

CONSULTANCY
SERVICES

CROWDED
SPACES

EXECUTIVE
EDUCATION

FULL COURSE
PROSPECTUS



**EVENT,
CROWDED SPACE
& SECURITY
PROGRAMME**



INSPIRING TOMORROW'S
LEADERS AND CREATING
SAFER SPACES



**MIND OVER MATTER
CONSULTANCY LTD**

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MOM modules are credit rated onto the SCQF Level 8 (Level 5 NQF) by Edinburgh Napier University

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INTRODUCTION



MOM has worked with 38 Olympic and Paralympic Head Coaches, 15 doctors and medics for the Rio and Tokyo Games and provided courses for senior teams in the events industry. Clients include Wembley Stadium, the O2 Arena, Stadium 185, the SEC, the National Arenas and the European Arenas Associations, the Olympic, Paralympic and Commonwealth Games, Police authorities, Yourope (The European Festival Association), the GAA, the United Nations, Train operating companies, the M&S Arena, the NEC as well as to major events teams across the world.

At MOM we are renowned for our expert knowledge, quality course portfolio and pioneering alternative approach to problem solving. We specialise in creating, developing, and delivering tailored experiences, education courses, and high-level consultancy projects. As experts in the fields of event safety, risk management, leadership, crowd safety, emergency planning, crowd science and counter terrorism, we address the client's business needs and connect these directly to their employees, partners, and customer requirements. Our alternative education programme taught internationally across four continents in 28 countries uses our world-renowned staff and our home grown "Learning in the round" philosophy. An imaginative and dynamic approach enables us to fulfil our mission to inspire tomorrow's leaders and create safer spaces.

*Inspiring tomorrow's leaders and
creating safer spaces*

THE PROGRAMME

The Event, Crowded Space & Security

Programme has been created specifically for those either already working in or wishing to take up a position in the event, crowded space and/or security industries, providing participants with three key learning tools.

The Tools:

- The modules enable the participants to use their experiential knowledge and skills through the provision of the underpinning theory. This enables those on the programme to take this knowledge and use it to develop their practice in event situations.
- The modules provide scenarios which test the participant either in their own workplace or in a range of other scenarios to support their understanding of the different types of solution which can be applied. In practice.
- The team encourage participants to bring challenges from their own workplace and discuss these with other participants to focus on the differing options available to them and then to work collaboratively to solve challenges.

What makes this course different?

- They are credit rated through Edinburgh Napier University and attached to the Scottish Credit and Qualifications Framework (SCQF) which is transferable with the NQF.
- The programme uses the “Learning in the round” philosophy created by Professors Chris Kemp and Patrick Smith. This is a revolutionary method of teaching those in industry using experiential and academic learning in partnership creating a stronger bond between the participants education and the workplace.
- The programmes are taught by twenty-one world class tutors and have been taught in twenty-eight different countries by the team and other associate tutors, providing crowd management end event education modules for over 6000 professionals.

This programme provides the perfect environment in which to learn theoretical concepts and to apply the knowledge learned in real time event related scenarios. The modules are both interactive and immersive and utilise case studies and scenario exercises as a standard delivery method.

CERTIFICATE & DIPLOMA

The modules for the Event, Crowded Space & Security Programme have been created by industry professionals supported by academics working in the industry and are transferable as modules for certificates or diplomas. Modules can be taken singly or in groups and those preferring a smaller number of modules can receive either a certificate for the module or a certificate of attendance if they wish not to complete the assessment.

Certificate & Diploma

All modules are part of either the Professional Certificate or Diploma. Each module lasts one day with an assessment at the end of it, equal to 20 learning hours (2 credits). The Professional Certificate is awarded for the successful completion of 5 modules (10 credits) and the Professional Diploma for the completion of 10 modules or (20) credits. Although Mind Over Matter Consultancy provides Certificates and Diplomas in Event Crowd management & Security, the company can choose any title for the certificate or diploma in these areas. This is usually carried out for individual businesses where a specific title is requested.

The following modules have been selected for delivery on the Event, Crowded Space & Security Programme. All have passed the stringent university quality system review and all require the company to follow the university quality assurance procedures. Each have module specific outlines, learning objectives and credit details contained within this document.

