

# If looks could kill

**The power of behaviour**



A Video Arts production  
featuring Dawn French  
and Patrick Malahide

## If looks could kill

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The power of behaviour

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## Titles in this series:

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**Absence minded:** managing absenteeism

**An inside job:** meeting internal customer needs

**Building the perfect team:** Belbin's team role theory in action

**Can you spare a moment?:** counselling skills for managers

**Demanding customers:** customer care made perfect

**Does the team work?:** improving effectiveness through teamwork

**First among equals:** leading a team

**How am I doing?:** the performance review

**How to lose customers without really trying:** keeping the customer satisfied

**I wasn't prepared for that:** overcoming the fear of making presentations

**I'd like a word with you:** the discipline interview

**If looks could kill:** the power of behaviour

**It's your choice:** selection skills for managers

**Meetings, bloody meetings:** making meetings more productive

**Messing up a Meeting, parts 1 & 2**

**More bloody meetings:** the people side of meetings

**Negotiating - tying the knot:** a skill for life

**No complaints?:** complaints and the customer

**On the receiving end:** making call centres more effective

**Performance matters:** the importance of praise

**Performance matters:** the need for constructive criticism

**Project management:** leading a project team

**Report writing:** the art of writing a good report

**Selecting the perfect team:** utilising internal and external resources

**Sell it to me! parts 1 & 2:** essential skills for a salesperson

**Straight talking:** the art of assertiveness

**Talking to the team:** how to run a team meeting

**Team spirit?:** how to be an effective team member

**Telephone behaviour:** the rules of effective communication

**The balance sheet barrier:** the basics of business finance

**The best of motives, parts 1 & 2:** informing and involving

**The dreaded appraisal:** both sides of the appraisal interview

**The grapevine:** communicating in a world of change

**The helping hand:** coaching skills for managers

**The paper chase:** cutting back on paperwork

**The unorganised manager, parts 1 & 2:** damnation and salvation

**The unorganised manager, part 3:** divine intervention

**The ultimate change show:** managing change

**The ultimate stress show:** managing stress

**Who sold you this, then?:** effective after-sales service

**You'll soon get the hang of it:** the techniques of one-to-one training

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**SSW-1-SSW-27** Self-study workbook\*

**OHP-1-OHP-4** Presentation 'slides'/OHPs\*

Certificate\*

\*Copies of these resources are available on the enclosed computer disks to allow you to customise them to your specific requirements and to print the required number of copies from the master for the sole purpose of the training envisaged by the programme, and not for any commercial purpose.

# Video-based training from Video Arts



Congratulations on choosing **If looks could kill** from Video Arts to help develop the skills in your

organisation. Video Arts is recognised as the world leader in video-based training, with over 30 years' experience in staff development. With more than 250 video and e-learning/on-line programmes covering all the essential skills of business, you can remain confident that training with Video Arts is the most effective way to improve the skillset of the people within your organisation.

## Why train?

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### **Train hard, fight easy - Marshal Zhukov**

These days, it is difficult for organisations to become successful and stay that way. The pace of change is faster, competition is tougher, customers are more demanding, innovation is more prized, but harder to achieve.

Part of the response has been to create leaner, flatter, more flexible structures, but structures don't run organisations and create success, people do - intelligent people, energetic people, reliable people and, most of all, people with the right mix of up-to-date knowledge and skills.

That means people who are trained, not for a lifetime's work, not just once in a while, but as a central, continuing part of their working lives.

## Why use video-based training?

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**Video is familiar.** Television is how most people find out what is going on in the world. It is not surprising that this is a medium they are comfortable to learn from when they are being trained.

**Video makes demonstration easy.** We can show situations being handled badly. We can contrast that with how to handle them well.

**Video is flexible.** It can be the cornerstone of a course run for a group by a specialist trainer. It can quickly provide simple, clear lessons for a team whenever it is convenient for them. It can bring interest and enlightenment to a self-study programme.

**Video injects realism.** It lets us present those being trained with emotional, as well as rational, problems to solve. Ask a group '*how would you deal with an angry customer?*' and you will get a tidy, textbook answer. Use video to confront them with an angry customer and you will get a much more realistic reaction.

**Video provides variety.** Different people learn in different ways and none of us have an infinite attention span. Video provides us with a powerful means of injecting variety into our training.

## Why use Video Arts' programmes?

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### **Winston Churchill once said that he loved to learn, but hated being taught.**

That is the secret of successful training: how to help people who want to learn. We do it by combining:

A storehouse of professional knowledge and expertise, developed over 25 years and drawing on some of the best minds in the business.

The highest possible production values, both in the videos we produce and in the support material that goes with them.

