

**THE PEOPLE STUFF:  
WHAT WORKS AT WORK.  
MADE SIMPLE.**



# ABOUT US.

## What Do We Do?

Training, webinars, events, advice and consultancy with organisations to help people get stuff done at work in simpler ways and in half the time.

## Why Lightbulb?

For us, it's about practical, original, plain-speaking, no-fluff expertise that challenges the clichés and apparent 'best practices' to give you techniques and tools you can actually do something with. Be it opting for a memorable and punchy workshop, ditching your annual performance appraisals and reimagining how you manage performance or needing straightforward, 'real world' employment law support: everything we do is about keeping things jargon-free, plain-speaking and painless!

**PAUL MARSH, FOUNDER/MD LIGHTBULB**





**PAUL@LIGHTBULB.WORK**



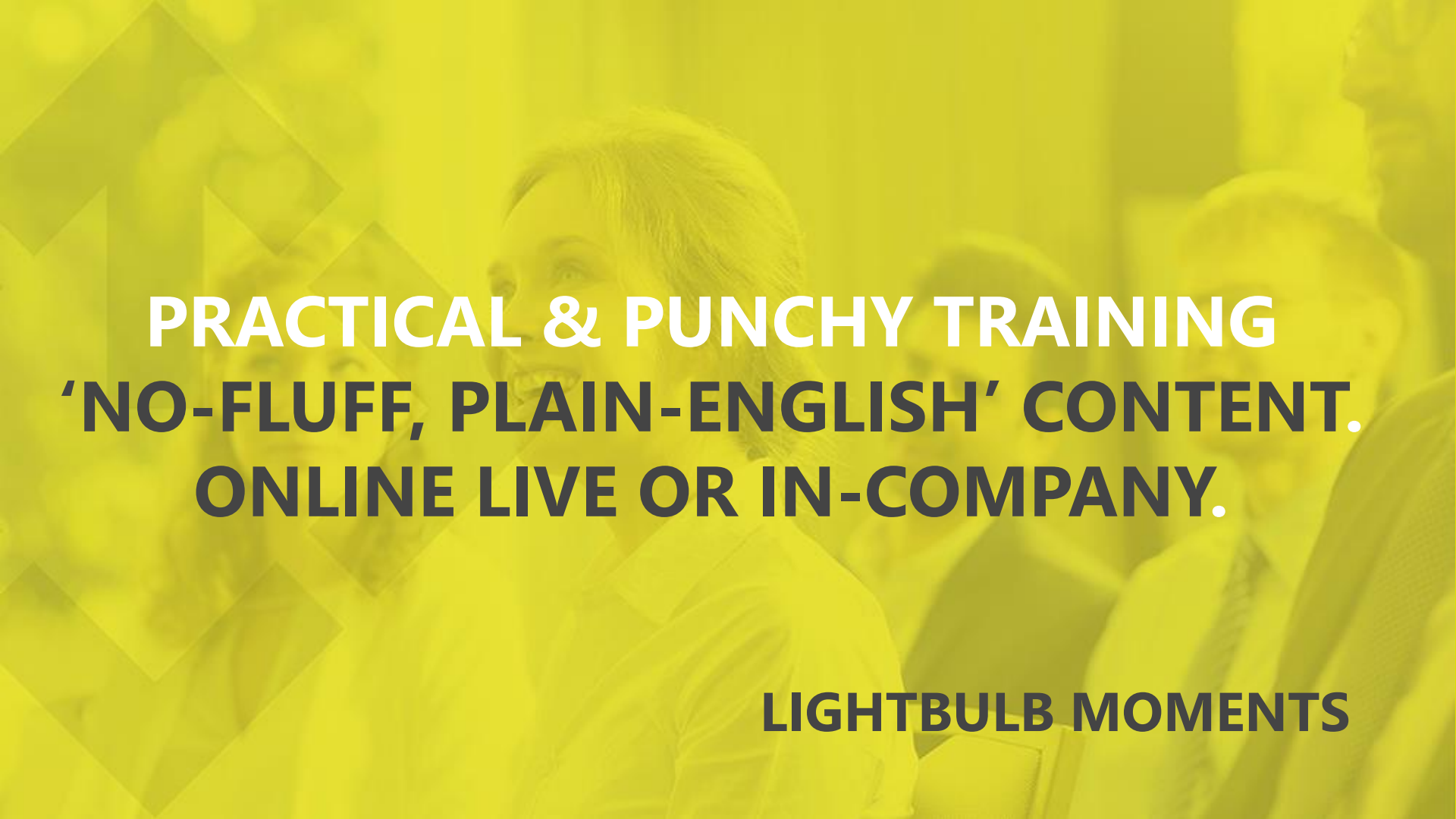
**LIGHTBULB.WORK**



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**PRACTICAL & PUNCHY TRAINING**  
**'NO-FLUFF, PLAIN-ENGLISH' CONTENT.**  
**ONLINE LIVE OR IN-COMPANY.**

**LIGHTBULB MOMENTS**

# PRACTICAL & PUNCHY WORKSHOPS

## In-Company & 'Online Live' Workshops: Our Different Approach

- **Because no-one ever said "I wish that training had lasted much longer, had loads more business models, buzzwords and clichés in it and had just used stuff I could have found online!"**
- Our 'online live' and in-Company workshops combine the style of a 'TED talk' with step-by-step techniques and tools: short learning bursts in half-a-day or less!
- No role-plays or gimmicky ice-breakers. People generally hate them!
- We don't fill time with academic, unusable business models
- We give you practical stuff rather than generic pieces of 'advice' or cliché one-liners!  
– telling you to 'empower' people isn't really that helpful!
- We don't use the bog-standard agendas you may find elsewhere! Our techniques are often not found in textbooks (where competitors often copy theirs from) and are focused on what actually works at work
- Energetic and inspiring sessions that won't distract you to your phone!
- We train what we know works and what we and others have successfully used
