

Details of Management Training Courses



Management School of Process Excellence

Geneva - Lyon - Oslo - Prague

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List of the Principal Training Courses

Leadership Excellence

- Trainings in Leadership, Management and Business Transformation
 - Introduction to Management
 - Leading and Managing People
 - Experienced Manager Excellence
 - International Manager
 - Leading Business Transformation

Operational Excellence

- Trainings in Operational Excellence, Process Improvement and Project Management
 - Lean Six Sigma for Leaders
 - Fundamentals of Project Management
 - Lean Management Systems
 - Lean IT
 - Lean Six Sigma - Operational Excellence Fundamentals
 - Lean Six Sigma Yellow Belt certified training
 - Lean Six Sigma Green Belt & Black Belt training

Sales Excellence

- Trainings in Sales Excellence, Motivation, Communication and Presentation
 - Dynamic Leadership
 - Breakaway Selling
 - Pipeline Management
 - Building a financial business case
 - Coaching Sales Performance
 - Negotiation Training
 - Presentation Practice Workshop
 - A valuable and different Course in Sales Presentation
 - The Process of Management (POM)
 - Delivering Customer Service
 - Workshop in Providing Feedback
 - Performance Management

Coaching for Excellence

- Achieving Results by Means of Coaching
 - Introduction to Coaching
 - Individual Coaching Sessions
 - Team Coaching Sessions
 - Onsite & Offsite Team Building Events

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Leadership Excellence

Details of trainings in Leadership, Management and Business Transformation

Introduction to Management

- The Path from Respected Expert to Successful Manager

When you become a manager, what should you expect and what will be expected of you? In this course you will discover a successful transition for this job. You will learn to implement the managerial role, and also key hard skills and soft skills. In short: how to achieve results through the efforts of others.

Objectives of the Training Course:	To provide you with the keys to becoming a successful manager
Duration of the Course:	3 days of training
Audience:	Project Managers, Team Leaders, Individuals seeking to become managers. Young Managers in technical environments who are seeking to improve their skills
Prerequisites:	In a Management Position already or will be within the next 6 months
Maximum Session Size:	Maximum of 16 participants

Outcomes - participants will:

- Understand what the key differences are between being a manager rather than an individual contributor
- Obtain a better knowledge of themselves, and their strengths and what they need to improve to become a manager
- Become familiar with the different key roles of a manager and with how to balance these roles
- Know the 3 skills that are specifically required of a manager and have made these 3 skills concrete by practicing them
- Know what is needed for making a successful transition to management and already have road map prepared for their first 90 days
- Learn to allocate and define roles for their employees in a motivational manner
- Delegate while maintaining control

Programme Flow:

This programme defines the theory concerning what needs to be managed, while also ensuring that it is very concrete by requiring participants to practice each individual skill (during 50% of the length of duration of the course) while the facilitator will provide examples from his 20 years of managerial experience.

1. What do participants in the course desire to achieve? Setting objectives.
2. What do you need to know about management? To discover the diverse roles.
3. What skills are needed to be successful? What are your strengths?
4. Does a first-line manager need a vision?
5. How do you establish highly motivational goals?
6. Practicing Communication Skills.
7. How can results be achieved through others? Through controlled delegation.
8. Giving recognition to and rewarding performance.
9. What constitutes a team?
10. My first 90 days & my Action Plan.



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Leadership Excellence

Details of trainings in Leadership, Management and Business Transformation

Leading and Managing People

- Becoming a respected leader

Are you successful in your position, but could some areas be additionally developed? You could probably work less and still obtain even better results. By taking this course you will significantly improve your productivity and will also learn how to motivate your people and to create a team. You will practice implementing managerial roles and key skills and using the knowledge requisite for your job. Then together with your peers you will practice effective procedures and behaviour. You will create real solutions and responses to actual challenges and learn to confidently apply results in your practice.

Objectives of the Training Course:	To significantly improve your management effectiveness and leadership efficiency
Duration of the Course:	3 days of training
Audience:	First-level managers
Prerequisites:	Having held a managerial position for between 6 months and 2 years
Maximum Session Size:	Maximum of 16 participants

Outcomes - participants will:

- Know how to give directions, lead a team
- Know themselves, their management strengths and the areas that they need to improve
- Understand how for excellent results management and leadership need to go hand-in-hand
- Improve their communication skills and learn to understand the point of view of others
- Become confident in partaking in “Difficult Conversation” and prepared to apply this back at work
- Have an action plan for the upcoming months and experiment to discover what is most useful for them

Programme Flow:

1. Where are you in your management practice?
2. What is your individual style? (i.e. both your Management Style & your Personal Style)
3. Do managers require a specific kind of vision? (For setting the direction)
4. How to align people? (Management & Leadership, Setting Goals)
5. How to solve difficult situations at work? (by adopting a fresh perspective and experimentation)
6. How to handle the next difficult conversation? (using communication techniques and role play)
7. To compete or to cooperate; which is our “natural” tendency? (Team Building)
8. Keep it up! How do I motivate those in my sphere of activity to perform at their best level? (through coaching)
9. Putting it all together: What is my specific plan-of-action?



