



**The Power of 90 Minutes**

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## The Power of 90 Minutes

### Accessible training for busy people...

It's a fact that 90 minute, intensive, focused sessions take full advantage of our optimum period of concentration, allowing information to be not only rapidly absorbed but more importantly, to stick!

Succinct, punchy and fun, our 90 minute training delivers learning in easily-digestible chunks, with enough of a taste to get people thinking, seeing things in new ways and trying out some new techniques. Skilfully delivered using powerful accelerated learning principles we provide participants with maximum returns for a minimal investment of time, so they can balance busy work schedules with skills development

Our 90 minute sessions include:

- Advanced Selling Skills
- Accelerated Learning
- Aligning Sales and Marketing
- Assertiveness
- Balanced Scorecard
- Basic Finance for Non Financial Managers
- Blogging for Business Development
- Change Management
- Cloud Computing
- Coaching to Improve Performance
- Communication Skills
- Complaint Handling
- Conflict Management
- Cost, Value and ROI
- Customer Service
- Dealing with Difficult People
- Decision Making
- Delegation
- Digital Marketing
- Drive for Results
- Emotional Intelligence
- Employee Engagement and Discretionary Effort

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- Facilitation Skills
  - FISH - World-famous techniques for improving service, sales and teamworking
  - Influencing
  - Interpersonal Skills
  - Interviewing Skills
  - Managing Poor Performance
  - Meetings
  - Mentoring Skills
  - Mission, Vision and Strategy
  - Motivation
  - Negotiation Skills
  - Net Promoter Score - improve your service
  - Networking for Business Success
  - NLP
  - Objection Handling
  - Performance Management
  - Personality Styles - the people jigsaw
  - Problem Solving
  - Remote Teams
  - Selling Skills
  - Setting Goals and Objectives
  - Six Sigma and Adding Value to Customer Services
  - Social Media as a Marketing Tool
  - Social Media and Sales Lead Generation
  - Stress Management
  - Teambuilding
  - Team Roles
  - Telephone Etiquette
  - Telesales
  - Time Management
  - Training Cycle and Evaluation
  - Training Needs Analysis
  - Web Chat - Improve your service
  - Writing Effective Emails

**Costs:**

All 90 minute sessions are run in house for up to 15 delegates.

1 session per day £700 per session

2 sessions per day £600 per session

3 sessions per day £500 per session

That's as little as £33 per person!

(Price excludes VAT and trainer expenses)

For further information please call: 0845 890 1701 or email [tracy@salestrainingint.com](mailto:tracy@salestrainingint.com)

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## Advanced Selling Skills

### Workshop aim

This short workshop is for the experienced salesperson who has a track record of success and seeks to become even more proficient in their existing sales role. This workshop aims to use advanced techniques (NLP) to allow you to get into the customer's world quickly and effectively, thereby enabling you to sell at every opportunity.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain the different buying preferences of customers
- List effective questions that can be used to develop an understanding of the customer's motivational drivers and aspirations
- Demonstrate how to build rapport quickly, with a wide variety of customers
- Describe how to match product solutions to customers' individual needs and buying preferences
- Demonstrate how to avoid and overcome customer objections and gain commitment to the sale

### Workshop content/outline (90 mins)

- Building rapport quickly and effectively
- Advanced questioning techniques
- An introduction to NLP in relation to selling techniques
- Matching solutions to the customer's specific needs
- When to present the product and what to present
- Objection handling
- Closing the sale

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## Accelerated Learning

### Workshop aim

The aim of this workshop is to equip you with powerful techniques which will dramatically improve your ability to learn and develop and to help others do the same. These skills can be applied in every aspect of your working or personal life.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Define what is accelerated learning
- Describe the different ways in which people learn
- Identify the links between learning and multiple intelligence
- Effectively use learning maps as a powerful means of learning
- Apply the six stages of effective learning and development
- Use a wide range of learning tools and techniques that you can apply immediately in your workplace

### Workshop content/outline (90 mins)

- What is accelerated learning?
- Understanding the brain
- Left and right brain thinking
- Learning styles
- Assessing and using your 8 intelligences
- Using learning maps
- The 6 stages of systematically accelerating your learning
- Practical tips, techniques and skills of each stage

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## Aligning Sales and Marketing

### Workshop aim

This workshop will help you to drive an alignment of marketing and sales team objectives towards a common and shared goal. By working more effectively together, the synergy of marketing and sales will create cost efficiencies in your business, at the same time as ensuring customers and partners receive consistent and timely messages, through all forms of communication.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain an insight into marketing for non-marketing managers
- Describe and use various tools for marketers to build sales plans and objectives into their communication strategies

### Workshop content/outline (90 mins)

- An awareness of marketing principles, processes and philosophies from the senior management perspective
- Create an environment in your organisation that works towards a shared vision and common goals
- Stimulate ongoing and regular communication between sales and marketing
- Integration and alignment of sales plans and revenue targets with timely marketing campaigns and activity
- Monitoring success and outcomes

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## Assertiveness

### Workshop aim

Aggressive people take rights for themselves and deny the rights of others, while non-assertive people give rights to others without taking them for themselves. Assertive people on the other hand, take rights for themselves and give the same rights to others - and one of the biggest outcomes of being assertive is the effect it has on our ability to influence others. This workshop looks to help participants adopt and maintain the centre, more productive positioning.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Define the differences between aggressive, assertive and passive/submissive behaviour
- Detail how to improve your self esteem
- List the blocks to being assertive and how to overcome them
- Explain how to build rapport with difficult people
- Display how to make requests, say “no” and be persistent
- List the techniques on self assertion and how to review your own personal style
- Describe the process of accessing inner emotional resources using our own ‘anchors’

### Workshop content/outline (90 mins)

- What is assertiveness?
- What gets in the way of being assertive?
- How to think right, say it right and behave right
- Saying no confidently and professionally
- Dealing with ‘difficult’ people
- Building self confidence and esteem
- Reframing our thought processes to a more positive outlook

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## Balanced Scorecard

### Workshop aim

*“We can’t see the wood for the trees!”* How often have you found yourself faced with trying to manage and direct your business by poring through pages and pages of fine detail financial figures? Of course, the finances are vital, but top teams who really succeed recognise that they need to look at their business performance from other “perspectives” as well. They need to drive their business from their original strategic vision towards reality by watching the “dashboard” rather than staring at the thousands of moving parts inside their corporate “engine”.

The Balanced Scorecard offers a proven approach to managing the business for success through focused measurement and control.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Communicate strategy throughout their organisation using a Balanced Scorecard approach
- Identify financial, business process, customer satisfaction, and internal development measure that will support their strategy
- Track their performance against strategic and operational goals
- Identify improvements that will impact on corporate success

### Workshop content/outline (90 mins)

- The problem with traditional performance measurement techniques
- The concept and vital benefits of the Balanced Scorecard approach and its 4 Perspectives
  - The Financial perspective: “How do our stakeholders view us?”
  - The Customer perspective: “How are we seen in the marketplace?”
  - The Internal business process perspective: “Where must we excel?”
  - The Learning and growth perspective: “How can we improve and evolve?”
- Linking the Balanced Scorecard to the organisations strategy, objectives and critical success factors
  - Key steps in implementing a Balanced Scorecard
  - Communicating direction and progress throughout the organisation
  - Cascading balanced scorecard objectives using policy deployment

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## Basic Finance for Non Financial Managers

### Workshop aim

Every manager has to manage finance, if only the budget.

A sound understanding of the principles of business finance means that managers can plan more effectively and manage their areas of responsibility with finesse.

In this workshop, we examine the basics of finance and so that managers can understand why things happen and act with prudence in their business affairs.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain the contents, limitations and uses of the three main financial statements
- Explain the difference between profit a, income and cash
- Explain what drives profit

### Workshop content/outline (90 mins)

- Basic concepts including:
  - Profit
  - Cash flow
  - Income
  - Expenditure
  - Capital
  - Revenue
- The main financial statements
  - Balance sheet
  - Profit and loss
  - Cash flow
- What they tell us and what they don't
- Management accounts
- Income, cash and profit
- Sources of capital
- Financial planning
- Jargon

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## Blogging for Business Development

### Workshop aim

Content is King. Never a truer word has been spoken and it's even more relevant today than it has ever been.

