



OPEN COURSE PORTFOLIO





Contents



Choosing the right provider

With so many providers offering so many types of development programmes and lists of seemingly similar courses, choosing the best value for money can be difficult. Clearly it is important for you to know exactly what you want your provider to achieve for you as well as understanding the package you are buying. In our experience, one of the biggest weaknesses of suppliers of public courses is that they focus on the content and skills of a course at the expense of how and where those skills are to be applied and to what end.

How we can help

Our training advisors will listen carefully to your needs and discuss in detail what you want to achieve and what your people can expect from our workshops. If we are not able to meet your expectations we will tell you. Getting it wrong is costly for both of us.

Understanding your needs up front

Once you are satisfied we can help and have booked your chosen programmes, your delegate will complete a pre-course questionnaire to allow the workshop leader to better understand the situation.

Attending a programme

The workshop leader will open the workshop by merging the general objectives with the personal objectives of the delegates, ensuring that the focus is correct. At the end of the workshop, delegates are asked to write their own action plan to implement the learning and make changes back in the workplace. This approach has always achieved a very high satisfaction rate.

Workshop Delivery Method

We are also acutely aware of the differing learning styles of your people. To achieve the maximum results we balance theory, self-assessment, role-play, discussion, delegate case studies and action planning. In addition we ensure your people are given enough time and opportunity to deal with their issues by limiting the number of delegates per workshop.

So, if you want positive results for your people and your business, call our training advisors on 0870 908 2 908 to discuss what we can do for you.

APPRAISAL INTERVIEWING

Assessing and Improving the Performance of Others

Who Should Attend And Why

Suitable for managers at all levels who are responsible for the management of staff and their performance objectives across the year.

The course will give practical tools which can be transferred to the workplace and an opportunity to practice new skills and techniques as well as reviewing existing skills and styles.

By The End Of The Workshop Participants Will Be Able To:

- Plan, structure and conduct successful performance appraisals
- Fully understand the benefits of a positive appraisal
- Build skills and confidence to be able to instigate performance improvement as well as identify and develop potential
- Provide effective support and development

Workshop Overview

Aims and Objectives of the Appraisal

the purpose of the appraisals
positive appraisal vs. poor or no appraisal
understanding what motivates people
company policies and appraisal documentation

Pre Appraisal

planning and the appraisal process
desired outcome of appraisal for you - for them
separating current performance issues from future development
identifying potential SMART targets
planning the interview
scheduling the meeting and allowing the appraisee to prepare
preparing questions for discussion

The Meeting

choosing the right setting and creating the right environment
following your strategy for the appraisal
skills of running the meeting -time allowed
steering the discussion to achieve objectives
effective use of verbal and non-verbal communication
strategies for improved questioning and active listening
giving, receiving and encouraging feedback
dealing with differing views
assessing and evaluating potential
goal-setting
types of development activities - and identifying the most appropriate
reaching agreement - achieving compromise

After the Meeting

how to monitor progress
actioning commitments made
offering help and support
where you go for advice and assistance

BUSINESS PLANNING

Making Logical, Rational & Consistent Resource Allocation Recommendations

By The End Of The Workshop Participants Will Be Able To:

- Understand the importance of Business Planning and learn a leading edge business planning process
- Analyse and prioritise local data identifying and integrating local environmental factors causing change
- Assess the company's competitive position
- Develop action plans focused on the most important local market opportunities and risks and company's advantages and disadvantages (MORCAD)
- Forecast your future sales and profits with increased accuracy

Workshop Overview

Introduction and Objectives

understand what business planning is and is not
identify the shortcomings of traditional SWOT analysis
introduce the latest business planning process

Analyse the Current Marketplace

assess the current market situation using industry standard tools
e.g. Boston Matrices, Porters Analysis, STEP
develop factual conclusions

Conduct an Environmental Analysis

identify likely future changes in the market place and local operating environment
assess the likely impact of these changes

Identify the Market Opportunities and Risks

maximise and capitalise on the most important Market Opportunities
minimise the identified Risks

Complete a Competitive Position Audit

identify sources of competitive advantage
assess the Company's advantages and disadvantages
prioritise the company's training needs

MORCAD Analysis

visually represent the current situation

Objective Setting

identify the Critical Success Factors
develop SMART, output focused objectives
improve the accuracy of sales forecasting

Devise Relevant Action Plans

construct resource and tactical action plans to achieve the company's
strategic aims and business objectives

Assessing Return On Investment

analyse the financial return on investment of achieving specific objectives
complete the profit & loss, contribution account

Monitor and Control the Plan Implementation

highlight the required monitoring and control tools & identifying the optimal review periods

EFFECTIVE BUSINESS WRITING

Who Should Attend And Why

Individuals who communicate in writing with internal and external customers using either letters, memos, e-mails or reports. It is recommended that participants using the same type of correspondence should attend the course on the same day. This will ensure the emphasis of the course is directed towards the most relevant form of communication.

By The End Of The Workshop Participants Will Be Able To:

- Achieve maximum reader impact
- Produce clear, accurate and easy to read correspondence
- Develop a crisp, concise and individual style

Workshop Overview

Course Objectives - Key Focus for the Workshop
business management
personal SWOT

Types of Communication

letters
memos
e-mails
reports

Objective of Correspondence

what do we know about the reader/s?
selecting the relevant information

Factors Contributing to Poor Correspondence

progress international examples

Evaluation Checklist

questions to ask about the correspondence

Preparation and Planning

use of time
mindmapping
gathering appropriate detail -demonstrating knowledge
adopting a strategy
structure - composition, layout and presentation
'tone' of correspondence

Motivating the Reader

using the learning tool 'AIDA' to ensure:
the document is read
action is taken - where appropriate

Balancing Personal Style, Company Culture and Customer Needs

achieving a suitable compromise

Reader Appeal - general and specific

relating your ideas to the interests of the reader



Effective Use of Words, Grammar, Sentence Length and Punctuation

common pitfalls
avoiding ambiguity
using appropriate language for the audience

Proof-Reading and Spell checking

the Snatch Test - testing for:
ease of reading
ease of understanding
picking key points

Essential Rules and Guidelines for Effective Business Writing



CALL CENTRE MANAGEMENT

Achieving A Professional Modern Management Approach

Who Should Attend And Why

This three-day event is designed to enable participants to examine and develop the skill sets required to be effective and professional as a Call Centre Manager.

By The End Of The Workshop Participants Will Be Able To:

- List the critical success factors in the role of Call Centre Manager
- Define the competencies required for Call Handlers
- Demonstrate the people management skills required to operate in a call centre environment
- Work with business measures to produce and evaluate management reports and act on them effectively

Workshop Overview

Setting the Standards

defining the skills of a successful call handler
using appropriate recruitment techniques
defining call handling standards
appraising performance; rewarding "good" results; correcting substandard performance

Performance Measures

managing staffing levels
planning for disaster recovery
monitoring "quantities" of calls; rating the quality of call handling

Managing People

motivating call handlers
retaining excellent staff
coaching skills
identifying training and development needs

Working with Technology

automatic call distribution
intranet/internet
case based reasoning tools

Forward Planning and Forecasting

analysing statistics
forecasting resources
managing a budget

Handling Escalated Calls/Issues and Complaints

reviewing customer complaints
changing processes to eliminate complaints

Managing the Back Office

allocating resources
automating routine tasks

Reporting on the Call Centre Performance in Business Terms

reporting success
summary reports
recognising development opportunities

CALL CENTRE SELLING SKILLS

Selling In A Demanding Environment

Who Should Attend And Why

This workshop is aimed at all call centre staff who are involved in reactive and proactive sales. The workshop offers delegates a very practical approach to their skills in a telephone-selling environment. It highlights the need for excellent communication skills in a very specific telesales environment, which leads to customer satisfaction and sales by promoting a service attitude. Using a mixture of lectures, workshops and coaching sessions including discussion and role-play exercises, delegates gain confidence in mastering new skills and improve their current skill base.

Winning a customer is not about celebrating a victory over them but more a comment on the excellent relationship that you create with them.

By The End Of The Workshop Participants Will Be Able To:

- Develop and build upon their rapport building skills
- Effectively handle, and overcome, objections
- Stay motivated and project a genuine caring attitude
- Win customer loyalty and repeat business

Workshop Overview

The Introduction

how to make yours count

using the flexibility of your voice to achieve an impact of professionalism and confidence

The Communication Process

understanding the elements that are required for effective communication

how to apply the elements to ensure positive results

The Pitfalls of Communication

how to ensure your message is not misinterpreted

eradicating words, tones and gestures that conflict with or change your meaning

Active Listening

removing assumptions and barriers to develop active listening skills

understand the importance of listening to both fact and customer emotions

spotting opportunities for add-on sales through active listening

Rapport Building

understanding the importance of building rapport with customers

find out the three stages of effective rapport building and how to apply them

Assertive Communication

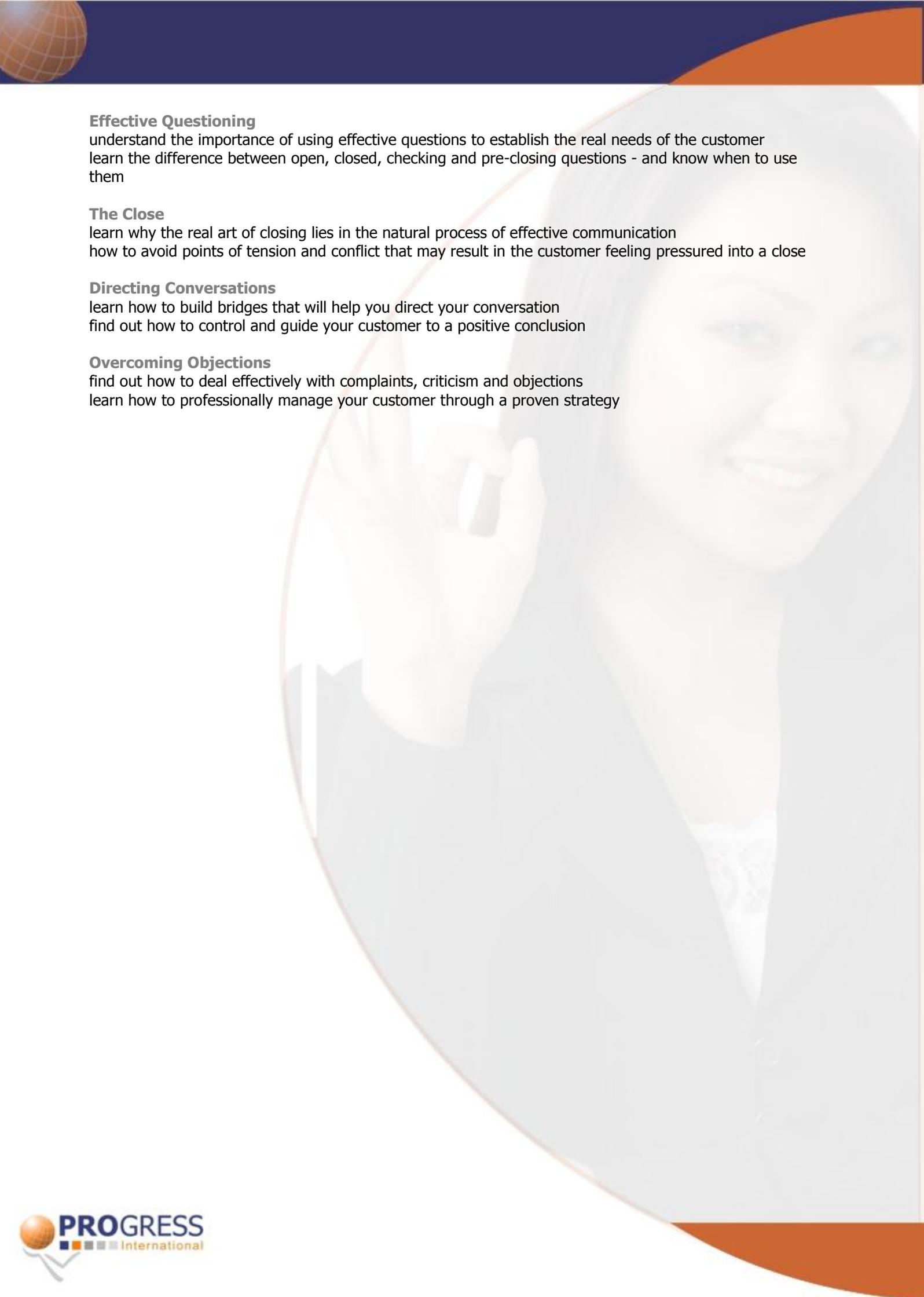
find out the difference between aggression and assertion

learn how to communicate thoughts, feelings and emotions without them being perceived as an attack