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Leadership Excellence

Details of trainings in Leadership, Management and Business Transformation

Experienced Manager Excellence

- Leading a high performing team

A manager is as successful as the people in his/her team are. In this course you will learn how to develop a high-performance team and to improve your skill in managing and engaging people. Your team will achieve its short-term goals and meet its deadlines, and its member will develop a longer-term view of what is needed of them. Come to discover what type of leader you are and learn to build on your strengths!

Objectives of the Training Course: To bring you and your team to the next level of performance.

Duration of the Course 3 days of training

Audience: Experienced Managers who are seeking to renew their leadership-style in order to achieve better results, together with greater pleasure and less work

Prerequisites: Being a manager for 2 years or longer

Maximum Session Size: Maximum of 16 participants

Outcomes - participants will:

- Know their MBTI profile and what it means for them
- Know how their environment perceives them, and how they can work on it
- Review the basics of leadership and of alignment
- Motivate their team in a renewed manner (Dan Pink) and lead them through changes
- Be ready to implement practical team-growth exercises (Drexler Sibtet)
- Confident enough to be able to work on recurrent difficulties
- Have an action plan that will enable their team to thrive

Programme Flow:

1. Pre-course: Know yourself with MBTI and 360°.
2. Who are you as a leader and as a manager?
3. What could bring you to the next level of performance? What challenges you?
4. Where is my team today? What is working - what needs to be improved?
5. Are my people aligned and motivated?
6. Do I have "polarity problems" in my environment?
7. Creating a short-term and long-term plan for success.



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Leadership Excellence

Details of trainings in Leadership, Management and Business Transformation

International Manager

- Leading virtual teams in a global environment

This is a practical course for managers who need to be able to lead globally and remotely. The managers will share the challenges that they encounter and practice behaviours and disciplines to enable them to overcome these challenges. The course will take place in a workshop format with over 50% of the time used for experimenting, during which managers are coached in how to deal with management and with global leadership. The end result is that they they develop their own action plan that they will be able to put in place when they return to their usual working environment.

Objectives of the Training Course:	To enhance managers' abilities to lead and to manage a global team in a remote environment
Duration of the Course:	2 days of training
Audience:	Managers needing to lead both globally and remotely
Prerequisites:	To have passed the "Leading and Managing People" and/or the "Experienced Manager Excellence" training
Maximum Session Size:	8 to 12 people. 2 rooms linked by means of a conference phone (this can also be implemented using Skype)

Outcomes - participants will:

- Have sufficient knowledge of the critical success factors to become a successful virtual team
- Learn to share setting the rules for working virtually
- Practice inclusion and enjoy the full participation of the people present during the meetings
- Establish a specific purpose and create a high-performance team
- Leverage diversity; understand the do's and don'ts in a virtual environment

Programme flow:

1. What are the participants in the room seeking to achieve? (Establish both individual and workshop objectives)
2. What do I know that is an alternative to local management?
3. What can I do to facilitate a remote meeting? (in terms of rules & behaviour)
4. How can I support individuals to succeed? (taking into account personal and cultural values)
5. How can I move and motivate my team? (in regard to both individual purposefulness and team development)
6. How do I capitalise on progress and issues? (e.g. celebrating success or managing conflict)
7. What actions will I undertake? (to make it work)

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Leadership Excellence

Details of trainings in Leadership, Management and Business Transformation

Leading Business Transformation

This is a practical course, taking place in a workshop format, for leaders and managers who are already involved in a change programme and for those who are about to embark on one. The course is designed for coaching leaders about how to deal with their individual specific circumstances. It comprises 40% theory and 60% practical application. The result is that the participants develop their own message, style, systems and plans as they progress; applying the processes; the theories and ideas as they encountered them, so that when they walk out they are ready to implement the work, rather than simply stuffed full of theories that they then have to discover how to interpret.

Objectives of the Training Course:	To coach and prepare leaders and managers to lead change
Duration of the Course:	3 days + optional: 2 x 1 hour individual coaching via telephone
Audience:	a) The participants are already actively involved in change or are seeking to implement a change in the near future, so each participant will be invited to reflect on his/her business case b) A basic knowledge of Project Management and experience of leading projects
Maximum Session Size:	Maximum of 16 participants

Outcomes - participants will:

- Leave feeling confident in their ability to carry out changes and to apply methods, tools and information effectively in regard to their colleagues/subordinates
- Have significantly improved their ability to communicate change(s) (in writing or speaking) in a manner that connects both practically and emotionally with their colleagues
- Have identified the key messages and themes to share
- Be aware of their bias towards Leading or Managing and will be balancing Leading/Managing in their activities and their communication
- Create a community of Managers & Change Leaders who are aligned in terms of methods and direction that will continue to work together long after the workshop has been concluded

Programme Flow:

1. What do I want to achieve? (the objective(s) of the workshop)
2. What do I know about the situation? (about change, about its context)
3. Does transformation require Management or Leadership or both?
4. What is my plan regard to transformation?
5. How do I inspire and motivate my team?
6. How do I support individuals to succeed through change?
7. How do I capitalise on progress and issues?