Without a clear content strategy and blogging plan customer-facing staff and companies can quickly become irrelevant in the digital age. Effective blogging is not all about one way traffic and monologues. It is about using carefully crafted words to stimulate discussion and conversation that leads to true engagement and sales and marketing leads. The aim of this workshop is to inspire attendees to write customer-focused blogs from informative articles to micro-blogging through Twitter.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Describe how to turn their organisation into a Social Business
- Explain how to publish relevant, interesting content in blogs, newsletters and through signposting via Twitter
- Plan ahead using various tools and techniques for creating blogs that work for both the reader and for search engines at the same time
- Explain the golden rule of thirds, which helps to ensure the right balance of subjects to keep customers engaged not only the first time but to ensure they seek out future articles and posts

### Workshop content/outline (90 mins)

- The importance of Content Relevance
- Customer segmentation
- Personalisation and bespoke copy writing
- Social Advocacy
- Evolving your social networking
- Rule of Thirds
- The Content Wheel
- From Tweeting to Publishing Articles

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# Change Management

## Workshop aim

We can confidently say that the only thing that is not going to change is that change is here to stay. In the modern business world change is happening more often, faster and in dramatically unpredictable areas and ways. Nobody avoids change and the abiding issues. This short workshop helps us be proactive rather than a victim of its consequences, and show us how we can make it a positive and exciting experience.

Every modern and successful organisation has faced change including:

- Staff moves to different locations and posts
- Change in vision and focus
- Departments merging
- Customers changing and their needs evolving
- Developing national and international competition
- Developing technology

Effective organisational change programmes rely upon successful implementation. This short session will help to increase awareness, provide the skills to gain buy-in to change programmes and generate a more productive environment in a changing organisation.

## Workshop objectives

By the end of this workshop, participants will be able to:

- Describe to people why change is necessary
- Explain why people react the way they do to change
- Demonstrate the use of a range of tools to manage change effectively
- Detail how to make change stick

## Workshop content/outline (90 mins)

- DVD - 'Who Moved My Cheese?'
- What change is?
- Why does change occur?
  - Group discussion
- Our personal experiences of change
  - Personal exercise
- Why change is necessary?
  - Group discussion
- How to manage change
  - Manage the change before it happens
  - Manage the change whilst it is happening
  - Manage the change after it's happened
  - The Step Change model
  - The Transition Curve
- Proactively managing change
  - Identify the characters in your team

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- Remind your team members that change is inevitable
  - Involve your team
  - Don't keep them on the dark
  - The Change Equation

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## Cloud Marketing

### Workshop aim

"I can own way less and do way more - Every business has needs and yours is no different. Your people need to stay connected and you need to maintain essential security and control. So why not have both? Make productivity easier by giving everyone endless ways to work and collaborate from anywhere at any time and on any device. In the cloud, you make the rules." - Microsoft 2011

"The Internet cloud, where the distributed and programmable network of services across the globe will serve all the data, resources and functionality we will ever use." - Alex Barnett 2007

In this 90 minute workshop we help you to future proof your organisation today by focusing on content, search engine optimisation and the next generation of social networking.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain the concept of Cloud as a global sharing of networks, hardware, storage and services in a centralised space allowing businesses and individuals to draw down and use applications, information and services
- Personalise Cloud for them at a time, place and level that is appropriate for what they are doing
- Describe how The Cloud will open up a vast array of new possibilities for marketing and communication
- Detail where context, location and personalisation allows for unprecedented levels of conversations, advocacy, loyalty and business development
- Explain how to move on from futurology and explore the things that people and businesses can do today to prepare themselves for the exciting new marketing and sales opportunities

### Workshop content/outline (90 mins)

- Explain cloud computing and the benefits it will bring to the internet
- Understand how to future-proof their current digital and social media activity
- Segment their customers to ensure services and communications are personalised
- Add value to the customer experience to build loyalty and trust
- Integrate digital marketing with offline sales and marketing activity
- Create a strategic plan with measurable and achievable goals

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## Coaching to Improve Performance

### Workshop aim

Using the latest coaching models and methodologies, this session will enable participants to put in place a blueprint, to develop a high-performing individuals through coaching. It will also show how to identify and deal with gaps in people's performance and how to improve existing performance.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain what is coaching?
- List the benefits of using coaching tools
- Describe how coaching make a difference to performance
- Build a relationship of trust as a coach
- Explain the GROW coaching model
- Explain how to identify a performance gap
- Demonstrate how to apply coaching to improve results by running a coaching session

### Workshop content/outline (90 mins)

- What is coaching
  - What is coaching? An exploration of how it works
  - Coaching vs. training
  - Coaching vs. mentoring
  - The goals of coaching
  - Why does it work so well in creating high achievers?
- Coaching preparation
  - The skills of an effective coach
  - Building a relationship of trust and rapport
  - Establishing a coaching 'contract' - putting the guidelines in place
  - Managing expectations - own and others
- The coaching process
  - The GROW model / coaching DVD
  - Formulating questions to fit the GROW structure
  - How to identify and understand performance gaps
- Running a coaching session
  - The difference between formal and informal
  - Explaining the coaching process
  - Starting the coaching session
  - Achieving goals and objectives
  - Ending the session
  - Keeping the right coaching records
  - Coaching - an ongoing process
  - Mini skills practices sessions

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## Communication Skills

### Workshop aim

This workshop aims to build upon your existing communication skills and enhance them, as well as introducing new skills, to ensure that you are more productive in all communications, whenever you use them.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Describe their own personal communication style and how it impacts on those they are communicating with
- Use their communication style to influence others and develop more effective relationships
- Assess and understand the positive and limited aspects of using their communication style
- Build rapport quickly with a wide range of people
- Communicate effectively to 'gain the edge' and achieve their objectives
- List barriers to effective communication
- Demonstrate how to communicate via face to face, telephone and written
- Explain the difference between verbal, visual and vocal communication
- Detail the nature of the components of the interpersonal process of communication
- Communicate in the most appropriate manner with:
  - Individual members of staff
  - Teams and groups of staff
  - Colleagues
  - Suppliers and customers

### Workshop content/outline (90 mins)

- What is successful communication?
- The barriers to successful communication
- Different methods of communication
  - Advantages and disadvantages
- The essentials of effective communication
  - The communication cycle
- Develop listening skills and asking the right questions to build rapport

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- Active listening
  - Effective questions
  - Determine what skills are required and how to use them
    - Verbal
    - Vocal
    - Visual
  - How to use communication
    - Impact of body language - creating rapport. Subtle ways to use words, voice tone and body language more effectively and efficiently to move people closer to you ideas and combat mental blocks and resistance
    - Enhancing interaction - Pull, not push questioning techniques that lead and motivate rather than manipulate
    - Powerful language patterns - Word Power, how to use careful phrasing and commands with great effect. Positioning yourself and your ideas, concept or solution in the minds of others
  - Communication styles and what they mean
    - Identify individual styles
    - Understand what these different styles mean
    - Adapt your style to that of others and different situations

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# Complaint Handling

## Workshop aim

A happy customer may tell three people about their experience with you but an unhappy one could share their problems with up to ten. That's the kind of word-of-mouth that you have to get right.

Dealing with complaints effectively can build a good relationship with your customers, save money by avoiding their escalation, and earn repeat business.

Most companies receive and reply to complaints by telephone, email and letter, and if it's your job to respond to them, you can be your organisation's most valuable ambassador. You need to stay motivated and to be confident that you are dealing with customers as effectively and positively as possible. This workshop aims to enable participants to see complaints as a gift rather than a chore and deal with them accordingly.

## Workshop objectives

By the end of this workshop, participants will be able to:

- Define what is a complaint
- Empathise with the customer effectively
- Explain what the customer wants from the customers' perspective
- Utilise a process for effective complaint handling
- List methods on handling different types of complaining customers
- Handle personal criticism effectively

## Workshop content/outline (90 mins)

- What is a complaint?
- Standing in the customer's shoes
- Why do customers complain?
- What unhappy customers say and do - and what they want from you!
- Complaint handling - a process
- Skills and techniques for managing dissatisfied customers
- Different types of behaviour and how to respond
- Handling personal criticism
- Top techniques to help staff handle abusive customers and manage the stress associated with handling complaints

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# Conflict Management

## Workshop aim

Conflict and disagreement are common features of business life and often present challenges to managers and staff.

In this short workshop we explore the difference between disagreement and conflict and how to encourage creative disagreement without letting it develop into hostility and anger.

“Success is more important than winning”

## Workshop objectives

By the end of this workshop, participants will be able to:

- Explain how to nurture disagreement and discussion
- Identify why conflict occurs
- Identify triggers to aggressive behaviour
- Explore the needs of people when they are angry
- Explain the dimensions of conflict
- Explain the stages of conflict escalation
- Recognise the signs and symptoms of aggression
- Develop an emotionally intelligent approach to people and conflict

## Workshop content/outline (90 mins)

- What is conflict?
- The difference between conflict and disagreement
- How do we feel about conflict
- The importance of handling conflict in a professional way for:
  - Our company
  - Our team
  - Individuals
  - Ourselves
- Symptoms of conflict
- Causes of conflict
- Analysis of preferred conflict response styles using the Kraybill conflict inventory (needs to be completed pre-workshop)

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- Exercises and case studies based on the Kraybill Conflict Inventory
  - Skills needed to manage conflict
  - Constructive and destructive approaches
  - Encouraging healthy differences
  - Preventing conflict

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## Cost, Value and ROI

### Workshop aim

Organisations have finite resources and therefore care must be exercised in choosing activities that benefit the organisation.

