for organisations. As an enterprise development agency, it is at the top of our agenda as we support clients to enhance their competitiveness and performance and grow and transform their businesses. As an organisation, it is at the top of our agenda as we strive to enhance our performance and transform how we deliver services to clients. Consequently, it is of value to all colleagues to have a clear understanding of digitalisation, and how we can best ready ourselves and the organisation for the digital world. <i>The course should include reference to AI as part of the digitalisation landscape though a short course on AI essentials will also be offered to colleagues.</i> The course is intended to be practical, providing participants with insights, tools and techniques that support immediate application.							
Audience:							
Colleagues not expert in digitalisation but wishing to build a fundamental understanding							
Wanted outcomes:							
<i>Having attended this programme, participants will be able to:</i> - Define and apply key digitisation and digitalisation terms and concepts - Outline key milestones in the evolution of today's digital landscape, and current and emerging disruptors and trends that shape business opportunities and challenges, including referencing the role of AI - Outline the breadth and depth of the impact of digitalisation on how we work and live, anticipating future disruptions and adopting strategies accordingly - Outline how to assess a company's digital maturity and identify areas for improvement - Outline the impacts, opportunities and challenges digitalisation presents for business across various industries and sizes of companies - Explain how we can build our readiness for a digital future as individuals, teams, an organisation, and an enterprise agency - Apply learning from the course in own work situation - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- A general understanding of the role, client base, and services offered by Enterprise Ireland, as well as an understanding of current digitalisation projects is required. A briefing on the Enterprise Ireland context will be provided in advance of course delivery and expert colleagues will be available to support the course facilitator as required. - The course should reference established models of thinking about digitalisation for example, maturity models, including those used by Enterprise Ireland with our clients. - Please also read the description(s) for the <i>Digital Transformation</i> and <i>Engaging with Clients on Digitalisation</i> courses so as to be aware of the wanted outcomes of those courses.							

Course:	Digital Transformation			Lot:	Operations, Digital and ESG		
Level:	3	Duration:	.5 day	Custom Level:	M	Deliveries per year:	2
Context and overall aim of the course:							
Building on the <i>Engaging with Clients on Digitalisation</i>, this course delves deeper into the multifaceted nature of digital transformation. Participants will gain understanding of digital							

transformation from a strategic, change management, process optimisation, people - centric, technological, project management and leadership perspective. This, in addition to understanding how Enterprise Ireland can support digital transformation, will allow them to converse and engage at a deeper level with clients and add more value from a digitalisation advisory perspective. *The course should include reference to AI as part of the digitalisation landscape.*

The course is intended to be practical, providing participants with insights, tools and techniques that support immediate application.

Audience:

- Client advisory and other client facing colleagues already knowledgeable on digitalisation essentials, and wishing to build on this
- Other colleagues interested in developing their digitalisation knowledge

Wanted outcomes:

Having attended this programme, participants will be able to:

- Explain and articulate the distinction between digitisation, digitalisation and digital transformation
- Explain how to analyse and assess the strategic implications of digitalisation for a business
- Discuss digital transformation from a value creation, competitive advantage and innovation perspective
- Use a selection of diagnostic and analysis tools, frameworks etc. to support clients or other stakeholders on how they can think about, describe, analyse, assess and make the case for digital transformation in their businesses
- Explain how to implement a digital transformation programme addressing the strategic, change management, process optimisation, people-centric, technological, project management, and leadership dimensions
- Explain the leadership mindset and skills required to plan, lead and implement a digital transformation initiative
- Apply learning from the course to more confidently initiate and lead strategic conversations with clients about digital transformation
- Know where to go for further learning

Methodology and Course Facilitator:

See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.

Specific requirements:

- A general understanding of the role, client base, and services offered by Enterprise Ireland is required. A briefing on the Enterprise Ireland context will be provided in advance of course delivery and expert colleagues will be available to support the course facilitator as required.
- The course should reference established models of thinking about digital transformation including those used by Enterprise Ireland clients and relevant examples and cases.
- The course facilitator should have practical insights gained from work experience in the area of digitalisation or digital transformation, or consulting experience, which they can draw on.
- Please also read the description(s) for the *Digitalisation Essentials* and *Engaging with Clients on Digitalisation* courses so as to be aware of the wanted outcomes of those courses.

Course:	Financial Analysis			Lot:	Business		
Level:	2	Duration:	3 days	Custom Level:	H	Deliveries per year:	2
Context and overall aim of the course:							
Financial analysis skills are important for those developing and evaluating client and organisational investment* business cases. This course supports participants to prepare the financials for business cases for client and internal projects, and to evaluate business cases from a financial perspective and report on these findings. The course is intended to be practical, allowing participants to apply some of the key frameworks and techniques etc. and providing them with a 'toolkit' they can transfer to immediate application.							
Audience:							
• Colleagues including client facing colleagues who develop or work with investment business cases. • Managers of these teams • Other colleagues who require financial analysis expertise as part of their role							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> • Explain what is meant by financial analysis, and the skills, knowledge and mindset required to be effective • Explain the relevant concepts, terms, ratios, categorisation of investments etc. • Explain how to develop and test the financial element of a business case: ○ Identifying the data required and how to collect, collate or create this data ○ Selecting the analysis ratios, metrics, models and tools to be applied ○ Setting baselines for project evaluation • Explain how to place a financial value on non-quantitative outcomes of a project, for example, talent, leadership or skills development • Explain how to evaluate the financial elements of a business case, how to report on these findings, and how to use this data to make recommendations and for decision making • Apply learning from the course to own role • Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
• *An understanding of Enterprise Ireland and how investments are documented, presented and evaluated along with an understanding of the terminology and roles and responsibilities is required. A briefing on these will be provided in advance of course delivery, and expert colleagues will be available to support the course facilitator come up to speed as required. • Colleagues should have completed the Finance Foundations course or have equivalent knowledge. See the Finance Foundations course descriptor for an understanding of the participant entry point. Colleagues should also have completed the Preparing and Presenting Business Cases course or have equivalent knowledge. See the Preparing and Presenting Business Cases descriptor to align with the outcomes and aims of that course. • It is essential that all teaching of concepts etc. is done through reference to examples. • Frequent check ins are required to ensure everyone understands each concept etc. • Exercises can be assigned to support learning and help participants identify areas they need additional reinforcement. A case study is to be included on day 3 to integrate all of the learning and support participants to practice and consolidate their 'toolkit'/takeaways.							

Course:	Engaging Clients on Digitalisation				Lot:	Operations, Digital and ESG	
Level:	2	Duration:	1 day	Custom Level:	C	Deliveries per year:	2
Context and overall aim of the course:							
To engage at a meaningful level with a diverse range of clients from startups to scaling companies, across various sectors, it is useful for client advisors and other client facing colleagues to have a good understanding of digitalisation and its breadth, and of the supporting Enterprise Ireland and ecosystem portfolio of offers, as well being equipped with a 'toolkit' of diagnostic and analysis tools, question lists, frameworks etc. that they can draw on in their engagements with clients. This workshop is intended to address these requirements and give advisors the confidence to have discovery conversations with clients, work more closely with clients with lower digital maturity levels, and know when to call in more expert colleagues for support with clients with higher levels of digital maturity. By understanding the varying levels of digital maturity, advisors will be empowered to tailor their approach, providing targeted support to clients at different stages of their digital journey. These workshops will be delivered in collaboration with Enterprise Ireland expert colleagues blended the external provider's subject expertise with the Enterprise Ireland colleague's expertise in the Enterprise Ireland offers and client base. The course is intended to be practical, providing participants with useful insights, guidance and talking points as well as tools and techniques that support immediate application.							
Audience:							
- Client Advisors and other client facing colleagues who need to engage meaningfully with clients on this topic - Other colleagues who required upskilling as part of their role in Enterprise Ireland							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Appreciate the potential scale of impact of digitalisation on our clients' businesses - Confidently initiate and lead conversations with clients about digital maturity, adoption, and transformation, demonstrating understanding of industry-specific challenges and opportunities - Facilitate client discussions on how to strategically approach digitalisation within their unique business context, providing guidance on articulation of the value proposition of digital solutions for the business and aligning digital initiatives with company goals - Use a selection of diagnostic and analysis tools, frameworks etc. to describe, analyse and assess the stage of digital maturity/adoption/transformation of the client company (across all aspects of the operations including understanding the people and change perspective) - Leverage these conversations to tailor solutions that address specific client needs considering their unique business context, budget, and risk tolerance - Identify when to involve more specialised colleagues into their engagement with clients - Apply learning from the course to enhance the quality of their client engagements - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							

Specific requirements:

- A good understanding of the role, client base, and services offered by Enterprise Ireland is required. The course should reference Enterprise Ireland and ecosystem supports.
- The course should reference a diagnostic 'toolkit' (questions, models, frameworks etc.) which can be used to describe, or analyse and assess the stage of digital maturity/ adoption/ transformation of the client company (across all aspects of the operations including understanding the people and change perspective).
- The course facilitator should have practical insights gained from work experience in the area of digitalisation or digital transformation, or consulting experience, which they can draw on.
- A detailed briefing on the Enterprise Ireland context, portfolio, and current 'toolkit' will be provided in advance of course delivery and colleagues, expert in the Enterprise Ireland client and offer context, will be available to support before and during course delivery.

