

Courses 2009

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Course Name: Developing Customer Focus -1 day

Applicable For: All Customer Facing Staff

Overview:

Over the past twenty years customer service has become an increasingly important issue for all companies and organisations. Yet research suggests that levels of customer satisfaction are falling. In 1992 the UK National Consumer Council reported that 25% of people surveyed had complained about service levels in the past year. In 2001 that figure had risen to 43%. In short customer expectations are rising faster than most organizations ability to develop customer service.

In order to deliver **good** customer service staff must deal with the moods, temperaments, expectations and misunderstandings of a wide variety of customers. It takes a great deal of psychological and emotional energy. However to be considered **excellent** they must not only respond to, but also anticipate the needs of their customers. This requires a type of thinking that we call customer focus. Delegates will learn how to apply this type of thinking at every stage in their career.

The aim of this seminar is to help your staff to identify practical ways to deliver superior service and value to your customers.

Key Issues:

- Defining excellence in customer service
- Understanding our customers
- What do customers expect of us
- How customers form their opinion of us
- Why customer service is important
- Why customers stop doing business with us
- Dealing with customers on the telephone
- Listening skills
- Anticipating customer needs
- Taking responsibility for customer queries
- Dealing with customers face to face
- What to do when things go wrong
- Dealing with complaints
- How to manage the angry customer
- How to manage your own attitude to the customer

Course Name: Professional Sales Skills 4 Days

Applicable For: Sales people up to 1 years experience

Overview:

This course has been designed for new sales people, however it is also popular as a refresher for experienced people who have not had the opportunity to learn a structured sell. The course aims to provide a solid foundation of skills and knowledge that the sales person can build upon with practice and experience.

The course will cover each essential step of the sales from prospecting and preparing for a call, through to successful close and follow-up. Delegates will also gain a useful insight into the psychology of the buying process and what it takes on a personal level to be successful in their sales career.

At each step of the process delegates will have the opportunity to practice their skills in a wide range of scenario exercises the majority of which are based in their own product or service. Each day ends with a comprehensive quiz on the days training allowing delegates to consolidate their learning thus far. By the end of the course delegates will be able to deliver complete sales scenarios on their product to a high level of competence and confidence.

Key Learning:

- What is professional selling
- Why do people buy
- The buying process
- The structure of the sale
- Ten principles of successful selling
- Prospecting
- Preparing for the call
- Opening the call
- Probing skills (questioning/listening)
- Matching your product to clients needs
- Creating a sales story
- Giving your sales story impact
- Confirmation – gaining agreement from the client
- Closing the sales
- Handling objections
- Developing the right attitude

Course Name: Negotiation Skills 2 Days

Applicable For: All Sales People

Overview:

This course is vital in many ways. Too often sales people work hard to create a desire to buy, only to walk away with a deal, which is less than satisfactory.

It is without doubt a horrible experience to leave a client knowing that you could have got more from them or that they have taken advantage of you. A situation is made worse by the knowledge that it was preventable if only you had negotiated more effectively.

This course aims to give sales people the tools and technique to achieve a win-win situation where both they and the client feel happy that they have the best deal possible. It is upon these deals that long-term success is built.

Delegates will leave the course confident that they can prepare for and handle client negotiations. They will have learned not only how to structure a negotiation and how to bargain effectively but also how to identify and deal with common tricks and gambits used by buyers to gain advantage in a negotiation.

Key Learning:

- The difference between selling and negotiation
- Controlling when a negotiation starts
- An overview of the structure of a negotiation
- Preparing to negotiate
- Discussion – Identifying the scope of the negotiation
- Proposal-How to open the bargaining
- The art of bargaining
- 12 dirty tricks used by customers to upset the balance of power
- Gaining agreement

Course Name: Face to Face Selling 2 Days

Applicable For: Field Sales Staff

Overview:

Face to face meetings present sales people with a whole new range of challenges and opportunities. Going out to see a client puts the sales person right into their territory, and creates a completely different dynamic to the sales conversation than would be the case in a telephone sell.

While the basic structure of the sale does not change, the sales person has to be aware of the non-verbal dialogue that exists between them and their customers. They must learn to think on their feet, it is not easy to put a client meeting on hold which they check their facts. They must also learn to make the best of their visual aids in order to maximise the impact of their sale.

This course aims to prepare delegates for selling face to face in a fun and practical way. They will learn the importance of good preparation, how to make the right first impression and how to control the meeting. They will also learn the importance of keeping their eyes and ears open for further opportunities.