In this workshop, participants will learn how to justify expenses in relation to the value it creates for the organisation. Participants will come to understand the different elements of a sound business case.

A variety of techniques to quantify costs and benefits will be explained, including present-value, return-on-investment (ROI), and break-even.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain what we mean by cost, value and ROI
- Explain how to measure ROI
- Explain the relationship between cost and value
- Explain ways to measure value
- Explain the basics of a sound business case

### Workshop content/outline (90 mins)

- Cost, value and ROI defined
- The relationship between cost and value
- How to measure value
- What is a good ROI?
- How to measure and calculate ROI
- Tools and techniques
- The structure of a business case
- Action planning

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## Customer Service

### Workshop aim

To ensure participants achieve the highest standards of customer service etiquette, both internally and externally. To increase their credibility with customers, thus at all times exceeding customer expectations, and adding value to the organisation.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain why customer service is a necessity not a luxury
- List strategies for customer service excellence
- Describe how to recognise what customers expect in terms of customer service and the implications to all involved if that standard is not met
- Increase their credibility with customers—and their value to the organisation

### Workshop content/outline (90 mins)

- Who are your customers
- What is customer care?
- The benefits and issues of delivering / not delivering service to you / your customers and your company
- Self and company assessment
- Human vs. business service
- Internal vs. external customer service
- Creating moments of truth
  - Ensuring each time we speak to a customer they leave us happy
  - Case study - SAS Airlines
  - Practical exercise
  - How can I put into practice moments of truth

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## Dealing with Difficult People

### Workshop aim

In an ideal world, difficult behaviours would not be tolerated at work. In reality, dealing with difficult people is something many people face as part of their everyday work life.

The stress of handling difficult people and tough situations can create a lack of productivity, poor attitude, and reluctance to come to work.

This short workshop provides the tools for handling all types of workplace behaviour problems brought about by all different types of people.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Describe how their attitudes and actions impact others
- Describe effective techniques for dealing with difficult people and behaviours
- Detail coping strategies for dealing with troubling people and complex situations
- Identify times when they have the right to walk away from volatile situations
- Employ techniques for managing and dealing with anger

### Workshop content/outline (90 mins)

- The is no such thing as difficult people
  - Difficult behaviours and our perceptions
  - Values and beliefs
  - Rights and responsibilities
- Identifying typical perceived difficult behaviours and how to deal with them
  - An in-depth exercise
- Managing conflict
  - A step by step process
- Changing yourself
  - Avoiding a negative outlook
  - Glass half empty/half full?
- Preventing and dealing with problems
  - A stepped process
- How to calm down
  - Managing your anger
  - De-stressing yourself

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## Decision Making

### Workshop aim

Making effective decisions is a key skill needed by any one in business. Some of the questions that confront us include:

- Do I have enough information to make an informed decision?
- What are the options?
- Should I take a logical or a creative approach?
- How can I unblock my thinking?

This short workshop will equip the participants with the skills and knowledge to help them make and implement timely and effective decisions, and to find solutions for problems and issues that may arise.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain and use a range of decision making tools and techniques
- Describe the decisions for which they should take responsibility and those which they should refer to others
- Apply these tools to everyday problems

### Workshop content/outline (90 mins)

- Types of decision and traps
  - Criticality
  - Urgency Vs. importance
  - Assumptions
  - Symptom or cause
  - What is the real problem?
  - 5 whys
- A framework for decision making
  1. Define
  2. Understand
  3. Identify
  4. Evaluate,
  5. Prioritise

- 
6. Review
  7. Take action
  8. Monitor
- Emotional dimension and pressures of decision making
    - Complexity
    - Multiple objectives
    - Personal and peer pressure
    - Self belief or self doubt
  - Decision making tools and analysis options - advantages and disadvantages and their uses, including:
    - 5ws & an h
    - Arbitrary aids
    - Heuristics
    - Expert systems
    - Elimination
    - Statistical aids
    - Pareto analysis
    - Decision trees

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## Delegation

### Workshop aim

To enable participants who attend to promote all the factors which contribute to effective delegation.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Define delegation and state why it is necessary
- List the benefits of delegation
- Describe the barriers to delegation
- Make decisions about what may and may not be delegated
- Choose the right delegate for the job
- Use delegation skills effectively and successfully
- Describe the process of delegation
- Apply what they have learned to their own job

### Workshop content/outline (90 mins)

- What is delegation?
- Why delegate
- The wrong way to delegate
- Agreement, authority and feedback
- Barriers to delegation
- When to delegate
- Choosing the right person to delegate to
- Giving effective support
- Keeping the task delegated
- When the delegate makes mistakes
- A model for effective delegation

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## Digital Marketing

### Workshop aim

Many organisations from large to small are busy with social media and digital marketing without considering the impact this has on time, resource and budget. This workshop provides attendees with strategic and practical step by step methods for integrating digital marketing and social media into wider marketing and business plans with a strong focus on measuring return on investment (ROI).

Attendees are encouraged to reflect on their current strategy and tactical campaigns and after the session will be able to design a digital dashboard, a process for collecting and learning from marketing outcomes to both prove ROI and enhance continuous improvement.

### Workshop objectives

By the end of this workshop, participants will be able to:

Implement what they learn to create highly effective and measurable strategic and tactical marketing activity to support:

- New business lead generation for growth
- Enhancement of customer relationships
- Improved research and market intelligence
- Alignment of digital marketing strategy and social media campaigns to corporate goals

### Workshop content/outline (90 mins)

- Plan and execute effective digital marketing campaigns that contribute to strategic goals in your business
- Recognise the stages of digital marketing development and resource implications  
Create effective marketing and communications plans to support growth, lead generation and strategy development
- Select the appropriate digital marketing tools to achieve your goals
- Create effective online content for social networking, blogs, newsletters and websites
- Build a digital hub to align all online activity
- Design and use an appropriate digital dashboard for measuring return on investment

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## Drive for Results

### Workshop aim

The drive for results may be defined as ‘the drive, energy, stamina, tenacity and stress tolerance to achieve personal and imposed standards of excellence’. This translates into an ability to:

- Plan activities and persevere with them despite competing priorities and obstacles
- Review tasks and prioritise as necessary to meet objectives and deadlines
- Use initiative and stay motivated when problems arise or progress is slow
- Lead a project and motivate others appropriately
- Maintain our own performance and good relationships even under pressure

This session looks to help participants set those standards.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Set effective and value driven objectives and goals
- Identify what stops them driving for results
- Identify strategies to help them drive for results
- Plan to create a results oriented culture

### Workshop content/outline (90 mins)

- What characterises people who drive for results?
- Features of a results oriented culture
- Key activities and skills:
  - Going the extra mile
  - Effective objectives and goals
  - Fresh approaches
  - Discarding the ineffective
  - Monitoring changing circumstances and requirements and adapting accordingly
  - Reviewing performance
  - Streamlining and efficiency
  - Self-development
- Tools and techniques
- How do we measure up?
  - Reviewing our teams and departments now - what stops us from achieving excellence?

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## Emotional Intelligence

### Workshop aim

Emotional Intelligence refers to the capacity for recognising our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships;

- It's about how you feel and how others around you feel
- Knowledge of EI helps you identify what feels good and bad and how to change
- Maintaining an emotional awareness and sensitivity and developing the skills that will help you to stay positive
- A dynamic process of learning skills to understand yourself and others
- Having the ability to identify, use, understand and manage emotions, both our own and those of people around us

Getting in touch with your emotions and understanding emotional intelligence will also enable you to:

- Motivate others
- Communicate elegantly and effectively
- Listen so you get the real message
- Take setbacks without feeling distraught
- Stop anger ruining your health, relationships and job prospects
- Enjoy extremely satisfying and productive relationships
- Protect yourself, your family and your friends from emotional problems
- Be more comfortable with uncertainty

### Workshop objectives

By the end of this workshop, participants will be able to:

- Raise awareness of the concept of Emotional Intelligence
- Detail what Emotional Intelligence is
- Explain how improvements and changes can be made to personal Emotional Intelligence
- Conduct simple self-assessments in order to focus on current state and where improvements can be made
- Explore self-awareness and self-regulation and self-motivation
- Refine their understanding and awareness of emotions and tune into their own senses and emotions and of those around them
- Focus on simple strategies to monitor emotions
- Formulate a strategy for promoting emotional intelligence
- Improve their own emotional intelligence

### Workshop content/outline (90 mins)

- What is emotional intelligence?
  - Five things you need to know about EI
  - What is Emotional Intelligence
  - Understanding EI

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- What Emotional Intelligence isn't
  - Self awareness and self management
    - How is my Emotional Intelligence (EQ) related to my IQ?
    - Is my Emotional Intelligence fixed?
    - I want to improve my EI, what should I do?
    - 20 Steps to EI Self Assessment
    - The Four Elements of EI
  - The competencies of emotional intelligence
    - The Competencies of Emotional Intelligence
    - Intra-Personal
    - Inter-Personal
    - Emotional Self Awareness
    - Emotional Self Regulation
    - Emotional Self Motivation
    - Empathy
    - Nurturing relationships
    - Self awareness test
    - Tuning into your senses
    - Developing self and others
  - Empathy and emotion as an EI competency
    - What is emotion ?
    - How do we view emotions?
    - The story of Phineas Gage
    - How the brain works
    - Biological purpose for emotion
    - Managing your emotions
    - Keeping an emotion log
    - Nine strategies for promoting Emotional Intelligence

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## Employee Engagement and Discretionary Effort

### Workshop aim

Employees will generally do what they are paid to do but the secret to success is unlocking the enthusiasm and sense of personal responsibility for what they do.