Putting Your Case Across

learn how to describe your product/service with interest

find out how to help your customer understand the benefits of your product / service and the advantages of using them



Effective Questioning

understand the importance of using effective questions to establish the real needs of the customer
learn the difference between open, closed, checking and pre-closing questions - and know when to use them

The Close

learn why the real art of closing lies in the natural process of effective communication
how to avoid points of tension and conflict that may result in the customer feeling pressured into a close

Directing Conversations

learn how to build bridges that will help you direct your conversation
find out how to control and guide your customer to a positive conclusion

Overcoming Objections

find out how to deal effectively with complaints, criticism and objections
learn how to professionally manage your customer through a proven strategy

CALL CENTRE TEAM LEADER DEVELOPMENT

The Flexible Call Centre Team Leader

Who Should Attend And Why

Team Leaders need to have excellent people skills and learn how to balance the demands of their own teams with their operational workload. This workshop will give you the skills required to effectively produce excellent results through other people, and to make that process into one which is easy and enjoyable for both you and your team.

The workshop will be delivered using a combination of group interaction, trainer feedback and practical exercises, including the use of video recording. Delegates will be encouraged to use previous experiences and historic management information to create realistic role-play scenarios.

By The End Of The Workshop Participants Will Be Able To:

- Gain flexibility in their leadership style
- Develop their listening and observation skills
- Learn skills to enable them to monitor and develop individual and team performance
- Improve their ability to cope under pressure

Workshop Overview

The Role of a Team Leader

delegates will source for themselves the objectives of a team leader

What is a Team?

learn why we work in teams and what effective teams consist of

Barriers and Personal Responsibilities

how to break through personal barriers

Running Effective Team Meetings

how to lead team meetings that are effective and fun

How Individuals Develop

learn the 4 key stages of individual development within the team

Flexible Leadership

learn how to effectively adopt a management style which is appropriate to each individual / situation

Monitoring & Troubleshooting

how to maintain an overview of progress and how to assist individuals to solve their own problems

Feedback

learn how to reinforce positive and productive behaviour and develop standards through praise and reprimand

Coaching

how to modify individual behaviour to encourage more productive performance

Contracting

how to set up and create permission for the day to day coaching and counselling of team members



Motivation

learn to create new challenges for team members and yourself, even when the last thing anyone wants to do is pick up a phone!

Dealing With Difficult Customers

proven strategies for handling complaints and criticisms
how to turn complaining customers into your biggest advocates



COACHING SKILLS

Developing and Improving the Performance of Others

Who Should Attend And Why

Coaching is one of the most effective development tools and a critical Leadership style that can help leaders to engage meaningfully with their people.

This workshop is designed to provide the understanding and skills for effective coaching. It will also demonstrate how powerful coaching can be when applied effectively, motivating the delegates to develop and apply these skills.

By The End Of The Workshop Participants Will Be Able To:

To understand what coaching is, what it can achieve and the predictable outcome when coaching is neglected or mistimed

To enable delegates to increase the awareness and responsibility of the coachee, helping them to take ownership of tasks and issues and find workable solutions

To show delegates how to move the coachee from a less-productive 'state' to one in which they are motivated to take action

To develop the delegates coaching skills and confidence to get maximum results through coaching

Workshop Overview

Objectives

Merging workshop and individual objectives

Identifying the potential use for coaching for each delegate

The Purpose and Benefits of Coaching

How coaching fits into leadership activities and performance management processes

The difference between instruction, coaching and mentoring

The benefits of coaching

Coaching in support of delegation

The predictable consequences of not coaching

Planning and Preparation

Coaching and the directing – supporting continuum

Uses for coaching – directional and non-directional

Coaching – definition, benefits and a working model

Coaching model for behavioural issues and dealing with blockages

Creating a coaching environment

Identifying and agreeing the goals for coaching

Setting, meeting - and exceeding expectations

The Skills of Coaching

Processes and Psychological Criteria

Questioning skills – open/closed, multi level and precision

Finding the best questions

Listening – barriers, levels of listening, developing listening skill

Listening at many levels – content and language

The role of praise and recognition



Language and Behaviour Technique

The importance of Approachability and Credibility

Current and Desired 'states'

Using outcome techniques

Motivation and Working Traits

Listening for the key triggers

Bridging the Current and Desired states using the coaches language

Skills of Communication

Moving away from demonstration to education

Getting your message across – the complete message

Gaining trust

Balancing empathy and objectivity

Effective questioning

Active listening

Objection Handling

Dealing with difficult people

Barriers to change, to being 'coached' and to listening - and how to overcome

Techniques for gaining commitment and getting ownership

Performance Monitoring and Enhancement

Monitoring the coaching process and measuring results

Evaluating success

Identifying key areas for further improvement

Types of Coaching and applications

Performance coaching

Task development coaching

Problem solving coaching (state management)

Practical Exercises

Delegate skills will be improved with use and practice. In order to facilitate this, case studies, practical exercise and role-play will feature regularly throughout the two days

Personal Development Plan

Delegates prepare their own action plans for continued development



CREATIVE COPYWRITING

This one day course will give candidates an insight into producing creative and compelling Copywriting. It will unleash excitement and energy from the English language and create impact, passion and a 'call to action' through inspirational copy.

Who Should Attend And Why

Anyone responsible for the creation of collateral used in internal/ external communications, brochures, flyers, advertisements, web development, catalogues, PR letters etc

By The End Of The Workshop Participants Will Be Able To:

- Produce compelling, addictive copy using winning words
- Formulate powerful images of communication
- Create vibrant text which demands attention
- Design Punchy Press Releases
- Promote your Unique Selling Point to its optimum
- Achieve the psychological advantage over your competitors

Workshop Overview

Use 'Power' Words and Paragraphs

- Creating impact and energy through the use of words and layout
- Structure compelling Copywriting articles
- Establishing a clarity of message and communication

Call to Action Headlines and Styles

- Persuasive Outcomes from copy
- Addictive Words and Sentences
- Powerful Communications Techniques
- Adding Creativity and Passion to Layout to optimum effect

Emotional Triggers

- Psychological Anchors
- Choosing Styles and Words

Capitalising on References

- Testimonials / Third Parties
- Energising PR and Advertising Agencies
- Leveraging 'Raving Fans'

Direct Marketing

- How to harness the power of the Internet
- Wonderful Web Words

Unique Selling Propositions

- Creating 'copy' which promotes unique offerings
- Promoting the 'Added Value'



CONSULTANCY SKILLS

Creating a Personal and Professional Image in a Business Environment

Who Should Attend And Why

Anyone working in a consultancy capacity, either formally or informally, internally or externally.

By The End Of The Workshop Participants Will Be Able To:

Carry out structured consultancy assignments
Present proposals in a persuasive and professional manner
Deal confidently with clients before and during the assignment
Discover and define a sound base of facts from which to work

Workshop Overview

Consultants Role

identifying the skills and attributes of the consultant
understanding the clients perception and requirements of a consultant

Phased Approach

agreeing scope of assignment
creating SMART objectives
understanding the phases on an assignment
knowing what input to have and when
adopting a professional approach

Personal Effectiveness

assertiveness and results
having the ability to negotiate effectively
communicating effectively

Financial Business Case

identifying the costs and benefits
conducting an analysis
building the business case

Presenting the Business Case

structuring the presentation
giving the presentation

Case Study

conducting an assignment throughout the workshop to practice knowledge and skill learned

CREDIT CONTROL TECHNIQUES

Getting The Payments In Whilst Maintaining Customer Loyalty

Who Should Attend And Why

This workshop is designed to help participants build confidence and develop the necessary skills and techniques in order to collect an overdue account whilst continuing a profitable relationship with the customer.

By The End Of The Workshop Participants Will Be Able To:

Plan an appropriate strategy for collection calls
Project a positive, professional but appropriately determined attitude
Use motivation rather than coercion as a persuasion method
Collect the payments and maintain a profitable relationship with the client

Workshop Overview

Introduction

credit control - process, strategy and psychology

Your Telephone Voice

importance of strong interpersonal skills
first impressions and personal effectiveness
voice quality, inflection and pacing

Listening Skills

types of listening, improving listening skills
levels of, and barriers to, listening
what the customer is really "saying" when under stress

Common Difficulties

how communication can break down during the call
avoiding misinterpretations
the main reasons for not paying
dealing with evasion, delays, complainers and objectors

Meeting Customer Needs

dealing with customers in a variety of emotional states
holding back ones own emotions when confronted with angry or abusive customers
guiding the customer to a state in which there is a willingness to pay

Telephone Collection Skills

pre-call planning, the basic steps of collection calls
getting through to the right person
your opening statement
precision questioning
handling objections
transition to payment arrangement

Getting Results

obtaining commitment to bring the account up to date
negotiating an agreement
closing the call

Personal Action Plan

each delegate writes their own action plan to enable them to transfer their skills to the workplace

CUSTOMER CARE

Delivering Service Excellence

Who Should Attend And Why

Good customer care is key to the success of any organisation. This one day workshop provides participants with the necessary skills to understand and exceed customer expectations in order to stay ahead of your competitors. A highly practical day, allowing participants to discuss their own issues and concerns in the workplace. Aimed at all staff that have contact with your customers, external or internal.

By The End Of The Workshop Participants Will Be Able To:

- Project a positive professional image
- Assess, guide and exceed customer expectations
- Resolve difficult situations
- Effectively handle awkward customers
- Turn complaints into an opportunities
- Contribute towards a team problem solving and positive support culture

Workshop Overview

What is Customer Care

- a definition of service excellence
- why good customer service is imperative, the consequences of poor service
- who are your customers, internal and external

Projecting the Company Image

- the organisational image from your customers' viewpoint
- the importance of first impressions
- the attitudes, knowledge and skills for service excellence

The skills of positive communication

- learn how to use effectively the key skills needed for customer care
- ensuring you ask the right questions
- discover the importance and skills of active listening and positive feedback

Difficult Customers and Situations

- find out how to deal effectively with the behaviour and attitudes of others
- discover the secret of turning complaints into opportunities
- helping the customer solve the problem, options and choices
- protecting your emotions and working with those of the customer

Find out How to Recognise Customer Types

- learn how to deal with distinct personalities over the telephone

Building a Positive Service Culture

- discover how to gain buy in and commitment from colleagues
- learn how to identify, and overcome, weak links

What do Customers Really Want

- what customers need vs what companies think customers want
- how to discover what your customers really expect from you
- learn how to meet and exceed your customers' expectations

Personal Effectiveness

- identifying the resources and people who will help



building rapport for the future
staying sharp, even at four o'clock

Personal Action Plan

each delegate writes their own action plan to enable them to transfer their skills to the workplace



EMOTIONAL INTELLIGENCE

"Emotional Intelligence competencies account for up to 87% of what sets outstanding managers apart from the average" Daniel Goleman

Who Should Attend And Why

"Sometimes it seems no matter how hard I work I cannot get the results I want". Does this sound familiar to you? Working diligently is important but sometimes we miss what is important to ourselves and other people.