- Plain-speaking: we work hard to minimise buzzwords and corporate-speak
- **FREE 'Total Recall' handout and access to online summaries** plus optional monthly reminders of key tools/techniques, post-workshop individual support and practice exercises to reinforce learning.





PAINLESS PEOPLE  
**MANAGEMENT**

PROGRAMME



ONLINE**LIVE**

WHAT WE DO IN TRAINING  
ROOMS. VIRTUALLY.

# THE PAINLESS PEOPLE MANAGEMENT PROGRAMME.

## LIGHTBULB MOMENTS

# LIGHTBULB MOMENTS

The Painless People Management Programme: An Essential Toolbox for New Managers

## Module One

### Managing Remote/ Home Working for Overnight Results

- A unique introduction to managing people
- The five-point plan to managing remote working – includes:
  - Targeting results for visibility
  - Using 'early warning indicators' to reduce 'nasty surprises!
  - The new meeting rules that get stuff done in less time
  - Communicating in efficient ways
- **Two hours**

## Module Two

### The 'Chameleon Manager' At Work

- A unique introduction to managing people
- Includes a psychometric mechanism to better understand what motivates you and others for great working relationships
- How to manage and deal with people who are 'not like me'
- **90 mins plus pre-workshop activity**

## Module Three

### Difficult Conversations Made Simple

- How to prepare for challenging conversations in a unique way
- Beginning the conversation with a new approach to reduce nerves
- A script and structure to follow for the conversation that '180' flips how you currently approach it!
- The 'non-buzzword' way to improve concerning behaviour/habits!
- **Two hours**

SUGGESTED PROGRAMME ABOVE: PICK SIX MODULES DELIVERED 'ONLINE LIVE' FOR MAXIMUM IMPACT

# LIGHTBULB MOMENTS

The Painless People Management Programme: An Essential Toolbox for New Managers

## Module Four

### Painless 121s/Performance Reviews for Overnight Results

- An all-year-round 121 structure
- Identify, target and measure results for ANY role
- Using 'the one magic ingredient, three triggers, five new steps' formula for objective-setting that will boost performance
- The complete step-by-step routine for amazing 121's in half the time!
- **Two hours**