MOM is an equal opportunities employer and provides open access for those with disabilities as well as an aural assessment system for those with reading and writing challenges.



MODULES

CROWD MANAGEMENT MODULES 13

- Managing & Supervising Crowded Space and Anti-Social Environments
- Planning for Crowded Space
- Scientific Notions of Crowd Dynamics, Management & Practice (1)
- Scientific Notions of Crowd Dynamics, Management & Practice (2)
- Pit Management & Competency
- Counter Terrorism & Protective Security for Events

EVENT MANAGEMENT MODULES 14

- Scenario-Based Event Planning
- Emergency & Crisis Management
- Event Management & Leadership
- Event Technology
- Legal Aspects of Event Management
- Risk Assessment

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2 ACADEMIC CREDITS

MANAGING & SUPERVISING CROWDED SPACES AND ANTI- SOCIAL ENVIRONMENTS

OVERVIEW

Managing & Supervising Crowded Spaces and Anti- social Environments (2 credits)

The management of crowded space is perceived as a complex activity, however, much of the theory and practice is based on simple constructs, empirical evidence, or a combination of both. Once these basic elements are understood, the development and delivery of management activities encompassing the event can be planned and managed rather than controlled.

The is course is aimed at professionals who are constantly making decisions and problem solving in a constantly changing environment. It can be noisy, hot, cold, or impacted by high pressures and unusual behaviours. Using theory and scenario-based activities you will be introduced to various decision-making models and will be encouraged to use a range of tools in high pressure workplace environment.

CREDITS: 2 credits at SCQF Level 8
(equivalent to NQF Level 5)

On completion of this module, you will be able to:

1. Evidence a sound knowledge of the underlying principles at work in the management of crowded spaces.
2. Take into account the merits of the theories of crowd management and anti-social behaviours and their application and mitigation in the workplace.
3. Observe and identify the significant features of supervisory and managerial actions in relation to crowded spaces.
4. Understand the reviewing, reassuring, resetting, readiness, returning, rebounding and recovery related to a pandemic or other crisis situation.

DURATION

1 Day workshop plus online and work-based activity

ENTRY REQUIREMENTS

All qualifications and experience considered

ASSESSMENT

Work-based assessment

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2 ACADEMIC CREDITS

PLANNING FOR CROWDED SPACE

OVERVIEW

Planning for Crowded Space (2 credits)

Crowds are present in almost every location at one time or another. Sports, tourist sites, urban areas, the countryside, festivals, transport hubs and many other locations produce large gatherings of people. We are faced with daily challenges from terrorism and disease to slips trips and falls the need to mitigate the risk of these major and minor threats and hazards provides a sliding scale. Planning for crowds is essential to any crowded space and this does not just include invacuation and evacuation of sites but also the mitigation of minor hazards and challenges which can reduce the pleasure of those attending events and public space.

This module will consider a range of elements including legal requirements, resilience, risk mitigation, spatial awareness, available resources. This module is primarily aimed at those persons responsible for the safe management of crowds, though it is also pertinent to those who wish to create a crowd management plan and by doing so, be better positioned to review and determine its suitability for a specific event.

CREDITS: 2 credits at SCQF Level 8
(equivalent to NQF Level 5)

On completion of this module the learner will be able to:

1. demonstrate an understanding of the relevant legislation applicable to emergencies.
2. apply theoretical understanding to applications in practice.
3. apply effective procedures to reduce pre-movement time
4. evaluate show stop procedures to determine if they are suitable and sufficient

DURATION

1 Day workshop plus online and work-based activity

ENTRY REQUIREMENTS

All qualifications and experience considered

ASSESSMENT

Work-based assessment

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2 ACADEMIC CREDITS

SCIENTIFIC NOTIONS OF CROWD DYNAMICS, MANAGEMENT & PRACTICE (I)

OVERVIEW

Scientific Notions of Crowd Dynamics, Management & Practice (1) (2 credits)

The key concepts of managing crowded space are underpinned by scientific and mathematical theory linked to psychology, human interaction and human spatial mapping. The laws of physics, such as Newton's First and Second Law's, explain the movement of crowds, the forces exerted on, as well as by them, and how the dynamics of crowds can change. Simple mathematical principles are also used to ascertain flow rates, ingress, egress and circulation.