Each delegate will have a chance to role-play on video and will receive detailed feedback on their performance along with an action plan for developing their face-to-face selling skills.

Key Learning:

- Introduction – Selling face to face
- The advantages and pitfalls of selling face to face.
- Getting the appointment
- How to prepare for client meetings
- The structure of a face-to-face sales presentation
- Delivering your sales story persuasively face to face.
- Understanding non verbal language
- Using non verbal language to build a sub conscious rapport
- Analysis and Feedback of role-plays

Course Name: Key Account Management- 2 Days

Applicable For: All Sales Staff With Key Account Responsibility

Overview:

This course aims to provide the key account manager a range of tools to help them gain maximum value from, and to provide the best possible service for, the accounts that they manage.

Key account management is different from selling; often the client is more than familiar with your product or service, indeed they may have been buying from the company longer than the account manager has worked there. Key accounts are complex; the long-term health of the account relies very much on a mixture of quality service, problem solving, relationship building and delivering the right results.

Great key account managers do not leave anything to chance; they never assume that an account is satisfied just because they are continuing to buy. They are always looking for ways to improve relations between client and supplier and they spend a great deal of time worrying about the clients needs as if they were there own.

This course provides practical insight and techniques, which will enable delegates to build mutually rewarding relationships with their key accounts.

Key Learning:

- The role of the key account manager
- How key account management differs from regular sales
- Reasons to develop key account management skills
- Why key accounts change suppliers
- Profiling the key account business needs
- Undertaking a strategic analysis
- Finding and analysing the GAP
- Developing key account relationships
- Why relationships are so important
- How relationships form
- Managing the relationship
- Understanding personality types
- Influencing the different behaviour types
- Understanding how clients make decisions
- Why negotiating with key accounts becomes tough
- Overcoming negotiation challenges
- Building long term client retention strategies

Course Name: Negotiating Complex Deals -2 days

Applicable For: Experienced Negotiators

Overview:

Negotiation is rather like chess in that the rules are simple to grasp but the game, due to endless combinations and possibilities can take years to master. In this course we aim to develop a range of skills that will help sales people to deal with more complex negotiations and with more experienced negotiators. They will also learn how to adapt their skills depending upon the time frame in which the negotiations must be completed and to deal with the challenges of group negotiations and deadlock situations.

The delegates will leave the course able to identify the appropriate style of negotiation to adopt and how to apply “Principle Centred Negotiation” tactics to ensure a win-win in the most difficult circumstances.

In order to get the best out of this course delegates must have completed the Negotiation Skills course or similar. The programme is almost entirely practical. Comprehensive feedback on the delegate’s performance in the exercises is given and action plans agreed for up-coming negotiations.

Key Learning:

- What is your negotiating style
- What makes an outstanding negotiator
- Principle centred negotiation
- Managing the balance of power
- Physical tactics used to tip the balance of power
- How to control/manage your body language
- Psychological tactics used in negotiations
- Developing arguing power
- The art of arguing well
- Strategies and tactics for different negotiators
- The long term negotiation
- The short term negotiation
- Resolving deadlock

Course Name: Delivering Sales Presentations To Groups -2 Days

Applicable For: Senior Sales People And Account Managers

Overview:

Most senior sales people, at one time or another will be called upon to make a group presentation. In complex sales where support must be gained from multiple decision makers, high value tenders can rest on the performance of a single presentation to a group of buyers.

Presentations can become a source of stress, panic and sleepless nights for the presenter. After all standing up in front of a crowd goes against our most basic programming (keep with the pack, don't stick your neck out, safety in numbers). Or alternatively sales people become overly confident, assuming that because they can present one to one that they can automatically succeed with a group. The resulting embarrassment can be a harsh learning experience.

This course demonstrates in a very practical way that presenting to groups can be a challenging and enjoyable experience, by providing them with the necessary technique and the opportunity to put it into practice. Delegates who have attended this course have reported that the confidence and clarity that they have gained from the course have had a positive impact in all areas of their selling.

Key Learning:

- Why presenting to groups is an essential sales skill
- Preparing a presentation
- How to write your presentation
- Different ways to open a presentation
- Making a smooth transition between points
- How to conclude your presentation
- Techniques for making the best of your voice
- Managing nerves
- How the language you use impacts on your audience
- Understanding the impact of non verbal language on your presentation
- Using visual aids effectively
- How to deal with questions from audience
- Techniques for analysing and learning from each presentation

Course Name: Essentials of Management 3 Days

Applicable For: Potential Managers and Team Leaders

Overview:

The New Manager delivers a great insight into the role and responsibilities of managers. It is intended to provide a solid grounding in people management skills and is aimed at supervisor or deputy manager level. The New Manager will provide delegates with a variety of practical skills, which they can implement immediately in their current roles.