Course:	Financial Analysis			Lot:	Business		
Level:	2	Duration:	3 days	Custom Level:	H	Deliveries per year:	2
Context and overall aim of the course:							
Financial analysis skills are important for those developing and evaluating client and organisational investment* business cases. This course supports participants to prepare the financials for business cases for client and internal projects, and to evaluate business cases from a financial perspective and report on these findings.							
The course is intended to be practical, allowing participants to apply some of the key frameworks and techniques etc. and providing them with a 'toolkit' they can transfer to immediate application.							
Audience:							
• Colleagues including client facing colleagues who develop or work with investment business cases. • Managers of these teams • Other colleagues who require financial analysis expertise as part of their role							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i>							
• Explain what is meant by financial analysis, and the skills, knowledge and mindset required to be effective • Explain the relevant concepts, terms, ratios, categorisation of investments etc. • Explain how to develop and test the financial element of a business case: ○ Identifying the data required and how to collect, collate or create this data ○ Selecting the analysis ratios, metrics, models and tools to be applied ○ Setting baselines for project evaluation • Explain how to place a financial value on non-quantitative outcomes of a project, for example, talent, leadership or skills development • Explain how to evaluate the financial elements of a business case, how to report on these findings, and how to use this data to make recommendations and for decision making • Apply learning from the course to own role • Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							

Specific requirements:

- *An understanding of Enterprise Ireland and how investments are documented, presented and evaluated along with an understanding of the terminology and roles and responsibilities is required. A briefing on these will be provided in advance of course delivery, and expert colleagues will be available to support the course facilitator come up to speed as required.
- Colleagues should have completed the Finance Foundations course or have equivalent knowledge. See the Finance Foundations course descriptor for an understanding of the participant entry point. Colleagues should also have completed the Preparing and Presenting Business Cases course or have equivalent knowledge. See the Preparing and Presenting Business Cases descriptor to align with the outcomes and aims of that course.
- It is essential that all teaching of concepts etc. is done through reference to examples.
- Frequent check ins are required to ensure everyone understands each concept etc.
- Exercises can be assigned to support learning and help participants identify areas they need additional reinforcement. **A case study is to be included on day 3** to integrate all of the learning and support participants to practice and consolidate their 'toolkit'/takeaways.

Course:	Finance Foundations				Lot:	Business		
Level:	1	Duration:	3 days	Custom Level:	M	Deliveries per year:		2
Context and overall aim of the course:								
Financial literacy is essential for professionals who manage budgets, evaluate business cases, or interact with financial data. This course introduces participants to core financial concepts, key statements, and reporting frameworks, empowering them to engage confidently with financial information. The course aims to demystify financial terminology and equip participants with a practical understanding of finance. Using real-world examples and interactive activities, participants will develop the skills needed to interpret financial data and apply this knowledge in their roles.								
Audience:								
• Client facing colleagues with a non-finance background who need to develop or refresh their fundamental knowledge • Colleagues with a non-finance background who develop or work with investment business cases • Managers responsible for budgeting and/or teams of client facing colleagues • Other colleagues who require financial fluency as part of their role • Any other colleagues interested in building financial fluency								
Wanted outcomes:								
<i>Having attended this course, participants will be able to:</i> • Explain key concepts, terms, statements, and reports: ○ Balance Sheet ○ Profit and Loss statement ○ Cash Flow Statement ○ Financial reporting – management and financial accounts ○ KPIs ○ Product costing and pricing ○ Planning and projections ○ CRO ○ Working with statutory accounts • Read and analyse the above to determine the current financial status of a company • Apply learning from the course to own role • Know where to go for further learning								
Methodology and Course Facilitator:								
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.								
Specific requirements:								
• An understanding of Enterprise Ireland and the key roles and responsibilities of relevant colleagues is required. A briefing on these will be provided in advance of course delivery. • It is essential that all teaching of concepts etc. is done through reference to examples. • Frequent check ins are required to ensure everyone understands each concept etc. • Exercises can be assigned to support learning and help participants identify areas they need additional reinforcement. A case study is to be included on day 3 to integrate all of the learning and support participants to practice and consolidate their 'toolkit'/takeaways.								

Course:	Engaging Clients on ESG					Lot:	Operations, Digital and ESG	
Level:	2	Duration:	1 day	Custom Level:	C	Deliveries per year:	2	
Context and overall aim of the course:								
To engage at a meaningful level with a diverse range of clients from startups to scaling companies, across various sectors, it is useful for client advisors and other client facing colleagues to have a good understanding of ESG across all of its pillars, and of the supporting Enterprise Ireland and ecosystem portfolio of offers, as well being equipped with a ‘toolkit’ of diagnostic and analysis tools, question lists, frameworks etc., that they can draw on in their engagements with clients. This workshop is intended to address these requirements and give advisors the confidence to have discovery conversations with clients, work more closely with clients with lower ESG ‘maturity’ levels, and know when to call in more expert colleagues for support with clients with higher levels of maturity. It should also empower advisors to better target Enterprise Ireland and other supports to clients at different stages of their journey. These workshops will be delivered in collaboration with Enterprise Ireland expert colleagues blended the external provider’s subject expertise with the Enterprise Ireland colleague’s expertise in the Enterprise Ireland offers and client base. The course is intended to be practical, providing participants with useful insights, guidance and talking points as well as tools and techniques that support immediate application.								
Audience:								
• Client Advisors and other client facing colleagues who need to engage meaningfully with clients on this topic • Other colleagues who required upskilling as part of their role in Enterprise Ireland								
Wanted outcomes:								
<i>Having attended this course, participants will be able to:</i> • Explain ESG, each of its pillars, and the key drivers of the increased focus on ESG, from a global, EU and Irish perspective • Explain key terminology and concepts, and know how to use these with confidence in their conversations with clients • Explain relevant legislative, regulatory and policy requirements of Enterprise Ireland client companies (referencing all three pillars) • Articulate the rationale/business case for clients investing in ESG, and the challenges and opportunities companies face, including the challenges in addressing the climate change challenge • Articulate what <i>best practice</i> looks like in ESG referencing global and local company case examples. • Apply the learning to enhance the quality of their client engagements – to inform and advise clients on - how they might prepare for and adapt to address ESG requirements including how they can mitigate or find opportunity in the climate and sustainability challenges; how they might articulate this response in a plan that can be activated and tracked; and how they might best utilise Enterprise Ireland supports • Recognise when to bring more expert colleagues into client conversations • Know where to go for further learning								
Methodology and Course Facilitator:								
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.								
Specific requirements:								

- A good understanding of the role, client base, and services offered by Enterprise Ireland is required. The course should reference Enterprise Ireland and ecosystem supports.
- The course should reference a diagnostic 'toolkit' (questions, models, frameworks etc.) which can be used to describe, or analyse and assess the stage of ESG 'maturity' across all pillars.
- The course facilitator should have practical insights gained from work experience in the area of ESG projects, or consulting experience, which they can draw on.
- An understanding of legal and regulatory requirements across public as well as private organisations is required.
- A detailed briefing on the Enterprise Ireland context and current 'toolkit' will be provided in advance of course delivery and colleagues, expert in the Enterprise Ireland client and offer context, will be available to support before and during course delivery.

Course:	Engaging Clients on Leadership and Talent				Lot:	Leadership, Management, Talent and Team	
Level:	1	Duration:	1 day	Custom Level:	C	Deliveries per year:	2
Context and overall aim of the course:							
To engage at a meaningful level with a diverse range of clients from startups to scaling companies, across various sectors, it is useful for client advisors and other client facing colleagues to have a good understanding of leadership, management, and talent management and development, and of how Enterprise Ireland can support companies to build and strengthen these as they scale, as well being equipped with a 'toolkit' of diagnostic and analysis tools, question lists, frameworks etc., that they can draw on in their engagements with clients. This workshop is intended to address these requirements and give advisors the confidence to have discovery conversations with clients, work more closely with clients to address more straightforward gaps in these areas, and know when to call in more expert colleagues for support with clients with more complex challenges. It should also empower advisors to better target Enterprise Ireland and other supports to clients at different stages of their journey. These workshops will be delivered in collaboration with Enterprise Ireland expert colleagues blended the external provider's subject expertise with the Enterprise Ireland colleague's expertise in the Enterprise Ireland offers and client base. The course is intended to be practical, providing participants with useful insights, guidance and talking points as well as tools and techniques that support immediate application.							
Audience:							
- Client Advisors and other client facing colleagues who need to engage meaningfully with clients on these topics - Other colleagues who required upskilling as part of their role in Enterprise Ireland							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Distinguish between leadership and management and the role each plays in a company's scaling journey as it encounters different challenges and opportunities, with a specific emphasis on the role of leadership in successful scaling - Outline key theories, models and research around leadership and management - Explain the skills and behaviours associated with leadership and management - Outline how leaders and managed can be identified and developed - Outline what is meant by talent management (including talent development) and how it is implemented in organisations - Outline typical talent management challenges that face organisation and how these evolves over the different stages of organisational growth - Outline some useful approaches (a 'toolkit') to gauging the state of an organisation's leadership, management, talent development and associated capabilities - Explain the Enterprise Ireland and ecosystems supports available for leadership, management, talent and organisational development - Apply learning from the course to enhance the quality of their client engagements - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
A good understanding of the role, client base, and services offered by Enterprise Ireland is required. The course should reference Enterprise Ireland and ecosystem supports.							

- Reference should be made to how leadership, management and talent management and development (i.e. the challenges each face and the role it plays in the company's growth) evolves over the life of an organisation from start up to scaling and internationalisation.
- The course should reference a diagnostic 'toolkit' (questions, models, frameworks etc.) which can be used to describe, or analyse and assess the stage of development of leadership, management and talent management within a company.
- The course facilitator should have practical insights based on work experience, consulting or leadership development experience, which they can draw on.
- A detailed briefing on the Enterprise Ireland context and current 'toolkit' will be provided in advance of course delivery and colleagues, expert in the Enterprise Ireland client and offer context, will be available to support before and during course delivery.