This course provides an integrated approach, where the scientific theories mentioned above are combined with social constructs including proxemics, topophobia and topophilia, theories of play and human spatial mapping as well as sociology and psychology, giving you a holistic understanding of the key principles and concepts at work in the crowded space.

CREDITS: 2 credits at SCQF Level 8
(equivalent to NQF Level 5)

On completion of this module the learner will be able to:

1. Understand the need for knowledge of scientific notions related to crowds
2. Determine why the scientific theory of crowds has to be applied in context
3. Comprehend what aspects of theory can be attributed to certain kinds of activity within the crowd

"I have never felt so engaged during training or learning experiences. Everything was instantly applicable to my work setting."

DURATION

1 Day workshop plus online and work-based activity

ENTRY REQUIREMENTS

All qualifications and experience considered

ASSESSMENT

Work-based assessment

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2 ACADEMIC CREDITS

SCIENTIFIC NOTIONS OF CROWD DYNAMICS, MANAGEMENT & PRACTICE (2)

OVERVIEW

Scientific Notions of Crowd Dynamics, Management & Practice (2) (2 credits)

This module is aimed at all professionals who work in or plan crowded buildings, spaces and events and will describe fundamentals in crowd dynamics including the relationship between crowd density, crowd flow and velocity. The appropriate crowd levels of service for different conditions will also be studied.

The module will describe the different types of crowd modelling and simulation and the benefits and pitfalls of each as well as discussing simple crowd models appropriate to different phases of an event which will be developed and practiced.

All the above will be supported with case studies and exercises and the participants will be encouraged to contribute their experiences.

On completion of this module the learner will be able to:

1. Demonstrate a working knowledge of crowd modelling and the use of simulation
2. Plan for crowd flow and public safety for different phases of an event or crowded space

“I would definitely encourage other team members to attend these courses.”

CREDITS: 2 credits at SCQF Level 8
(equivalent to NQF Level 5)

DURATION

1 Day workshop plus online and work-based activity

ENTRY REQUIREMENTS

All qualifications and experience considered

ASSESSMENT

Work-based assessment

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2 ACADEMIC CREDITS

PIT MANAGEMENT & COMPETENCY

OVERVIEW

Pit Management & Competency (2 credits)

This course is a front-of-stage training programme specifically designed to give both a theoretical and practical perspective on this essential skill-set for festivals and events. The programme is divided into two parts, and includes best practice in the areas of science and management. You will look at historical, managerial and social reasons for the use of barriers, combined with a tailor made practical section to train you in how to work both behind and in front of the barrier.

It is clear that unless pit crews know why they are working in the pit, it is pointless training them and this course gives you critical information and key learning points to improve the way in which you work in the crowded space environment.

CREDITS: 2 credits at SCQF Level 8
(equivalent to NQF Level 5)

On completion of this module the learner will be able to:

1. Appraise a barrier in-situ and identify whether it is structurally sound and fit for purpose
2. Determine the key skills related to the operation of a barrier and how the theory learned is applied in practice
3. Demonstrate an understanding in a practical context of the history, dynamics and social interactions occurring in the pit.

DURATION

1 Day workshop plus online and work-based activity

ENTRY REQUIREMENTS

All qualifications and experience considered

ASSESSMENT

Work-based assessment

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2 ACADEMIC CREDITS

COUNTER- TERRORISM & PROTECTIVE SECURITY FOR EVENTS

OVERVIEW

Counter- Terrorism & Protective Security for Events (2 credits)

Counter Terrorism consideration and Protective Security of crowded space events is a key requirement for event professionals. Working to achieve integrated safety, security and service at events is an essential enabler of a successful event. Current and recent threats to events and public space areas highlight the vulnerabilities that are present and can be exploited by threat actors who seek to target events.

This short course is aimed at event professionals who are involved in the planning, management and multi-agency command of events. It will cover key concepts in International Terrorism, recent case history, ongoing threats to events and protective security planning that can minimise, manage and mitigate threats to events.