## Module Five

### Time-Management for Busy People

- Balancing people management with the 'day job' when everything is important and urgent!
- A unique time management system for the rest of your life
- Reduce 'time-stealing' and distractions from others
- 'To-Do' lists and 'stress-free' email – A better approach!
- **Two hours**

## Module Six

### Pick One Of Three Options

- Killer Presentations/ Public Speaking
- Recruitment Interviewing '3.0' for the Best People!
- People Management and Employment Law: "What do I do if...?"
- **Each of the above is two hours in length**

SUGGESTED PROGRAMME ABOVE: PICK SIX MODULES DELIVERED 'ONLINE LIVE' FOR MAXIMUM IMPACT



# LIGHTBULB MOMENTS

The Painless People Management Programme: An Essential Toolbox for New Managers

Online live workshops:  
£599 plus VAT each module  
- delivered only to your group  
of 8-10 people

Each module delivered  
fortnightly or monthly

Optional  
email/phone/check-in  
weekly support between  
sessions for managers

£99 per team per module

FREE **'Total Recall'** handout and access to online summaries  
with key techniques/tips



PRACTICAL & PUNCHY  
**TRAINING**  
—  
WHAT WORKS AT WORK



LIGHTBULB'S  
**OVERNIGHT RESULTS  
FORMULA**

# MANAGING PERFORMANCE.

## LIGHTBULB MOMENTS

# LIGHTBULB MOMENTS

Managing Performance for 'Overnight Results': Online/In-Company from £499/group



## Painless 121s/Performance Reviews for Overnight Results

- An all-year-round 121 and practical feedback structure – in half the time!
- Identify, target and measure results for ANY role
- Using 'the one magic ingredient, three triggers, five new steps' formula for objective-setting that will boost performance
- How to adapt objectives to handle concerning attitudes/behaviour.
- **Two hours** (In-Company half-day available with additional content)



## Difficult Conversations Made Simple

- How to prepare for challenging conversations in a unique way
- Beginning the conversation with a new approach to reduce nerves
- A script and structure to follow for the conversation that '180' flips how you currently approach it!
- The 'non-buzzword' way to improve concerning behaviour/habits!
- **Two hours** (In-Company half-day available with additional content)



## Underperformance Solved

- A three-part practical solution
- What to do next when the 'chat' doesn't work
- Targeting, measuring and managing attitude and behaviour progress
- The legal need to know when considering 'last resort' options
- **90 Minutes** (£499/group)

Take the workshop trilogy above for £1499 when delivered online - Check out our full 'Overnight Results' menu of solutions on Page 22

# LIGHTBULB MOMENTS

Managing Homeworking for 'Overnight Results': Online/In-Company from £499/group



- Many organisations are now moving to 'hybrid' or full home-working ways of working
- This can bring its rewards and its challenges: how do you manage roles when there is less visibility or where result expectations are not always clear?
- Our two-hour workshop equips people-managers with the different skills required to manage remote working effectively



## Managing Remote/ Home Working for Overnight Results

- The five-point plan and step-by-step of making it work:
  - Targeting results for visibility
  - The 'spare capacity formula'
  - Using 'early warning indicators' to reduce nasty surprises!
  - Delivering practical feedback
  - How to communicate more efficiently and the new meeting rules to get stuff done in less time
- **90 minutes**



PRACTICAL & PUNCHY  
**TRAINING**

—  
WHAT WORKS AT WORK



ONLINE**LIVE**

—  
WHAT WE DO IN TRAINING  
ROOMS, VIRTUALLY.

# PERSONAL EFFECTIVENESS.

## LIGHTBULB MOMENTS

# LIGHTBULB MOMENTS

Personal Effectiveness: Online/In-Company from £599/group



## Time-Management for Busy People

- A unique time management system for the rest of your life
- Great techniques to help you spend time on the *right* things
- Reduce 'time-stealing' and distractions from others
- 'To-Do' lists and 'stress-free' email – a better approach!
- **Half-day (Two hours online)**



## Killer Presentations

- Whether in front of an audience, in meetings, on the phone or in email and documents
- A unique, logical structure for presentations, proposals etc that will eliminate nerves and hook your audience!
- Improve your body language/ public speaking style
- **Half-day (Two hours online)**