Emotional Intelligence can provide the vital ingredient. Our emotional needs affect our behaviour and by understanding your own emotional needs and those of others you will be able to tap into a powerful source of information, energy and influence. This workshop is for managers, team leaders, sales people and anyone who wants to consistently reach and exceed their goals.

By The End Of The Workshop Participants Will Be Able To:

- Understand what emotional intelligence is and is not
- Understand the dynamics of their own emotions and the impact it has on themselves and others
- Win the trust, confidence and co-operation of others
- Achieve more fulfilling relationships with others
- Inspire and motivate others
- Deal with difficult emotional situations with confidence
- Anticipate and deal with resistance effectively
- Make greater progress towards achieving their goals

Workshop Overview

Introductions and objectives:
what participants want from the workshop

What is Emotional Intelligence
the difference between IQ and EQ
our other 'intelligences'
the power of our emotions
how our emotions affect how we think, feel, act and relate to others

The business case for Emotional Intelligence
developing and your keeping competitive advantage

How to inspire and motivate others
intuition, empathy and understanding what is not being said
reading the clues and signals of others
emotional triggers and working through resistance
building effective teams and relations with others

Dealing with difficult emotions
understanding emotional reactions to achieve the best outcome
working constructively with conflict

Individual EQ mapping to identify strengths and areas for improvement
knowing your emotional blind spots
building self awareness and flexibility to achieve results
intuition, empathy and understanding what is not being said
individually, in teams and in groups
developing your creativity
having a more open and flexible approach to change



Personal Action Plan
your opportunity to plan how you will use what you have learned to achieve the results you want.



FINANCE FOR NON-FINANCIAL MANAGERS

Better Business Understanding

Who Should Attend And Why

All managers need to be aware of the financial factors vital to business success. This workshop will show how money works in a business and will highlight the critical issues of profitability, liquidity and financial structure. Delegates will gain an understanding of the processes and principles of financial reporting together with how to budget and control costs.

Understanding the financial point of view and the mindset of their financial colleagues will be a theme of the workshop and will enable delegates to communicate more effectively with their financial colleagues. Delegates will see how their actions influence company results.

By The End Of The Workshop Participants Will Be Able To:

Understand financial records and processes; and the role and the limitations of company financial reports
Recognise the financial pitfalls of business and understand how profitability can be improved
Demystify finance and financial jargon to facilitate communication with the financial function
Make better business judgements through better appreciation of the financial implications

Workshop Overview

The Wider Financial Context

statutory accounts
auditors
company law
the responsibilities of Directors

Breaking Through the Barriers Caused by Financial Jargon

introduction to the principles of accounts

P&L and Balance Sheet Statements

how they are derived
their content and interpretation

Cash Flow and Working Capital Control

Measuring Business Performance through Key Financial Ratios

Fixed and Variable Costs

calculating the break even point
the implications of different company cost structures
business models

Management Accounts

product and customer profitability statements
derivation and interpretation

Identifying and Controlling Costs

the concept of activity based costing

The Budgeting Process

effective budgeting

Overview of investment appraisal methods and of the assessment of financial risk

HELP DESK SKILLS

Delivering Exceptional Service Levels

Who Should Attend And Why

This practical workshop highlights the need for excellent communication skills in the very specific help desk environment, which leads to customer satisfaction, by promoting a service attitude. Delegates, who will be from a call centre/customer support environment, will develop an acute awareness of customer expectation and learn how to deliver exceptional service levels.

Using a mixture of group interaction, trainer feedback and practical exercises including the use of telephone training equipment, delegates will gain confidence in mastering their new skills and improve their professionalism, communication and relationship with the customer.

By The End Of The Workshop Participants Will Be Able To:

- Manage customer expectation ensuring a positive outcome
- Effectively handle difficult situations
- Develop structured call handling skills
- Win customer loyalty and repeat business

Workshop Overview

First Impressions

- using the flexibility in your voice to create the right impression
- how to put impact and authority into what you say

Developing Effective Communication

- discover the elements of effective communication
- how to always achieve the desired result

Misses in Communication

- how to look and sound like you mean what you are saying
- ways to avoid sending conflicting messages

Listening Skills

- how to actively listen - using your whole body, not just your ears
- understand what the barriers and filters of active listening are
- learn how to listen to emotions as well as facts

The Conversation Cycle

- getting the balance right between giving and gaining information
- using the correct questioning techniques
- directing the conversation to a positive conclusion for both you and the customer

The Challenging Customer

- proven strategies for handling complaints and criticisms
- how to turn complaining customers into your biggest advocates

Assertive Communication

- understand the difference between aggression and assertion
- communicate your feelings and emotions effectively through assertive language

Presenting A Quality Service

- seeing the service through your customer's eyes
- understanding the customers' expectations and wants

INSPIRATIONAL LEADERSHIP

Who Should Attend And Why

The actions that mark out people as leaders are all learned behaviours. This course is designed to help people in senior positions challenge their self-perception and adopt the values, beliefs, thoughts and actions that lead to inspired leadership.

The course is practical, powerful, insightful and relevant and will put exceptional outcomes in the grasp of those who wish to achieve them.

By The End Of The Workshop Participants Will Be Able To:

Explore the concepts of inspirational leadership, getting delegates to consider beliefs, ways of thinking and behaving that will make inspirational leadership a real possibility for them
Create a sustainable working environment and culture that enables teams to produce outstanding results
Develop leadership styles that encourage followers to take ownership of their work, become more creative and increase commitment and satisfaction

Workshop Overview

A Vision

Developing a shared vision that inspires a powerful and motivational culture
Identifying the things that must happen regularly and increasingly for a significant cultural change – using the GROW model
Demonstrating the qualities that will get people to follow willingly
Creating a culture that encourages feedback, assertiveness and a commitment to continuous improvement and sustainable change
Helping people get satisfaction out of working under pressure

But first.....

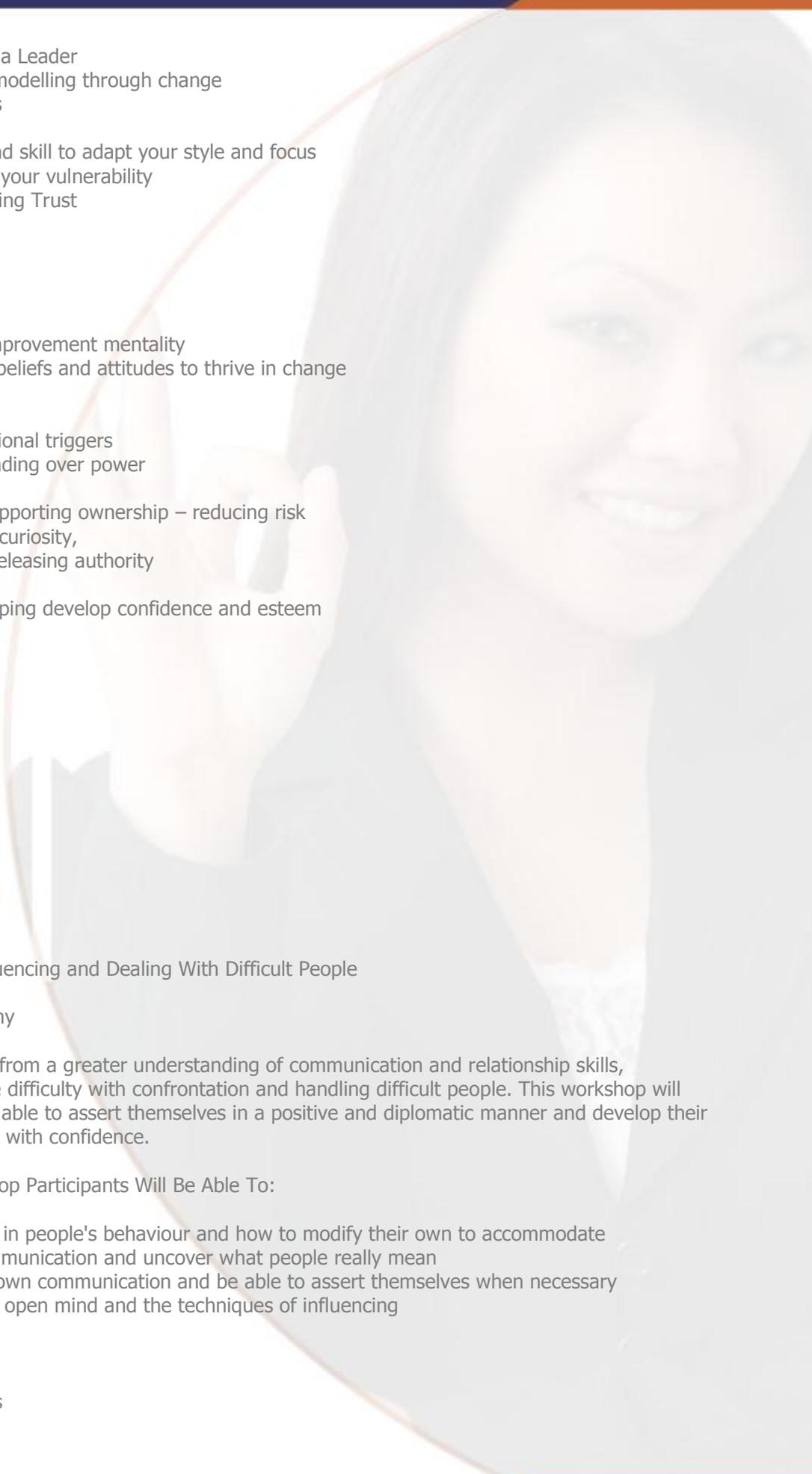
Undoing the chains - Identifying the factors that prevent managers from leading
Recognising the characteristics of your culture and negative and ongoing corporate habits
Challenging the status quo
Defining essential Leadership changes at the top
How to stop rewarding those who freeze the status quo

For the organisation and it's culture....

Facilitating relationships and communication
Increasing the flow of trust
Balancing task driven objective setting with appropriate delegation, support and coaching
Balancing authority and freedom
Supporting those who support leadership
Communication – the ongoing challenge
Keeping the feedback positive and constructive
Valuing the people

For yourself.....

Characteristics of Inspirational Leaders
Three core leadership values – integrity, credibility and approachability
Emotional Intelligence – a checklist
Developing the Values, Beliefs and Thoughts of a leader
Getting the actions right -



Self Image – a Manager or a Leader
Setting an example – role modelling through change
Increasing your trust radius
The value of authenticity
Developing the flexibility and skill to adapt your style and focus
Opening up and increasing your vulnerability
Valuing People and Increasing Trust
Gaining valuable feedback
Increasing personal power

For your people.....