CREDITS: 2 credits at SCQF Level 8
(equivalent to NQF Level 5)

On completion of this module the learner will be able to:

1. Develop an awareness of current Terrorism Threats
2. Be aware of current attack methodologies
3. Understand a process for conducting threat and vulnerability assessments
4. Apply a Safety & Security planning cycle to events to minimise, manage and mitigate risk
5. Consider, apply & Practice key concepts through a realistic case study exercise

DURATION

1 Day workshop plus online and work-based activity

ENTRY REQUIREMENTS

All qualifications and experience considered

ASSESSMENT

Work-based assessment

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2 ACADEMIC CREDITS

SCENARIO- BASED EVENT PLANNING

OVERVIEW

Scenario- Based Event Planning (2 credits)

This classroom-based course includes both the preparation and delivery phases of a simulated event, culminating in a post-mortem to review the decisions and actions taken.

The course focuses on the main principles of crowd management and science and how these are applied in a range of situations. Elements, such as site and team briefings, will be carried out in real-time. A run through of the event and the planning phases will be tested in the classroom. Issues will be inserted into the scenario and will be the focus of group planning activities.

You will focus on best practice and in-situ problem solving through critically analysing a range of issues, arising during the scenario.

On completion of this module the learner will be able to:

1. Develop practical skills from theoretical engagement and have practised these in a classroom-based scenario environment
2. Apply planning skills through classroom-based scenarios
3. Understand and utilise knowledge of decision-making processes in classroom- based activity

CREDITS: 2 credits at SCQF Level 8
(equivalent to NQF Level 5)

DURATION

1 Day workshop plus online and work-based activity

ENTRY REQUIREMENTS

All qualifications and experience considered

ASSESSMENT

Work-based assessment

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2 ACADEMIC CREDITS

EMERGENCY & CRISIS MANAGEMENT

OVERVIEW

Emergency & Crisis Management (2 credits)

This module provides the learner with the underpinning knowledge, skill and understanding required to identify and react to threats and vulnerabilities that lead to crises, thereby learning how to plan, prepare and respond to identified scenarios and risks.

The module will examine a number of high profile incidents and provide a number of examples of how the issues could have been identified before an emergency occurred and how planning can help mitigate the effects of such an emergency. A number of exercises will allow the learners to immerse themselves in practice and allows the learner to develop their skills to make informed and robust decisions as a crisis develops into an emergency

On completion of this module the learner will be able to:

1. Demonstrate an understanding of the differing types of crises and emergencies
2. Understand the concept of operations in planning a response to a crisis
3. Identify the elements of carrying out a risk assessment that identifies threats and vulnerabilities and the utilisation of the specific terminology required
4. Demonstrate the skills and knowledge required to develop and implement a crisis management plan
5. Demonstrate the knowledge and skills required to run an operational readiness training exercise

CREDITS: 2 credits at SCQF Level 8
(equivalent to NQF Level 5)