Employee engagement can result in:

- Increased innovation
- Increased levels of attendance
- Productivity and performance gains
- Higher levels of motivation
- Lower levels of staff turnover

One of the keys to this is for employees to give what we call discretionary effort - the extra effort which they cannot be forced to put in but have a choice to do themselves.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain why employee engagement is important and the key business benefits
- Describe the key components to a successful Employee Engagement plan
- Use practical tools and techniques for building an engaged workforce
- Explain the importance of your brand, culture and values in Employee Engagement
- Explain the key Do's and Don'ts in building levels of engagement in the organisation
- Explain the concept of Discretionary Effort

### Workshop content/outline (90 mins)

- What is employee engagement and why is it important to an organisation?
- Exploring employer brand, values and culture
- Building an engaged workforce - how to engage employees
- Making it happen: the importance of leadership, line management and communication
- Measuring and evaluating employee engagement in the organisation - what are the options?
- The concept of Discretionary Effort
- How to get people to do more and do it willingly
- The benefits to employees of being more engaged
- What do we need to do in our business and teams?
- Action planning.

## Facilitation Skills

### Workshop aim

The aim of this workshop is to help participants develop highly effective facilitation skills and techniques to maximise the effectiveness of meetings / group events, through effective planning, delivery and follow up. By the end of the workshop, participants will be able to facilitate effective meetings / events that maximise individual and group contributions to achieve their desired objective.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Manage a facilitated event
- Demonstrate effective communication skills including effective questioning, active listening, clarifying and explaining
- Encourage participation
- Deliver effective feedback
- Answer questions and handle difficult participants

### Workshop content/outline (90 mins)

- The twelve steps in facilitation
  - Planning an event
  - Agreeing objectives
  - Creating the climate for success
  - Managing the process
  - Maintaining direction
  - Monitoring progress
  - Dealing with fears
  - Managing conflict and difficult situations
  - Developing action plans
  - summarising and reviewing outcomes
  - Giving and receiving feedback
  - Managing the wider organisation
- Facilitation styles
- What is successful facilitation?
- The facilitator's role
- Practical facilitation - practice session

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# FISH!

## Workshop aim

To provide the participants with a good understanding of crucial principles that lead to customer service excellence and how to keep the principles alive on a day-to-day basis. By following the example of Pike's Fish Place in Seattle, U.S.A. this short workshop shows how their work environment and policies made them world famous. The FISH! Philosophy is an exciting and rewarding way to ensure customer satisfaction and high staff morale.

## Workshop objectives

By the end of this workshop, participants will be able to:

- Define the FISH! Philosophy and its major principles
- Describe the four steps that support the FISH! Philosophy
- Identify and discuss the attitudes needed by staff to favourably impact your organisation's customer service culture
- Detail that it is not about the job you perform, but about how you perform it
- Determine ways to be more attentive to customers
- Plan how to live the FISH! Philosophy and make it stick in the workplace meeting your personal and organisational needs.
- Make a difference in the workplace
- Be energetic, passionate and have fun at work
- Achieve their best ever professional results by adopting the correct mentality

## Workshop content/outline (90 mins)

- Background to the FISH! Philosophy
- DVD - FISH!
- The four principles of FISH!:
  - Play
  - Be There
  - Choose Your Attitude
  - Make Their Day
- Practical exercises on how to apply the FISH! Philosophy into your organisation
- Case study review of companies who have successfully applied the FISH! Philosophy, completely turning around their customer service experience

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## Influencing

### Workshop aim

Influencing skills are regarded as vital to the overall effectiveness of organisations. Many people are required to work on projects where authority is not always present. Now, more than ever, individuals need to be able to persuade colleagues, customers and suppliers using sound arguments rather than status and manipulation. Equally, in such competitive times, individuals need to feel confident in themselves and what they can contribute.

This workshop aims to equip staff at all levels with skills that will help them adapt their behaviour to influence positively in different situations they encounter.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Analyse their own methods of influencing people
- Developed an understanding of the sources of power at your disposal
- Recognise positive and negative uses of power
- Gain an understanding of a range of influence behaviours and their impact
- Explore how to gain commitment without using position or status
- Practise positive influence behaviours and identified those that they wish to develop further

### Workshop content/outline (90 mins)

- Introductions
- What is influence
- Recognising your power and influence
- Are you using influence effectively?
- Who are you and Why are you?
- Assertive and responsive behaviours
- Power sources in seeking to influence
  - Resource
  - Information
  - Coercive
  - Position
  - Connections
  - Personal
  - Expertise
- Reactions to power and influence
- Perceptions of my power
- Consolidation role-plays and exercises
- Circle of concern and influence

---

## Interpersonal Skills

### Workshop aim

If you want - and need to harness and use powerful communication strategies and tools, this information packed short workshop will explore numerous facets, factors, skills and tools of becoming an outstanding communicator. From interpersonal communications, to influencing others during, negotiations, and meetings, you will be exposed to dozens of ways to dramatically improve your communications effectiveness.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Assess and describe the positive and limited aspects of using your communication style
- Explain how to overcome blocks to fuller interpersonal effectiveness
- Describe the nature of the components of the interpersonal process of communication

### Workshop content/outline (90 mins)

- Successful communication
- The barriers to successful communication
- The characteristics of an excellent communicator
- Methods of communication
- The essentials of communication
- Develop listening skills and build rapport
- Perception and the impact we make
- Determine what skills are required and how to use them
- Communication styles
- Identify individual styles
- Understand what these different styles mean
- Adapt your style to that of others and different situations
- How to use communication
- Hints and tips on applying the skills developed on the workshop
- Ensure the communication is relevant

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## Interviewing Skills

### Workshop aim

As the success of an organisation rests primarily with the quality and happiness of its employees, it is essential that management employ best practice skills and techniques in managing selection. This practical workshop will give you the guidelines and skills to confidently achieve successful outcomes in all interviews that you carry out.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Demonstrate increased confidence and competence as an interviewer
- State the purpose, value and objectives of interviews
- Take a structured approach to interviews
- Plan and conduct a selection interview
- Effectively utilise Job Descriptions and Person specifications
- Describe how to utilise sound interviewing techniques to gather accurate information, interpret information and make decisions
- Implement skills of questioning, listening and rapport building

### Workshop content/outline (90 mins)

- Principles and purpose of interviewing
  - The stages of interviewing: approach, preparation, structure, conduct and follow up
- Effective planning and establishing the requirement (overview)
  - Establishing objectives and pre-planning
  - Job description and person specification
  - Job competence
  - Personal competence
  - Experience
  - Behaviours and technical ability
  - Department and organisation cultural fit
  - Reviewing the information received
  - Identifying critical incidents from the job application/candidate's CV
  - Relating critical incidents to competencies and technical abilities
  - Planning your questions and structure
  - Creating a comfortable environment for interviewing
- During the interview
  - Opening the interview
  - Explaining the process
  - Building rapport
  - Putting the interviewee at ease

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- Questioning, probing and listening skills - key techniques
  - Pacing, timing and maintaining control
  - Note taking
  - Making effective use of different types of questions
  - Body language
  - Closing the interview
  - Explaining next steps
  - Post interview
    - Assessing the evidence
    - Evaluating the information
    - Making your decision
    - Giving feedback to all applicants

---

## Managing Poor Performance

### Workshop aim

Dealing with poor performance can be a dramatic drain on resources in terms of time and management focus. What managers need is a robust set of tools that will allow them to manage and improve the levels of performance within the teams and individuals they manage? This workshop aims to provide the mechanisms to identify, monitor and deal with poor performance in a positive way.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Deal with difficult or tricky people
- Confront poor performance and deal with issues as they arise
- Develop feedback skills and give effective feedback
- Give difficult messages
- Identify typical situations that hinder performance and develop techniques to overcome them

### Workshop content/outline (90 mins)

- The early warning signs that performance issues need to be addressed
  - Do you have a performance management problem or a HR problem?
  - What pre-emptive actions do you have at your disposal as a manager?
  - How to assess the likely impact of the issue
  - Linking performance management challenges to the appraisal process
  - Why most managers bury their head in the sand rather than addressing performance issues at the early stages?
  - How to approach the initial stages of a performance management problem
  - Get your facts 100% accurate
  - Assessing if the problem lies with the person or the situation?
  - Getting past the implied issue to the explicit issue
  - De-personalising the situation
- Dealing with poor performance - a manager's survival guide
  - Understanding the usual root causes of poor performance
  - The importance acting swiftly - damage limitation
  - Getting to the heart of the real problem
  - How deeply can you probe without compromising the rights of the employee?
  - What is perceived to be the problem is unlikely to be the real cause
  - Addressing a sudden drop in performance
  - Ensuring your practices are compliant with modern HR constraints
  - Presenting the business case for improvement
  - Critical assessment: how likely is it that the issue can be solved through a performance management process?
  - Assessing when it's appropriate to involve HR in the process

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## Meetings

### Workshop aim

A meeting is a group of people who come together to achieve a common goal. For this to work well there has to be a purpose, control, discipline and effective working practices. This practical short workshop will help you to make meetings more productive. As a result the participants will be able to make both their formal and informal meetings more effective.