Course:	Engaging Clients on Strategic Marketing					Lot:	Business
Level:	1	Duration:	1 day	Custom Level:	C	Deliveries per year:	2
Descriptor (including the general aim of the course)							
To engage at a meaningful level with a diverse range of clients from startups to scaling companies, across various sectors, it is useful for client advisors and other client facing colleagues to have a good understanding of strategic marketing, and of the supporting Enterprise Ireland and ecosystem portfolio of offers, as well being equipped with a 'toolkit' of diagnostic and analysis tools, question lists, frameworks etc., that they can draw on in their engagements with clients. This workshop is intended to address these requirements and give advisors the confidence to have discovery conversations with clients, work more closely with clients to address more straightforward gaps in these areas, and know when to call in more expert colleagues for support with clients with more complex challenges. It should also empower advisors to better target Enterprise Ireland and other supports to clients at different stages of their journey. These workshops will be delivered in collaboration with Enterprise Ireland expert colleagues blended the external provider's subject expertise with the Enterprise Ireland colleague's expertise in the Enterprise Ireland offers and client base. The course is intended to be practical, providing participants with useful insights, guidance and talking points as well as tools and techniques that support immediate application.							
Audience:							
- Client Advisors and other client facing colleagues who need to engage meaningfully with clients on this topic - Other colleagues who required upskilling as part of their role in Enterprise Ireland							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Explain the concept of strategic marketing and its role in company success - Outline related terminology and concepts, and key strategic marketing roles - Explain how a company can identify strategic market opportunities and the role segmentation, value and market positioning - Explain how a company can execute on strategic market opportunity, and the role of sales strategy, channel development, marketing communications, resourcing, and people and budgets - Outline, using cases, strategic marketing at different stages of a company's growth (early stage, growth stage, maturity stage) - Explain how the Strategic Marketing Review (SMR) and other interventions have helped companies at different stages of growth - Explain the key choices and activities at different stages of company growth (including reference to business development, branding, pricing etc.) - Outline how to approach a client conversation on strategic marketing (preparation, effective questioning and questions etc.) and where to get more information on SMR and other interventions, including who to contact - Apply learning from the course to have more confident, deeper conversations on strategic marketing activities with their clients - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
A good understanding of the role, client base, and services offered by Enterprise Ireland is required. The course should reference Enterprise Ireland and ecosystem supports.							

- The course should reference a diagnostic 'toolkit' (questions, models, frameworks etc.) which can be used to describe, or analyse and assess the stage of development of the company. Specifically, the course should have the Enterprise Ireland Strategic Marketing Review (SMR) approach as a basis.
- The course facilitator should have practical insights based on having consulted on a SMR with an Enterprise Ireland client, and/or work experience or consulting experience in the area of strategic marketing, which they can draw on.
- A detailed briefing on the Enterprise Ireland context and current 'toolkit' will be provided in advance of course delivery and colleagues, expert in the Enterprise Ireland client and offer context, will be available to support before and during course delivery.

Course:	ESG Essentials					Lot:	Operations, Digital and ESG		
Level:	1	Duration:	.5 day	Custom Level:	L	Deliveries per year:	2		
Descriptor (including the general aim of the course)									
ESG is centre stage for Enterprise Ireland and our clients. It is a broad and complex area. This course will explain ESG and its constituent pillars, outline some of the relevant scientific and regulatory context, explain the ESG responsibility of public agencies like Enterprise Ireland, and the role we as individuals and teams can play in achieving ESG goals.									
The course is intended to be practical in focus, providing useful insights, guidance and tips for participants.									
Audience:									
- Client facing colleagues new to ESG and requiring a general understanding of the topic - Colleagues interested in the topic - Anyone with specific ESG responsibilities									
Wanted outcomes:									
Having attended this course, participants will be able to:									
- Explain ESG, its evolution, its constitute pillars, and associated terminology ('green', sustainable business, circular economy, EDI etc.) - Outline why ESG is top of agenda globally and nationally, and key global initiatives (for example, UN Goals) - Outline the 'business case' for ESG i.e. why it makes sense to the organisation's 'bottom line' - Outline the key ESG legislative requirements (policies, regulation, reporting) across all pillars and how these are manifested in practice (ESG strategies, climate action plans, CSRD reporting, Gender Pay Gap reporting etc.) (referencing public and private sector organisations) - Outline the key stakeholders in the delivery of ESG policies and goals and their roles and responsibilities - Outline our responsibilities as individuals and teams in achieving ESG goals - Outline the barriers and enablers to implementing ESG and how we as individuals and teams can practically contribute to achieving ESG goals within Enterprise Ireland - Apply learning from the course in own work situation - Know where to go for further learning									
Methodology and Course Facilitator:									
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.									
Specific requirements:									
- An understanding of the Enterprise Ireland context (strategy, policies and client supports) is required. A briefing on the Enterprise Ireland context, policies and related will be provided in advance of course delivery and expert colleagues will be available to support the course facilitator as required. - An understanding of EU and Ireland legal and regulatory requirements across public as well as private organisations is required.									
Course:	ESG Masterclass				Lot:	Operations, Digital and ESG			
Level:	3	Duration:	2 hours	Custom Level:	L	Deliveries per year:	1		
Descriptor (including the general aim of the course)									
To deliver a world class service to our clients it is vital that client advisory and other client facing colleagues are continuously updating their knowledge in keys areas in which we offer client solutions. In practice this means keeping abreast of relevant current and emerging academic and									

industry research, and developments, trends and disruptors in the macro-environment, business, regulation, technology, consumer behaviours etc.

To address this, we plan to deliver an annual series of masterclasses for all colleagues. These will be recorded and remain available to colleagues. The content of these masterclasses will vary from year to year with the content compiled based on the provider's subject expertise and the specific interests of Enterprise Ireland. It will be assumed that participants have an established understanding of the masterclass subject area, i.e. there is no requirement to cover first principles.

Audience:

- Client advisors and other client facing colleagues wishing to extend their knowledge of the subject area
- Any other colleagues who are interested in this subject area

Wanted outcomes:

Having attended this course, participants will be able to:

- Explain a selection of the key developments in the subject area
- Evaluate the impact of these for the Enterprise Ireland client base
- Apply the learning from the masterclass into upcoming client engagements
- Know where to go for further learning

Methodology and Course Facilitator:

See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.

Specific requirements:

- An understanding of the role, client base, and services offered by Enterprise Ireland is required. A briefing on these will be provided in advance of course delivery, and colleagues, expert in the Enterprise Ireland client and offer context, will be available to support.
- The provider and Enterprise Ireland will agree the content agenda in advance of the masterclass delivery. Rather than attempt to cover all developments in a subject area, the masterclass will focus on a smaller number of items of import.

Course:	Group Facilitation Skills			Lot:	Coaching and related		
Level:	2	Duration:	1 day	Custom Level:	L	Deliveries per year:	2
Context and overall aim of the course:							
Group facilitation is a valuable skill for team leads and members, client facing colleagues and managers. Effective group facilitation can ensure workshops and group events (planning sessions, ideation sessions, strategy development sessions etc.) are well run, participative, constructive, and productive. This course support colleagues to develop their facilitation skills to effectively manage group working sessions.							
The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques they can transfer to immediate application.							
Audience:							
• Colleagues who would like to improve their facilitation of formal group sessions							

Wanted outcomes:

Having attended this course, participants will be able to:

- Explain the concept of facilitation and situations in which it is most useful
- Outline the characteristics of an effective facilitation engagement and the skills of an effective facilitator, referencing in person and online sessions
- Plan and deliver a group facilitation session, including understanding the audience; defining wanted outcomes; designing a structure and methodology; designing collateral; 'arranging' the room etc.
- Leverage useful tips and techniques including ice-breaking, managing energy, generating ideas, building collaboration, balancing challenge and support, addressing conflict, building alignment etc.
- Gain commitment from the group as part of the closing of the session
- Apply learning from the course to enhance the quality and impact of group facilitations
- Know where to go for further learning

Methodology and Course Facilitator:

See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.

Specific requirements:

- A general understanding of the Enterprise Ireland context is required. A briefing on this will be provided in advance of course delivery.
- Certification is required to indicate that the participants have learned and demonstrated the relevant skills for group facilitation.

Course:	High Performing Team Development					Lot:	Leadership, Management, Talent and Team	
Level:	2	Duration:	1 day	Custom Level:	H	Deliveries per year:	5	
Context and overall aim of the course:								
Teams are the core working units in Enterprise Ireland. This course equips participants with the skills and mindset needed to create and sustain effective, cohesive teams by focusing on communication, collaboration, and positive team dynamics.								
The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques they can transfer to immediate application.								
Audience:								
Intact permanent teams who wish to enhance their teamworking and performance								
Wanted outcomes:								
<i>Having attended this course, participants will be able to:</i>								
- Outline the characteristics and behaviours of high performing teams - Outline how to form and develop teams with a high performance culture and a shared sense of purpose (including the development of team charters) - Explain team roles and dynamics and what contributes to positive and negative dynamics - Outline how to foster psychological safety where team members feel safe to express ideas, voice concerns, and take risks - Explain the value of diversity in teams, how to harness different perspectives, and address unconscious bias - Explain how to develop and manage communications, decision making and collaboration within teams - Outline how to constructively resolve conflict - Promote positivity and growth mindset - Apply learning from the course in own team context - Know where to go for further learning								
Methodology and Course Facilitator:								
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.								
Specific requirements:								
- A general understanding of the Enterprise Ireland organisational context, our values and behaviours and recent team focused initiatives is required. A briefing on this will be provided in advance of and experienced colleagues will be available to support the course facilitator as required. - Reference to research and best practice is required. - Enterprise Ireland is open to the provider's team performance framework where it fits with the wanted course outcomes.								