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Leadership Excellence

Details of trainings in Leadership, Management and Business Transformation

Dynamic Leadership

- How to rapidly resolve business problems
- How to develop better team communication

This course is for Management Teams or for managers with a team or a project team. It improves teamwork, imbues participants with a clearer understanding and respect for roles and for personal individuality. It establishes sound agreed rules regarding communication. It assists in defining customer values. It teaches ways in which to not be left behind, even in an ever changing environment and, in regard to team-building, it is a strengthening course.

Objectives of the Training Course:	To assist the team to achieve a high performance level
Duration of the Course:	2 days training
Audience:	For any type of team
Prerequisites:	A team for which understanding, tools and rules need some improvement
Maximum Session Size:	Maximum of 16 participants

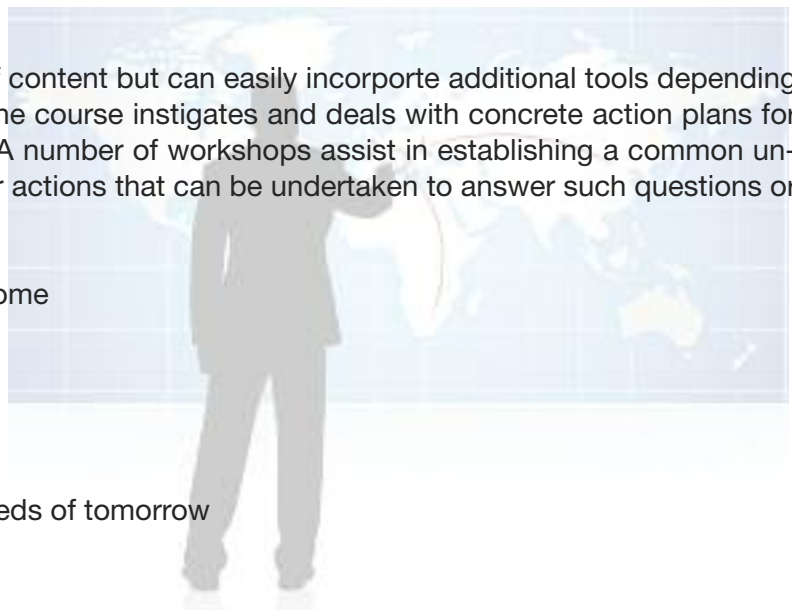
Outcomes - participants will:

- Understand Value and Waste
- Learn the simple rules of conversation
- Understand decision making processes
- Discover the power of conversation
- Learn about conversation tools
- Find the intersection point for common values
- Understand the factors that enhance performance
- Work with decreases in the level of performance

Programme Flow:

The course follows a defined sequence of content but can easily incorporate additional tools depending on the stage that the team has reached. The course instigates and deals with concrete action plans for solving external and/or internal problems. A number of workshops assist in establishing a common understanding and in suggesting certain clear actions that can be undertaken to answer such questions or problems as.

1. Of what value is the team to a customer
2. How well do we communicate?
3. Communication tools
4. RACI
5. Raising and resolving issues
6. Dealing with signs of deceleration
7. Understanding the performance needs of tomorrow
8. The creation of an action plan



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Operational Excellence

Details of trainings in Operational Excellence and Project Management

Fundamentals of Project Management

- Simple and effective project management

This is all you need to know in order to professionally manage projects involving up to 10 people over a period of 18 months. If you are already managing projects this course will increase your effectiveness and decrease your level of stress and will also increase your success level. How to plan, execute, keep track of and complete your project, while also ensuring that every task is defined with the necessary degree of detail. In small groups (e.g. of 3 to 5 people) you will experience all the steps applicable to a real project. When you return back to work you will immediately be able to apply what you have learned and thereby increase your effectiveness.

Objectives of the Training Course: To enable the participants to be capable and confident enough to manage small projects in a professional environment

Duration of the Course: 3 days training

Audience: Self-made project managers; professionals who are interested in managing projects

Prerequisites: You expect to be managing a project soon

Maximum Course Size: Maximum of 16 participants

Outcomes - participants will:

- Obtain a thorough understanding of the roles of the Project Managers and of other key players
- Define and organise the project together
- Plan the project
- Manage the progress of the project
- Feel confident enough to direct a similar project
- Utilise the Reference Book as a resource

Programme Flow:

1. An overview and active experimentation
2. Initiation of the project
3. Defining the parameters and the framework of the project parameters
4. Defining the requisite team
5. Planning the project
6. What has to be done and how to provide an estimate for the work?
7. What are the risks and what other contingencies might arise?
8. Keeping the project on track
9. Celebrating your success!