### Workshop objectives

By the end of this workshop, participants will be able to:

- List the skills needed to lead and control meetings
- Explain ways of dealing with challenging situations in meetings
- Plan the best use of resources available at meetings
- Organise, run and participate in more effective meetings
- Encourage people to contribute at meetings
- Identify ways in which their meetings (both as chair and attendee) can be improved
- Use proactive measures to put these improvements into place
- Prepare for a meeting which they are to lead in minimum time with maximum effect
- Explain the barriers to an effective meeting and use communication skills to overcome them
- Explain the significance of verbal and non-verbal communication during a meeting
- Make meetings shorter and more productive

### Workshop content/outline (90 mins)

- Why have a meeting?
- Good and bad reasons for having a meeting
- The perils of meetings
- How meetings can go wrong
- Planning a meeting
  - What are the goals or objectives for the meeting
  - The agenda
  - Practical activities
  - A checklist
  - Information gathering and management
  - Logistics
- Running the meeting
- The role of the facilitator
  - How can facilitation add value to the meeting?
  - Nature and scope of the role
  - The differences between the facilitator and that of the chair in a meeting
  - Facilitation skills

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- Identifying your natural style
  - Techniques for facilitating groups towards problem solving and decision making
  - Facilitation methods
  - Meetings: The Human Element
    - Starting on time
    - Dealing with lateness and interruptions
    - Tackling negative behaviours and promoting positive ones
    - Recognising barriers to an effective meeting
    - Verbal and non-verbal communications
    - Tips and techniques for running meetings
    - Controlling your meeting

---

## Mentoring Skills

### Workshop aim

Mentoring is a highly effective way to develop staff, either with a firm-wide scheme or on a less formal basis. Mentoring is a form of ongoing support and guidance, where an experienced person mentors someone less experienced around a range of issues, from tackling workplace challenges to general confidence building. The aim of this workshop is to provide individuals with the understanding, tools and confidence to mentor others within the organisation who may not be in their direct reporting line.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Define the process of Mentoring
- List the types of Mentoring
- Explain the skills required to be a good Mentor
- Detail the benefits and pitfalls of being a Mentor
- Display effective communication techniques to extract background information during the Mentoring meeting
- List the roles, responsibilities and limitations of the Mentor
- Describe the process to prepare themselves and the Mentee for the Mentoring meeting

### Workshop content/outline (90 mins)

- The mentoring approach
  - A definition of mentoring
  - Types of mentoring
  - What do you need to be a mentor
  - Some basic rules for being a mentor
- Benefits and pitfalls
  - Benefits to you as mentor
  - Benefits to the mentee
  - Pitfalls that may arise
  - Avoiding the pitfalls
- Preparing yourself for the role
  - Understanding the process
  - The mentor's role
  - The mentor's role in preparing the mentee
  - The first meeting
- Establishing the mentoring relationship
  - Setting the ground rules
  - Understanding the nature of the relationship
  - Setting the boundaries
  - Agreeing contact strategies
- The mentoring process

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- Mentoring meetings
  - Planning the logistics of the meetings
  - Dealing with issues
  - Using networking to help your mentee
  - Maintaining contact
  - Taking account of external relationships

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## Mission, Vision and Strategy

### Workshop aim

Do your people describe their jobs in terms of the tasks involved or their contribution to the organisation's mission, vision and strategy?

If people recognise how what they do contributes to the achieving the mission, vision and strategy of the organisation then they will perform better and find their jobs more fulfilling.

The leader of today has a vision for tomorrow: a vision that is clear, achievable, motivating, and exciting.

Managing by vision allows an organisation to create its future. This session shows managers how to develop organisational vision, values, and mission to build team spirit and productivity.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain what mission, vision and strategy are
- Describe what the organisation's values are
- Explain how they apply to their team's or departments roles and work
- Describe how their own team's or departments plans fit into the organisations strategic plans
- Prepare strategic plans for their areas of responsibility

### Workshop content/outline (90 mins)

- What do we mean by mission, vision and strategy?
- What are our organisation's mission, vision and strategy?
  - How does our area of responsibility contribute to them?
  - Are we in step or not?
- Clarifying values
- Clarifying strategic issues
- Understanding different approaches to strategy
- Strategic positions
- Creating a future vision
- Strategic change
- Strategic influencing
- Overcoming groupthink
- Value added action

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## Motivation

### Workshop aim

As leaders we succeed when our people work hard because they want to!

Motivating and inspiring people is one of the key roles of the effective leader and these leaders generate more energy, enthusiasm and results than other.

In this workshop we examine how to motivate and inspire our people and provide an understanding of how to motivate yourself and others using a range of tools and approaches.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain what motivates and de-motivates you and others
- Explain why motivation is necessary
- Be able to describe a range of approaches to motivation whilst demonstrating an understanding of what are classed as motivators
- Apply a process to building and maintaining your own motivation levels as well as others
- Plan to motivate and develop their people

### Workshop content/outline (90 mins)

- What is motivation?
- Why is it vital?
- Definition of motivation
- What motivates people?
- What motivates you and your team?
- Motivation questionnaire
- Cycle of motivation
- Motivation theories:
  - Maslow
  - Herzberg
  - McGregor
  - Dean Spitzer
  - Adams

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## Negotiation Skills

### Workshop aim

We all need the cooperation of other people - and when we do, we have to negotiate. Effective negotiation in business delivers better relationships; long-term progress and the possibility of future business partnerships - in short, win:win results.

The ability to negotiate is not, as some people believe, a talent we are born with. Clearly, some people find it very easy to be good negotiators. Others view the prospect of negotiating with dismay. However, no matter where we start from, we can all develop good negotiation skills and apply them with confidence.

In this workshop, we will help event delegates explore how to negotiate effectively to build and preserve relationships and obtain the best outcomes, which lead to commitment from all parties.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Identify the key stages in the negotiating process
- Identify the key factors in the negotiating process
- Describe the negotiation process and where you are in it
- Prepare themselves for what it is possible to achieve
- Display powerful negotiation techniques through practice
- Demonstrate effective questioning and listening skills and understanding of the other parties
- Turn features of their negotiating position into benefits
- Demonstrate each stage of the structured approach to negotiation, including Win-Win and a consultative approach, to achieve the best outcome

### Workshop content/outline (90 mins)

- Introduction to negotiating
  - Why negotiate?
  - Emotional and logical factors in negotiation
  - Outcomes of negotiation
  - Questionnaire - Negotiation skills
- How not to negotiate DVD
  - Short fun DVD and discussion about personal negotiation styles
- Skills practice, in 2's (one buyer, one seller) to prove the vast range of outcomes and why negotiation is vital to the business
- The Art of Negotiation DVD
  - BBC DVD detailing the four stages of Negotiation ( the rest of the session will look to put these principles into practice)
- The four stages of negotiation
  - Prepare
  - Discuss
  - Propose
  - Bargain

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## Net Promoter Score - improve your service

### Workshop aim

This short workshop covers the fundamentals - how Net Promoter Scores are calculated and goes on to explore how organisations can identify and implement strategies and tactics for improving their own Net Promoter Score.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain how Net Promoter Scores are calculated
- Identify key drivers for Net Promoter Score
- Explain how a Customer Experience Model supports Net Promoter Score
- Describe how to create a Customer Experience Model for your organisation that will increase your Net Promoter Score
- Explain how to use a Customer Experience Model as a basis for staff development

### Workshop content/outline (90 mins)

- Introduction to Net Promoter Score
- Net Promoter Score Case study
- Key questions to ask as a service focused organisation using Net Promoter Score
- Identifying the Customer Experience that will create Promoters
- Identifying barriers to delivering a great Customer Experience
- Tools and techniques to build a Customer Experience Model
- Using a Customer Experience Model to develop agents' skills

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## Networking for Business Success

### Workshop aim

This 90 minute workshop is designed for managers, teams and peers to understand the need for effective networking and collaboration both inside their organization at the same time as improving communication to develop new business. The workshop encourages participants to reflect on their current behaviour and interaction and provides a chance to re-think their current working practices, systems and processes.