DURATION

1 Day workshop plus online and work-based activity

ENTRY REQUIREMENTS

All qualifications and experience considered

ASSESSMENT

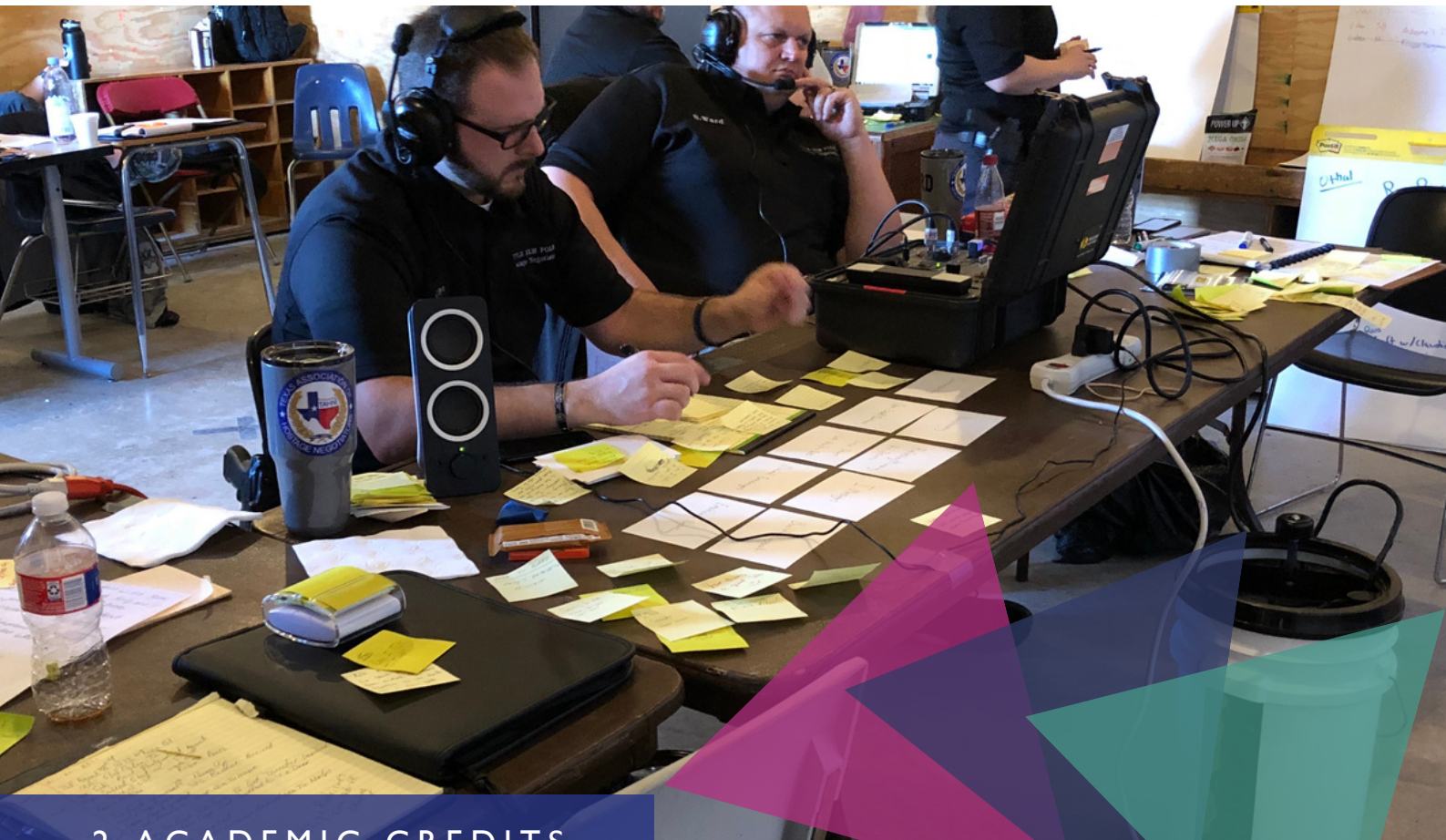
Work-based assessment

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2 ACADEMIC CREDITS

EVENT MANAGEMENT & LEADERSHIP

OVERVIEW

Event Management & Leadership (2 credits)

This course focuses on an understanding of leadership and management skills and how work packages, communication and responsibility can be devolved to managers. You will be required to identify the respective merits of Goleman's (2000) six leadership styles, along with those situations and occasions in which they might be best employed.

This short course will not be focusing on the development of leadership skills, but on the recognition of them and how you will identify and appreciate these in your everyday workplace activity.

On completion of this module the learner will be able to:

1. Understand the development of leadership and management skills in event managers and supervisors
2. Demonstrate knowledge and understanding of different leadership styles in terms of their respective features, both positive and negative
3. Demonstrate this knowledge of different leadership styles and their appropriate forms of communication and apply them to practical situations that occur at events

CREDITS: 2 credits at SCQF Level 8
(equivalent to NQF Level 5)

DURATION

1 Day workshop plus online and work-based activity

ENTRY REQUIREMENTS

All qualifications and experience considered

ASSESSMENT

Work-based assessment

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2 ACADEMIC CREDITS

EVENT TECHNOLOGY

OVERVIEW

Event Technology (2 credits)

This module focuses on both current and emerging technologies and practices that have an impact on the business of staging live events. The importance of applied information technology will be explored along with new developments in the area. A key theme will be the increasing expectations of audiences in terms of the seamless use of technologies to enhance the audience experience of the event.