Management School of Process Excellence

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Operational Excellence

Details of trainings in Operational Excellence and Project Management

Operational Excellence Fundamentals

- Lean Six sigma for Process Excellence

This workshop aims to provide a basis for:

1. Understanding what a process is all about
2. Applying the simple tools and methodology necessary for improving it

As such, it addresses the widest audience, ranging from engineers to upper-level managers. The course is largely “hands-on” and allows participants to complete the class with a relevant toolkit and mindset for tackling the many process-related issues that they will be facing during their day-to-day activities.

Course details

The content of this training describes in great detail the Lean Six sigma five-step process improvement methodology. The format comprises a workshop implemented on the basis of the ultimate memorising techniques that enable the participants to digest all of its content. A real case-study is used throughout the entire session on the course of which teams are formed and are challenged to compete with each other in order that an indelible imprint should be left in their minds regarding applying the Lean Six sigma concepts and tools in their day-to-day activities.

Objectives of the Training Course: To encourage the participants when they have completed the class, to adopt a different perspective in regard to process improvement activities and to enable them to utilise Lean Six sigma, worldwide the most famous process improvement methodology, in a practical rather than just in a theoretical manner

The Duration of the Course:

2 days

Audience:

Teams and their leaders, from individual contributors to managers.

Prerequisites:

None, apart from being willing to opening eyes to the process improvement methodology that, to-date, ranks Best-in-its-Class in category

Maximum Session Size:

20 participants

Outcomes - participants will:

- Be able to identify what is a process related issue
- Be able to define what is a process improvement objective
- Be able to identify the ad hoc measurement techniques
- Be able to determine the course of action to take
- Be able to sustain, over the long term, the improvements that have been brought about

Programme Flow:

1. What is a process?
2. Why do processes vary?
3. How will I know whether a change will bring about an improvement?
4. Which change(s) should I put implement in order to bring about an improvement?
5. What steps should I follow in order to implement a process change?
6. How can I control processes when production is already in progress?



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Operational Excellence

Details of trainings in Operational Excellence and Project Management

Lean Management Systems

- An introduction to the principles of Lean Management and to its utilisation for increasing customer value

Description of the training course

The Lean Management System is a way of managing an organisation that seeks on one hand to continuously increase added value for the customer, while, on the other hand, also reducing waste of corporate resources, for example in regard to manpower, financial resources, time, materials, etc.

The Lean Management System can be applied universally, both in production processes and for administrative and service-oriented companies.

The Objectives of the training course

The purpose of the course is to introduce the five main principles of Lean Management:

1. Define Value in the Eye of the Customer
2. Working in Value Stream
3. Create Material, Information & Cash Flow
4. Establish Demand-Driven Pull
5. Pursuit Perfection

We will seek answers to any questions that arise concerning how to achieve the expected cooperation between the processes implemented within the organisation and about how to ensure not only the necessary flexibility and innovativeness, but also the required reliability and quality.

Duration of the course:

3 days

Audience:

Manager, Quality Manager, Head of the Department, Process Owners

Prerequisites:

A basic knowledge of management and specifically of process management
Participants will collate real practical problems that they have not been able to deal with. They should find the greatest number of relevant data in regard to specific topics viewed from their own perspective.

The added value for the course participants

- Knowledge of the terminology and of the significant factors of Lean Management
- Ability to identify problems in regard to process control systems
- Ability to focus on unnecessary wastefulness
- Ability to identify what needs to be done to improve the process and why
- Ability to maintain improvement in such a manner that it produces a long-term effect

Schedule of the training course

- Introduction of the lecturer and of the course participants.
- Lean Management System – its significance and terminology.
- Lean Principles - concepts of waste, variability and inflexibility, value, stream.
- Lean Planning - clear and transparent strategic management.
- Lean Process Management - clear and transparent process management.
- Lean Document System - clear and transparent documents.
- Lean Business Processes - lean stream, the reduction of waste in processes and ensuring continuous improvement
- Lean Implementation – a structured and disciplined management system that ensures that the strategies defined will be implemented and that the set objectives will be achieved (Lean Culture).
- The requirements of the organisation, the defining of objectives, setting feedback loops.
- Cultural prerequisites, staff involvement.
- Kaizen and Lean.
- Lean Principles applicable to everyday practice.
- A final “Round Table” concerning the topic: What have we experienced?



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Operational Excellence

Details of trainings in Operational Excellence and Project Management

LEAN IT

- Lean Management Principles and their application in IT processes
- The efficiency of activities in IT processes

Description of the training course

Using the Lean approach in the manufacturing sector is followed by a successful increase in production efficiency. Why not use this experience from the production area and apply it in the IT world – to focus on areas of waste and to eliminate activities that are not contributing, or are contributing very little, to the customer value.

The Objectives of the training course

The purpose of the course is to introduce the Lean principles and also their transferability to IT processes. The increased requirements and the complexity of the corporate IT can lead to a loss of flexibility and consequently to the waste of resources. In this course we will focus on the identification of problems in the IT field and on ways in which they can be overcome. We will seek answers to questions concerning the achievement of the expected cooperation between IT and business processes to ensure not only the necessary flexibility and innovativeness, but also the required reliability and availability.