The workshop provides an insight into the psychology behind effective networking and communication. It starts by considering the role of each participant in a team, group and organization and builds an understanding of the value of optimized working together in developing new business.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain the art of effective networking and communication to create new sales and marketing opportunities for their organisation
- Describe tried and tested methods for influencing people and ensure they, their brands and their services are relevant to those they are communicating with
- Explain the varied networking tools from digital social media, to face-to-face meetings and events
- Create a measurable and achievable plan to secure new customers and business

### Workshop content/outline (90 mins)

- The importance of networking
- Effective team networking
- Goal setting and integration of targets with wider sales and marketing plans
- Building rapport and communication styles
- Developing new business through networking
- Networking tools and how to use them

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## NLP

### Workshop aim

NLP (Neuro Linguistic Programming) provides a whole host of techniques which can facilitate growth, change and development in any business. NLP can unleash human potential, helping employees to enjoy and excel in what they do. Picture a united high performance team supported by inspiring leadership, management and coaching. This workshop will help you people get there!

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain where NLP came from?
- Define NLP
- List the key personalities in NLP
- Model excellent behaviour from others
- Use NLP to communicate more effectively
- Use positive language to influence and persuade
- Explain the filters that help to influence and motivate

### Workshop content/outline (90 mins)

#### Background and Development of NLP

- What is NLP? Who started it, where, when and why?
- NLP Model of Communication and Personality - why everyone is different and unique
- 'Excellence Beliefs' upon which NLP is based
- Key personalities in NLP
- Attaining excellence by modelling it from others

#### Communication and Rapport

- The three components of communication
- What is rapport and why do we want it?
- The VHF channels of communication and how to use them to tune in to others' wavelengths
- Eye movements and what they *really* mean
- Sensory acuity - unlocking the deeper secrets of body language

#### Beliefs and Behaviour

- Beliefs drive behaviour - how to shift out of a Cycle of Self Sabotage and into a Cycle of Excellence simply by making different belief-related choices.
- How to dismantle negative, limiting beliefs and install positive, empowering ones using visualisation and 'walk through' techniques
- State control - how to create and trigger 'anchors' to access inner resources such as confidence, feeling relaxed, in control, etc.

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## Objection Handling

### Workshop aim

Good objection handling skills are crucial to success in sales and customer care. If a salesperson is unable to come back with a good answer to the statement: 'I think it's too expensive', they will lose the sale so quickly, that they might as well have answered 'I couldn't agree with you more! Similarly, goodwill is lost very quickly in a customer care environment if a complaint is simply ignored or inadequately dealt with. Whatever objection a customer or prospect comes up with, this workshop will find the best possible answer in every situation.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Define what is an objection
- List the types of objection, real and improvised
- Explain how to deal with objections
- Detail how to deal with difficult behaviour
- Display good objection handling techniques

### Workshop content/outline (90 mins)

- What is an objection?
- Types of objection
- Dealing with objections - a process
- Dealing with difficult behaviour
- Staying calm under pressure
- Mini practice sessions

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## Performance Management

### Workshop aim

Managing performance is currently one of the biggest challenges facing management and organisations globally.

Dealing with poor performance can be a dramatic drain on resources in terms of time and management focus. What managers need is a robust set of tools that will allow them to manage and improve the levels of performance within the teams and individuals they manage?

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain what performance management is
- Explain the difference between continuous performance management and periodic appraisals
- Use the Development Route Map™ to plan their own development
- Identify signs and warning of performance issues

### Workshop content/outline (90 mins)

- Why is Performance Management so hard?
  - Personal reviews
- What is Performance Management?
  - Responsibility for getting the best results from staff - all the time
  - Performance not personality
- Structuring expectations
  - Q&A - What do people expect?
- Day to day performance management vs. the big appraisal build up
  - What's wrong with appraisals? Exercise
- Barriers to making Performance Management work
  - Quiz and checklist
- Performance Management Skills for Managers
  - What do I need to develop?
  - Development Route Map issued and explained
- The early warning signs that performance issues need to be addressed
  - Case studies - competition to see which team can find the most
- Action planning - what do I need to learn next?

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## Personality Styles - the people jigsaw

### Workshop aim

In 1964 Dr. David W Merrill and Roger Reid began research to create a model that could predict the success in selling and management careers. What the partners ended up discovering was that people's behaviours and actions are consistent.

Using this information, we can now profile, assess and react to people's personality styles in given situations to help us to influence them and create more conducive relationships. This workshop will help participants understand these styles starting with their own.

### Workshop objectives

By the end of this workshop, participants will be able to:

- List the four personality styles
- Assess their own personality style
- Describe the behaviours and attributes of each style
- Explain how to adapt their own style to fit that of others in different situations

### Workshop content/outline (90 mins)

- Where did the research come from?
- How can we make these predictions?
- Assessing our own personality style in a work-based environment
  - Self assessment questionnaire
- Understanding the four styles
- How to deal with the four styles
- Identifying the styles
  - Video clips to assess the styles

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## Problem Solving

### Workshop aim

Solving problems is a key skill needed by anyone in business. Some of the questions that confront managers and supervisors include:

- What is the real problem that I'm dealing with here?
- Am I looking at symptoms or causes?
- Do I have enough information?
- What are the options?
- Should I take a logical or a creative approach?
- How can I unblock my thinking?

This interactive and practical workshop will equip the participants with the skills and knowledge to help them find solutions for problems and issues that may arise.

### Workshop Objectives

By the end of this workshop, participants will be able to:

- Describe and use a range of problem solving tools and techniques
- Describe the decisions for which they should take responsibility and those which they should refer to others
- Apply creative problem solving techniques to everyday situations
- Explain how to ask questions that get the answers they need

### Workshop content/outline (90 mins)

- Thinking skills
  - Lateral thinking
  - Improving memory
  - Critical thinking
  - Creativity exercises
- What do mean by problem?
  - Defining the problem looks at what a problem is and how it can be identified
- A framework for problem solving
- Gathering information looks at how to obtain information (measurable and quantifiable data and subjective and abstract considerations)
- Presenting the solution
- Analysis of our own preferred styles and current skills - survey to highlight personal strengths
- Practical activities in problem solving
- Management clinic
  - A structured process of group problem solving. We will work on real, work-based problems or issues raised by the participants

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## Remote Teams

### Workshop aim

Virtual and remote teams are becoming the norm rather than the exception.

This brings with it a new set of challenges for team leaders and team members.

Coping with isolation and diversity; avoiding the micro-management trap; communicating in a timely and effective manner and managing (or self-managing) performance are just a few of the issues facing the team leader or team member.

In this workshop, we will start by looking at the specific challenges facing your team. The team will explore their own issues and generate possible options for future working.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Describe the current position of their team
- Describe the components of effective virtual or remote teams and the roles of team members
- Apply effective leadership principles in running their teams
- Plan to manage the team working challenges that face them

### Workshop content/outline (90 mins)

- Analysing participants' needs and experience
- Defining virtual and remote working
- Dealing with the realities of effective global teamwork
- Identifying the benefits and impacts of separation factors
- Team values - identifying them in virtual and remote teams and developing or reinforcing them
- Managing and developing the teams we now lead or work in
  - Where are we now?
  - How do we know?
  - Where do we want to be
  - How to get there
- Overcoming the challenges of working in virtual teams
- Analysing the impact of distance on collaborative working
- Managing diversity and distance
  - Overcoming the isolation factor
- Cultural challenges
- Working across cultures and with different nationalities

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## Selling Skills

### Workshop aim

Professional selling skills are not a luxury in today's competitive business world. They are essential.

Good sales people do not achieve that status by accident, or overnight change into a super salesperson. Each of them has a process and a skill set that they can use and adapt in any situation.