The module will also look at emerging technologies, which can help to improve the operational and logistical aspects of staging venue-based live events. The module will look at the continued developments of the audience experience: 1) the pre-event experience and the use of social media engagement techniques and ticketing arrangements, 2) the event experience including; developments in cashless payment systems and 3) the post event experience. The module will also look at venue-based operations including event safety and crowd management migration mapping, and integrated technology systems.

CREDITS: 2 credits at SCQF Level 8
(equivalent to NQF Level 5)

On completion of this module the learner will be able to:

1. Understand areas of technological development and their impact on the event industry
2. Understand the planning for technological capabilities for events
3. Analyse and evaluate current and developing technologies for events

DURATION

1 Day workshop plus online and work-based activity

ENTRY REQUIREMENTS

All qualifications and experience considered

ASSESSMENT

Work-based assessment

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2 ACADEMIC CREDITS

LEGAL ASPECTS OF EVENT MANAGEMENT

OVERVIEW

Legal Aspects of Event Management (2 credits)

Increasing amounts of legislation, which affect the events industry, together with a move away from a “no fault/ no liability” position to a “strict liability” scenario, has left the door open for widespread claims for even the most minor injury in our “compensation culture”.

This module is aimed at all professionals who work in the live events industry and is intended to provide a grounding in aspects of current legislation which are of relevance to the event professional. Though mainly focusing on English Law, relevant EU legislation and cases will be covered. There will also be reference made to relevant international cases and legislation to provide context.

On completion of this module the learner will be able to:

1. Demonstrate an understanding of the structure and precepts of the law
2. Analyse and evaluate the statutory obligations for an event organiser
3. Demonstrate an understanding of the notion of Contractual Liabilities

“The delivery was very engaging. I usually can find times to switch off, but it wasn’t possible during these modules!”

CREDITS: 2 credits at SCQF Level 8
(equivalent to NQF Level 5)

DURATION

1 Day workshop plus online and work-based activity

ENTRY REQUIREMENTS

All qualifications and experience considered

ASSESSMENT

Work-based assessment

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2 ACADEMIC CREDITS

RISK ASSESSMENT

OVERVIEW

Risk Assessment (2 credits)

This module provides the participant with the skills, knowledge and understanding required to enable them to undertake a risk assessment relative to their competency and position in the organisation. This module can be applied equally across all industry sectors.

Rather than advocating a single, prescriptive approach to risk assessment, this course uses a holistic approach and methodology for risk assessment and provides a number of examples of differing ways of documenting an assessment. This approach enables the learner to develop a broader understanding of risk assessment and supports them in making an informed decision about their preferred methodology.

On completion of this module the learner will be able to:

1. Understand the legal requirements for risk assessment
2. Use the terminology related to risk assessment
3. Demonstrate differing methodologies for risk assessment

“The course tutors really know their stuff! Without a doubt, they are industry leaders and I feel privileged to have them share their information and experience with me.”

CREDITS: 2 credits at SCQF Level 8
(equivalent to NQF Level 5)

DURATION

1 Day workshop plus online and work-based activity

ENTRY REQUIREMENTS

All qualifications and experience considered

ASSESSMENT

Work-based assessment

COURSE TUTORS



PROFESSOR CHRIS KEMP

Professor Chris Kemp is the founder and CEO of Mind Over Matter Consultancy. He has an undergraduate degree in Human Movement, a master's in Arts Administration and a PhD in Cognitive Psychology and Musicology. He has worked as a venue manager, promoter, University Pro-vice Chancellor and Crowded Space Specialist across the world. He has spoken to the House of Commons Select Committee about Olympic Security and addressed the Royal Society of Medicine on crush injuries at events.