Duration of the course: 3 days

Audience: IT Manager, Quality Manager, Head of the IT Department (CIO), ITSM Process Owners

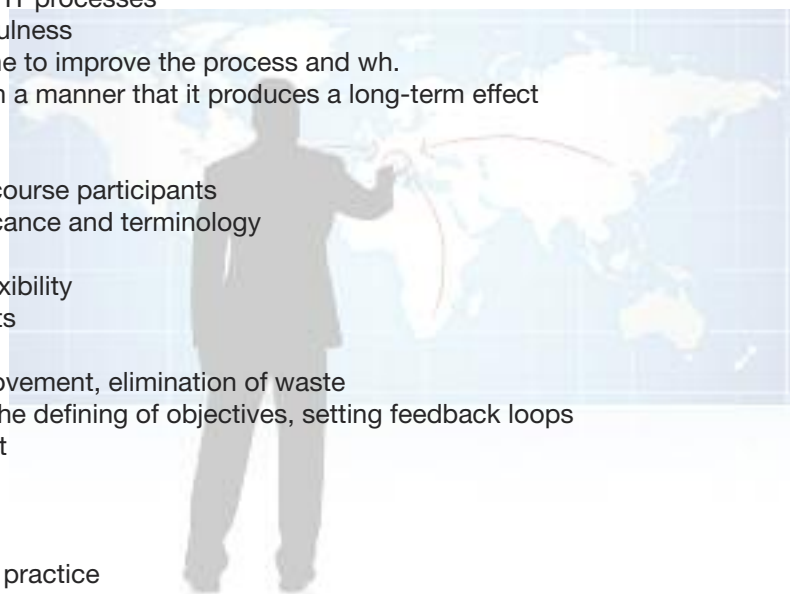
Prerequisites: A basic knowledge of IT processes and of incident management. Participants will collate real practical problems that they have not been able to deal with. They should find the greatest number of relevant data in regard to specific topics viewed from their own perspective.

The added value for the course participants

- Knowledge of the terminology and of the significant factors of Lean Management
- Ability to identify problems in regard to IT processes
- Ability to focus on unnecessary wastefulness
- Ability to identify what needs to be done to improve the process and why.
- Ability to maintain improvement in such a manner that it produces a long-term effect

Schedule of the training course

- Introduction of the lecturer and of the course participants
- Lean Management System – its significance and terminology
- Individual Lean Principles
- Concepts of waste, variability and inflexibility
- Customer in IT and his/her requirements
- Value – definition
- Value stream - mapping, process improvement, elimination of waste
- The requirements of the organisation, the defining of objectives, setting feedback loops
- Cultural prerequisites, staff involvement
- Kaizen and Lean
- Utilisation of ITIL standards
- Lean Implementation in IT environment
- Lean Principles applicable to everyday practice
- Lean IT Project - practical examples and team solution of real situations
- A final “Round Table” concerning the topic: What have we experienced?



Management School of Process Excellence

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Operational Excellence

Details of trainings in Operational Excellence and Project Management

Lean Six Sigma - Green Belt

This module connects seamlessly to the basic course “Lean Six Sigma for Process Excellence” (Operational Excellence Fundamental - White Belt).

It will gradually introduce the participant to the broad spectrum of tools that can be utilised in everyday work in sales, service or manufacturing organisations (there are a total of 24 such tools). The range of existing tools is sufficiently varied to ensure that each participant will be able to find 2-3 tools that s/he can utilise in the context of his/her role/function in the organisation.

As part of the L6S Green Belt course the participant passes through two individual phases of education – actual certification requires successfully defending two projects:

Phase 1 – “Yellow Belt” certification

Duration: an 8-hour workshop plus 3 x 4 hours of mentoring during a period of 1 month (4 meetings, one each week).

Phase 2 – “Green Belt” certification

Duration: an 8-hour workshop plus 5 x 4 hours of mentoring during a period of 3 month (6 meetings, one every one or two weeks).

A description of Phase 1 - “Yellow Belt” certification

The content of the course will comprise the assignment of a mini project related to the actual needs of the individual participant. The prerequisite for the selection of the project will be the capability to individually implement at least 80% of the project within the participant’s existing function/role in the organisation, with a maximum 20% level of participation or involvement of his/her immediate supervisor.

The objectives of the mini project:

- the practical use of the Lean Six Sigma methods in the area for which the participant is responsible
- the measurable improvement of one of the key performance indicators related to the participant’s specific function in the organisation
- the mastering of the use of at least 3 of the Lean Six Sigma tools at the level of “can use and can also provide training”

A description of Phase 2 - “Green Belt” certification

The content of the course will comprise the assignment of a project related to the actual needs of the specific organisation. The prerequisite for the selection of the project will be the necessity to cooperate across the organisation. The course participant should have a direct impact on cca. 40% of the project results and, by means of the Lean Six Sigma tools, should learn to influence and to discuss the importance of continuous improvement within the specific organisation. By using Lean Six Sigma thinking s/he will become a guarantor of improvement.