Course:	Influencing without authority			Lot:	Communications & inter-personal		
Level:	2	Duration:	1 day	Custom Level:	M	Deliveries per year:	2
Context and overall aim of the course:							
Being able to effectively influence without authority is a vital skill in modern organisations with complex stakeholder matrices and a focus on project and team working. This course will explore the concept of 'influencing', explain in practical terms how to analyse and map stakeholders, and how to develop strategies to influence stakeholders up, down, or across the organisation. The course is intended to be experiential and practical, providing participants with insights, tools and techniques that support immediate application.							
Audience:							
Colleagues interested in developing their organisation navigation, stakeholder and influencing skills							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Explain the concepts of influencing and persuasion - Outline the value of influencing skills in modern organisations, including examples - Outline the 'ingredients' of influencing – trust, credibility, reciprocity etc. and how these are developed - Explain how to analyse and map stakeholders using a selection of frameworks (for example, power/interest grid, salience model, sociogram, force field, stakeholder register, RACI etc.) - Explain how to develop a stakeholder influencing strategy and the specific steps and techniques in effective influencing without authority on an individual, team, organisational, ecosystem, and client level - Outline typical challenges or pitfalls, for example, resistance and how to address these - Apply influencing skills with greater impact within their own work context - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- A general understanding of the Enterprise Ireland organisational context and key stakeholders is required. A briefing on this will be provided in advance. - Reference to research and best practice is required. - We are open to using the provider's model where it fits with the course outcomes.							

Course:	Innovation and Entrepreneurship Essentials			Lot:	Business		
Level:	1	Duration:	1 day	Custom Level:	M	Deliveries per year:	2
Context and overall aim of the course:							
Fostering and supporting innovation and entrepreneurship is at the heart of Enterprise Ireland's mission. This course will explain these concepts and key associated terms, how innovation and entrepreneurship (and intrapreneurship) can be sparked and fostering, and the value of these for a company and the economy. The course is intended to be practical, providing participants with insights, talking points, tools and techniques that support immediate application.							
Audience:							
• Client facing colleagues new to role who need to understand the fundamentals of innovation and entrepreneurship • Colleagues wishing to develop their knowledge of innovation, entrepreneurship and intrapreneurship							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> • Explain innovation, entrepreneurship, intrapreneurship and related concepts • Explain the value of fostering innovation, entrepreneurship and intrapreneurship for a company and for the economy, with reference to global and local data and examples • Outline useful frameworks and perspectives on how to think about innovation, entrepreneurship and intrapreneurship, (including the concept of an innovation ecosystem) • Outline the characteristics and mindset of an entrepreneur • Explain innovation in early stage companies, the process of commercialisation, the challenges these companies face and how they might address these • Outline useful tools and techniques for translation from concept to reality, for example, customer discovery, research, design thinking, MVP, business model canvas, pitching etc. • Explain innovation in established companies, the process of commercialisation, the challenges these companies face and how they might address these • Outline how innovation and intrapreneurship can be fostered in established organisations (as a culture and way of thinking as well as a process) • Outline the barriers and enablers to innovation, entrepreneurship and intrapreneurship, and the role of Enterprise Ireland and the innovation and business ecosystem in fostering and nurturing innovation, entrepreneurs and entrepreneurship • Outline practical steps on how to strengthen and scale innovation within Enterprise Ireland • Apply learning from the course in own team context • Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
• An understanding of the role, client base, and services offered by Enterprise Ireland is required. A briefing on the Enterprise Ireland context will be provided in advance of course delivery. • The course should reference generally established tools and frameworks.							

Course:	Innovation Masterclass			Lot:	Business		
Level:	3	Duration:	2 hours	Custom Level:	L	Deliveries per year:	1
Descriptor (including the general aim of the course)							
To deliver a world class service to our clients it is vital that client advisory and other client facing colleagues are continuously updating their knowledge in keys areas in which we offer client solutions. In practice this means keeping abreast of relevant current and emerging academic and industry research, and developments, trends and disruptors in the macro-environment, business, regulation, technology, consumer behaviours etc. To address this, we plan to deliver an annual series of masterclasses for all colleagues. These will be recorded and remain available to colleagues. The content of these masterclasses will vary from year to year with the content compiled based on the provider's subject expertise and the specific interests of Enterprise Ireland. It will be assumed that participants have an established understanding of the masterclass subject area, i.e. there is no requirement to cover first principles.							
Audience:							
- Client advisors and other client facing colleagues wishing to extend their knowledge of the subject area - Any other colleagues who are interested in this subject area							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Explain a selection of the key developments in the subject area - Evaluate the impact of these for the Enterprise Ireland client base - Apply the learning from the masterclass into upcoming client engagements - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- An understanding of the role, client base, and services offered by Enterprise Ireland is required. A briefing on these will be provided in advance of course delivery, and colleagues, expert in the Enterprise Ireland client and offer context, will be available to support. - The provider and Enterprise Ireland will agree the content agenda in advance of the masterclass delivery. Rather than attempt to cover all developments in a subject area, the masterclass will focus on a smaller number of items of import.							

Course:	Interview Skills for Interviewees			Lot:	Communications & inter-personal		
Level:	1	Duration:	1 day	Custom Level:	M	Deliveries per year:	2
Context and overall aim of the course:							
The course provides interviewees with an understanding of the role of interviews and the perspective of the interviewer/employer, interview types including competency and values based interviews, typical questions asked and how to approach answering them, and how to effectively prepare and present themselves during interviews. The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with insights, tools and techniques they can transfer to immediate application.							
Audience:							
• Anyone preparing for interview • Graduates and interns as part of their development programmes							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> • Outline the types of interviews (screening, group, competency etc.) and their purpose in the selection process • Outline the expectations of employers/interviewers in the interview process, and what makes for a high-quality interview experience for all stakeholders • Understand how best to prepare for an interview including reading the job specifications and associated communications to understand the requirements of the role, anticipating interview questions and preparing and practising appropriate responses (using the STAR framework), and identifying questions to ask of the interviewer • Outline how to create and articulate a personal pitch (why me?) • Explain how to make a positive impression in interviews including understanding non-verbal, body language (including my 'tells') as well as verbal communications during an interview and how manage own behaviour and responses accordingly • Outline how to close and leave an interview • Apply learning from the course in interview • Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
• An understanding of the role, client base, and services offered by Enterprise Ireland, as well as our internal recruitment processes and values and behaviours is required. A briefing on these will be provided in advance of course delivery. • Reference should be made to the STAR model. We are also open to other models where they fit with the course outcomes. • The course should reference different interview types and in-person and virtual formats.							

Course:	Interview Skills for Interviewers			Lot:	Communications & inter-personal		
Level:	1	Duration:	1 day	Custom Level:	M	Deliveries per year:	2
Context and overall aim of the course:							
The course provides interviewers with the knowledge and skills to effectively conduct competency and Enterprise Ireland values based interviews. The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques they can transfer to immediate application.							
Audience:							
- Managers and Individual Contributors involved in the recruitment and selection - HR Business Partners							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Explain the Enterprise Ireland recruitment and selection process and the role of the interviewer in the process - Outline what makes for a well written job specification - Outline the different types of interviews used (screening, group, competency etc.), and what makes for a high-quality interview experience for all stakeholders - Appreciate the legal requirements of interviews and interviewers - Explain how to conduct competency-based interviews underpinned by Enterprise Ireland values and behaviours - Appreciate their own unconscious biases, and manage their biases in an interview setting - Apply active listening, questioning and note taking techniques in an interview - Identify and navigate potential 'red flags' in an interview context - Manage their own behaviour and the interview process to ensure an inclusive and constructive approach to recruitment and selection - Make quality selection decisions after interview, aligned with organization values - Provide clear, constructive feedback, that is objective and timely to candidates - Apply learning from the course in interviews - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- An understanding of the role, client base, and services offered by Enterprise Ireland, as well as our internal recruitment processes and values and behaviours is required. A briefing on these will be provided in advance of course delivery. - Reference should be made to the STAR model. We are also open to other models where they fit with the course outcomes. - The course should reference different interview types and in-person and virtual formats.							

Course:	Introduction to Data Analytics			Lot:	Operations, Digital and ESG		
Level:	1	Duration:	.5 day	Custom Level:	L	Deliveries per year:	2
Context and overall aim of the course:							
Using data effectively is important in all roles. Before jumping into the tools (Excel, PowerBI etc.) it is important to start with the fundamentals – what is data, what is data analytics, what do we want to use the data for, what sources should we use and how can we prepare the data so it is ‘clean’ and accurate. This course covers these fundamentals, gives examples of how data is used in different business areas, and introduces some commonly used tools. The course is intended to be practical, providing them with insights, tools and techniques they can transfer to immediate application. Its purpose is to ready participants to start working with data and data tools.							
Audience:							
All colleagues new to data analytics, who want to learn to use data effectively in their roles							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Explain key terms (data, data analytics, sources, mining, visualising etc.) - Outline, with examples, how data can be harnessed across the business (including in different functional areas) - Explain analytical thinking - Outline at a high level the data analysis workflow (collection, cleaning, etc.) - Outline the questions they should ask when working with data (for example, what do I want to find out/what problem am I fixing?, what data will I use?, how do I ensure it is accurate, fair, consistent? etc.) - Outline some commonly used data analytics tools (including Excel, PowerBI) - Use this learning to scope their own data projects (challenge/opportunity) - Know where to go for further information and learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- An understanding of the Enterprise Ireland organisation is required. A briefing on the Enterprise Ireland context will be provided in advance of course delivery. Where required access to functional and IT expertise will be arranged. - Reference to established frameworks and techniques, and practical use cases and examples, are required. - Where they have one available, we can ask participants to come with their own data challenge/opportunity. This can be referenced and ‘worked on’ during the session with the individual leaving with a sense of next steps in addressing this challenge/opportunity.							