In essence the course is a mixture of management training, coaching skills and personal development. It encourages individuals to start planning the development of their career and enlightens them as to some of the pressures and responsibilities, which they may face in the future as a manager.

Key Learning:

- Defining the role of the manager
- The importance of career planning and career development
- Management potential analysis
- Leadership analysis
- Planning skills
- Understanding teamwork and leadership
- Understanding motivation
- An introduction to coaching
- How to establish leadership and authority
- How to run team meetings
- Teambuilding
- Managing disciplinary issues
- Communicating with confidence
- Personal development for managers

Course Name: Recruitment Skills 2 Days

Applicable For: All Managers

Overview:

Successful managers are first and foremost good interviewers. They have the ability to identify and attract talent. They know how to accurately profile the ideal candidate for a position and recruit people who can both fulfil the immediate job requirements and grow with it.

This course will provide delegates with the skills required to accurately assess a candidates ability to do the job, but also their willingness, motivation, judgement and character.

Delegates will leave the course with a clear process for planning and conducting a recruitment campaign. They will have an opportunity to develop their interviewing skills by developing a strong framework of questions and the opportunity to practice.

By improving their technique they will gain confidence in their ability to decide whether a candidate is appropriate for the role or not, which often speeds up the process of recruitment and reduces staff turnover due to recruitment errors.

Key Learning:

- The real cost of recruiting
- Preparing your recruitment campaign
- Defining your recruitment strategy
- How to write a job specification and Ideal Candidate Profile
- How to create a short list from C.V.'s and applications
- How to set up and run telephone interviews
- Preparing first interviews
- The structure of the meeting
- Selling the position to the candidate
- Questioning technique
- How to evaluate candidate responses
- Closing the meeting
- How to structure subsequent interviews
- How to spot the "professional interviewee"
- Recruitment and the law

Course Name: Teambuilding 2 Days

Applicable For: Team Leaders and Managers

Overview:

Teams carry out most tasks in modern business, so the ability to build and lead teams is a vital management attribute. Team leaders though must first and foremost be team players. It is vital that managers have the ability to work with others in a constructive manner and are able to recognise and react to factors that inhibit team growth.

This course seeks to provide delegates with a thorough understanding of the latest thinking on how high performing teams are formed and maintained. They will learn what mix of personalities are most likely to combine effectively and how to deal with elements of dysfunction within the team.

The course is almost entirely practical. Delegates will take part in a wide range of team activities and business simulations that will provide them with first hand experience of team dynamics. Each delegate will also have the opportunity to facilitate discussions on team performance, which will help to develop their analytical abilities and feedback skills.

Delegates will leave with a practical toolkit of techniques and activities which can they apply immediately in the workplace.

Key Learning:

- When does a group become a team
- The nature and characteristics of a successful team
- How teams develop
- Factors that inhibit team growth
- 10 teambuilding activities
- How to manage team reviews
- Planning team action
- Identifying and maximising opportunities to develop team learning
- The role of competition in team development

Applicable For: Team Leaders and Managers 2 Days

Overview:

The principle function of management is to ensure that the appropriate effort is directed to achieving the team or departments goal. Building and leading a motivated team is also one of the most challenging aspects of the job for new managers. This course aims to help managers of all levels to provide the appropriate leadership and to build and maintain high levels of motivation amongst the team.

One of the challenges in driving a team effectively is that the two key concepts, leadership and motivation are very general and very subjective terms. When a manager is told they must develop their leadership or to motivate people more effectively they are rarely given a chance to discuss how or in what form this should take place.

This course will help managers to be more effective leaders, by explaining the related psychological theories in a no nonsense and relevant way. It will also provide them with a structured method, which they can use to analyse themselves and their teams. They will also leave with a personal leadership development plan and strategies for motivating the team, covering a wide range of disciplines including remuneration, communication, incentives, recognition and development.