Developing a continuous improvement mentality
Encouraging underpinning beliefs and attitudes to thrive in change
Control v Empowerment
Gaining valuable feedback
Motivation and key motivational triggers
Increasing influence by handing over power
Encouraging flexibility
Enabling people to act – supporting ownership – reducing risk
Encouraging creativity and curiosity,
Maintaining control whilst releasing authority
Situational Leadership
Enhancing their value – helping develop confidence and esteem

INTERPERSONAL SKILLS

Building Relationships, Influencing and Dealing With Difficult People

Who Should Attend And Why

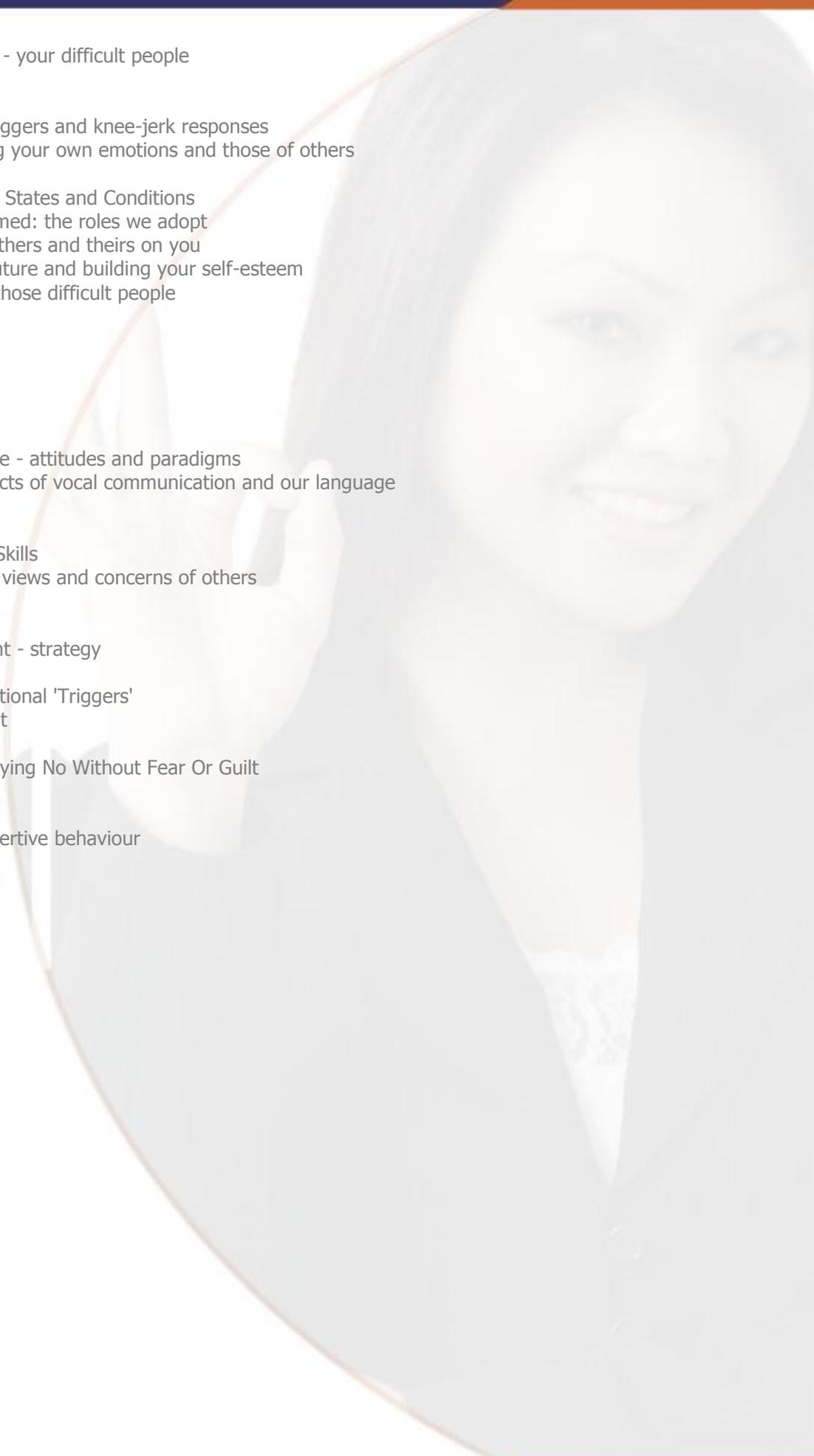
Anyone who would benefit from a greater understanding of communication and relationship skills, particularly those who have difficulty with confrontation and handling difficult people. This workshop will ensure the participants are able to assert themselves in a positive and diplomatic manner and develop their rapport building techniques with confidence.

By The End Of The Workshop Participants Will Be Able To:

Understand the differences in people's behaviour and how to modify their own to accommodate
Filter out unproductive communication and uncover what people really mean
Be more confident in their own communication and be able to assert themselves when necessary
Understand the value of an open mind and the techniques of influencing

Workshop Overview

Introduction and Objectives



your communication issues - your difficult people

Emotions and Effectiveness

programming, emotional triggers and knee-jerk responses
understanding and handling your own emotions and those of others

Transactional Analysis: Ego States and Conditions

how your personality is formed: the roles we adopt
assessing your impact on others and theirs on you
confidence, shaping your future and building your self-esteem
strategies for dealing with those difficult people

Character Style Analysis

reading other people
influencing other styles

Communication Skills

introducing powerful change - attitudes and paradigms
non-verbal behaviour, aspects of vocal communication and our language
building rapport

Questioning And Listening Skills

finding out more about the views and concerns of others
levels of listening
listening barriers and filters
the easy route to agreement - strategy

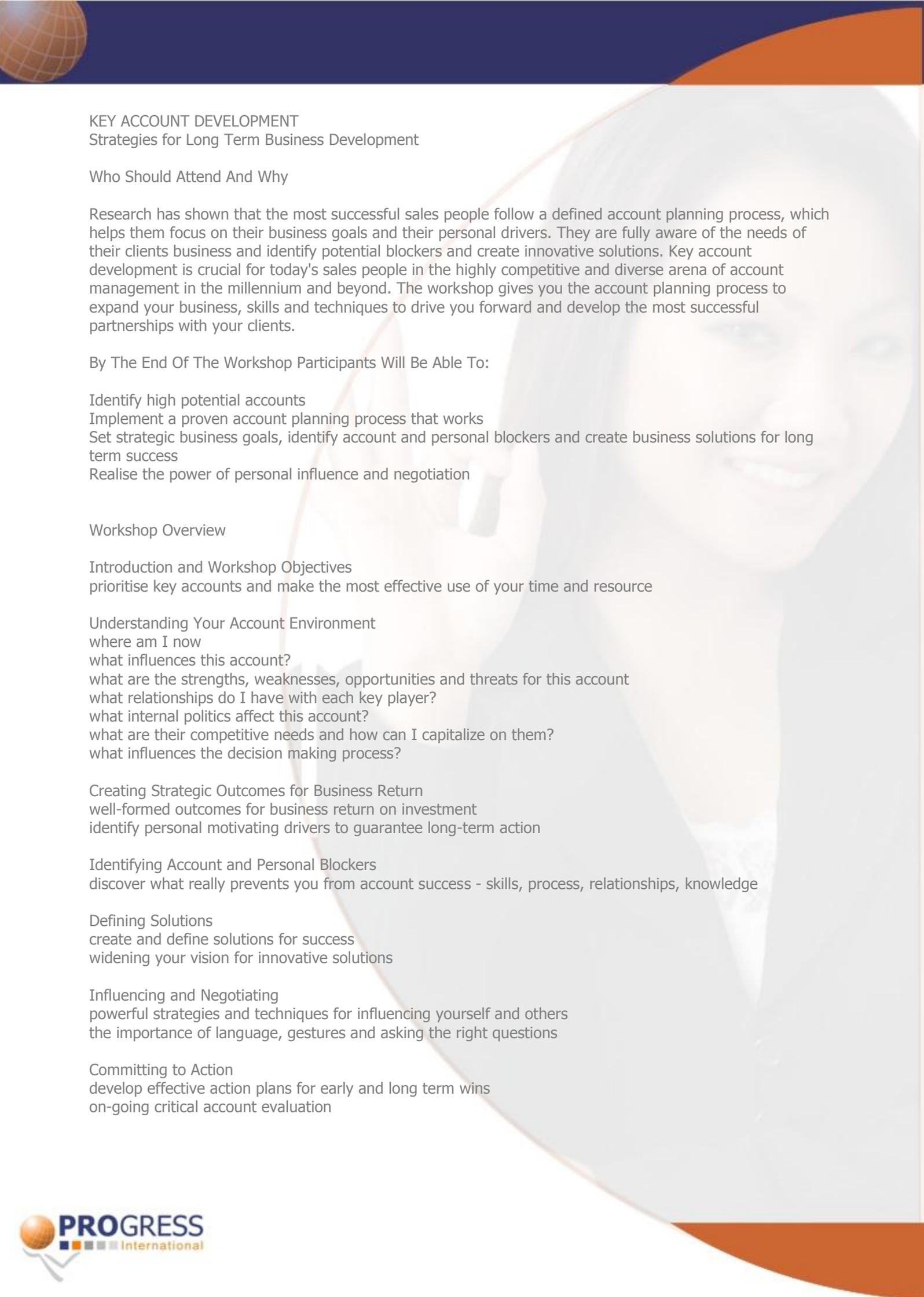
Motivational and De-Motivational 'Triggers'

the emotional balance sheet

Accepting Criticism: And Saying No Without Fear Or Guilt

Skills Of Assertion

techniques for effective assertive behaviour



KEY ACCOUNT DEVELOPMENT

Strategies for Long Term Business Development

Who Should Attend And Why

Research has shown that the most successful sales people follow a defined account planning process, which helps them focus on their business goals and their personal drivers. They are fully aware of the needs of their clients business and identify potential blockers and create innovative solutions. Key account development is crucial for today's sales people in the highly competitive and diverse arena of account management in the millennium and beyond. The workshop gives you the account planning process to expand your business, skills and techniques to drive you forward and develop the most successful partnerships with your clients.

By The End Of The Workshop Participants Will Be Able To:

- Identify high potential accounts
- Implement a proven account planning process that works
- Set strategic business goals, identify account and personal blockers and create business solutions for long term success
- Realise the power of personal influence and negotiation

Workshop Overview

Introduction and Workshop Objectives

prioritise key accounts and make the most effective use of your time and resource

Understanding Your Account Environment

- where am I now
- what influences this account?
- what are the strengths, weaknesses, opportunities and threats for this account
- what relationships do I have with each key player?
- what internal politics affect this account?
- what are their competitive needs and how can I capitalize on them?
- what influences the decision making process?

Creating Strategic Outcomes for Business Return

- well-formed outcomes for business return on investment
- identify personal motivating drivers to guarantee long-term action

Identifying Account and Personal Blockers

discover what really prevents you from account success - skills, process, relationships, knowledge

Defining Solutions

- create and define solutions for success
- widening your vision for innovative solutions

Influencing and Negotiating

- powerful strategies and techniques for influencing yourself and others
- the importance of language, gestures and asking the right questions

Committing to Action

- develop effective action plans for early and long term wins
- on-going critical account evaluation



MANAGEMENT SKILLS ONE

The Effective Manager

Who Should Attend And Why

This workshop is aimed at people with no formal management training or those who would benefit from a refresher. It provides the delegates with a grounding in the necessary people skills and offers a series of models to enhance results whilst improving communication and feedback.

By The End Of The Workshop Participants Will Be Able To:

- Understand the dynamics of managing people
- Know how to modify their style in relation to their individual team members
- Be more aware of motivational factors and how to apply them
- Balance their activities between the motivation of their team and the achievement of objectives
- Recognise the value of management as a support function

Workshop Overview

Introductions

- Role of the Manager
 - making the change to becoming a manager
 - responsibilities and functions
 - what makes a good manager? - reasons for success and failure
 - best practice checklist for management as a support function

- Foundations of Management
 - management styles and their effect

- Management Vs Leadership
 - what makes a good leader and why we respond to them
 - why leaders rather than managers?