The magic ingredient - humour - which can make a delight of the dullest subject.

# Introduction

Organisations have three factors of production at their disposal: land, labour and capital. Take any one away and business becomes impossible. Of the three, labour remains the most important because it controls the other two. The quality of labour - or, to use another word, people - is the one variable which decides whether the right decisions are made in any organisation.

Take another look at the word variable. It's a characteristic of each and every one of us. Some days we feel good, some days not so good, and this affects our behaviour - the way we interact with and are perceived by others.

If our behaviour with our colleagues and customers is excellent, then there's no problem. We behave well towards them and they reciprocate. It's when our behaviour towards other people is less than helpful that problems can arise. We antagonise them and they antagonise us.

This video from Video Arts examines this area of human interaction and suggests some positive guidelines to ensure that all our relationships remain harmonious.

## Objectives

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Those who work their way through the **If looks could kill** training programme will:

- Clarify the assumptions they make and the beliefs they hold about behaviour
- Identify specific behaviours that help and hinder every interaction
- Develop an Action plan to help them respond positively in future interactions

## Using If looks could kill

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- **Dual use.** The programme can be used either as a conventional training course with a small group, or for self-study by individuals. The pack contains guidance and appropriate materials for each use
- **Resources on disk.** Most of the support materials, such as OHPs and the workbooks, are supplied on disk. This makes it easy for you to customise them to your specific requirements and allows you to print as many copies as you need for group or individual use

## The target audience

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The programme is designed for everyone who works with other people. Those who manage others and those who are in direct contact with customers will find it especially useful.

Eight to twelve is the ideal group size.

## The course leader

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You do not have to be a professional trainer to lead a group through the programme. Line managers will be able to deliver this course with confidence by using the materials and detailed guidance provided.

## Further resources

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Other titles available from Video Arts which will help you improve the understanding of behaviour within your organisation include:

- **Body language: what the window cleaner saw** Window cleaners have a ringside view of corporate life, even if they can't hear what people are saying. This Melrose programme demonstrates the non-verbal signals we all give out and the effect these have on others
- **Demanding customers** It's easy to deal with demanding customers the wrong way, until you see how it should be done. This programme demonstrates the techniques for making demanding customers satisfied. Realistic scenarios draw on everyday experiences of front-line staff as they face Mr Snappy, Mrs Picky, Mr Jappy and Ms Flash
- **Fish!** This programme from Charthouse International, distributed by Melrose, is a short, fun-packed documentary about the Pike Place Fish Market in Seattle. It shows how enthusiastic, customer-focused behaviour can motivate staff and customers alike
- **How to lose customers without really trying: keeping the customer satisfied** It's easy to put customers off; just be aggressive - or defensive. Thankfully it's just as easy to keep customers satisfied. From sales to service, at a retail check-out or a reception desk, the same guidelines apply, as this programme clearly demonstrates
- **Say what you want: assertiveness at work** This Melrose programme demonstrates a six-stage approach to help people behave more assertively
- **Straight talking: the art of assertiveness** This programme, which features John Cleese, Jennifer Saunders and Peter Capaldi, shows the techniques of assertive behaviour in a series of settings. It demonstrates how to communicate ideas, information, opinions and so on better and achieve more effective working relationships
- **Telephone behaviour: the rules of effective communication** The telephone is at the heart of business communication and an increasing amount of customer contact happens over the phone. In this programme John Cleese shows someone who thinks, wrongly, that she knows how to behave on the phone how to do it properly
- **The assertiveness pocketbook** This is one of the hugely successful Management Pocketbook series

# What the pack contains

## **If looks could kill: the power of behaviour video**

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The video has a 'Whodunnit?' theme. The body of Miss Hapless, the central character, has been found in a lake, and Inspector Nugget of the Yard has summoned those people who were the last to see him alive to a hotel.

Each of these people was involved in a supplier/customer interaction with Miss Hapless, just before she was due to go on holiday. Initially, she is visited by a telecommunications engineer who has called to install a second phone line. Next, we see her dropping in at the clinic for her inoculations and she then visits a shoe shop to exchange some faulty shoes.

It's then the turn of the man at the post office to encounter Miss Hapless, followed by a railway ticket collector. After that she tries to check in for his flight, which is cancelled, and ends up at the Sanctuary Towers Hotel where the investigation takes place.

Inspector Nugget sets out to prove that each of the suspects he has gathered has played a part in the death, with unacceptable behaviour being used as the murder weapon.

## Course leader's guide

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- An outline of a half-day programme
- How to prepare the programme
- A detailed session plan. This tells the course leader precisely what to do and which resources to use in each session of the programme

## Group training workbook

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This workbook allows those taking part in a group training course to record the conclusions they reach during the various sessions and the actions they propose to take as a result of the course. The workbook is supplied on computer disk.