Course:	Leadership and Management Masterclass			Lot:	Leadership, Management, Talent and Team		
Level:	3	Duration:	2 hours	Custom Level:	L	Deliveries per year:	1
Descriptor (including the general aim of the course)							
To deliver a world class service to our clients it is vital that client advisory and other client facing colleagues are continuously updating their knowledge in keys areas in which we offer client solutions. In practice this means keeping abreast of relevant current and emerging academic and industry research, and developments, trends and disruptors in the macro-environment, business, regulation, technology, consumer behaviours etc. To address this, we plan to deliver an annual series of masterclasses for all colleagues. These will be recorded and remain available to colleagues. The content of these masterclasses will vary from year to year with the content compiled based on the provider's subject expertise and the specific interests of Enterprise Ireland. It will be assumed that participants have an established understanding of the masterclass subject area, i.e. there is no requirement to cover first principles. The masterclass is intended to be practical in focus, providing useful insights, guidance and talking points for participants.							
Audience:							
- Client advisors and other client facing colleagues wishing to extend their knowledge of the subject area - Any other colleagues who are interested in this subject area							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Explain a selection of the key developments in the subject area - Evaluate the impact of these for the Enterprise Ireland client base - Apply the learning from the masterclass into upcoming client engagements - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- An understanding of the role, client base, and services offered by Enterprise Ireland is required. A briefing on these will be provided in advance of course delivery, and colleagues, expert in the Enterprise Ireland client and offer context, will be available to support. - The provider and Enterprise Ireland will agree the content agenda in advance of the masterclass delivery. Rather than attempt to cover all developments in a subject area, the masterclass will focus on a smaller number of items of import.							

Course:	Lean Six Sigma Green Belt			Lot:	Operations, Digital and ESG		
Level:	3	Duration:	5 days	Custom Level:	L	Deliveries per year:	2
Descriptor (including the general aim of the course)							
LEAN Six Sigma provides a methodology for value adding continuous improvement within organisations. This course is an opportunity to certify as a green belt (practitioner) in the methodology. The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques they can transfer to immediate application.							
Audience:							
Colleagues interested in formal certification in LEAN							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Explain the DMAIC cycle - Explain how to apply DMAIC (at Green Belt level) to an improvement project, including project initiation, baselining, analysing the process, improving the process, and controlling the process - Apply this process to lead on individual projects or contribute to group improvement projects - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- A general understanding of the Enterprise Ireland context is required. A briefing on this will be provided in advance of course delivery. Formal certification for completion of the course is required. - Reference to established frameworks and techniques, and practical use cases and examples, is required. - Where they have one available, we can ask participants to come with their own improvement challenge/opportunity. This can be referenced and 'worked on' during the session with the individual leaving with a sense of next steps in addressing this challenge/opportunity.							

Course:	Lean Six Sigma Yellow Belt			Lot:	Operations, Digital and ESG		
Level:	2	Duration:	2 days	Custom Level:	L	Deliveries per year:	2
Descriptor (including the general aim of the course)							
LEAN Six Sigma provides a methodology for value adding continuous improvement within organisations. This course is an opportunity to certify at a foundation yellow belt in the methodology. The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques they can transfer to immediate application.							
Audience:							
Colleagues already qualified as Yellow Belts and interested in formal certification in LEAN							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Explain the history, principles and key terminology (value-adding, wastes, Kaizan etc.) of LEAN Six Sigma - Outline the benefits of using a LEAN six sigma approach to drive continuous improvement - Explain the DMAIC cycle - Explain how to apply DMAIC (at Yellow Belt level) to an improvement project, including project initiation, baselining, analysing the process, improving the process, and controlling the process - Use this process to lead on smaller group improvement projects, or contribute to larger improvement projects - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- A general understanding of the Enterprise Ireland context is required. A briefing on this will be provided in advance of course delivery. Formal certification for completion of the course is required. - Reference to established frameworks and techniques, and practical use cases and examples, is required. - Where they have one available, we can ask participants to come with their own improvement challenge/opportunity. This can be referenced and 'worked on' during the session with the individual leaving with a sense of next steps in addressing this challenge/opportunity.							

Course:	Management Essentials			Lot:	Leadership, Management, Talent and Team		
Level:	1	Duration:	1 day	Custom Level:	M	Deliveries per year:	3
Context and overall aim of the course:							
The transition to people management is a pivotal step in a professional's career. This course is designed to provide first-time managers with a comprehensive understanding of their role and the practical tools needed to build confidence and competence in managing teams. The course focuses on fundamental areas such as effective communication, managing team dynamics, and providing feedback, ensuring participants are equipped to foster collaboration, address challenges constructively, and drive team performance. Participants will leave with actionable insights and tools they can apply immediately in their day-to-day roles. This course is a foundational part of a broader development pathway for new managers. It complements modules such as High-Performing Team Development, Critical Conversations, Communicating with Clarity, and Change Management, as well as internal resources and coaching where required.							
Audience:							
• First-time people managers. • Current managers seeking a refresher or those without prior management induction. • Aspiring managers preparing for people management roles							
Content:							
Wanted outcomes							
<i>Having attended this module, participants will be able to:</i> • Understand their responsibilities as a manager and align their behaviours with Enterprise Ireland's organisational values. • Communicate clearly and effectively to foster trust, build relationships, and manage expectations. • Motivate team members using evidence-based techniques to recognise strengths and foster engagement. • Provide constructive feedback to enhance team and individual performance while addressing areas for development. • Resolve conflicts confidently using structured approaches that prioritise collaboration and team harmony. • Plan, prioritise, and delegate tasks effectively to maximise team efficiency and productivity. • Create a psychologically safe environment where teams feel supported and encouraged to contribute. • Better understand what motivates individuals and teams (<i>overview – this will be covered in more detail in the High Performing Team Development course</i>) • Set clear and organisationally aligned goals for their department, teams and report (<i>overview – this will be covered in more detail in an internal Performance Management course</i>) • Track and monitor performance at department, team, project and individual level (<i>as above</i>) • Address performance challenges in a constructive manner (<i>overview – this will be covered in more detail in the Critical Conversations and Communicating with Clarity courses</i>) Understand the process of change and how they can best ready their teams and clients for change (<i>overview – this will be covered in more detail in the Change Management course</i>)							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							

- An understanding of the Enterprise Ireland context, including values, leadership model etc. is required. A briefing on this will be provided in advance of course delivery. The Organisational Development team will be available to support the selected provider on questions on design, for example, time allocation to topics etc. and other questions that may arise.
- Please also read the description(s) for referenced courses to align the proposed content of this course with the wanted outcomes and requirement of those courses as necessary.

Course:	Leadership Essentials		Lot:	Leadership, Management, Talent and Team			
Level:	2	Duration:	3 days	Custom Level:	M	Deliveries per year:	4
Context and overall aim of the course:							
This programme is tailored to support mid-level managers and newly appointed senior leaders as they navigate the challenges of leading teams through complexity and change. It provides participants with the tools and frameworks needed to build leadership presence, influence others, and lead high-performing teams. Key components of the course include Situational Leadership, which helps leaders adapt their approach to meet the needs of their team, and structured methods for managing change using frameworks such as Kotter's 8-Step Model and ADKAR Framework. By developing coaching and mentoring skills, participants will be able to empower their teams while fostering a culture of accountability and collaboration.							
Audience:							
• Mid-level managers • Newly appointed senior leaders							
Content:							
Wanted outcomes							
<i>Having attended this module, participants will be able to:</i> • Differentiate between leadership and management, balancing operational tasks with strategic responsibilities. • Build their leadership presence and authenticity to inspire trust and credibility. • Adapt their leadership style to meet diverse team needs using Situational Leadership principles. • Motivate and influence teams by leveraging effective communication, emotional intelligence, and recognition of individual contributions. • Build and sustain high-performing teams by fostering accountability, collaboration, and alignment with organisational goals. • Lead change confidently by applying structured change management frameworks to address resistance and sustain progress. • Develop team members through coaching and mentoring, enabling them to achieve their full potential. • Foster a culture of innovation, continuous improvement, and high engagement. • (Optional) Understand and apply Belbin Team Role Dynamics or similar to: - Identify individual and team strengths - Balance team roles to optimise performance and collaboration - Address gaps and manage conflicts within team dynamics							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
• An understanding of the Enterprise Ireland context, including values, leadership model etc. is required. • Facilitate practical exercises and group discussions to explore real-world leadership challenges. • Incorporate workshops on coaching, mentoring, and team collaboration, providing actionable strategies for participants to use. • Use case studies and scenarios tailored to Enterprise Ireland's leadership challenges, ensuring relevance and engagement. • A briefing on this will be provided in advance of course delivery. The Organisational Development team will be available to support the selected provider on questions on design, for example, time allocation to topics etc. and other questions that may arise. • Please also read the description(s) for referenced courses to align the proposed content of this course with the wanted outcomes and requirement of those courses as necessary.							

Course :	Executive Leadership Programme			Lot:	Leadership, Management, Talent and Team		
	Level:	3	Duration:		5 days	Custom Level:	H
Context and overall aim of the course:							
This advanced programme is designed for senior leaders to enhance their strategic leadership capabilities and prepare them to navigate complex organisational challenges. The programme integrates cutting-edge leadership tools, such as Systems Thinking, Leadership Agility, and Stakeholder Management, to enable participants to lead transformational change, foster innovation, and sustain leadership excellence. Participants will develop practical strategies to shape organisational culture, build strategic partnerships, and drive innovation. The programme should also emphasise reflective practices to enhance personal resilience and ensure sustained impact.							
Audience:							
Senior leaders and Executives							
Content:							
Wanted outcomes							
Having attended this module, participants will be able to: - Lead strategically, aligning organisational priorities with client needs to deliver long-term impact. - Apply advanced decision-making frameworks to evaluate risks, opportunities, and organisational challenges. - Shape an agile and innovative organisational culture by embedding systems that encourage creativity and collaboration. - Use Systems Thinking to address interdependencies and navigate complexity effectively. - Demonstrate Leadership Agility, adapting their approach to respond to evolving organisational demands. - Build influence and forge strategic partnerships through advanced Stakeholder Management and Communication techniques. - Empower future leaders by creating robust talent pipelines and fostering accountability. - Reflect on personal leadership practices to enhance resilience and ensure sustained effectiveness. (Optional) Understand and apply Belbin Team Role Dynamics or similar to: - Strategically design and manage teams to achieve organisational objectives - Leverage diverse team strengths to enhance cross-functional and multi-stakeholder collaboration - Mitigate risks by addressing team gaps and role conflicts at an organisational level							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- An understanding of the Enterprise Ireland context, including values, leadership model etc. is required. - Include pre-course diagnostic tools, such as stakeholder mapping exercises or leadership assessments, to tailor the programme to individual participants. - Facilitate strategic case studies, simulations, and workshops focused on innovation, agility, and stakeholder engagement. - Provide opportunities for peer collaboration and reflective practice to encourage shared learning and personal growth. - Use Enterprise Ireland-specific examples to ensure relevance and applicability.							