This workshop will look to provide an overview of the face to face sales process, thereby enabling participants to confidently undertake sales meetings from the initial rapport building to closing the sale.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain the sales process
- Build rapport quickly
- Construct effective questions to use in a sales meeting
- Describe how to match product solutions to customers' individual need
- Demonstrate how avoid and overcome customer objections in order to gain commitment to the next step
- Detail how to close a sale

### Workshop content/outline (90 mins)

- The Sales Process
- Building rapport quickly
- Finding out
  - Asking questions
- Needs identification
  - Implication selling
- Matching solutions to needs
  - FAB statements
- When to present the product and what to present
- Objection handling
- Closing the sale with confidence

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## Setting Goals and Objectives

### Workshop aim

“If you don’t know where you are going, how will you know when you get there?” The answer to this age old question is that you need to set clear and unambiguous objectives, and then need a plan for getting there. This is true at both corporate and operational levels, and is equally relevant for achieving business and personal results. Therefore the aim of this 90 minute workshop is to give participants a clear understanding of the techniques of successful objective setting and achievement.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain the importance of setting SMART objectives to overall business success
- Detail specific wording to ensure objectives and goals are clear and unambiguous
- Apply selected analytic tools to plan activities for achieving goals and objectives
- Analyse personal strengths and areas for development when writing objectives and produce a personal plan

### Workshop content/outline (90 mins)

- Goals or objectives?
- Corporate and functional objectives
- DVD ‘Targeting for Performance’
- Writing SMART objectives
- Effective and ineffective objectives
- Understanding behavioural objectives
- Setting personal objectives
- Case studies and personal exercises
- Personal action planning

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## Six Sigma and Adding Value to Customer Services

### Workshop aim

Customer expectation is an ever evolving commodity and you never know what is good enough. In this area the only constant is change. However, in this era of fast changes and evolving methodologies, the company that masters customer service is king.

So, do you provide functional customer service or emotional customer service? The successful companies provide a blended solution that not only gives the customer what they want and how they want it, but delights them enough to want to come back time and again, in the process. This workshop aims to enable participants to provide the customer with what they want, when they want it and create delighted customers.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain the principles behind Six Sigma
- Explain the difference between functional customer service and emotional customer service
- Explain the difference between managing and exceeding customer expectation
- List the components of the Kano Model
- Detail how the Kano model can be applied in their own workplace effectively

### Workshop content/outline (90 mins)

- What is Six Sigma
- How has it evolved?
- Looking at the 3 levels of service from six sigma and how we can improve service based upon the six sigma principles
  - Threshold
    - What do our customers expect from us?
    - Are we achieving what our customers expect from us?
  - Performance
    - What are our performance offerings at present?
    - Do we match these to clients needs?
  - Excitement
    - How can we wow our customers?
    - Practical applications of the excitement level
- Case study - Konica Film Company and using Six Sigma to retain existing customer and increase their market share

Practical exercise - looking at a predetermined set of your service offerings and formulating practical ways of moving them to the excitement level.

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## Social Media as a Marketing Tool

### Workshop aim

Sales and marketing professionals sometimes feel left behind by the fast moving world of digital communications and social media. In this engaging and practical 90 minute workshop we begin from the basics and help the sales professional learn what's relevant and most important in online communication to deliver their sales targets and build long term relationships with loyal customers. Social networking can create new business leads but only when a sales approach is blended carefully with real customer value. Learning best practice in new digital communication provides a true competitive advantage and helps to deliver excellent return on investment for sales resources and activity.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain how to use the exciting array of digital communication and social media tools including Facebook, LinkedIn and Twitter
- Describe how to prove the return on investment in all online activity
- Provide great customer experience to help achieve sales targets

### Workshop content/outline (90 mins)

- Segment customers and prospects and understand key social media strategies
  - Plan and run effective social networking activity to help meet sales targets and strategic business goals
- Select the appropriate social media tools to achieve goals
  - Set up and maximise the benefits of using Facebook
  - Create new business and long term customer value from using LinkedIn
- Use Twitter to find and engage with prospects, leads and existing customers
  - Create effective online content for social networking and customer relationship management

## Stress Management

### Workshop aim

This workshop aims to:

- Reduce the risk of stress in the workplace
- Avoid the problems of breakdown
- Provide your workforce with stress coping skills
- Ensure you are a good employer who helps the workforce be the best they can be

### Workshop objectives

By the end of this workshop, participants will be able to:

- Define Stress
- Explain how stress can impact on their health
- List ways in which stress can impact on performance
- Examine a case study on Stress and Stress Management
- Identify long and short term stress factors in their own lives
- Test their own stress levels
- Identify the most important causes of stress and how to handle them
- Establish a stress management plan

### Workshop content/outline (90 mins)

- Understanding stress
  - What Is Stress?
  - Fight or Flight?
  - How We Think About Stress
  - Stress - The Underlying Mechanisms
  - Stress and your Health
  - Stress and Your Performance
  - Understanding the relationship between stress and pressure
  - Linking pressure with performance - productive and unproductive levels of pressure
  - Stress management DVD case study
- Pinpointing the stress in your life
  - Assessing longer term stress
  - Examining your working style and looking for ways to improve
  - Identifying the short term stress in your life - stress diaries
  - Understanding your unique stress position - Stress SWOT Analysis
  - Applying tools to your Life
- Targeting stress effectively
  - Testing you own stress level
  - Identifying the most important sources of stress
  - Working out how to manage each source of stress
  - Establishing a stress management plan

## Team Building

### Workshop aim

The workshop aims to:

- Improve team work and team functionality
- Develop the abilities of the participants to lead, to develop or work in their own teams

### Workshop objectives

By the end of this workshop, participants will be able to:

- Agree a checklist (or model) of effective team behaviour
- Explain how teams work
- Describe the components of effective teams and the roles of team members
- Describe their roles in teams and how they affect the team that they are in
- Plan how to develop effective teams

### Workshop content/outline (90 mins)

- What is a team? - short case study
- How teams work
- Team roles and their application
  - Analysis of the participants' own preferred team roles
  - Using the team roles
- Successful teams
  - Purpose - A clear, challenging & inspiring common purpose. Worthwhile aims & high standards - team members know what they have to achieve
  - Membership - Complete, willing, skilled & trained. The right size for the purpose
  - Roles - The right skills and abilities - willingness to take on required roles
  - Values - Common, clear and agreed
  - Structure - A flexible, defined, results-oriented structure of roles, processes & procedures under the team's control. Team members understand their roles. The right mix of people, roles & skills
  - Effective leadership - Clear guidance, support and concern for task, team and individuals
  - Plans - Long and short-range plans based on a team roadmap with measurable milestones
  - Participation - Active participation of all team members who follow through
  - Communication - Open communication & informed members
  - Trust - Mutual trust & support & collaboration so that team-mates support one another
  - Consensus - Critical decisions by consensus, especially when differences produce conflict. Encourage different opinions and ideas. Analyse & solve problems. Review performance

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- Ownership - Joint ownership, entrepreneurial spirit & shared responsibility for implementation - mutual responsibility & accountability
  - Synergy - Active co-operation between team members
  - Recognition - Appropriate rewards, frequent recognition & routine celebrations
  - Empowerment - Sufficient empowerment to enable the team to achieve its mission
  - Have fun
  - Stages of team development - Tuckman's model of team life
  - Managing and developing the teams we now lead or work in -
    - Where are we now?
    - How do we know?
    - Where do we want to be
    - How to get there
  - Short team building exercise

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## Team Roles

### Workshop aim

- What makes a successful team?
- How does each individual contribute?
- What roles need to be fulfilled?

Understanding the answers to these questions is key to unlocking the potential of any team.

Dr Meredith Belbin and his research team at Henley Management College developed the concept of team roles which describe an individual's preferred behaviour when working as part of a team.

By determining individual team roles and gaining a thorough understanding of the contribution each person is able to make, the team's flexibility and potential to meet the demands placed upon it can be maximised. This workshop aims to identify and maximise these roles.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain how teams work
- Explain the strengths and allowable weaknesses for each role
- Explain how the roles work together and potential sources of conflict
- Describe their own preferred roles
- Plan to use the team roles approach with their own teams

### Workshop content/outline (90 mins)

- What is a team?
- How teams work
  - Team roles
  - Team values
  - Team leadership
  - Teamwork skills
- The nine roles
- How each contributes
- Understanding potential conflicts
- How effective would this team function
- Using the team roles back in the workplace

*NB. This module will require participants to complete the online questionnaire before they attend, for which there is a charge levied by the Belbin organisation*

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# Telephone Etiquette

## Workshop aim

To raise the awareness of the importance of providing a professional and courteous contact with the customer via the telephone, and the impact of not doing so, not only on themselves, but their team and the organisation as a whole. Participants will be equipped with the tools and techniques to deal with all types of callers, even difficult ones, and effectively handle the query or provide a seamless transfer to another team member.