## Difficult Conversations Made Simple

- How to prepare for challenging conversations in a unique way
- Beginning the conversation with a new approach to reduce nerves
- A structure to follow for the conversation that flips how you currently approach it!
- **Half-day (Two hours online)**

# LIGHTBULB MOMENTS

Personal Effectiveness: Online/In-Company from £499/group



## Influencing For A Yes!

- Psychometrics to help know yourself better and 'what works for and against me'
- A new way of understanding how the person I'm influencing likes to operate and work
- The techniques that will get you on their 'wavelength'
- A step-by-step action plan to use when influencing
- **Half-day (Two hours online)**



## Amazing Email For Impact

- Organising yourself differently for minimum email stress
- How to get your emails both read and acted on
- The techniques and secrets that will double your productivity
- Ultimately boosting your credibility at work
- **90 Minutes**



## Effective Business Networking Working The Room!

- Starting a conversation, keeping it going and ending it!
- Mingle in a room full of strangers with ease
- Reduce your nerves and become something you look forward to doing!
- **90 Minutes (In-Company only)**

# LIGHTBULB MOMENTS

Personal Effectiveness: Online/In-Company from £499/group



## Handling Change

- How to help people handle change: the science and step-by-step techniques you need
- Your practical toolkit to kick change activities off
- Making everything 'stick' and how to keep it going
- **Half-day (Two hours online)**



## Turbo-Charge Your Job Now!

- A four-part recipe to help make you indispensable at work
- Boost your confidence, resilience and motivation
- Rewire your brain and abandon bad habits
- Our step-by-step 30-day career/performance action plan you won't see anywhere else!
- **2 ½ hours (90 mins online)**



## Get On With & Influence Everyone At Work!

- A self-awareness tool to help understand how you & others tick
- Tips/tricks to help get on with those who 'aren't like you'
- Reduces conflict at work & improves relationships
- Ideal for team training/teambuilding sessions
- **90 mins to half-day**





PRACTICAL & PUNCHY  
**TRAINING**  
—  
WHAT WORKS AT WORK

# RECRUITMENT INTERVIEWING.

**LIGHTBULB MOMENTS**

# LIGHTBULB MOMENTS

Recruitment Interviewing '3.0': **Online/In-Company** from £599/group



## The Ultimate CV Interview

- The interview structure from start to finish
- The legal stuff you need to know
- CV shortlisting and 'deal-breakers'
- 'WHAT' they have done: amazing CV questioning tools that tell you if they are a higher or lower performer
- 'Lie detector' questions that encourage the truth!
- Selling your organisation in a new way
- **Half-day (Two hours online)**



## Predict Attitude & Behaviour

- 'HOW' they get the job done: Identifying the type of person you need for the role in a different way
- Understanding and grouping behaviours
- How to design non-leading questions interviewees can't prepare for!
- Techniques to encourage the truth
- Clever ways to analyse answers and the words used
- A new five-step model for advanced interviewing
- **Half-day (Two hours online)**



PRACTICAL & PUNCHY  
**TRAINING**  
—  
WHAT WORKS AT WORK



**ONLINE LIVE**  
—  
WHAT WE DO IN TRAINING  
ROOMS, VIRTUALLY.

# EMPLOYMENT LAW.

## LIGHTBULB MOMENTS

# LIGHTBULB MOMENTS

Employment Law: Online/In-Company from £399/group



## Legal Essentials For Managers

- Attracting and selecting in recruitment
- Equality/discrimination legislation facts and myths
- The key 'people emergency' scenarios at work and how to practically handle them
- **Half-day (Two hours online)**



## Good Banter, Bad Banter!

- Equality/Discrimination legislation overview
- Real-life cases to review
- How to engage in banter and stay within the law and what is deemed acceptable
- **60 or 90 minutes**



## People Challenges Solved!

- How to have difficult conversations for the best outcome
- The skill of mediating between two people: step-by-step technique
- What do I do right now if.....? 'first response' legal problem solving for common scenarios
- **Half-day (Two hours online)**



**OUR 'OVERNIGHT RESULTS' APPROACH  
A UNIQUE MENU OF SOLUTIONS TO  
MANAGE PERFORMANCE.**

**LIGHTBULB PERFORMANCE**



LIGHTBULB'S  
**OVERNIGHT RESULTS  
MENU**



GOALS STRATEGY KPIs

**ONEDIRECTION**

**Org/Team Level**

A new approach to strategy, business planning, metrics and measuring success



**THE DAY-JOB**

**Individual Level**

'What' & 'How': Job descriptions and competency/behaviour/values frameworks – reimagined!