- A briefing on this will be provided in advance of course delivery. The Organisational Development team will be available to support the selected provider on questions on design, for example, time allocation to topics etc. and other questions that may arise.

Course:	Managing my Professional Development (individuals)				Lot:	Leadership, Management, Talent and Team	
Level:	1	Duration:	.5 day	Custom Level:	H	Deliveries per year:	2
Context and overall aim of the course:							
This course supports individuals to manage their own professional develop and career within Enterprise Ireland.							
The course is intended to be practical and personalised, providing participants with tools and techniques that support immediate application.							
Audience:							
• All colleagues							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> • Take stock of their 'as is' (including <i>understanding myself</i> - purpose, motivations, strengths, interests, style; <i>reflecting on my career</i> – skills, achievements, feedback received; <i>articulating my career to date</i> – elevator pitch/personal statement) • Appreciate changes in the future of work (current and emerging skills and behaviours required, changing nature of career paths etc.) and how to build personal readiness for the future (including the value of a growth mindset) • Start developing a longer term perspective on their career (including creating a longer term vision, identifying and addressing development opportunities and gaps etc.) using a pragmatic approach that recognises the organisation's context, opportunities and constraints • Outline and discuss their professional and career development with their manager as part of the formal PD process, providing practical development solutions (recognising the 70:20:10 approach to development) • Apply learning from the course to their own professional development • Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
• A general understanding of the Enterprise Ireland context, including the PD (Performance Discussion) process is required. A briefing on this will be provided in advance of course delivery. • We are open to using the provider's model where it fits with the course outcomes. • Please also read the description for the team lead version of this course and be cognisant that both stakeholder to the professional development conversation need to have a common understanding and approach.							

Course:	Managing my Team's Professional Development (managers)			Lot:	Leadership, Management, Talent and Team	
Level:	1	Duration:	.5 day	Custom Level:	H	Deliveries per year: 2
Context and overall aim of the course:						
This course supports people managers to create an environment which promotes and supports individual and team learning and development. The course is intended to be practical, allowing participants to practice some of the key skills and behaviours and providing them with insights, tools and techniques they can transfer to immediate application.						
Audience:						
People managers						
Wanted outcomes:						
<i>Having attended this course, participants will be able to:</i> - Explain the important of investing in continuous learning and its impact on performance, referencing research and examples - Explain their role in individual and team and development - Outline the key skills required by the manager as part of this process (listening, giving of constructive feedback, learning needs identification (based on team goals and mandate), mentoring and coaching) - Explain how to create an environment which promotes and supports learning and development (referencing growth and learning mindsets, psychological safety, a focus on readiness for the future etc.) - Outline key practices that support individual and team learning (reflection, retrospection, communities of practice, peer learning etc.) and can be used to complement formal learning - Explain how to set up and manage professional development conversations with their reports (how to kick off and plan the process as part of the wider PD process, how to have the conversation including providing constructive perspectives and feedback on gaps and opportunities, how to identify workable development solutions etc.) - Outline how to build a collaborative, knowledge sharing culture in their teams - Apply learning from the course to the professional development of their teams - Know where to go for further learning						
Methodology and Course Facilitator:						
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.						
Specific requirements:						
- A general understanding of the Enterprise Ireland context, including the PD (Performance Discussion) process is required. A briefing on this will be provided in advance of course delivery. - We are open to using the provider's model where it fits with the course outcomes. - Please also read the description for the team lead version of this course and be cognisant that both stakeholder to the professional development conversation need to have a common understanding and approach.						

Course:	Mediation skills for HR and Managers			Lot:	Coaching and related		
Level:	1	Duration:	2 days	Custom Level:	M	Deliveries per year:	1
Context and overall aim of the course:							
Managing challenging situations is intrinsic to all management roles and vital for many HR roles. Using the skills of mediation can enable these situations to be more effectively addressed and managed. This course explores these skills and supports participants to begin applying them in their own work situations. The course is intended to be practical, allowing participants to practice some of the key skills and behaviours and providing them with insights, tools and techniques they can transfer to immediate application.							
Audience:							
• People managers and team leads new to mediation situations • HR colleagues new to mediation situations • Other interested colleagues							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> • Explain mediation as a mechanism for addressing challenging situations and relationships • Outline when mediation is an appropriate approach, and when it is not • Outline the characteristics of an effective mediation engagement (trust, confidentiality etc.) and the skills of an effective mediator (emotional intelligence, listening etc.) • Outline key approaches to conflict management • Explain the steps in a mediation process using practical examples • Apply the principles of mediation in their own work situations, and reflect on and enhance their own skills consequently • Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
• A general understanding of the Enterprise Ireland context is required. A briefing on this will be provided in advance of course delivery. • Course should reference established and proven mediation approaches. • Formal certification for completion of the course is required.							

Course:	Meeting Management Skills				Lot:	Communications & inter-personal	
Level:	2	Duration:	.5 day	Custom Level:	L	Deliveries per year:	2
Context and overall aim of the course:							
Effective meeting management results in the productive use of participants' time and delivery of impactful results. This course supports participants to prepare for and conduct effective meetings. It covers in person and online meetings. The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques that support immediate application.							
Audience:							
Colleagues wishing to improve their meeting management skills							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Outline the characteristics of an effective meeting - Decide what type of meeting best suits the requirements (in-person/online, attendants, brainstorming/presentation format etc.) - Effectively prepare for meetings (defining the purpose and goals, understanding the audience, setting the agenda and logistics, deciding the meeting style, identifying collateral, identifying and managing risks) - Effectively conduct meetings (opening, leading, note taking, handling challenging behaviour, making decisions) - Effectively close meetings (action planning, closing, follow up) - Apply learning from the course in meetings - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- A general understanding of the Enterprise Ireland context is required. A briefing on this will be provided in advance of course delivery. - We are open to using the provider's methodology where it fits with the course outcomes.							

Course:	Mentoring Skills			Lot:	Coaching and related		
Level:	1	Duration:	.5 day	Custom Level:	L	Deliveries per year:	1
Context and overall aim of the course:							
Mentoring is a useful skill for teams, client facing colleagues and managers. This course support colleagues to develop their mentoring skills. The course is intended to be practical, allowing participants to practice some of the key skills and behaviours and providing them with insights, tools and techniques they can transfer to immediate application.							
Audience:							
- Colleagues acting as mentors within the organisation (as part of the company mentoring or a department mentoring programme) - Colleagues acting as informal mentors within the organisation - New managers wishing to understand the mentoring process							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Explain mentoring, distinguishing it from other supports (coaching, counselling etc.), and outline the situations in which it is most useful - Outline the principles of an effective mentoring engagement (trust, confidentiality etc.) and the skills of an effective mentor (listening, emotional intelligence etc.) - Apply the principles of mentoring within the organisation in <i>formal mentoring situations</i> (planning a formal meeting, conducting, closing, tips and techniques etc.), in <i>informal mentoring situations</i> in 'the flow of work' (identifying opportunities, tips and techniques) and in <i>client engagements</i> (identifying opportunities, tips and techniques) - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- A general understanding of the Enterprise Ireland context is required. A briefing on this will be provided in advance of course delivery. - The course should reference established and proven mentoring approaches.							

Course:	Negotiations Skills		Lot:	Communications & inter-personal			
Level:	2	Duration:	2 days	Custom Level:	M	Deliveries per year:	2
Context and overall aim of the course:							
Negotiation skills are of immense value in the workplace and can be applied in a broad range of formal and informal situations. This course will explain negotiations as a process that can be applied across a variety of work-based scenarios to achieve a win-win result. The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques that support immediate application.							
Audience:							
• Client advisors and other client facing colleagues who regularly engage with clients • Colleagues who regularly procure suppliers for the organisation • Other colleagues who wish to develop their negotiation skills							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> • Explain the principles that underpin successful negotiation • Outline the characteristics and skills of a successful negotiator, and measure themselves against this profile • Explain key terms and concepts as relevant, for example, value, distributive and integrative approaches, MDO, BATNA , ZOPA etc. • Explain negotiations as a process, of <i>preparation and planning</i> (understanding negotiation partner(s), defining goals, setting strategy, identifying alternatives and concessions, understanding the process as potentially being iterative); <i>negotiating</i> (creating rapport, listening, pivoting, managing differences, managing deadlock, bargaining, use of emotion); and <i>closing</i> (reaching a mutually acceptable result) • Outline useful techniques and tactics which can be applied during a negotiation process to manage differences, aid bargaining, and reaching a result • Consider any differences in approach required between negotiating in an internal organisational context and an external context (for example, with clients, partners etc.) • Outline the role of ethics in negotiations • Apply negotiations skills with greater impact within their own work context • Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
• A general understanding of the Enterprise Ireland context is required. A briefing on this will be provided in advance of course delivery. • The course should reference established and proven negotiation approaches.							