Key Learning:

- The role of the manager
- Defining Leadership
- Activities of an action centred leader
- Behaviour patterns of leadership
- Creating a personal leadership development plan
- What is motivation? And how do we motivate
- Recognising signs of de-motivation
- Classic motivation theories (and what they really mean to us)
- Motivating individuals
- Managing "burnout"
- Recognizing and using career drivers
- Motivating a team (5 areas of motivational influence)
- How to run a motivation audit
- Action planning for long term motivation
- Setting targets that motivate

Course Name: Coaching Your Staff 2 Days

Applicable For: All Managers

Overview:

In the modern workplace the majority of learning is gained through experience. Formal classroom training is an important part of the development process, coaching however has many advantages in terms of flexibility, relevance, individual focus and measurement of results. The challenge facing managers is that coaching is in many ways harder to deliver and because it is a less formal process much easier to forget about amongst the pressures and deadlines of running a business.

This course is designed to show delegates how to develop their coaching skills. They will learn how to identify coaching needs and to choose the most effective forms of intervention. They will develop a range of techniques for challenging staff to push themselves out of their comfort zones, to teach them new skills and to provide useful and effective feedback.

Above all they will learn that effective coaching is not time consuming, in fact in the long term a coach can increase the amount of productive time on their team, and that time invested in developing staff always creates a greater value return.

Key Learning:

- The definition of coaching
- The role of the coach
- Understanding how and why people learn
- How to recognize internal and external barriers to learning
- Different coaching styles (Prescriptive and Deductive)
- How to agree performance goals
- 10 rules for giving feedback
- Monitoring, reviewing success
- How to overcome setbacks and failures
- How to challenge negative thought patterns
- Agreeing remedial actions
- Evaluation of performance
- Maintaining the coach/client relationship

Course Name: Training The Trainer 2 Days

Applicable For: All Managers

Overview:

The ability to plan, write and deliver a training session is an important management skill. The pace of change in modern business means that there are always new things to teach our staff. New products or initiatives, new competitors, fluctuating economic conditions and changing customer demands all drive the need to constantly train and develop our staff.

This course enables managers to prepare and deliver classroom training. They will learn how to identify the training need to set appropriate objectives and to prepare and structure their training material. Delegates will also have an opportunity to deliver some training as part of the course and will gain insight into their training style along with advice on how to develop it. Finally, delegates will gain techniques for measuring the effectiveness of their training.

The course is extremely practical. Over the two days the delegates will develop and deliver a range of sessions that they take with them and apply back in the workplace. Delegates will leave the course confident in their ability to design and deliver high quality and relevant training.

Key Learning:

- Why training is important
- Understanding the psychology of learning
- Training styles
- How to identify training needs
- How to set the right goals and objectives for your session
- How to gather and research course content
- Methods for structuring the session
- How to plan interaction and activities
- How to deliver your training session
- Managing group dynamics
- Managing transfer of learning from the classroom to the workplace
- Evaluating training effectiveness

Course Name: Performance Appraisals 2 Days

Applicable For: All Managers

Overview:

The ability to conduct performance appraisals is a key management responsibility, one that must be taken seriously by all parties. Regular performance appraisal provides the backbone for staff development across the year and provides an opportunity for both manager and staff to agree both the standards of work required and how they will be met.

Conducting a successful appraisal draws on a wide range of abilities, the manager needs to be expert at analysing performance, providing feedback, facilitating discussion, resolving disagreements and developing action plans.

This course will provide managers with an appraisals blueprint, which will guide them step by step from preparation through the appraisal meeting to the follow-up. Delegates will have an opportunity to develop their questioning and feedback skills during role-plays and will have the opportunity to design a bespoke appraisals system for their own organisation (where appropriate).

Key Learning:

- Performance appraisal – a definition
- The philosophy behind successful appraisal

- How to set up a performance appraisal system
- How to sell appraisals to your staff
- Developing your appraisal form
- Preparing to appraise

- How to conduct an appraisal interview
- Building rapport
- Question technique
- Active listening
- Giving feedback
- Dealing with different types of interviewee
- Gaining commitment to action plans

- How to ensure appraisals are followed up
- The reasons appraisal systems fail
- The appraisal systems health check

Course Name: Strategic Business Planning 1 Day

Applicable For: Sales Managers

Overview:

The aim of this course is to provide managers with the tools to manage their business. The course covers a wide variety of business skills divided into the following categories:

- Sales planning
- Sales forecasting
- Customer contact management

Managers will leave the course confident in their ability to create a sales plan based on sound forecasts, well-reasoned strategy and effective tactics. They will have considered how they will make best use of their resources and will have adapted their sales approach and product offering to suit different market segments.