PRACTICAL & PUNCHY  
**TRAINING**  
WHAT WORKS AT WORK

**Manager Training**

- Performance reviews & 121s using our 1/3/5 formula
- Handling difficult conversations
- Solving underperformance



**CHINWAG**

**Personalised, 'Admin-Lite' Performance Review**

Ditch traditional performance appraisal!



**GOAL FINDER**

**Goal Finder**

A searchable database with hundreds of example objectives plus ongoing 121 support/coaching

PICK WHAT YOU NEED FROM THE MENU OR TAKE IT ALL FOR OVERNIGHT RESULTS!



# 'OVERNIGHT RESULTS'

## From Strategy to Managing Team and Individual Performance



- **Key Performance Indicators, SMART objective-setting, job descriptions, 360 feedback, performance appraisals, 121 reviews: All have lost their way somewhat and may not be achieving the performance you expect.**
- We have simplified things with **a menu of step-by-step methods and technique** for overnight results. Pick from the following:
  - Our **'One Direction'** solution identifies the goals, strategy and metrics to prioritise and measure progress at organisation or team level in a new way. Includes our 'Early Warning Indicators' approach.
  - **The 'Day-Job'**: We take this down to individual level by changing your approach to those dry, wordy **Job Descriptions** ('what people should be doing) and **Behaviour/Competency/Values Frameworks** ('how' they should be doing it).
  - Our signature, **'Painless 121s/Performance Reviews for Overnight Results' workshop** introduces Lightbulb's unique *'One magic ingredient, Three triggers, Five steps'* formula that has benefited thousands of managers when setting expectations, agreeing priorities/objectives and reviewing progress. Add the companion **'Difficult Conversations Made Simple'** workshop for added impact to '180 flip' how these are currently handled.
  - **'Chinwag'** is our flexible, personalised, 'admin-lite' 121 process that ditches traditional performance appraisal and tailors performance review to each individual rather than a one-size-fits-all approach.
  - **Goal Finder** is our searchable online database with hundreds of example objectives to inspire managers. There is nothing like it anywhere else and it's included when you subscribe to 'Chinwag +'.



# **STRATEGY & BUSINESS PLANNING.**

**LIGHTBULB PERFORMANCE**



# LIGHTBULB PERFORMANCE

Strategy–Priorities–Metrics–Momentum: One Direction!

- Is the team's focus in the wrong place?
- Are individual's often 'doing their own thing'?
- Not hitting the targets/standards/goals expected?
- Finding it hard to identify what the priorities should be?
- Or just wanting to inspire and motivate the team for even greater impact?
- **FREE REVIEW** of what you are currently doing around planning, priorities and measuring success  
- FREE advice provided for you using our approach



- **Welcome to 'One Direction': A unique way of identifying what we should be doing and how we are doing....**
- A step-by-step methodology that takes you from where you want to be through to identifying priorities and designing quick-and-easy, **powerful KPIs/metrics** to measure progress and help you get there: in an all-new way
- Includes an '**early warning**' **mechanism** you won't see anywhere that identifies issues before it's too late and tells you what to do now!
- Front-of-mind: A '**whiteboard**' **visual dashboard** approach to keep everyone focused – not hidden away in drives and databases!
- A common-sense link throughout from organisation strategy to the team member's priorities
- **One Direction for green lights, not red ones!!**