Course:	Personal Leadership			Lot:	Leadership, Management, Talent and Team		
Level:	1	Duration:	2 days	Custom Level:	M	Deliveries per year:	2
Context and overall aim of the course:							
We are all empowered to lead from within our respective roles. This course explores how participants can develop their capacity for personal leadership including enhancing their self-awareness and emotional intelligence, developing their 'brand' and 'presence', strengthening their ability to build trusting relationships and networks, and enhancing their personal effectiveness. The course is intended to be practical, providing participants with knowledge, tools and techniques that support immediate application.							
Audience:							
All colleagues							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Articulate their 'brand' drawing on a strengths-based self-assessment and an understanding of their own purpose and motivations - Explain how they can build their personal leadership capacity - leading from within their role - Explain the role of emotional intelligence/emotional agility and trust in building relationships - Demonstrate a greater capacity to navigate the organisation and build relationships and networks - Explain how they can develop their 'presence' and strengthen their influencing, stakeholder management and communications skills - Explain the elements of personal effectiveness and how they can strengthen their personal effectiveness - Apply learning from the course in own role - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
An understanding of the Enterprise Ireland context including the Enterprise Ireland purpose, values and leadership approach is required.. A briefing on this will be provided in advance of course delivery.							

Course:	Presentations, Public Speaking and Storytelling					Lot:	Communications & inter-personal	
Level:	2	Duration:	2 days	Custom Level:	L	Deliveries per year:	3	
Context and overall aim of the course:								
Presenting and speaking in a group and public context is part of the role of many colleagues in Enterprise Ireland. This course will support participants to develop their ability to present and communicate with impact including development of their storytelling skills. The course is intended to be experiential and practical, allowing participants to practice some of the key skills and behaviours and providing participants with tools and techniques that support immediate application.								
Audience:								
All colleagues wishing to upskill								
Wanted outcomes:								
<i>Having attended this course, participants will be able to:</i> • Outline key principles of effective communication (be it verbal, written, visual and non-verbal communications) • Outline their personal 'brand' as an indicator of how they want to be received and perceived by their audience • Outline how to prepare for and deliver effective presentations – including <i>planning</i> (understand the audience, clarity on purpose, message, story and the wanted outcomes etc.); <i>design</i> (agenda, structure and content, presentation style, visuals etc.); and <i>delivery</i> (credibility, rapport, voice, body language, creating energy, answering questions) • Outline how to prepare for and deliver public addresses and approach participating in public panels and interviews - <i>planning, design, delivery</i> – focusing on speaking with clarity and confidence, managing body language and answering questions • Explain 'storytelling' and how it can be used effectively across a range of scenarios (presentations, public communications, interviews etc) • Apply learning from the course for greater impact within their own work context • Know where to go for further learning								
Methodology and Course Facilitator:								
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.								
Specific requirements:								
• An understanding of the Enterprise Ireland context is required. A briefing on this will be provided in advance of course delivery. • We are open to using the provider's methodology where it fits with the course outcomes.								

Course:	Productivity & Operations Masterclass - Enterprise Excellence					Lot:	Operations, Digital and ESG	
Level:	3	Duration:	.5 day	Custom Level:	M	Deliveries per year:	2	
Descriptor (including the general aim of the course								

This course builds on participants' knowledge of LEAN and operational excellence and introduces them to the principles and practices of enterprise excellence. It explains the history, evolution and benefits of enterprise excellence, key principles, current approaches, and use cases.							
Audience:							
• Client facing colleagues, already familiar with LEAN and operational excellence, who wish to develop their knowledge of enterprise excellence • Managers who wish to learn about the principles of enterprise excellence for application in their own teams • Colleagues who are already skilled in LEAN who wish to extend their knowledge							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> • Explain the evolution, concept and principles of enterprise excellence • Outline key models for enterprise excellence (for example, SHINGO) • Share practical examples of enterprise excellence • Outline the steps in building an enterprise excellence culture and capability within an organisation, including, for example, the role of the leadership and management, assessment and benchmarking, managing culture and behaviour, managing systems etc. • Apply learning from the course in client engagement context • Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
• An understanding of the role, client base, and services offered by Enterprise Ireland is required. • The course should reference established models or frameworks for enterprise excellence which would resonate with the Enterprise Ireland client base. • Potential questions which a client advisor could draw up in a preliminary discussion with a client would be useful. The course should also reference the Enterprise Ireland and ecosystem supports. • A briefing on the Enterprise Ireland context and current supports will be provided in advance of course delivery, and colleagues, expert in the Enterprise Ireland client and offer context, will be available to support.							

Course:	Product Management			Lot:	Business		
Level:	2	Duration:	2 days	Custom Level:	M	Deliveries per year:	2
Context and overall aim of the course:							
Using a Product Management approach ensures the product portfolio achieves its intended objectives, meets stakeholder needs and is managed in a strategic, consistent, and professional manner. A Product Management approach has benefit for all organisations, including public sector organisations, vested in a client-centric and value-driven approach to service delivery. This course will support participants to develop and deploy a Product Management approach to the management of our product (client solutions) portfolio.							

The course is intended to be practical, allowing participants to apply some of the key frameworks and techniques etc. and providing them with a 'toolkit' they can transfer to immediate application.

Audience:

- Colleagues responsible for client solutions portfolios who want to deploy a stronger Strategic Product Management approach in their work
- Managers of these teams
- Other colleagues interested in building their knowledge of Product Management

Wanted outcomes:

Having attended this course, participants will be able to:

- Explain the value and principles underpinning a Product Management approach generally and specifically in the context of the Enterprise Ireland context and portfolio
- Explain the role of a Strategic Product Manager and the skills, knowledge and mindset required to be effective in the role
- Explain how to manage the product lifecycle of a portfolio of products (and the products within the portfolio) including:
 - Creating a portfolio/product roadmap for an existing or current portfolio/product informed by client needs, and client and client facing colleagues' feedback, organisational strategy and goals, macros and other research and data, regulations and other impacting factors
 - Managing, reviewing, and updating this roadmap using data and feedback to ensure it stays relevant and streamlined (including introducing new products, retiring products etc.)
 - Educating client facing colleagues on the portfolio and products within it so they can effectively communicate the offering to clients
- Apply learning from the course to own role
- Know where to go for further learning

Methodology and Course Facilitator:

See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.

Specific requirements:

- An understanding of Enterprise Ireland and how the product portfolio is managed along with an understanding of the terminology and roles and responsibilities is required. A briefing on these will be provided in advance of course delivery, and expert colleagues will be available to support the course facilitator come up to speed as required.
- Reference to world class best practice examples, frameworks and techniques etc. is required.
- Reference to scenarios of relevance to participants is required.

Course:	Project Management fundamentals			Lot:	Operations, Digital and ESG		
Level:	1	Duration:	2 days	Custom Level:	L	Deliveries per year:	2
Context and overall aim of the course:							
Project management is a transversal skill that can be applied in a variety of roles. Effective project management aids optimal use of time, people, resources and investment. This course builds understanding of project management as a discipline and the stages and processes within the project management lifecycle. The course is intended to be practical, allowing participants to practice some of the key skills and behaviours and providing participants with tools and techniques that support immediate application.							
Audience:							
Colleagues who work as project leads or project members							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> • Explain the characteristics of successful projects and successful project management, and the characteristics and skills of successful project managers • Outline the concepts, terms and key principles of project management • Use the language of project management in a consistent way • Explain different approaches to project management (for example, waterfall and agile) and the principles of each, and when each is most applicable • Explain the phases of a project lifecycle – planning, execution, tracking, adapting • Explain the processes within project management – for example, scope, stakeholder, cost, quality, resource/people, communications, risk management, and project governance– and how these apply across the project lifecycle • Apply the learning to more effectively planning and managing own projects • Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
• A general understanding of the Enterprise Ireland context is required. A briefing on this will be provided in advance of course delivery. • The course should reference the PRINCE2 7th Edition project methodology. • Credit for completion of the course is required, with the option to build further accreditation on this.							

Course:	Project Management (PRINCE2) Certification			Lot:	Operations, Digital and ESG		
Level:	1	Duration:	3 days	Custom Level:	L	Deliveries per year:	2
Context and overall aim of the course:							
Project management is a transversal skill that can be applied in a variety of roles. This course builds on the Project Management fundamentals course, and support colleagues who are leading projects to certify at a PRINCE2 Foundation level.							
The course is intended to be practical, allowing participants to practice some of the key skills and behaviours and providing participants with tools and techniques that support immediate application.							
Audience:							
Colleagues who work as project leads. For costings reasons assume a class group of 15.							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> • Explain the principles, practices and processes of PRINCE2 • Use their knowledge of PRINCE2 to better manage their projects • Apply for and take the PRINCE2 Foundation Certification exam							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
• A general understanding of the Enterprise Ireland context is required. A briefing on this will be provided in advance of course delivery. • The course should reference the PRINCE2 7th Edition project methodology. • The course should cover all topics required for the PRINCE2 Foundation exam. • The cost of the exam along with any necessary materials should be included in the costings supplied to Enterprise Ireland. (As above assume a class size of 15).							

Course:	Psychological Safety			Lot:	Leadership, Management, Talent and Team		
Level:	2	Duration:	1 day	Custom Level:	L	Deliveries per year:	2
Context and overall aim of the course:							
Research has shown that psychological safety leads to team members feeling more engaged and motivated, can lead to better decision-making, and can foster a culture of continuous learning and improvement. This course explores what psychological safety means, the impact it has for individuals, teams and organisations, and how it can be fostered and developed. The course is intended to be practical, allowing participants to practice some of the key skills and behaviours and providing them with insights, tools and techniques they can transfer to immediate application.							
Audience:							
• Intact teams • Managers of teams • Colleagues interested in developing an understanding of the topic							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> • Explain the concept of psychological safety and the research supporting its impact on engagement, decision making, performance and innovation • Outline how psychological safety can be measured, for example, Edmondson's 7 questions • Outline the barriers to psychological safety in teams and how these can be overcome • Explain how to foster and develop the behaviours that enable psychological safety in teams - with a focus on developing trust, speaking with candour, viewing failures as growth opportunities, being inclusive etc. – and referencing different team stages and types of teams • Outline how to maintain psychological safety during times of change • Apply this learning to their own work scenarios • Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
• An understanding of the Enterprise Ireland context is required. A briefing on this will be provided in advance of course delivery. • Experience of applying/delivering training to functional teams is required. • Please also read description for the <i>High Performing Team Development</i> course as this course should also align with the wanted outcomes and requirements of that course.							