We recommend that delegates create a strategic plan within a month of attending the course and present it to both their managers and their staff.

Key Learning:

- Sales planning and forecasting techniques
- The sales planning process and overview
- Stage 1 – Analysis
- Stage 2 – Objective
- Stage 3 – The strategy
- Stage 4 – The tactics
- Stage 5 – Checks
- Stage 6 – Evaluation
- Some hints and tips on presenting your sales plan
- Sales forecasting 5 useful techniques
- Customer contact management

Course Name: Essentials of Marketing 2 Days

Applicable For: All Managers

Overview:

The aim of this course is to provide managers with a clear understanding of the fundamental skills and techniques of marketing. The course will provide delegates with

- An overview of the marketing function and its role within the organisation
- A thorough grounding in the different elements of the marketing mix
- The ability to contribute confidently to marketing decisions
- The ability to anticipate and respond to common problems faced by marketers

This course is delivered in a highly practical format with delegates being encouraged to respond to case studies and where possible live issues from their own organisation.

Delegates will be provided with background materials prior to the course so that the emphasis of the learning can be on the core skills of marketing and the application of best practice within the workplace.

We recommend that delegates create a marketing plan (for a specific product or service) within a month of attending the course and present it to both their managers and their staff.

Key Learning:

- An Introduction to Marketing
- The Role of the Marketing function
- Analysing and Profiling Consumer Behaviour
- How to identify the market opportunities
- How to decide on your route to market
- How to execute your marketing plan
- Understanding the sales advertising and promotions mix
- How to create great marketing copy
- Working with your Brand
- An introduction to internet marketing
- How to measure the effectiveness of your marketing

Course Name: Creative Marketing Solutions 2 Days

Applicable For: Sales and Marketing Staff

Overview:

This course is designed to provide delegates with the confidence and the capability to conceive and develop exceptional creative marketing solutions. Delegates will learn the techniques used by some of the worlds top advertising and marketing agencies to generate ideas for advertisements, promotions, events and many other marketing initiatives.

Delegates will begin by learning how to build a detailed profile of their customer and the world that they inhabit and to analyse their own product sales story. From this information gathering stage they will learn at least six different ways to generate ideas (all of which have been proven in advertising and marketing agencies around the world. Delegates will learn how to identify the best solutions and to refine and develop these in to real marketing initiatives.

Using a mixture of case studies and live issues this programme is engaging and interactive from the word go.

Key Learning:

- What is creative thinking and can it be developed
- Where our creativity comes from
- The structure of the creative thinking process
- Brain Dump... Why the information you gather is so important
- Incubation...WAKE UP you are much more creative than you think
- Generation...Brainstorming techniques for every occasion
- Application.. How to make your best ideas happen
- The importance of practice. How to develop your creative muscle.
- Examples of creative marketing in action

Course Name: An Introduction to Finance 1 day

Applicable For: All Managers with budget responsibility.

Overview:

Managers in organisations are often confronted with financial reports and accounting statements, but struggle to know how to use or interpret them. This course is designed to cut through the jargon and give delegates practical help in understanding financial reports and the confidence to ask the right questions.

Managers attending this course have reported gaining many benefits including,

- Learning what reports are useful, and how to use them.
- Understanding what financial measures apply to any given situation and how to influence them.
- Gaining confidence in analysing and explaining financial performance.
- Developing approaches to get the best out of the finance department.
- Gaining confidence in using financial analysis to develop the performance of their departments.

Key Learning:

- The basic terminology and key principles
- The role of the Finance function
- The main financial reports
 - P&L, Cash Flow, Balance Sheet
- The difference between cash and profit and why it matters
- How to read and understand management accounts
- How to control your budget
- Communicating with your finance department

Course Name: Finance for Non Financial Managers 2 days

Applicable For: All Managers with budget responsibility.

Overview:

Many managers have responsibility for budgets or financial targets but may have little formal training in how to select, use and interpret the information available to them. Similarly, managers who have to make decisions in their organisations often lack the techniques to assess their financial impact. This course provides a good grounding in the terminology and principles of accounting and provides a toolkit of ideas and techniques to measure and improve financial performance.

This course is most likely to suit Non-financial managers who have been given or are likely to be given financial responsibility such as managing a departmental budget or profit centre. All managers who need to understand the financial impact of the decisions they make.