**JOB DESCRIPTIONS, BEHAVIOURS,  
COMPETENCIES AND VALUES.**

**LIGHTBULB PERFORMANCE**

# The Day-Job?

- Recognise these 'accountabilities' in your job descriptions?
  - Monitor X, Liaise with business, Document procedures, Investigate and resolve issues, Lead the project, Execute the strategy, Establish procedures, Provide support, Maintain consistency, Manage third-party relationships, Identify prospective clients.... **NONE OF THESE ACTIVITIES DEFINE THE RESULTS EXPECTED/WHAT I'M PAID FOR!**
- Or how about statements like these in behaviour/values guides:
  - Take a proactive approach, Collaborate effectively with colleagues, Empower the team, Share best practice, Openly communicate well with others.... **THESE ARE ALL JUST SUBJECTIVE BUZZWORDS AND JARGON!**
- Let us help you define the measurable results and observable behaviours/competencies/values you want to see *for every role*. We have devised a unique, plain-speaking method for job descriptions, targeting and bringing behaviour/values to life.

***The Day-Job: Reimagined. A new approach for crystal-clear expectations to help manage performance and development.***





**PERFORMANCE APPRAISAL/REVIEW.**

**LIGHTBULB PERFORMANCE**

# Why What We Do Doesn't Work...

- Most performance review processes are **not directly improving performance** in most organisations. You still have good people leaving, under-performers not improving, a lack of internal talent, concerning behaviours and pay/reward processes that are subjective or just don't feel fair
- Too many systems are aimed at capturing **what HR wants to see**, police and report on – it's designed for them!
- The process is normally **one-size-fits-all** and the manager has to **compliantly follow every step** with every team member, and with the same frequency as opposed to a tailored approach
- **Managers don't have the time** to wade through lots of admin-heavy clicks, screens and paperwork
- They would rather have conversations without the need to then **waste time documenting everything** that was said as if collating 'legal evidence'.



## .... And Another Thing

- Any performance review process needs to be straightforward enough that **the worst manager will want to do it** – your best managers are already doing the ‘best practice’
- Online systems are full of ‘shout outs’, ‘emojis’, ‘celebrating success’ and ‘feedback’ gimmicks to justify their cost: **few people use or need them** because they already tell the person verbally or via email!
- **Ratings are pointless**, subjective and full of discontent – if they are there for reward calculation reasons then do the money bit another way
- Most performance/development **objectives are poorly worded**, full of buzzwords, are not result-focused and stretched over rigid 6 and 12 month periods
- The typical process/system **doesn't address underperformance** early enough or have a direct focus on **retaining great people**
- TO SUMMARISE: SOMETHING SIMPLE HAS JUST BEEN **MADE TOO COMPLICATED!**





## The Solution...

- Welcome to 'Chinwag': **Personalised, flexible 121s and performance reviews on an if and when needed basis** but still with a quality control mechanism. No more one-size-fits-all!
- It's not a 'bells and whistles', expensive online system, **it's just a different way of doing things day-to-day**. A plain-speaking focus on what people are achieving and how they are doing it.
- Our simple '**admin-lite**' process is based on a **prompts, not paperwork** approach across 365 days of the year: If you're happy with your team member's performance and they are happy with how things are going then the process you follow with them is different and quicker than with someone who may want/require more attention.
- **A different approach to objective-setting**: Move beyond the SMART cliché with our unique 'three triggers/five-step system'.
- A particular **focus on the best and worst performers** to retain great people, improve underperformance and reduce nasty surprises! Plus: How to link Chinwag to **pay/bonus** decisions.

# Welcome to 'Chinwag'





# 'CHINWAG' OPTIONS

The Money Bit!



## The Essentials: Process & Training

- How it works, 'managers prompts' process, supporting tools, 'launch' PowerPoint, troubleshooting guide and consultancy/tailoring as required
- Plus: how to link 'Chinwag' to reward
- Includes 'MOT' three-month review
- £999 plus VAT

## Management Training

- Managing performance for 'overnight results' using our 1/3/5 formula plus Chinwag process comms
- From £699 plus VAT (2.5 hour workshop)



## 'Chinwag+' Subscription From £199 a month plus VAT

- Templates and process on dedicated, branded webpage for the organisation - everything together in one place
- + 'Goal Finder' database access
- + Ask for Help option: ongoing email support to help Managers create amazing objectives
- + Online library of 5 minute personal effectiveness/people-management videos
- + Ongoing 'MOT' Chinwag review for troubleshooting, embedding etc