Course:	Smart Working – Personal Agility			Lot:	Operations, Digital and ESG		
Level:	2	Duration:	1 day	Custom Level:	M	Deliveries per year:	2
Context and overall aim of the course:							
This course brings together elements of different approaches (including Agile, Lean, Project Management, Time Management, Wellness management) to support individuals to effectively manage their workload, time, energy and wellness. The course is intended to be practical, allowing participants to practice some of the key skills and behaviours and providing them with insights, tools and techniques they can transfer to immediate application.							
Audience:							
- All colleagues - People teams							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Outline how to more effectively analyse, dimension, and manage their workload - Outline how to more effectively analyse and manage their own levels of energy and wellness - Outline how to achieve a better alignment between work, energy, wellness and motivation levels - Apply learning from the course in own context - Know where to go for further support and learning							
Indicative content:							
- Managing my work: - Creating clarity on my goals and priorities - Tools (models, frameworks etc.) for analysing my current workload and way of working (value-adding vs non-value adding, important vs urgent etc.) - Tools for dimensioning existing and new work (size, time, impact etc.) - Project tools for planning and tracking my work - Time management techniques - Identifying and testing improvements in my and our ways of working - Communicating challenges and solutions to my manager and other stakeholders - Saying no - Managing my energy and wellness: - Understanding myself from an energy and wellness perspective - Understanding myself from a behaviour and motivational perspective - Managing my energy and wellness - Managing my work to better align with my energy, wellness and motivators - Productivity techniques and tools: - Positioning ESG and sustainability as a fundamental unpinning of work - Introduction to useful productivity techniques (for example, LEAN thinking) and tools (for example, software applications) that will help improve the quality of working life - References for further support and learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- An understanding of the Enterprise Ireland context is required. A briefing on this will be provided in advance of course delivery. Expertise in applying Agile and LEAN in projects is required. A general understanding of the Healthy Place to Work framework is required. - We are open to using the provider's methodology where it fits with the course outcomes.							

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Course:	Strategic Marketing & Sales Masterclass			Lot:	Business		
Level:	3	Duration:	2 hours	Custom Level:	L	Deliveries per year:	1
Descriptor (including the general aim of the course)							
To deliver a world class service to our clients it is vital that client advisory and other client facing colleagues are continuously updating their knowledge in keys areas in which we offer client solutions. In practice this means keeping abreast of relevant current and emerging academic and industry research, and developments, trends and disruptors in the macro-environment, business, regulation, technology, consumer behaviours etc. To address this, we plan to deliver an annual series of masterclasses for all colleagues. These will be recorded and remain available to colleagues. To address this, we plan to deliver an annual series of masterclasses for all colleagues. It is required that the content of the masterclasses will vary from year to year with the content guided by new developments, the provider's subject expertise and the specific interests of Enterprise Ireland. It will be assumed that participants have an established understanding of the masterclass subject area, i.e. there is no requirement to cover first principles.							
Audience:							
- Client advisors and other client facing colleagues wishing to extend their knowledge of the subject area - Any other colleagues who are interested in this subject area							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Explain a selection of the key developments in the subject area - Evaluate the impact of these for the Enterprise Ireland client base - Apply the learning from the masterclass into upcoming client engagements - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- An understanding of the role, client base, and services offered by Enterprise Ireland is required. A briefing on these will be provided in advance of course delivery, and colleagues, expert in the Enterprise Ireland client and offer context, will be available to support. - The provider and Enterprise Ireland will agree the content agenda in advance of the masterclass delivery. Rather than attempt to cover all developments in a subject area, the masterclass will focus on a smaller number of items of import. - As noted above, it is required that the content of the masterclass varies from year to year with the content based on new developments, the provider's subject expertise and the specific interests of Enterprise Ireland.							

Course:	Strategy Thinking and Development			Lot:	Business		
Level:	2	Duration:	2 days	Custom Level:	M	Deliveries per year:	2
Context and overall aim of the course:							
The ability to think strategically and to apply this to strategy development are important skills for leaders, those with responsibility for strategy, business planning and policy development at organisation and sector/portfolio level, and those working with clients on their growth planning. This course explores what is meant by strategic thinking, the tools and frameworks that support it and how these can be applied in strategy development. The aim of the course is to enhance participants' strategic thinking capabilities through a comprehensive toolkit, practical frameworks, and analysis techniques. Participants will apply these skills to real-world scenarios, ensuring immediate relevance to their roles.							
Audience:							
- Managers and leaders who develop and inform strategic and business planning - Colleagues in roles with a strategy dimension (for example, those responsible for setting product portfolio strategies) - Client facing colleagues who regularly engage with clients on growth and strategy - Colleagues involved in policy development - Colleagues with an understanding of strategy who wish to strengthen these skills							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Explain what strategic thinking is (and isn't) and why it is of value within the organisation and within their own role - Outline the characteristics and skills of a strategic thinker, and appreciate their own strengths and gaps - Develop a 'toolkit' of use useful analysis techniques and frameworks and thinking approaches that support them to think strategically* - Explain strategy as a process – analysis (using the toolkit from above), formulation, implementation, and evaluation, and discuss the thinking on agile and emergent strategy versus planned strategy - Apply the learning and 'toolkit' from above to step through typical Enterprise Ireland scenarios, for example: - Developing a strategy at organisational/sectoral/solutions level - Developing or informing enterprise policy - Evaluating a client's strategy - Advising a client on strategic development - Apply learning from the course to own role - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
An understanding of Enterprise Ireland and the key roles and responsibilities of relevant colleagues is required. A briefing on these will be provided in advance of course delivery, and							

experienced colleagues will be available to support the course facilitator come up to speed as required.

- *The course should reference a range of established frameworks, models, techniques as appropriate so participants can build their own 'toolkit' etc. Examples could include scenario planning, SWOT, PESTEL, 5 forces or ANSOFF, Blue Ocean or creative or design thinking etc.
- The course should share examples of strategies which can be critiqued as a learning opportunity.
- In time terms, the main focus of the course should be on development of a toolkit and application of this in relevant scenarios.

Course:	Talent and Skills Masterclass			Lot:	Leadership, Management, Talent and Team		
Level:	3	Duration:	2 hours	Custom Level:	L	Deliveries per year:	1
Descriptor (including the general aim of the course)							
To deliver a world class service to our clients it is vital that client advisory and other client facing colleagues are continuously updating their knowledge in keys areas in which we offer client solutions. In practice this means keeping abreast of relevant current and emerging academic and industry research, and developments, trends and disruptors in the macro-environment, business, regulation, technology, consumer behaviours etc. To address this, we plan to deliver an annual series of masterclasses for all colleagues. These will be recorded and remain available to colleagues. The content of these masterclasses will vary from year to year with the content compiled based on the provider's subject expertise and the specific interests of Enterprise Ireland. It will be assumed that participants have an established understanding of the masterclass subject area, i.e. there is no requirement to cover first principles.							
Audience:							
• Client advisors and other client facing colleagues wishing to extend their knowledge of the subject area • Any other colleagues who are interested in this subject area							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> • Explain a selection of the key developments in the subject area • Evaluate the impact of these for the Enterprise Ireland client base • Apply the learning from the masterclass into upcoming client engagements • Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
• An understanding of the role, client base, and services offered by Enterprise Ireland is required. A briefing on these will be provided in advance of course delivery, and colleagues, expert in the Enterprise Ireland client and offer context, will be available to support. • The provider and Enterprise Ireland will agree the content agenda in advance of the masterclass delivery. • Rather than attempt to cover all developments in a subject area, the masterclass will focus on a smaller number of items of import.							

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Course:	Training Facilitation Skills			Lot:	Coaching, Mentoring & Facilitation		
Level:	1	Duration:	1 day	Custom Level:	L	Deliveries per year:	1
Context and overall aim of the course:							
Peer learning – learning from colleagues - is a highly effective way of transferring knowledge and expertise across the organisation. This course support colleagues to develop their delivery and presentation skills to effectively share their expertise with peers. The course could also be called <i>Train the Trainer</i>. The course is intended to be highly experiential and practical, allowing participants to practice some of the key skills and behaviours and providing them with tools and techniques that support immediate application.							
Audience:							
Colleagues new to making presentations to peers in a knowledge sharing context							
Wanted outcomes:							
<i>Having attended this course, participants will be able to:</i> - Appreciate how learning happens for individuals and groups, and the role of the ‘trainer’ especially in adult learning - Plan and deliver knowledge and skills briefings to colleagues, including defining wanted outcomes, designing a session (agenda, content, methodology), reenforcing learning etc. referencing in person and online delivery - Leverage useful tips and techniques on fostering interactivity, storytelling, use of examples etc. - Apply learning from the course in peer knowledge sharing and training sessions - Know where to go for further learning							
Methodology and Course Facilitator:							
See section in main body of tender for general requirements on methodology and course facilitator. Any specific requirements in addition to these are described below.							
Specific requirements:							
- A general understanding of the Enterprise Ireland context is required. A briefing on this will be provided in advance of course delivery. - Certification is required to indicate that the participants have learned and demonstrated the relevant skills.							