The objectives of the project:

The systematic implementation of Lean Six Sigma methods within the corporate culture and the consciousness of the employees a measurable improvement within the entire organisation of some of the key performance indicators the mastering of the use of at least 6 of the Lean Six Sigma tools at the level of “can use and can also provide training”

Duration of the course:

A total of 4 months (10 meetings between which students will also work individually on their own projects)

Audience:

Project Managers and specialists in the area of the increasing of process efficiency in companies

Prerequisites:

University education, experience in the area of Project Management – i.e. theoretical knowledge in the extent of at least the 3-day course “Fundamentals of Project Management” and the completion of the 2-day course “Lean Six Sigma Operational Excellence Fundamentals”

The number of course participants:

The theoretical part: max. 12 students in the course

The project (practical) part: mentoring for a maximum of 6 students in a working group



Management School of Process Excellence

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Sales Excellence

Details concerning trainings in Sales Motivation, Communication and Presentation

Breakaway Selling

- How to sell value to the Customer
- How to become a better Salesperson

This course is all about Value Based Selling. It is about selling your product based on the needs and the wants of the customer. How to build a relationship based on trust. How to sell in a manner whereby your role is more that of a consultant than that of a sales person?

Objectives of the Training Course:	Developing your selling skills in regard to value-based selling
Duration of the Course:	3 days of training
Audience:	Sales people with long-term sales experience or simply a high degree of interest in becoming a good salesperson Useful in regard to both direct and indirect sales
Prerequisites:	Interest in developing sales skills for the needs of tomorrow
Maximum Session Size:	Maximum of 16 participants

Outcomes - participants will:

- Understand what Value means to the customer
- Understand how to use methods and learning in individual cases
- Understand the sales process
- Understand and connect to the buying process
- Be able to drive the sales process
- Be able to understand the customer's attitude towards the buying process
- Be able to ask the right questions for creating value
- Discover opportunities on customer sites
- Understand the simple process of developing a sale into a clear win/win situation
- Better understand and be able to use Rapport, Listening and Questioning skills

Programme Flow:

The participants bring into the class their own unresolved sales cases together with the background info. Through a series of examples, based on a staged customer scenario, the participants learn the steps that are necessary for carrying out value based selling. Later in the course we move on individual cases to practice what has been learnt. The course moves from being theoretical to being very workshop oriented.

1. What does value mean to the customer?
2. Understanding what compels a customer to buy something.
3. Understanding the relationship between the buying process and the sales process.
4. How to talk to (sell to) our contact person's manager.
5. How to sell to a CXO.
6. How to establish a strong sales case.
7. How to ask open-ended questions.
8. How to put all this together for an interactive presentation.
9. What is a good reference?
10. How to ask about next step (i.e. making an order)?



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Sales Excellence

Details of trainings in Sales motivation, Communication and Presentation

Building a financial business case

- How to sell by using financial terms
- How to sell outside your own comfort zone

A course that teaches skills that every salesperson should possess in order to be able to sell outside his/her everyday comfort box. We find, analyse and interpret financial and market information to identify initiatives and strategies that are drivers of customer business. We apply the knowledge obtained from financial and market analyses for developing an account strategy and plan for the purpose of engaging with the specific management CXO. We develop a financially justified business case for recommending corporate, functional or departmental solutions.

Objectives of the Training Course:	Selling based on financial needs and/or pains
Duration of the Course:	1-2 days of training
Audience:	Sales people with long-term sales experience or those who simply have a strong interest in becoming a good salesperson
Prerequisites:	Interest in developing sales skills for the needs of tomorrow
Maximum Session Size:	Maximum of 16 participants

Outcomes - participants will:

- Read and understand an Annual Report
- Understand how to use methods and learning in individual cases
- Find and make use of Financial Reports for their business
- Understand the sales process
- Calculate and use a ROI
- Calculate and Use Payback Period
- Understand the linkage between a cooperate initiative and a local department initiative
- Find Key Financial Indicators (KPI)
- Find opportunities on customer sites
- Ask the right questions to be able to understand financial terms
- Create value to CXO

Programme Flow:

Participants bring with them their own customer cases including the Annual Reports and if available Financial Reports. Based on a series of cases adapted to a pre-created customer scenario, the participants learn the steps that are requisite for carrying out value based selling. Later in the course we move on to individual cases to practice what has been learned. The course is very workshop-oriented. The learning primarily derives from sound preparation and from working in groups

Part 1: Finding, analysing, interpreting and applying financial and market information. Identifying key financial performance indicators (KPIs) and business drivers and strategies. Applying financial KPIs and business drivers to value based selling.

Part 2: Engaging with the Management Level with which you need to talk.

Part 3: Developing a financially justified business case based on an individual or a group case.



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Sales Excellence

Details of trainings in Sales motivation, Communication and Presentation

Coaching Sales Performance

- How to coach your Salespeople and yourself to achieve success
- How to become a better Sales Manager

A Sales Manager is no better than is his/her team. How than to develop and to assist your Sales Team to achive its quota? How to coach them to succeed? Solve both individual and team-related problems by adopting a coaching attitude. Based on the STAR and GROW models the course teaches not only how to coach but also how to understand and deal with the different personalities pertaining to a sales force.