- Action Centred Leadership
 - gaining the balance between goals and people

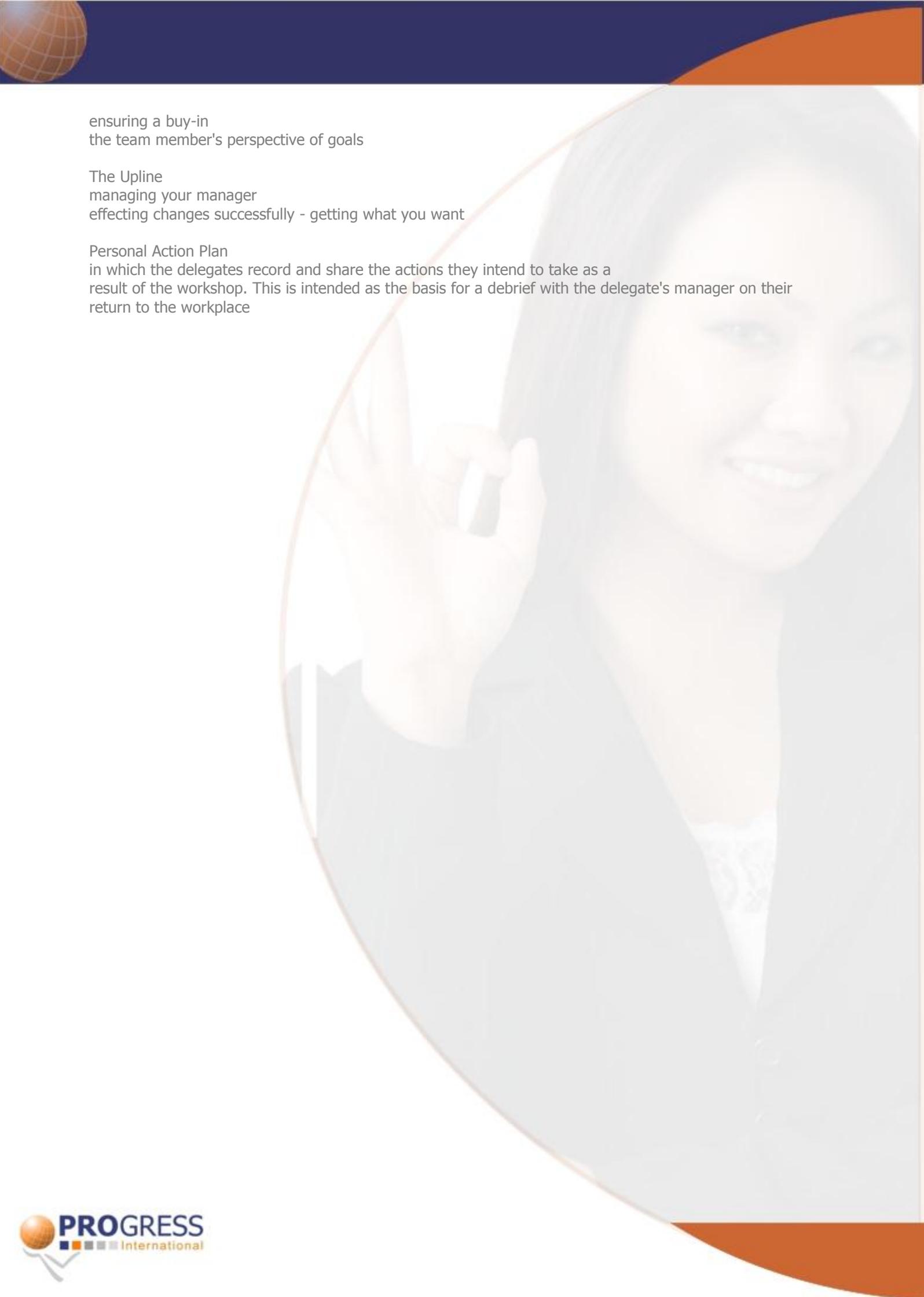
- Motivation and Leadership
 - understanding motivation and what motivates - a personal analysis
 - motivation Vs incentivisation

- Communication Skills
 - leading effective meetings
 - presenting difficult news
 - criticism and behaviour modifiers

- Giving feedback
 - the value of good feedback
 - feedback as a motivator
 - three models to assist in both Positive and Negative feedback

- Decision Making
 - sharing responsibility
 - gaining buy-in to decisions

- Objective setting
 - understanding the value of goals and targets



ensuring a buy-in
the team member's perspective of goals

The Upline
managing your manager
effecting changes successfully - getting what you want

Personal Action Plan
in which the delegates record and share the actions they intend to take as a
result of the workshop. This is intended as the basis for a debrief with the delegate's manager on their
return to the workplace

MANAGEMENT SKILLS TWO

Management In Action

Who Should Attend And Why

For the more experienced manager and those who have attended Management Skills One and wish to build on their solid foundation in professional management skills. Offering an inspirational refresher, this workshop provides a more in-depth look at the issues of management and addresses some of the barriers to success and how to overcome them.

By The End Of The Workshop Participants Will Be Able To:

Understand the value of staff development through Coaching

Coach and Counsel staff in a flexible and constructive way

Understand the development stages of a team and be able to recognise what stage their respective teams have reached

Understand the differences in the various personality and behavioural style of their staff and be able to modify their own behaviour accordingly

Recognise the value of creating a vision statement for their own department in order to provide their staff with motivational excitement and a sense of purpose

Workshop Overview

Guidance and Instruction

coaching and counselling - a way of life

practical experience - in which we explore situations and role-play them to a satisfactory conclusion

Developing a personal action plan with your staff

short and long term development

identifying training needs

making development an anticipated discipline

Handling Problems

problem analysis [recognising the true problem and not the perceived one]

can the team solve the issue without me?

succession planning [who looks after the shop when I am away?]

Team Building

the differences between a team and a group

principles of team development

phases of development

strategies of development

team member types

team swot analysis

Developing Purpose and Vision

departmental vision - what it means to your team

understanding purpose - the feel good factor

Planning for success

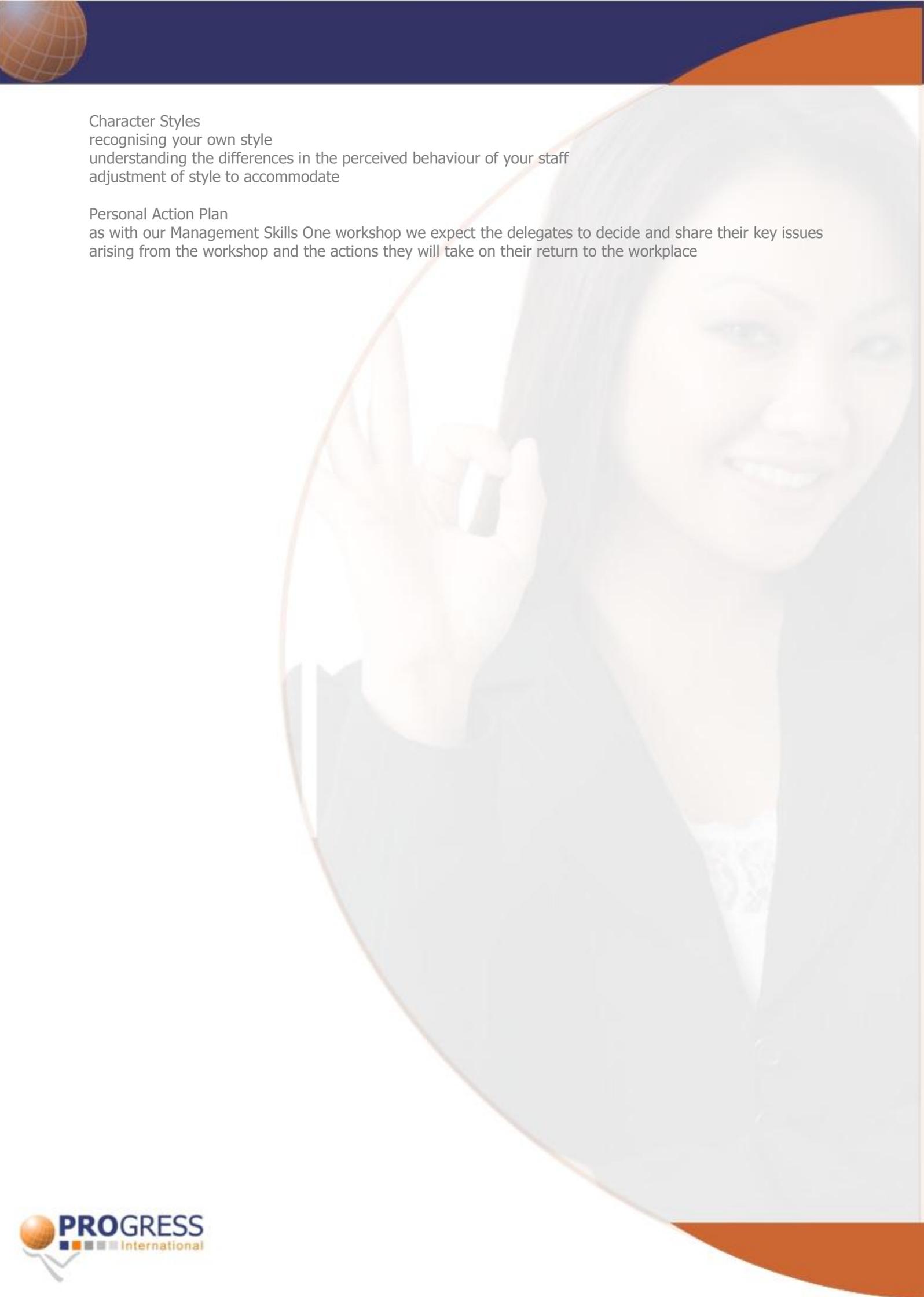
understanding that planning is key to achievement of business objectives

a model to define the value and non-value of key actions in a plan

Assertiveness

leaving no room for misunderstanding

ensuring a balance of styles



Character Styles

recognising your own style
understanding the differences in the perceived behaviour of your staff
adjustment of style to accommodate

Personal Action Plan

as with our Management Skills One workshop we expect the delegates to decide and share their key issues arising from the workshop and the actions they will take on their return to the workplace

MANAGING AT STRATEGIC LEVEL

Understanding And Developing The Bigger Picture

Who Should Attend And Why

Senior Management and Executives who are looking for further improvement and development, and who would benefit from interaction with other executives and the opportunity to share similar ideas and issues.

By The End Of The Workshop Participants Will Be Able To:

Understand issues of motivation in the present climate
Utilise the talents and contribution of those with whom they interact
Institute change within their remit
Create a 'Vision' for their area of responsibility and transmit this in a motivational way to their staff

Workshop Overview

Introduction

Personal Objectives

Management Style

deciding on which is appropriate and when
recognising the value of staff and their ability to input ideas
staff as an asset? can we actually place a value on them?

The Importance of Strategic Planning

how to encourage creative thinking amongst the workforce
receiving creativity in a positive way
looking for innovation and implementing change
addressing the fear of change

Techniques of Problem Solving

learning to define problems
encouraging the team to think laterally
the value and method behind a SWOT Analysis
prioritising the outcome for the best effect

Sharing Responsibility

communicating effectively at all levels
understanding and breaking down natural barriers between executive and non-executive staff
how and when to delegate and empower

Managing Change

understanding the emotions of staff when change takes place and keeping them motivated
recognising where we are now and the magnitude of the change
managing a climate of change from executive level through to customer facing staff

The 'Executive Team'

agreeing a team purpose
creating and agreeing organisational values
recognising the value of both departmental and corporate 'Vision'

Succession Planning

coaching for succession
heart or head? how much can we objectively control and how much relies on our feelings and intuition
trusting the candidate. Starting the process towards empowerment

MARKETING PRINCIPLES

Whether it be a Product, a Service Offered or even an 'Image', Marketing is central to almost every business growth or improvement principle.

This 2 day workshop will give candidates an understanding of, and the skills to apply, the power of Marketing Principles.