## Alternatively...

- Want to just find out more for now?
- Alternative 'show and tell' consultancy option: Taking you through the Chinwag approach and process plus recommendations around your current system (templates, docs, launch PowerPoint etc not provided afterwards)
- £399 plus VAT

# LIGHTBULB PERFORMANCE

## Goal Finder for Powerful Performance Objectives

- **Only 40% of performance and development objectives are well-written: Goal Finder is the solution!**
- **Goal Finder** is a searchable, online database with hundreds of example objectives to inspire you when managing performance and development: Just type in a relevant word and up they come
- No more copying last year's objectives, writing wishy-washy corporate-speak or just writing objectives that are basically 'carry on doing what you are doing anyway'!
- A focus on results as well as attitude and behaviour
- **Goal Finder is included when you subscribe to 'Chinwag +'** (or available separately – contact us for a quote)





**HR & EMPLOYMENT LAW SUPPORT  
FOR PAINLESS PEOPLE  
MANAGEMENT.**

**LIGHTBULB HR**

# LIGHTBULB HR

## Regular HR & Employment Law Support



- Day-to-day telephone/email advice around employment law and all 'people' subjects: commercial, not 'overly-cautious' advice!
- 'Nip it in the bud' advice around managing performance & behaviour, structuring difficult conversations, creating powerful objectives and retaining high performers
- Letters and templates provided when needed
- Initial review/annual updating of contracts and employee handbooks
- Ongoing legal updates
- Discounted training
- **Short, six-month contracts**
- **From £99 a month plus VAT**

### On-Site Support Option

- **Pick and Mix Approach**
- Retain a number of on-site hours each month or quarter
- Use for employment law guidance, management/senior team 121 coaching, KPI and business/team strategy work, personal effectiveness sessions or any other 'people' activity.
- Bespoke 'fixed hourly fee' quote provided depending on the type/volume of activity required.
- Short, six-month contracts

# LIGHTBULB HR

The One-Day HR MOT



**THE ONE-DAY  
HR MOT**

—  
GOT IT COVERED?

- Quick fixes made on the day
- Review of your contracts, handbooks and policies
- How you attract and select talent
- People administration
- Managing performance mechanisms
- Engagement and satisfaction
- Salary and bonus schemes
- **MOT + Recommendations £795**

Keeps you legal,  
up-to-date,  
improves what you do,  
reduces time and money  
and keeps you  
ahead of the game!



# LIGHTBULB HR

## Outplacement Services



### Individuals

- CV writing in a unique way that doubles the chances of an interview!
- Powerful interview technique
- Job-searching, standing out on LinkedIn and maximising your online presence
- How to work best with recruitment agencies
- Moving to self-employment
- 3 x one hour tailored, face-to-face sessions plus three months of email/ phone support
- Support packages from £995 per person
- **From £150 an hour when ad-hoc support required as an alternative**



### Teams – Two Half-Day Workshops

- **Part One: The Foot In The Door!**
- An amazing approach to CV writing you won't see anywhere else!
- Standing out on LinkedIn
- Getting the best from recruitment agencies
  
- **Part Two: Ace The Interview**
- Dress, speech and body-language
- The three-stage approach to prepare for competency/behaviour based interviews
- How to set yourself apart from other interviewees with your questions & answers
  
- **£995 for each workshop**  
(reduced fees when delivered online)



"Turned everything I thought I knew on its head! Most useful management training I've had"



"Best thing I have been to in ages - real food for thought"

PRIMARK

"Techniques and ideas I can actually use rather than jargon and theory"



"A really different but fantastic way to approach 121s and moving away from appraisals"



"The best guidance I have ever had when it comes to this subject. Thank you!"

RAYMOND JAMES®  
INVESTMENT SERVICES

"A most interesting morning and I can honestly say that I will be applying many of the tools"

ual: university of the arts london

"It was very refreshing to come to such a lively, inspiring and informative workshop"



"Many thanks - it was an amazing workshop - used a lot of it already!"

CONDÉ NAST