Objectives of the Training Course: To provide you with the keys for becoming a successful Sales Manager

Duration of the Course: 2 days of training

Audience: Any Sales Managers or Managers who are seeking to develop additionally leadership skills

Prerequisites: That the Manager is willing to learn and to adopt changes

Maximum Session Size: Maximum of 16 participants

Outcomes - participants will:

- Assess their teams' individual Coaching requirements by means of a Coaching Style Assessment
- Adapt their "Coaching Style" based on the specific requirements of their team and on the individuals in their team
- Implement the appropriate Sales Coaching Skills based on the team's specific requirements
- Deliver coaching feedback that is compatible with the "STAR" and GROW Models
- Reinforce Customer sales processes, tools and procedures through Coaching focused on Sales Performance
- Coaching focused on Sales Performance in difficult but commonly occurring Sales Management situations must be implemented in an appropriate manner
- Understand your role as a Coach playing the role of a Sales Manager - Behavioural Selling

Programme Flow:

This course teaches the theory about what is needed to be a Coach, and makes it very concrete by ensuring that the participants practice each skill (for 50% the duration of the course) on already prepared cases and 3 of their own cases that they bring to class.

1. What do coaching, mentoring, telling mean?
2. What is the value of coaching?
3. What skills are needed to be successful? What are your strengths?
4. The STAR model
5. The GROW model
6. Evaluating THE requisite coaching skills
7. The coaching and learning style assessment of your team
8. The motivating for change
9. Planning the next step



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Sales Excellence

Details of trainings in Sales motivation, Communication and Presentation

Negotiation training

- How to achieve a Win/Win Result in a negotiation
- How to react to Human Role Play during a negotiation
- How to save on discounting and still retain a satisfied customer

We negotiate every day. Negotiation takes place in telephone calls, during early meetings and also during the negotiation phase of a sales process. This course, working with practical cases in groups, will deal with all aspects of negotiation. It will provide you simple tools and rules for negotiating.

Objectives of the Training Course: To conclude your negotiation with a Win/Win Result

Duration of the Course: 1-2 days of training

Audience: Any Sales person or Admin person who deals with customers

Prerequisites: Interest in learning, change and development

Maximum Session Size: Maximum of 16 participants

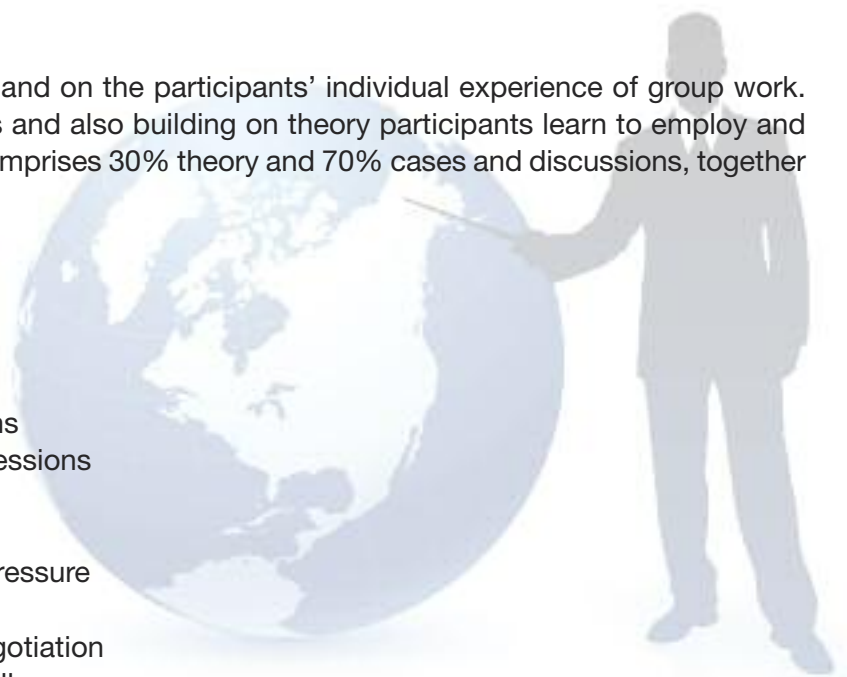
Outcomes - participants will:

- Understand the basics of effective negotiation
- Understand how and when negotiation is applicable
- Receive an insight into how negotiation supports sales
- Know how to prepare him/herself for a sales negotiation
- Be aware of the common tactics and countermeasures utilised
- Develop communication skills

Programme Flow:

The course structure is based on theory and on the participants' individual experience of group work. Through examining a set of specific cases and also building on theory participants learn to employ and practice negotiation skills. The structure comprises 30% theory and 70% cases and discussions, together with a lot of learning.