By attending this more in depth course on finance managers will gain a number of benefits including;

- Understanding financial reports and learning how to use them.
- Developing performance measures that are relevant and useful.
- Assessing the financial impact of decisions and plans.
- Getting plans and budgets signed off.
- Identify techniques to make a real improvement in your financial performance.

Key Learning:

- An introduction to basic terminology – P&L's, cost centres, profit centres, balance sheets, debtors / creditors, accruals etc.
- Understand how the various financial statements interact.
- Measuring and improving cash flow and working capital.
- The key financial measures and ratios (gearing, ROCE, Liquidity) and how they are used.
- How different decisions impact the financial statements and financial measures. How improving one ratio may be to the detriment of another.
- Some simple pricing techniques.
- Breakeven and contribution analysis
- Capital appraisal techniques.

Course Name: Finance for Directors 2 days

Applicable For: Executive Level Directors.

Overview:

Financial control is a key component in good corporate governance. This course is designed to give directors and senior executives a comprehensive introduction to the financial reports and methodologies that are vital to today's organisations. In addition, directors will be introduced to a series of techniques for measuring and improving the profitability of their organisations.

The course is best suited to Directors and other senior executives who have responsibility for the financial health of their organisation or need to develop their understanding of finance and financial matters.

Directors typically attend this training programme on order to achieve the following objectives;

- Understand how to assess the financial health and performance of the organisation.
- Learn what questions they should be asking, and how to ask them.
- Gain confidence in using and understanding financial statements.
- Make an enhanced contribution to the management of your organisation.
- Ensure that you have the right controls and measures in place.

Key Learning:

- The difference between statutory and management accounts.
- To understand how the various financial statements interact.
- How to measure and improve profit and cash flow.
- How to set performance measures for you organisation.
- What are the warning signs to look out for?
- How can you determine if you are doing well?
- Analysing you competitors' financial statements.
- How different decisions impact the financial statements and financial measures. How improving one ratio may be to the detriment of another.
- How to ensure that you pick the right investments.
- Identify risks and how to manage them

Course Name: Pricing Decisions For Businesses 1 day

Applicable For: Managers with responsibility for pricing strategy.

Overview:

Pricing a product correctly is a fundamental driver of business growth and profitability and yet many businesses operate rigid processes or simply “follow the market”. This course aims to help staff in marketing, sales and finance to come up with winning pricing strategies.

This course has proven valuable to Marketing, Sales or Finance staff or anybody involved in pricing products and services or who has responsibility for developing pricing strategies.

Delegates attending the course can expect to gain valuable insight into this important and often complex issue. Some of the benefits they can expect to gain include;

- Learning proven pricing techniques to grow business profits.
- Avoiding the pitfalls from chasing volume at the expense of margin.
- Ensuring that you capture and recover all relevant costs.
- Understanding what financial information you can use to inform your pricing decisions.

The course will include a business simulation to put theory into practice.

Key Learning:

- Pricing techniques such as cost plus and marginal pricing.
- Contribution and Breakeven
- Price sensitivity
- Value vs. Costs
- Volume vs. Price trade-offs
- Relevant costs
- Recovering cost of capital.
- Measuring the success of your pricing decisions.
- How to price for discounts.

Course Name: Introduction to Purchasing 2 Days

Applicable For: Any manager with purchasing responsibility

Overview:

Effective purchasing can result in significant cost savings for any organisation, as well as providing a pivotal role in ensuring an efficient supply chain. This course will provide delegates with the processes and disciplines required to ensure that they are purchasing effectively.

This course has been developed for Managers and staff new to procurement or those already working in the function who are looking to refresh their knowledge and share ideas. It would also be of value to managers who have procurement as part of their wider responsibilities and need a better understanding of that function.

Delegates can expect to leave with a much better understanding of procurement best practice including

- Learning how to organise and run an efficient and effective purchasing function.
- Boosting your organisations profits and cash flow.
- Promoting and selling the role of purchasing within your organisations.
- Developing strategies to deal with a range of procurement needs and situations.

Key Learning:

- The role and impact of effective purchasing.
- The procurement cycle and supply chain management.
- Cash flow and Profitability
- Simple procurement strategies
- Developing Terms and Conditions
- Tendering
- The role of E-commerce and purchase cards
- The need for Controls and Procedures
- Negotiation skills for buyers
- Risk Assessment and Management
- Performance measurement for the Purchasing Function

Course Name: Project Management 2 Days

Applicable For: All Managers

Overview:

Project Management is becoming an increasingly important skill. As organisations change to become flatter, more customer focused and flexible, the people in those organisations must also change. Managers may now find themselves responsible for a series of projects rather than a department or process. They are judged by the success of these projects and careers are built or broken on a manager's ability to deliver a specific result.