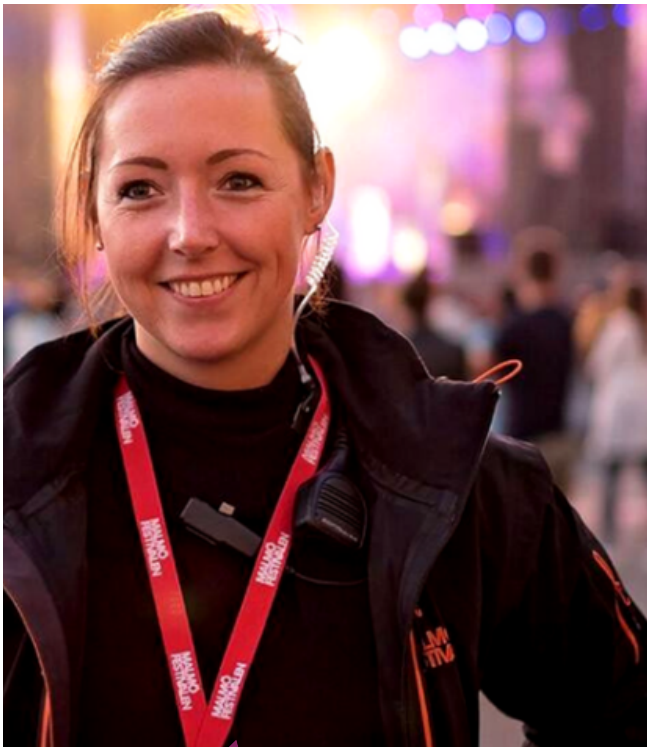
DR PASCAL VIOT

Pascal Viot has been Head of Department Health, Safety & Security at Paleo Festival Nyon since 2006. Pascal is a sociologist and a researcher and achieved his PhD in 2013. He is Associate Researcher at the Urban Sociology Laboratory at Ecole Polytechnique Fédérale de Lausanne and in 2016, he created iSSUE, the Swiss Institut for Urban and Event Safety.



PETER DALTON

Peter is a Protective Security, Event Management and Incident Command Consultant, working with MOM and NCS4 / Interpol on safety, security and service at major events. He has commanded and supported events of national and international significance including the Royal Wedding 2018.



SOFIE DAHL

Sofie Dahl worked as a Crowd Safety Manager at Roskilde Festivals a Project manager and then at RF Experience as a Crowd Safety Manager. She was head hunted by Fonden Event Safety in 2020 and became Head of Advisory and Education for event safety. Since taking up this position Sofie also became the venue Safety Manager in Copenhagen for the Euros in 2021 and the Security Officer for the Tour de France (Grand Depart) Stage 1 in Copenhagen in 2022. Sofie has both an FD and BA (Hons) as well as the professional Certificate in Event and safety Management.



CHRIS HALL

Chris Hall is a Chartered Health and Safety Practitioner with specific expertise working in the leisure and events sector, including multi hall exhibitions, arena concerts, festivals and sporting events. Chris has been working with MOM since the inception of the company and has supported a range of projects in venue capacity uplift.



MORTEN THERKILDSEN

Morten is the founder and Managing Director of ConCom Safety and has a BA (Hons) in Crowd Safety Management. Morten is one of the leading experts for crowd safety management in Scandinavia and is Head of Security, Health & Safety at Roskilde Festival. Morten started Eventskolen in 2012 and has educated staff from venues in Denmark, as well as crowd safety steward, supervisors and managers at Roskilde Festival. Furthermore he is an external lecturer at University College Metropol.





DAMIAN MCGEADY

Damian specialises in defence litigation, Insurance Law and Catastrophic Injury and has extensive experience representing Insurers in both jurisdictions. He specialises in Cross Border litigation and regularly advises and represents Ireland's leading Event Management Security Company in Public Liability matters. Damian undertakes training of Insurance Professionals in matters concerning Insurance Litigation.



TERESA MOORE

Teresa is a highly regarded lecturer and trainer who specialises in event sustainability and sustainability in leadership. She has lectured across the world in these areas. Known for her knowledge and innovation in this field she is a sought-after lecturer and panellist as well as working on major projects across the world.

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Mind Over Matter (MOM) is a provider of dynamic high performance programmes, creative courses, cutting edge consultancy and tailored research.

MOM are specialists in creating, developing and delivering tailored experiences, courses and consultancy that address the client's business needs and connects them to their employees, partners and customers.

MOM's innovative, creative and professional approach facilitates extensive personal development motivating and animating both internal and external customers, supported by their extensive and valued knowledge.

For more information or to book on the programme please contact Professor Chris Kemp.

Email:
chris.kemp@momconsultancy.com

Tel: 07834 140598



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