Who Should Attend And Why

Anyone looking to create or improve a business image or to promote, market and increase sales of products and/or services

By The End Of The Workshop Participants Will Be Able To:

- Use Marketing Tools to identify and optimise Business Development Opportunities
- Create an effective Marketing Plan to promote Products and/or Services
- Develop Marketing concepts to 'sell' the full potential of your organisation
- Produce meaningful Market analytical facts and Business Creation strategies
- Maximise the Value Proposition of your Product and/or Service
- Segment your Market to efficiently target Sales Growth Opportunities
- Leverage the power of Branding
- Produce a compelling Marketing Communications Plan
- Select the correct Channels to Market for your product / service

Workshop Overview

SWOT Analysis

A practical mapping tool to analyse your current business situation using a Strengths, Weaknesses, Opportunities and Threats matrix.

Tools to analyse your Products and Market
The Marketing Mix (4 P's of Marketing)

The Product / Service Offering

- What is the Product/Service that you are Selling?
- How can your Organisation gain a competitive advantage?
- What is the Unique Selling Point?
- How to leverage the Branding
- How to create sustainable Business Development

The Place

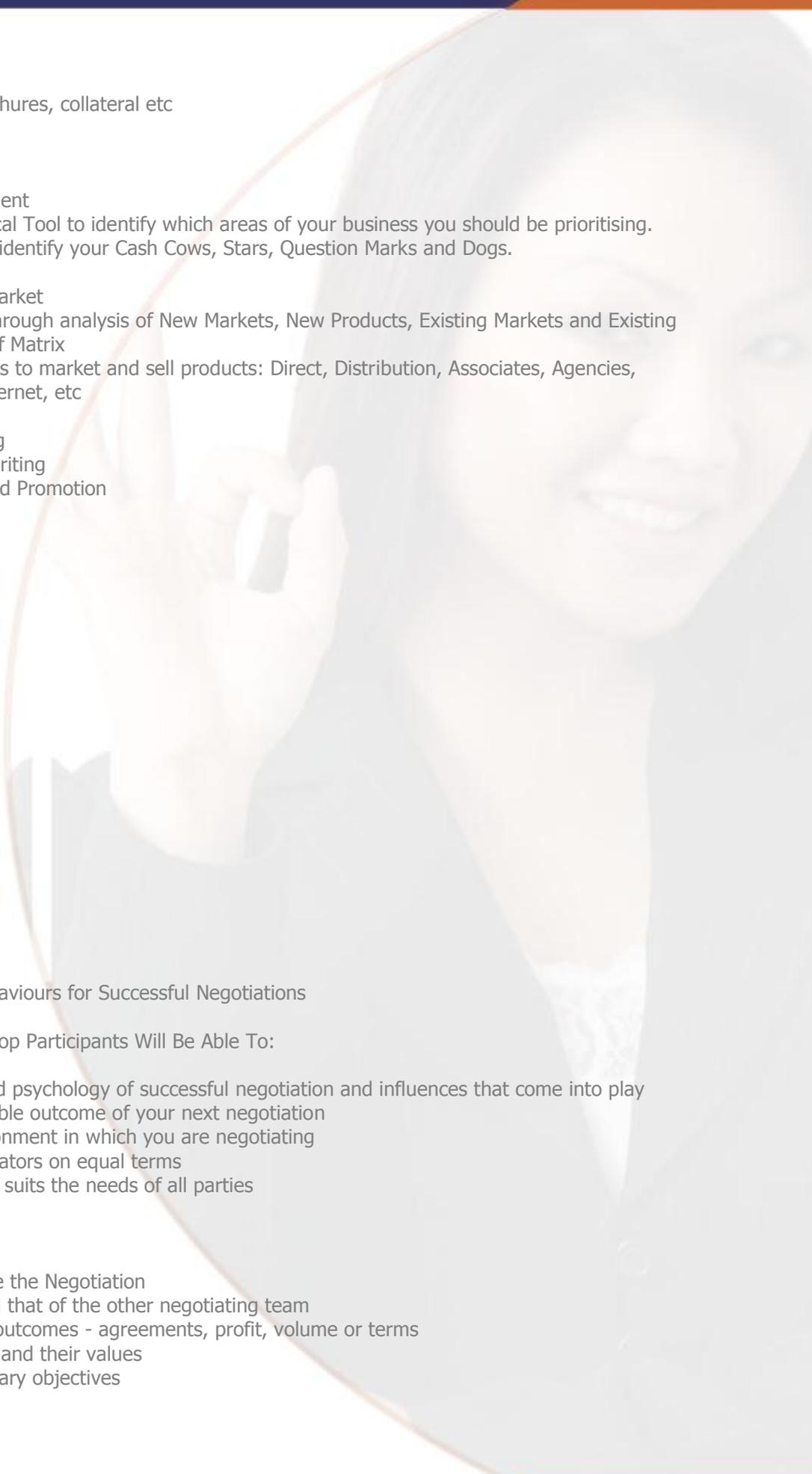
- How to 'reach' Customers that the others can't reach!
- Targeting of Customers
- Segmentation
- Competitive Analysis
- Customer Relationship Management

The Price

- How to make people 'buy' your Product / Service
- What is your 'added value'?
- How do your CUSTOMERS value your Services?

The Promotion

- Satisfying your Internal and External Customers
- Creating Awareness
- Creating and Protecting Image
- Protecting Branding



Effective Public Relations
Innovative Copywriting
Marvellous Marcoms – brochures, collateral etc
Creative Communications
Excellence in Exhibitions

Product / Service Management

A Product / Service Analytical Tool to identify which areas of your business you should be prioritising.
Using the Boston Matrix to identify your Cash Cows, Stars, Question Marks and Dogs.

Markets and Channels to Market

Identifying segmentation through analysis of New Markets, New Products, Existing Markets and Existing Products utilising the Ansoff Matrix
Exploring Channels / Outlets to market and sell products: Direct, Distribution, Associates, Agencies, Catalogues, Mail Order, Internet, etc

Advertising and Copywriting

Creating Compelling Copywriting
Inspirational Advertising and Promotion
Marketing Communications

NEGOTIATION

Strategies, Tactics and Behaviours for Successful Negotiations

By The End Of The Workshop Participants Will Be Able To:

Understand the process and psychology of successful negotiation and influences that come into play
Accurately assess the possible outcome of your next negotiation
Create or amend the environment in which you are negotiating
Handle hard as nails negotiators on equal terms
Reach an agreement which suits the needs of all parties

Workshop Overview

Effective Preparation before the Negotiation
assessing your position and that of the other negotiating team
identifying best and worst outcomes - agreements, profit, volume or terms
identifying your 'trade offs' and their values
setting primary and secondary objectives
planning the strategy

Types of Negotiation

short term and long term
one to one and team negotiations
when to negotiate, sell - or move on

Negotiating Styles and Behaviours

qualities, skills and behaviours for effective negotiation
your style and the implications
influencing the environment
dealing with bullies and pressure
applying pressure - gently
amending your style and behaviour to get the best results

Questioning Techniques

information gathering, blockbusting and multi-level questioning - QUEST™

Precision Listening and Accurate Assessment

fully understanding the situation and the pressures the other person is under

Criteria for Success

establishing a win-win situation
positions versus interests

Tactics and Strategies used by Your Opponents

what if the person you are negotiating with has been on the same workshop!!!
what your negotiating partner doesn't want you to know

How to Handle Objections and Difficulties

avoiding deadlock
dealing with manipulative behaviour

PERFORMANCE MANAGEMENT

Identify poor performance Causes and Solutions

Who Should Attend And Why

Suitable for all who have responsibility for performance standards and for delivering the business plan through other people.

The course provides the insight into what needs to happen to enable a high performance and offers delegates sound techniques and practical tools to help get that performance from their people.

By The End Of The Workshop Participants Will Be Able To:

- Understand what Performance Management is and how it fits into the Business Plan and all other activities
- Apply a strategy to deal with a range of Performance Management issues
- Use techniques based on motivation rather than coercion
- Recognise early, underperformance and unfulfilled opportunities
- Apply an investigative approach to individual performance opportunities
- Use a positive interviewing technique to establish the facts
- Help employees to identify and discuss the cause – ability, confidence or willingness
- Agree a way forward to remedy the situation
- Consider further options if performance fails to improve

Workshop Overview

- Performance Management and the link to Business Plan and Appraisals
- Structuring communication flow from the top down
- Why performance management systems fail
- Creating and maintaining a positive performance culture
- Steps and Processes to enable performance management
- Reducing fear and blame to allow performance management a chance
- Aligning all performance management activities to customer needs

Measuring Performance

- Quantifying Performance Standards, Objectives and Targets - SMART
- Defining and Communicating of Behaviour

Reasons for Poor Performance

- Examining circumstances in which performance suffers
- Identifying signs of performance dips
- Identifying Skill and Knowledge Gaps
- Using the GROW technique to move forward
- Creating positive feedback cycles

- Overcoming Management reluctance to manage performance
- Ensuring the use of positive techniques
- The consequences of not addressing performance issues

Performance review interviews

- Developing an investigative approach to performance interviews
- Direction of interviews
- Increasing collaborative techniques
- Delivering a powerful message
- Active Listening
- Avoiding assumptions
- Focusing on the future – not the past
- Case Studies



Correcting Performance
Types and uses of Objectives
Setting SMART Objectives

Coaching for Success
Applying Coaching Techniques to raise standards
Developing skills and talents for now and the future

Action Plans



PRESENTATION SKILLS

Making Presentations With Confidence And Impact

Who Should Attend And Why

This workshop provides delegates with the key skill areas to effectively prepare, structure and deliver effective presentations. Any individual, who has to communicate information or ideas in order to influence or persuade others, will benefit. The skills and techniques can be applied in many situations ranging from one-on-one meetings to Conference with large audiences.

The workshop is highly practical and participative. There will be interactive group exercises and role-plays, and feedback assisted by Video Camera.

By The End Of The Workshop Participants Will Be Able To:

- Prepare and structure a powerful presentation
- Use appropriate behaviour to maximise the effectiveness of delivery
- Use appropriate behaviour to maximise the effectiveness of delivery
- Develop future presentations with an effective checklist technique

Workshop Overview

Purpose of Presentation

- types of presentations
- clarifying objectives
- mindmapping quick method of preparing the message

Pre-empting Audience Needs

- audience profiles
- differing audience types and their expectations
- meeting the real needs of an audience

Preparation

- gathering material, information and data
- planning the message, flow and presentation strategy
- how and where to reinforce messages - support for your case
- avoiding the boredom syndrome and maximising audience appeal

Presentation Media

- the tools available (including laptops)
- selection of appropriate aids
- notes and memory aids
- appealing to all the 'senses' of the audience

Delivery Style

- persuasive vocabulary - sell the sizzle
- voice control for maximum impact
- body language - discover a few closely guarded secrets
- developing your personal style

Learn How to Handle Nerves, Before and During Presentation

The Secrets of Handling Questions and Audience Feedback

Checklist for Successful Presentations

PROFESSIONAL SELLING SKILLS
Effective Selling - Key to Business Success

Who Should Attend And Why

Those who wish to increase their effectiveness when selling. Delegates will gain a valuable insight and hands-on skills through practical techniques with proven results.