Project Management is not, however separate from day to day management skills. An effective project manager will call upon a wide range of skills, including planning, teamwork, resource management, and delegation.

Projects may also be found in every area of commerce from installation of a new factory line to delivery of a training course.

However, project management is more than a series of general management skills, it is the ability to combine and utilise all of these skills to produce a result. You might say it is the art of getting the right result.

This course aims to help delegates get the results they want.

Key Learning:

- What is project management
- How do projects differ from operations
- A definition of project management
- An overview of project management
- The characteristics of an effective project manager
- What are the benefits of project management
- Where do projects come from
- Defining project scope
- Project planning
- Budgeting
- Project implementation
- Recruiting your project team
- Team briefings
- Problem solving
- The project report
- Some hints and tips on report writing

Course Name: Making Meetings Work 1 Day

Applicable For: All Managers

Overview:

Successful meetings rarely just happen – they need clear goals, structure and rules to ensure that they are productive. This course has been designed for managers who are responsible for running departmental and inter-departmental meetings. They will learn to recognise the primary barriers to effective meetings and how to overcome them.

During the course the delegates will learn how to prepare for and to facilitate six different types of meetings, all of which require different rules and structure. They will have an opportunity to practice running and participating in these meetings, to work out the best way to ensure a satisfactory result.

Delegates will also learn how to deal with different types of behaviours in meetings and to manage group dynamics to ensure that they are getting the best possible contribution from each participant in the meeting. This is a very practical days training which will result in delegates leaving with practical tools to save time in meetings and for maximising the benefit gained from them.

Key Learning:

- The mechanics of successful meetings
- Why meetings go off the rails
- Preparing for a meeting
- Rules for successful meetings
- 6 different functions of meetings
 - Team briefing
 - Problem solving
 - Generating ideas
 - Reporting
 - Decision making
 - Evaluation
- Understanding group behaviours
- Task vs. process behaviours
- Destructive behaviours
- How to “disagree” constructively in meetings
- Planning team action

Course Name: Problem Solving & Decision Making 1 Day

Applicable For: All Managers

Overview:

To some extent all managers are judged by the problems they faced and the decisions that they took or rather how they handled the problems and whether the decision taken turned out to be the “right” one. This course aims to provide delegates with a range of tools to increase their effectiveness in both areas.

Delegates will learn a number of techniques both logical and creative for overcoming problems and will have an opportunity to develop their use of these techniques through a number of business simulations. They will gain an understanding of their natural problem solving style and how to develop flexibility of approach.

Similarly they will have an opportunity to gain a greater understanding of how they make decisions and will learn a range of techniques for clarifying and simplifying complex decisions, so that the consequences may be more easily understood and the decision taken undue procrastination.

Above all the delegates will gain the confidence to face the problems and challenges their marketplace, their staff or their competition creates.

Key Learning:

- An introduction to problem solving
- Principles of problem solving
- The characteristics of an effective problem solver
- The problem solving process
- Techniques for defining the problem
- Identifying the problem
- Identifying the outcome
- Generating the solutions
- Deciding the right options
- Implementing your solution
- Analysing your toughest decisions
- Understanding your decision making style
- Using consequence mapping
- Understanding and managing risk
- When to decide and when to wait
- Living with your decisions

Course Name: Personal Effectiveness 1day

Applicable For: All Managers

Overview:

The world of work is becoming ever more hectic, a recent study by the Economic and Social Research Council reported that in the UK 80% of men and 71% of women were unhappy with the number of hours they work.

This increased workload is caused by many factors, greater volumes of competition, ever increasing volumes of information, rising customer demands and greater complexity of legal and compliance issues to name but a few.

In this increasingly complex and stressful environment, traditional time management techniques alone are not enough to help managers perform in an effective manner.

In a world where it is impossible to do everything, what matters is that managers have the confidence and the ability to choose to do the right thing.

This course will provide managers with sound organizational techniques, but will also provide them with an insight in how to manage their own response to pressure and how to think “smarter” about what needs to be done and by whom.

Delegates will leave with an enhanced perspective about what it means to be effective in their role, proven techniques for taking control of their jobs, and valuable insights into how they can function more effectively and healthily under pressure.