1. Negotiation outcomes
2. What is negotiation?
3. The principles of negotiation
4. Selling – Negotiating!
5. Planning your potential concessions
6. Guidelines regarding making concessions
7. Rules for negotiating
8. Dealing with price attacks
9. Guidelines for dealing with price-pressure
10. Wants and needs
11. Common games played during negotiation
12. Influencing and communication skills



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Presentation Practice Workshop

- How to present information in a simple but convincing manner
- How to present yourself, your product, your project, your solution(s)

A presentation course that teaches you the basic skills concerning how to deliver a presentation. Based on the participants' individually prepared 4-minute presentations everyone will have an opportunity to present at least 3 times. It will be videotaped for the participants' individual use. The course includes preparation and homework for the second day.

Objectives of the Training Course:	To become a better and more focused presenter. To give the participants confidence.
Duration of the Course:	1.5 to 2 of days of training
Audience:	Any one from Sales to Admin. All levels of management
Prerequisites:	Interest in developing presentation skills for the needs of tomorrow. Interest in receiving feedback for further development.
Maximum Session Size:	Maximum of 16 participants

Outcomes - participants will:

- Identify the presentation's strengths and the areas requiring improvement
- Enhance their personal delivery style
- Deliver presentations more confidently
- Understand the need for preparation
- Learn to take simple steps. The Hamburger Model and TTT
- Receive valuable feedback from the group
- Learn simple and powerful tricks for improving
- Learn how to use a preparation form to create a quality presentation
- Learn how to use stories as metaphors

Programme Flow:

Participants bring their own already prepared 4-minute presentation to the class. It can be delivered as a purely verbal presentation or with the help of a flip-chart or of PowerPoint. The participants are divided into groups that work together for most of the course. On the second day all the participants are given a new task to present.

1. Set up the presentation; structure it
2. Handling anxiety
3. Maintaining audience interest
4. Handling questions
5. Voice control
6. Body language
7. 3 main steps for the presentation
8. How to use the audience to achieve success
9. The value of the process and the summary
10. An action plan for the next presentation
11. 70% of workshops are based on theory and discussions



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Details of trainings in Sales motivation, Communication and Presentation

A different sales presentation course

- How to present a sales case to a CXO in 15 minutes and in a simple but convincing manner
- How to present without using slides
- How to present values to a CXO in two minutes

How to deliver presentation based on what is of value to the customer without any slides and without mentioning any products. How do you create a presentation in such a manner that the customer understands that you want to provide value, not products. This course teaches the skills for delivering a position statement together with a whiteboard presentation.

Objectives of the Training Course:	To learn to sell, to present and to create trust without using slides
Duration of the Course:	1.5 to 2 days of training
Audience:	Anyone with an interest in sales
Prerequisites:	An interest in developing presentation skills regarding the needs of tomorrow. An interest in getting out and about to where the real money is.
Maximum Session Size:	Maximum of 16 participants

Outcomes - participants will:

- Understand what value means to a customer
- Talk value and not product
- Be able to prepare for selling at a higher level
- Be able to sell outside their comfort zone
- Learn simple powerful steps
- Learn consultative selling skills and not Box moving
- Be comfortable when building trust and loyalty
- Learn how to make use of a preparation form to create a quality presentation

Programme Flow:

Participants bring their own customer case to the class. At an early stage during the sales process it has to be an open case. The course is built on a predefined case but it spends the most time on its own cases. We will use 3-4 personal cases for team-work. Everyone presents in the small and the large groups at least twice. Rich in feedback from participants. 30% theory, the rest personal work, group work and presentations.

1. The sale process and the buying process
2. What is of value to a customer?
3. What would make a customer want to listen and talk to you?
4. Constant acknowledgement
5. Handling input/questioning to strengthen the case
6. Preparation
7. Deal with assumptions
8. Building-up a valuable reference case
9. Asking for the next step



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Details of trainings in Sales motivation, Communication and Presentation

Delivering Customer service (Winning with Customers)

- How to deal with the customer and yourself to achieve a high degree of customer satisfaction
- Techniques and tools for providing quality personal service to the customer

This course is for anyone who goes onsite dealing with customers or who spends time on the phone handling customers' problems in any kind of support centre or other customer connections.

Objectives of the Training Course:	To obtain highly satisfied customers
Duration of the Course:	2 days of training
Audience:	Anyone who deals with customers
Prerequisites:	Interest in learning, change and development
Maximum Session Size:	Maximum of 16 participants

Outcomes - participants will:

- Understand that small changes can create large results
- Understand what customer-satisfaction means and that customers demand it!
- Learn strategies to move customers
- Understand the ladder of trust
- Learn to use Empathy
- Learn to deal with Anger
- Learn to deal with different cultural behaviour
- Learn to deal with Power People
- Learn the power of questions
- Learn the power of summation

Programme Flow:

The course moves through several phases of what represents a conversation. There will be a lot of teamwork in changing groups of 2 and 3 people

1. The Opening Phase: Greeting in the right manner
2. Understanding needs
3. Dealing with challenges
4. Critical customer incidents
5. Creating positive outcomes
6. Words – plus tone of voice and body language
7. Types of questions
8. Questioning techniques
9. Summarising as a conversation toll
10. How to provide a solution
11. How to ask for customer satisfaction
12. How to improve customer satisfaction



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