By The End Of The Workshop Participants Will Be Able To:

Understand the Process and Psychology of the Sales Cycle
Adapt their own style to be able to maximise their Sales Effectiveness
Maintain control and project a professional image of the company, the product and the service
Gain customer acceptance and be able to open up a productive dialogue
Fully understand customer needs and wants and be able to work with these to develop the sale
Read the buyer's motives and know how best to present the solution
Recognise buying signals and know how and when to close

Workshop Overview

Selling Something or Helping Them Buy
first impressions and how to influence them
buying motives
discover what the customer really wants

Preparation
self preparation
impact of your style and appearance on others
know your product
developing a strategy for sales success

Prospecting
discover the three key questions to increased sales and profit
learn how to use the window of opportunity
how to gain 'hot' referrals

Self-organisation
effective use of every selling day and hour
getting past 'blocks', and making appointments

The Meeting - Stage One
discover and practice instant rapport-building techniques
getting your customers to open their minds
the critical skills of listening, probing and questioning
identifying and prioritising customer needs and buying motives
using buying motives and other 'hot buttons'
establishing levels of authority

The Meeting - Stage Two
objection handling, complaints into opportunities, defend price and build value
how to capitalise on buying signals, recognition and resulting action
discover and practice how to ask for the sale
closing the sale - including the cost close

After Sales Service
seeing sales through to successful conclusion

PROJECT MANAGEMENT

Successful Project Planning, Control, Implementing and Achieving Deadlines

Who Should Attend And Why

A program for individuals who are required to carry out the detailed planning, monitoring and control of a project's activities and tasks. The course introduces the skills and techniques required to produce effective and successful plans, by a mixture of case studies, simulations and led sessions

By The End Of The Workshop Participants Will Be Able To:

- Gain a fuller understanding of how to get the best out of projects relative to its real world requirements
- Appreciate the need for the correct tools and techniques in the planning and control cycle
- Compile and justify the project and work estimates
- Construct Gantt charts and carry out critical path analysis
- Evaluate changes and review/re-plan where necessary
- Conduct risk identification and management

Workshop Overview

Defining Project Management
demystifying the concept

Aims and Objectives of the Project
types of projects
why project fail, creating a success criteria

Steps to successful Project Management
creating SMART objectives
defining the deliverables
identifying the what, who, when, how
planning

Tools and Techniques
estimating techniques
critical Path Analysis - network analysis and charting techniques
allocating resources
building a Gantt chart
communicating effectively

Risk Management
identifying risk
evaluating risk
managing risk - identifying actions

Project Control
monitoring
evaluating
controlling
corrective action planning
budgets - projecting, monitoring, and controlling costs

People in Projects
effective leadership
motivating people
effective delegation
Case Study - delegates conduct a simulated project to practice the lessons learned on the workshop

PROPOSAL WRITING

The Point at Which the Sales Personal Loses Control

Who Should Attend And Why

The proposal document is often the only hard evidence which buyers can use to influence/convince their colleagues, peers or bosses.

It needs therefore to clearly lay out the offer in layman's terms, covering all the concerns raised or benefits highlighted during the sales process. A proposal should not be submitted if there is not a 50/50 chance of conversion.

By The End Of The Workshop Participants Will Have:

- Have examined a variety of proposals and identified good and bad factors
- Be able to decide upon key criteria for improving their proposal writing
- Be able to use a self-critiquing technique to continue the development of their writing skills
- Have worked with appropriate structures and layouts to match the prospect requirement and selling situation
- Have used techniques to help shorten the preparation and ideas gathering stage

And more specifically:

- Be able to turn standard text into more exciting reading
- Be able to build reader appeal and increase motivation to act
- Ensure a balance of fact and motivational triggers
- Be more confident in selecting the most positive language to influence the readers

Workshop Overview

Planning the Proposal

- Setting objectives for a proposal – primary and secondary
- Appealing to a wide audience – who will read it and what are their needs
- Understanding the differing criteria for each reader
- Types of proposal and; short, tender documents; strategic influencing tools

Getting Under Way

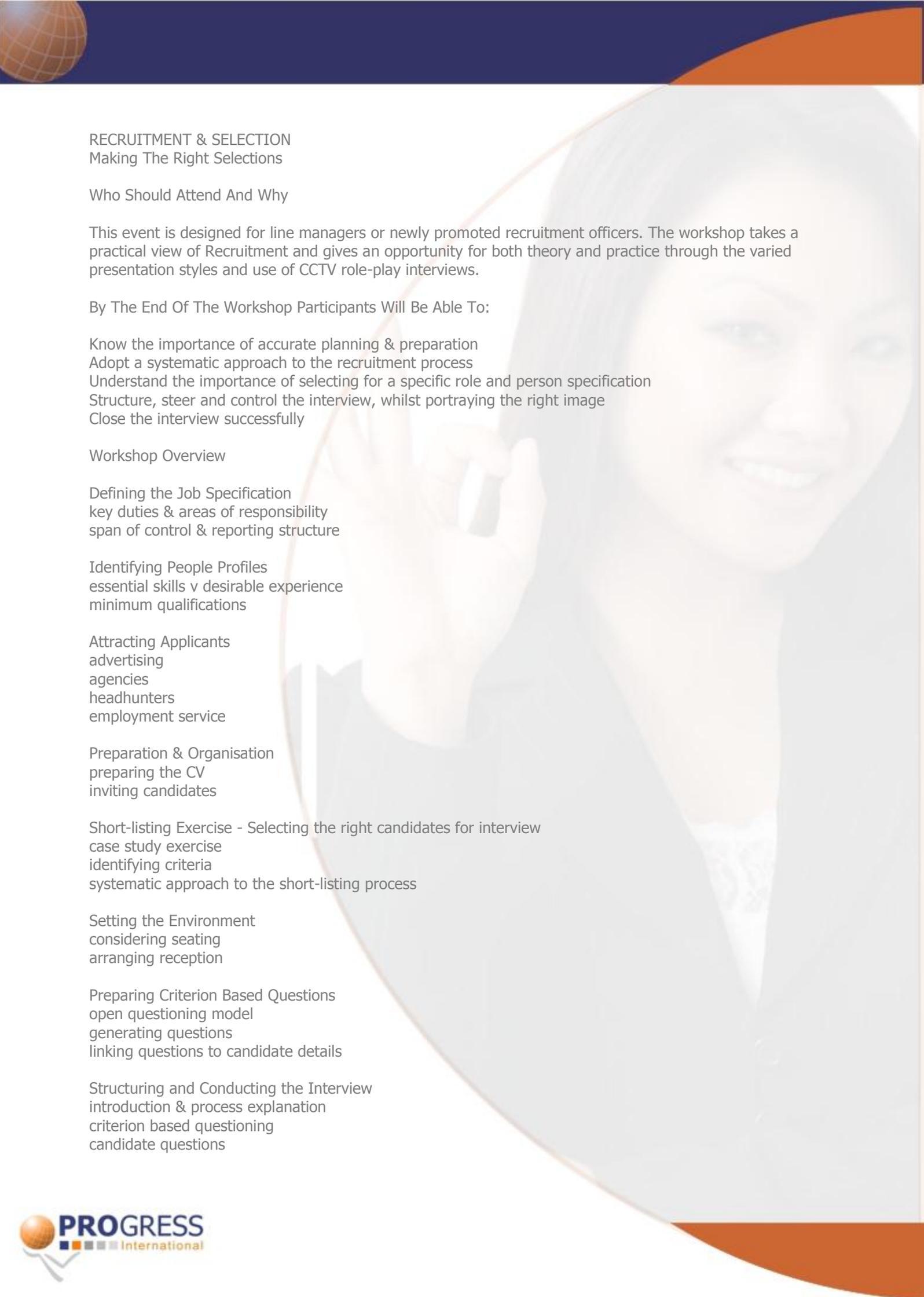
- Using Templates
- Using creative and analytic tools to improve effectiveness and efficiency
- Increasing customer desire and comfort levels
- Overcoming identified objections, anticipating further resistance
- Developing message flow
- Re-enforcing key points
- Using effective vocabulary

Fine Tuning

- Informal v ineffective – where to personalise
- Understanding what makes people buy – general and specific
- Using a covering letter to enhance your chances
- Typical errors, common pitfalls

Keeping Your Chance High

- Maintaining control at this stage of the sale
- Presenting the Proposal
- Check lists - do's and don'ts



RECRUITMENT & SELECTION
Making The Right Selections

Who Should Attend And Why

This event is designed for line managers or newly promoted recruitment officers. The workshop takes a practical view of Recruitment and gives an opportunity for both theory and practice through the varied presentation styles and use of CCTV role-play interviews.

By The End Of The Workshop Participants Will Be Able To:

Know the importance of accurate planning & preparation
Adopt a systematic approach to the recruitment process
Understand the importance of selecting for a specific role and person specification
Structure, steer and control the interview, whilst portraying the right image
Close the interview successfully

Workshop Overview

Defining the Job Specification
key duties & areas of responsibility
span of control & reporting structure

Identifying People Profiles
essential skills v desirable experience
minimum qualifications

Attracting Applicants
advertising
agencies
headhunters
employment service

Preparation & Organisation
preparing the CV
inviting candidates

Short-listing Exercise - Selecting the right candidates for interview
case study exercise
identifying criteria
systematic approach to the short-listing process

Setting the Environment
considering seating
arranging reception

Preparing Criterion Based Questions
open questioning model
generating questions
linking questions to candidate details

Structuring and Conducting the Interview
introduction & process explanation
criterion based questioning
candidate questions



Recruitment & The Law
discrimination in selection
the question of age

Additional Selection Tools and methods



SALES MANAGEMENT

Creating And Managing A High Performance Team

Who Should Attend And Why

Sales Managers, newly appointed Sales Managers and Sales Staff who are expecting to be appointed to Sales management in the near future. It will also serve as a refresher to anyone who has held a Sales Management Role for any length of time. This workshop sets out a clear approach to Sales Management, ensuring a necessary balance is achieved between fulfilling business objectives and maintaining a motivated and committed Sales Team.

By The End Of The Workshop Participants Will Be Able To:

- Examine a variety of ways of recruiting new staff to ensure an objective decision
- Adopt a variety of different and appropriate ways to motivate the team
- Create business related incentive schemes
- Use a number of models to aid both positive and negative feedback without being drawn into the emotion
- Recognise where skills gaps appear within the team and be able to decide the most appropriate method and solutions available
- Be able to forecast business with confidence by understanding Productivity Ratios, Platforming and Structured Business Cycles

Workshop Overview

Introduction

Individual objectives

The Role of the Sales Manager

- leadership by example
- the image of a sales manager - projecting an image commensurate with the job and the market
- how the role must vary to maximise motivation of the sales team
- manager as leader and coach - using failure and weaknesses as a coaching opportunity

Recruitment

- looking at different methods
- testing the experience and capability
- involving others in the process
- recognising the costs and lost opportunity

Getting more from your team

- devising incentives without losing sight of the company objectives
- understanding motivational factors and recognising how they differ from person to person
- short term and long term incentives

Keeping a Balance

- the importance of team identity
- building on the contribution of each member
- keeping everyone focused

Coaching

- field visits - when and how to do them
- maximising your role
- behaviour in the call - what part should you play
- review and debrief
- kerbside counselling - building on strengths rather than emphasising weaknesses
- giving feedback without de-motivating

adapting your style

Training

defining a skills gap - both individual and team
deciding how to resource the issue
sources of training and the various types available
how to monitor and debrief after the event

Running Effective Meetings

how often should they be run
purpose - making them worthwhile
planning the meeting - who else should be involved and why
setting out an agenda and objectives
gaining commitment
chairing meetings effectively
sharing responsibility

Goals and objectives

setting targets - who sets them and are they fair?
short term goals
gaining agreement

Forecasting

keeping on track of the activities of all the team
using statistics to check validity
sales platforming - using past data to maintain the pipeline

Time Management

planning your time across team, individual, customer and the office
allocation of priorities for the best effect
admin versus field activity - who comes first; the boss or the team?

Personal action plan

in which the delegates commit to, and share, their realisations from the workshop and state what they intend to do differently as a result of this

SELLING AT STRATEGIC LEVEL

Understanding And Controlling The Complex Sale

Who Should Attend And Why

Sales Executives involved in protracted and complex sales where there may be several people involved in the decision process. This workshop will also apply to anyone selling at Senior Executive level. It will provide direction for Sales Executives in their dealings with larger organisations and will enable them to understand the benefits of structure and planning.