Key Learning:

- How the world of work is changing
- Why managers today experience greater pressure in their work
- Developing a personal vision of success in your role
- How to set motivational goals
- The art of prioritising making the 80/20 principle work for you
- Recognizing “Time Thieves”
- Understanding why we procrastinate and what we can do about it
- The art of delegation
- Communicating your needs assertively
- How to recognize your automatic response to pressure
- Psychological strategies for managing stress
- Understanding the link between learning and personal effectiveness

Course Name: Influential Communication 2 Days

Applicable For: All Managers

Overview:

Our ability to influence people affects everything that we do and everything we achieve in business and in life.

The problem many managers face is that communication is largely an unconscious process, we don't think about it, we just do it. When colleagues fail to act in the way we want them to or fail to give us their support we blame them for being unhelpful or we blame external factors such as budget restraints and market conditions.

This course has been designed to help managers become more aware of the communication processes that they habitually use and to find more sophisticated ways to gain the support you need to do your job effectively.

The course draws upon all the latest thinking in communications psychology. Previous delegates have reported that the course has helped them to get more done, to get people to listen to their ideas more attentively, to reduce misunderstandings, to win people over to their point of view and to make faster progress on projects

Key Learning:

- The benefits of being more influential
- What does it mean to have influence
- Understanding styles of influence
- How to analyse your network of influence
- The Psychology of rapport
- How we see our selves and how others see us
- How our preferred communications strategy affects how we influence people
- Understanding how people make decisions
- Managing difficult behaviours
- Strategies for resolving conflict
- Techniques for developing a persuasive argument.

Course Name: Navigating Change 1 Day

Applicable For: All Managers

Overview:

The ability to anticipate and respond to change is crucial to all businesses, however, in many organisations the idea of change management is something that is paid lip service and even though the most well informed managers understand the need to embrace change, companies still pay a heavy price for their inability to do so.

Failure to manage the changes that affect our lives and our businesses can result in lost orders, reduced market share, disappointing financial results, lower staff morale and loss of employment.

The aim of this course is to help managers identify the changes that will affect them over the coming years and develop ways of meeting the challenges of change.

Delegates will leave the course with a wide range of techniques for anticipating change and the effect that it is likely to have on the work force. They will gain an increased understanding of what it means to drive change in an organisation and practical tools to help them manage the challenges arising from the change.

Key Learning:

- The changes we have experienced
- How change will affect our lives
- What is change management
- What are your options as a change manager
- Why change programmes fail to deliver the promised result
- Eight step model for managing change
- Step 1 – Define the reasons for change
- Step 2 – Analyse responsiveness to change
- Step 3 – Create a vision for change
- Step 4 – Create a plan for change
- Step 5 – Identify and Recruit change agents
- Step 6 – Communicate the change
- Step 7 – Measuring and managing the impact of change
- Step 8 – Review and recommend
- Case studies in Change Management

Course Name: Networking Skills -1 Day

Applicable For: All Managers

Overview:

The ability to build, maintain and extract value from our networks has never been more important. Modern organisations are flatter, more project focussed and more prone to change than ever before. In order to survive in this complex and sometimes chaotic environment individuals must learn to draw upon the resources, experience, referrals and co-operation of their colleagues, contacts customers, suppliers and cohorts.

The concept of Networking has commonly been associated with Sales people or Politicians and is often misunderstood and sometimes misrepresented.

The image of Networking being an entirely self serving process by which ambitious individuals facilitate their progress is old fashioned, stereo typed and in the vast majority of cases just wrong.

Networking is a skill valuable to all and it is often plays a key role in completing projects, meeting budgets, solving problems and achieving goals. It is the means by which individuals can enhance their value by working together with those who share common or complimentary interests.

However networking is not a discrete skill, the ability to network effectively calls upon a wide range of skills (both hard and soft) knowledge and attitudes combining to build meaningful relationships through which multiple interests can be met.

This course will demonstrate the techniques that successful networkers use every day to reach their personal and their professional goals.

Key Learning:

- Why networking is important
- The power of connections;
- Why referrals take the “chill” out of cold contacts
- Understanding the connectedness of modern business
- Identifying opportunities for building your network
- Tips for meeting and greeting
- Using question technique to build common ground
- Understanding the importance of body language and non verbal dynamics
- Practical ways to overcome feelings of awkwardness or discomfort
- Developing rapport
- Identifying ways to add value (or how to leave them wanting more)
- Managing your contact list
- The role of etiquette in networking
- Identifying the rules of the network