## Workshop objectives

By the end of this workshop, participants will be able to:

- List the essential components of good telephone etiquette
- Explain the need for professional standards on the telephone
- Structure their own personalised greeting to present a professional impression to their customers
- Display active listening skills and effective questioning to establish the specific requirements for each individual customer
- Effectively control their voice and remaining clear at all times
- Describe the process for putting a customer on hold
- Detail how to transfer a customer to another dept or colleague in a seamless and professional manner, thus avoiding frustration for the customer
- Identify and develop methods to deal with difficult or frustrated customers

## Workshop content/outline (90 mins)

- Why do organisations do this?
  - The components of good telephone etiquette
  - Establishing the accepted business standards
- Why do I need to create a professional image?
  - Discussion about their own expectations and what should be expected from them
  - Creating the right attitude for the call
- The impact of me getting it wrong
  - Exercise to enable participants to understand what happens if they do not adopt professional standards
- What do I say?
  - Developing their own personalised greeting, within the constraints of business requirements

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- How do I say it?
    - Understanding the impact of their language and tone on the phone
    - Speaking clearly and concisely
  - What if the customer is angry?
    - Highlighting what makes customers frustrated
    - Identifying the causes of this frustration
    - Detailing how this frustration manifests itself
    - Empathising with the customer
    - Remaining assertive in these situations
  - What if the call is not for me?
    - Understanding the importance of creating a uniformed approach to all calls whether for them or not
    - How to transfer a call to a colleague by making the process seamless
      - Putting the customer on hold
      - Keeping the customer informed
      - Announcing the customer to your colleague
      - Taking messages if your colleague is not available
      - Leaving messages on voicemail

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# Telesales

## Workshop aim

Telesales training to help employees understand the importance of effective communication on the telephone. Using this knowledge, they will be able to construct a framework to ensure successful preparation and outcomes to all their telesales calls. This telesales workshop is suitable for salespeople who need to use the telephone to proactively approach customers to up sell and/or cross sell the company's products and services.

## Workshop objectives

By the end of this workshop, participants will be able to:

- Describe the different levels of customer interaction
- List what types of questions get the best information and which types of questions to avoid
- Describe the Four People Factors in relation to customers' buying behaviours
- List the AIDA process and how it adds value to a telesales call
- Establish their own structure for a telesales call using all stages from opening the call to closing the call

## Workshop content/outline (90 mins)

- The Four People Factors and how they impact on a telesales call
- Different levels of customer interaction - human and business
- Opening the telephone call; putting the customer at their ease
- How to develop and maintain call structure
- Selling features, advantages and benefits, and when to present the product
- Handling objections
- Closing the sale
- Handling challenging calls

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## Time Management

### Workshop aim

This workshop will help your staff to manage their time more effectively, in order to achieve more within their own time constraints and show them how to better organize and prioritise their everyday tasks.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Recognise the immense value of effective time management
- Clarify their own objectives, responsibilities, and priorities
- Proactively plan and use their time more effectively
- Eliminate time wasters and weaknesses
- Apply the time management techniques and practices that they have learnt immediately on returning to work
- Manage changes in their behaviour and practice for improved performance at work
- Identify task that should be a) completed in relation to their key objectives, b) managed away
- Analyse situations that hinder their performance and identify techniques to overcome them

### Workshop content/outline (90 mins)

- Setting Goals and Objectives
  - Stephen Covey's Four Generations of Time Management
    - Reminders
    - Planning & Preparation
    - Planning, Prioritising and Controlling
    - Knowing and doing what is important
  - The Eisenhower grid
    - Using the grid to plan and develop
  - The Urgency Addiction
  - The Power of Goals
    - Setting Context Goals
    - Setting Weekly Goals
    - Setting long term goals

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- Setting and achieving SMART Goals
  - Exercise - setting goals
  - The Pareto Principle
    - Prioritisation on what is important
  - Daily lists
    - To Do Lists
  - Procrastination
  - Delays / Dead Time

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## Training Cycle and Evaluation

### Workshop aim

This workshop is designed for new and existing trainers who need to know all the steps a trainer has to undertake in order to successfully plan, design, deliver and evaluate their training programmes or courses for a given group of trainees.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Write effective training objectives
- Select, sequence and structure their training content to achieve the given training objectives successfully
- Select and utilise visual aids to support their training sessions
- Identify solutions to difficult situations and delegates
- Apply evaluation methods to measure the validity and impact of their training sessions
- List methods to assess changes in competence

### Workshop content/outline (90 mins)

#### Objectives in Training

- How to Establish a Target and Measuring System to ensure training methods are a success

#### Structuring a Training Session

- Deciding the Scope and Sequence of Materials
- Devising the Structure and Features
- Understanding How Questions Aid the Learning Process

#### Visual Aids

- Effective Use of the Main Trainer Aids

#### Alternative Training Methods

- Matching Training Objectives and Learning Styles
- The Use of Video as a Training Method

#### Trainee Problems

- Analysing and Solving Common Problems
- Overcoming Difficult Situations and Delegates

#### Evaluating Training

- How to Validate Your Training
- How to Measure Learning Outcomes
- Meeting Training Objectives

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## Training Needs Analysis

### Workshop aim

The cost of an unskilled or inappropriately skilled workforce to an organisation is large and damaging. Poorly or inappropriately skilled people cost the business money, morale and customer satisfaction.

All organisations have to use their resources effectively and effective training needs analysis ensures that resources - people, time, and training budgets - are used to best effect and to produce measurable business results.

Training needs analysis is essential to ensure that an organisation plans and undertakes training that meets its current and future skills, knowledge and outcomes needs.

In this workshop we will introduce participants to the process, skills, techniques and knowledge that they will require to enable them to carry out effective training needs analysis' on behalf of their organisation.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Explain what training needs analysis is
- Explain how to plan a training needs analysis project
- Explain how to manage stakeholder expectations and address the business need
- Plan to continue to develop their skills and knowledge

### Workshop content/outline (90 mins)

- Preparing your solution
- Defining a training needs analysis project - actions and activities
- Methods for gathering information
- How to analyse the data
- What training needs analysis is
- A process
  - Identify the customer and stakeholders and their needs
  - Clarify expectations
  - Design the training needs project
  - Arrange access to data
  - Collect data
  - Make sense of the findings
  - Produce results for action
- Defining a training needs analysis project - actions and activities
- Understanding the outcomes required
- Methods for gathering information
- Clarifying the training needs analysis request - skills and actions
- How to analyse the data
- Preparing your solution
- Presenting the evidence

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## Web Chat - Improve your service

### Workshop aim

This short workshop covers the fundamentals of webchat beginning with which attributes to look for, how to develop agents' skills, the key principles of webchat and how to measure and develop agents' performance.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Describe how webchat fits with other channels such as telephony and email
- Describe the key skills required to be a good webchat agent
- Explain the difference between the skills required by webchat agents, as opposed to those skills needed by telephony or email based agents
- Identify a great webchat
- Spot common errors and explain how to avoid them
- Describe how to develop, measure and reward webchat agents

### Workshop content/outline (90 mins)

- Using webchat alongside telephony and email - how it fits and where it adds most value
- Exercise to identify the different skills required by a webchat agent versus email or telephony
- Case study to identify common errors and good practice
- Top ten tips for webchat
- How to manage and develop webchat agents - key metrics - quantitative and qualitative
- The link between an effective Customer Experience Model and webchat

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## Writing Effective Emails

### Workshop aim

Why professional email writing? Correct use of language, tone, structure and style are all key elements of writing business correspondence. Email, originally envisaged to be an informal and fast form of exchange, has now become the default communication vehicle for most organisations. As with any business correspondence, poor spelling, ineffective layout or inappropriate email etiquette can all impact on the audience, with consequences ranging from simple misunderstandings through to damaged reputation and potential loss of business.

This short workshop aims to combine the general principles of good correspondence with a more specific focus on the pitfalls and dangers of email writing and email etiquette. The highly interactive workshop will enable you to create the desired impact and convey your message more effectively through professional email writing.

### Workshop objectives

By the end of this workshop, participants will be able to:

- Structure an effective email
- Explain the different perspectives of the reader and the sender when responding to an email
- Use effective language to get results from your emails
- Detail positive, reader-centred wording
- Incorporate form or pre-scripted content
- Ensure the clarity and focus of each message
- Identify different types of language and personality traits and how to respond to them effectively in emails
- Identify communication situations that are inappropriate for e-mail
- Identify needs
- Highlight corresponding benefits to needs by email
- Display more effective email writing techniques

### Workshop content/outline (90 mins)

- Email as a communication tool - Assumptions
- Advantages and disadvantages of using email
- What to put in the business email
- Best practice and email etiquette
- Writing emails - subject/greeting/signing off

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- Need time to investigate - What to do
  - Attachments - Advantages and Disadvantages
  - Good English - Grammar/Punctuation/Paragraphs and Sentences
  - Writing style
    - Correct approach
    - Appropriate tone
    - Formal or informal writing
    - Plain english and readability
  - Email psychology
    - How to create warmth and rapport in an email
    - Identifying personality traits through language
  - Using the right language in response to different types of emails
  - Handling diplomatic and delicate situations
  - Establishing the right questions to highlight needs
  - Highlighting potential needs and corresponding benefits in emails
  - Effective email closing techniques
  - General Dos and Don'ts
  - Final checking before sending