It also contains a copy of the course objectives and programme and a set of notes which summarise the main points of **If looks could kill**.

## Self-study workbook

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This workbook, which is supplied on computer disk, contains detailed instructions which enable individuals to work systematically through the programme. Users are prompted to record their answers to questions about what they have seen and to produce an Action plan.

The workbook also contains a set of notes which summarise the main points from **If looks could kill**.

## Links to NVQs

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Both workbooks contain a checklist of material which those who have taken part in the programme should collect, such as feedback from colleagues on presentations or meetings that they have led or in which they have taken part. These will form a portfolio of evidence which they can use to support a claim for competence in elements of NVQs.

## Presentation 'slides'/OHPs

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These are master copies supplied in Microsoft® PowerPoint® on computer disk for printing onto acetate or for use as a computer-driven 'slide' show.

## Certificate

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One of the disks also contain a blank certificate which users can customise and issue to those who have completed the course based on **If looks could kill.**

## Computer disks

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As explained above, the computer disks contain copies of:

- Objectives and programme (Microsoft® Word®)
- Group training workbook (Microsoft® Word®)
- Self-study workbook (Microsoft® Word®)
- Presentation 'slides'/OHPs (Microsoft® PowerPoint®)
- Certificate (Microsoft Word)

(Microsoft®, Word® and PowerPoint® are registered trademarks of Microsoft Corporation.)

# Course leader's guide

Course programme

How to prepare the programme

**Session 1** Introduction

**Session 2** Behaviour questionnaire

**Session 3** Behaviour - an overview

**Session 4** The telecoms engineer and the injection

**Session 5** The shoe shop

**Session 6** The post office

**Session 7** The ticket collector

**Session 8** The airport check-in

**Session 9** Action plans



# Course programme

**This is a suggested programme for a half-day course based on *If looks could kill*.**

You may choose to incorporate additional sessions to cover key points specific to your organisation, or just take elements of the course and run a series of short sessions covering each aspect of *If looks could kill* individually.

If you would like help in facilitating this course or in adapting it to your specific requirements, call Video Arts Training Services. An experienced training consultant can advise you or, for an agreed fee, design and run a course for you.

**Video Arts Training Services can be contacted on:**

Tel: 020 7637 7288

email: [info@videoarts.co.uk](mailto:info@videoarts.co.uk)

The programme overleaf is an outline of the course.

Each session is covered in detail later in the Course leader's guide.

<b>Session no.</b>	<b>Session content</b>	<b>Approx. timing</b>
<b>Session 1</b>	<b>Introduction</b> <ul style="list-style-type: none"> <li>• Welcome and housekeeping</li> <li>• Objectives</li> <li>• Structure of the course</li> </ul>	<i>10 mins</i>
<b>Session 2</b>	<b>Behaviour questionnaire</b> <ul style="list-style-type: none"> <li>• Self-analysis questionnaire</li> <li>• Discussion</li> </ul>	<i>30 mins</i>
<b>Session 3</b>	<b>Behaviour - an overview</b> <ul style="list-style-type: none"> <li>• Video</li> <li>• Discussion</li> </ul>	<i>35 mins</i>
<b>Session 4</b>	<b>The telecoms engineer and the injection</b> <ul style="list-style-type: none"> <li>• Video excerpt</li> <li>• Discussion</li> </ul>	<i>25 mins</i>
<b>Break</b>		<i>15 mins</i>
<b>Session 5</b>	<b>The shoe shop</b> <ul style="list-style-type: none"> <li>• Video excerpt</li> <li>• Discussion</li> <li>• Exercise</li> </ul>	<i>30 mins</i>
<b>Session 6</b>	<b>The post office</b> <ul style="list-style-type: none"> <li>• Video excerpt</li> <li>• Discussion</li> <li>• Group exercise</li> </ul>	<i>45 mins</i>
<b>Session 7</b>	<b>The ticket collector</b> <ul style="list-style-type: none"> <li>• Video excerpt</li> <li>• Discussion</li> </ul>	<i>15 mins</i>
<b>Session 8</b>	<b>The airport check-in</b> <ul style="list-style-type: none"> <li>• Video excerpt</li> <li>• Discussion</li> </ul>	<i>20 mins</i>
<b>Session 9</b>	<b>Action plans</b> <ul style="list-style-type: none"> <li>• Video summary</li> <li>• Action plan</li> <li>• Course summary</li> </ul>	<i>15 mins</i>
<b>Total:</b>		<i>4 hours (including break)</i>