By The End Of The Workshop Participants Will Be Able To:

Recognise the value of prospect research
Understand how to document knowledge in a simple acceptable form
Strategise and plan an approach at all levels
Apply a business methodology with the prospect
Recognise the value and potential of any particular prospect
Analyse the outcome of a structured sales approach

Workshop Overview



Introduction

Personal Objectives

Selling At Strategic Level

what makes it different

defining the barriers and how to overcome them

A Planned Approach

research - sources and value

recording information - a model for retaining and maintaining detailed knowledge

strategies for success

running and resourcing strategy meetings

The Process of the Strategic Sale

a five step approach to maintain control

gaining the agreement of the prospect

the value of timing and pace

the collaborative approach

The Phases in Detail

using real examples the delegates will work through the case study in relation to their own business and market place and consequently understand the various phases more fully

Proposals

the structure of a good proposal

the content of a proposal

collaborating with the prospect for an outcome

Style Recognition

understanding your own style

recognising the style and behaviour of the prospect

adjusting your style to match

Negotiation

an overview

preparing to negotiate

the stages of negotiation

the language of negotiation

the behaviours of a good negotiator

Powerful presentations

an overview of a sales presentation

the do's and don'ts of sales presentations

Personal action plan

the delegates will produce an action plan to de-brief with their manager

SIX SIGMA OVERVIEW

Who Should Attend And Why

Anyone wanting to impact 'change' through a strategic planning process or project management or people or organisations wanting to improve operational effectiveness.

By The End Of The Workshop Participants Will Be Able To:

Create outstanding Teamwork and Shared Strategic Vision
Measure Process Effectiveness and Business achievements
Challenge Process Change
Introduce Professional Business Management Tools
Introduce Operational and Organisational Excellence

Six Sigma is....

The biggest contributor to share price growth on Wall Street in the 21st Century.

An ultimate process that changes the DNA of an Organisation and it's people

A series of tools that can be used in all walks of business to optimise and mend "broken" processes

An excellent supplier/customer growth process

A process to create outstanding teamwork and shared vision

A methodology which becomes a Way of Life for Business

A methodology which does the following:

Define, Measure, Analyse, Improve, Control (DMAIC)

Relevant for every employee;

- wanting to impact change
- managing projects
- wanting to improve their analytical skills
- desiring to improve their operational effectiveness

Workshop Overview

Strategic Business Planning

Creative Business Analysis using Process Flow Charting and Failure Mode and Effective Analysis (FMEA)
Tools

Where are we Now?

Where do we Want to be?'

And.. How do we get there?

Business Prioritisation Tools

How to prioritise Business Goals and Objectives utilising Cause and Effect software prioritisation tools

Creating Shared Strategic Visions

How to create a Shared Vision between all levels within an Organisation.

How to relate the Strategic Vision to Personal and Team Objectives to ensure success.

Creating 'Ownership'



How to utilise a RACI (Responsible, Accountable, Consultation, Informed) Matrix to maximise Communication and 'Buy In' of the agreed Strategic Plan.

Sustaining the Success

How to utilise Management Control Loop Tools and Metrics to sustain the 'change' benefit.



TELEPHONE TECHNIQUES

Maximising Your Impact Over The Telephone

Who Should Attend And Why

The workshop provides participants with the skills necessary to handle all telephone calls effectively and professionally. It is appropriate for anyone within an organisation who uses the telephone, as callers will judge an entire business on how they are dealt with at all stages.

The workshop will be delivered using a mixture of group interaction, trainer feedback and practical exercises including the use of telephone training equipment.

By The End Of The Workshop Participants Will Be Able To:

- Project a positive professional image of themselves and ultimately their organisation, over the telephone
- Select the most appropriate communication style to handle difficult callers and achieve the best outcome for the situation
- Control a conversation with confidence whilst effectively dealing with the callers' needs

Workshop Overview

Introduction and Objectives

- telephone communication and its importance
- focus on the specific needs of the individual participants on the workshop

Learn Why Positive First Impressions are Vital

- discover how to create the right first impression
- find out how you act over the telephone can be good or bad for the company

Discover the Secrets of Projecting the Right Image

- find out the vital ingredients: telephone voice and manner
- how to complement the company 'culture' with your own personal style

Skills of Communication: Part One

- learn how to project your own personality through your voice
- discover secrets of maintaining professional standards
- why you should involve yourself in the best solution for the customer

Skills of Communication: Part Two

- uncover the secrets of questioning and how to gain commitment
- learn the importance of active listening and the importance of feedback

Discover How to Handle Complaints Successfully

- learn how to overcome personal issues
- find out why it is important to be seen to take action
- how to ensure there is a specific resolution

Find Out How to Recognise Customer and Caller Types

- learn how to deal with distinct personalities over the telephone

TIME MANAGEMENT

Getting More From Your Day

Who Should Attend And Why

Organisations are under pressure to be more efficient, so are their staff. This practical Time Management workshop is designed to equip delegates with tools to efficiently organise their work and schedule tasks to ensure that they are making the best use of every working day. All staff can benefit from this practical, interactive workshop.

By The End Of The Workshop Participants Will Be Able To:

- Recognise time wasters and know how to deal with them
- Deal with interruptions and plan for those unwanted surprises
- Implement a personal time management strategy that will enable them to plan, prioritise and set realistic goals effectively

Workshop Overview

Introduction and Objectives

- what is good time management?
- focus on the specific needs of the individual participants on the workshop

Personal Time Log Study and Job Roles

- how participants currently spend their time (using pre-completed time logs)
- job functions vs. time wasters
- protect the important activities from that which is merely urgent

Discover the Secrets of Recognising and Dealing with 'Time Wasters'

- find out how tasks can be better organised, delegated or eradicated

Learn the Skills of Organisation

- assess how much of your day is wasted unnecessarily
- discover the secrets of dealing with interruptions
- find out why greater communication means greater organisation

Smarter Goal Setting

- learn what goals are necessary, possible, and agreed
- find out how to make goals as specific and measurable as possible

Aids to Time Management

- individual systems and procedures

Daily Routines

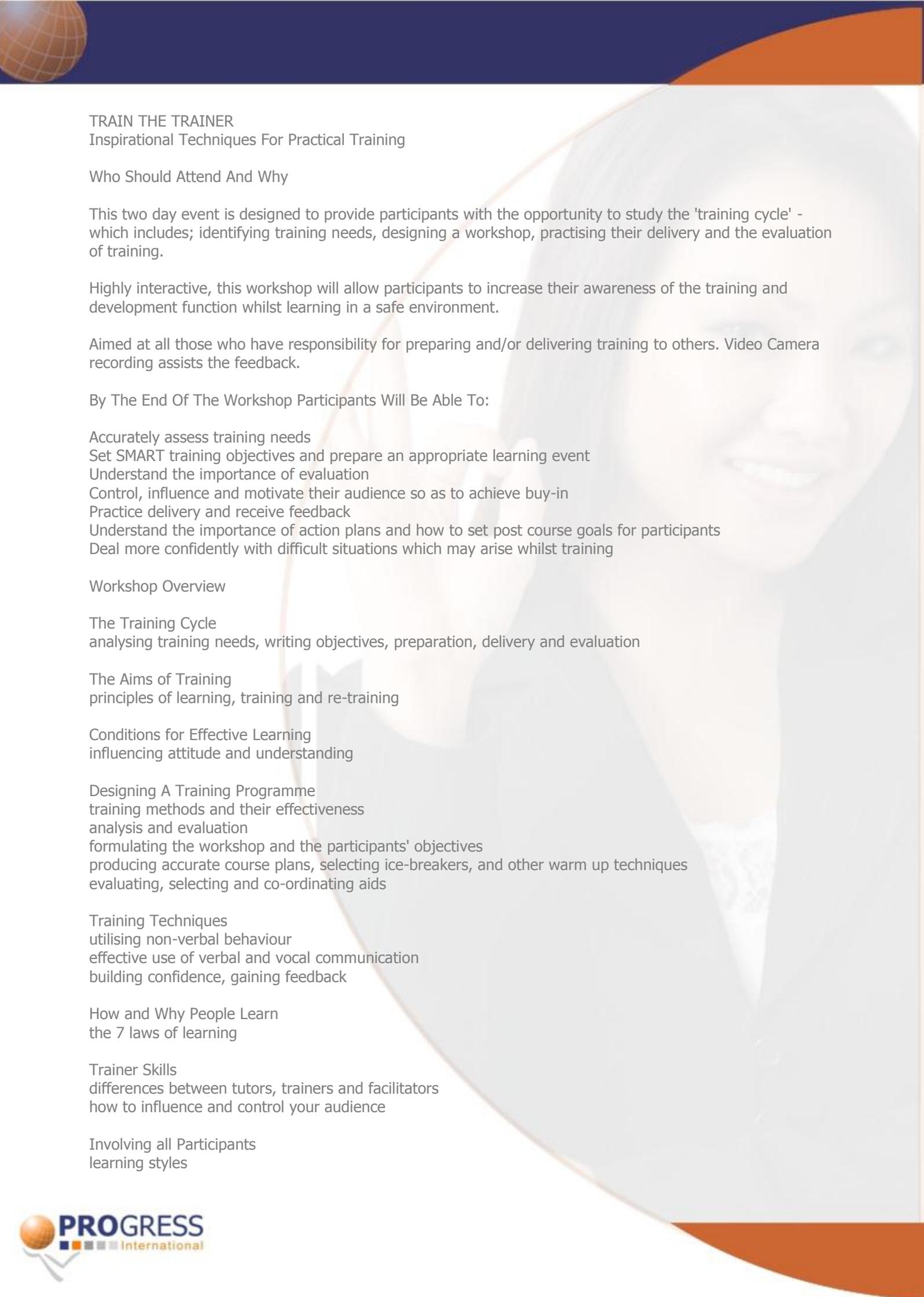
- learn how to plan your day
- how to make the most of office facilities and resources
- find out how to handle your paperwork
- how to ensure that you have a clear direction for the day to come

Discover the Secrets of Successful Project Planning

- handling tasks that have to be completed in a certain time frame
- learn a step-by-step approach to project planning

Managing Meetings

- discover the secrets of good objective setting
- learn about time allocation and scheduling



TRAIN THE TRAINER
Inspirational Techniques For Practical Training

Who Should Attend And Why

This two day event is designed to provide participants with the opportunity to study the 'training cycle' - which includes; identifying training needs, designing a workshop, practising their delivery and the evaluation of training.

Highly interactive, this workshop will allow participants to increase their awareness of the training and development function whilst learning in a safe environment.

Aimed at all those who have responsibility for preparing and/or delivering training to others. Video Camera recording assists the feedback.

By The End Of The Workshop Participants Will Be Able To:

- Accurately assess training needs
- Set SMART training objectives and prepare an appropriate learning event
- Understand the importance of evaluation
- Control, influence and motivate their audience so as to achieve buy-in
- Practice delivery and receive feedback
- Understand the importance of action plans and how to set post course goals for participants
- Deal more confidently with difficult situations which may arise whilst training

Workshop Overview

The Training Cycle
analysing training needs, writing objectives, preparation, delivery and evaluation

The Aims of Training
principles of learning, training and re-training

Conditions for Effective Learning
influencing attitude and understanding

Designing A Training Programme
training methods and their effectiveness
analysis and evaluation
formulating the workshop and the participants' objectives
producing accurate course plans, selecting ice-breakers, and other warm up techniques
evaluating, selecting and co-ordinating aids

Training Techniques
utilising non-verbal behaviour
effective use of verbal and vocal communication
building confidence, gaining feedback

How and Why People Learn
the 7 laws of learning

Trainer Skills
differences between tutors, trainers and facilitators
how to influence and control your audience

Involving all Participants
learning styles



skills of questioning
ensuring that all participants (even the reluctant ones!) are involved

Workshop Evaluation and Measurement
quality assessment and self analysis
evaluating the effectiveness of the training

Personal Action Plan
each delegate writes their own action plan to enable them to transfer their skills to the workplace.

