Bale Crocker

The Leadership School

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The Leadership School

Coaching and Training for Excellence

For individuals and organisations, our coaching and training programmes are guaranteed to produce breakthrough results in personal and business skills development.

Our areas of specialisation include:

Excellence in Leadership	**Excellence in Business Development & Sales**	**Excellence in Management**
Strategy	Demand Generation	Manager Skills
Influencing	Business Development	Managing People Styles
Leadership Skills	Relationship Management	Managing Conflict
Impact and Image	Stakeholder Management	Managing Change
Assertiveness	Account Management	Decision-Making
Networking	Deal Making	Coaching for Managers
Communications	Negotiation	Meetings Management
Presentations	Sales Coaching	Time Management
Vocal Skills	Trust-based Selling	Project Management
NLP skills	Consulting	Facilitating

We shape our programmes to meet the need of each individual or company as well as running regular trainings in these areas.

Contact us for information on our forthcoming workshops and seminars. enquiries@balecrocker.com or phone us on +44 3306 600164.

Contents

Advice - Increasing Performance in Business Development

Diagnostics for Professional Services Organisations

We often need to make the leap from reacting to market prospects to proactively creating our own opportunities. We need to concentrate our skills on likely win opportunities, and reduce time wasted on low win rate, low margin pursuits. We work with your BD or sales process to turn aspirations into reality.

We now introduce a consulting, training and coaching approach to address the performance needs of Professional Services organisations considering investment in corporate or individual capability development. This approach includes an early diagnostic analysis of existing and recommended Demand Generation capabilities of the company, a mapping to people skills, and a training strategy to identify development opportunities. We then create with you a business case to target benefits from resolving capability issues and capturing new benefits, and to select and configure courses and workshops to target the development opportunities. Finally a programme of professional coaching is used to ensure new behaviours, skills and techniques are being deployed to strategic opportunities. Assessment exercises are conducted along the way to measure progress against the business case and assure the targeted return on investment.

We are highly capable, senior executives with decades of BD experience behind us. Our pragmatic approach to the diagnostic study ensures we capture the best insights and knowledge from your leaders. We analyse these inputs to identify your existing strengths, and your weaknesses, usually in terms of governance, process and skills. We'll provide you with an accurate assessment of these, along with sets of our recommendations based on our decades of business development experience, to help you develop world-class performance.

1. Developing Trusted Relationships

Whatever their industry sector, all companies operate today in markets with growing complexity, competition and clients' satisfaction demands. Recognisable challenges can be summarised:

- Long, protracted and complex customer buying cycles
- Difficulty in identifying the decision makers, influencers - and lack of close relationships
- Understanding the decision making criteria
- Need to respond to most market opportunities to keep the pipeline 'above water', making controlled growth difficult
- Emphasis shifting from value of immediate opportunity to value of longer term relationship
- Winning the tender is only the start of a long, hard negotiation on terms
- Customers talk partnership while negotiating hard on your margin
- Reasons for losing are not always clear

Most successful businesses in this environment have a strong focus on Demand Generation. They use advanced Relationship Development and Management skills and techniques to create clear added value in the eyes of their clients. The best become trusted advisors with their clients choosing to lock on, and their competitors getting locked out.

One major question facing business leadership today is "Do we have the strategies, knowledge and skills to ***create*** our own market opportunities, client relationships and winning propositions, or will our competitors do it better?" This is where we deliver value.

How we deliver the programme

Each conduct of this programme is configured to the unique needs of the business or unit running it. We ask for clear, visible sponsorship from the senior executive accountable for business growth. We develop with the sponsor a specific set of required outcomes and then select the content needed to achieve the result. This typically involves prioritising the available content and developing some new around specific performance needs.

Over three intensive days we move between group discussion and tuition to practice calls perfecting technique. We use recently retired senior execs to role-play themselves as call takers. The result is a very high level of skills transfer and an immediate change in client relationship behaviour.

What this programme will cover

- The vital roles of relationships and trust in business
- The critical value of planning for client meetings
- Questioning and listening techniques
- How to be seen to do things for your client, and not to them
- Interpersonal styles and how to use them
- Problem solving in executive relationships
- Emotional intelligence
- Client relationship strategies
- Managing tension and stress
- My Action Plan – turning new skills and ideas into increased performance

What participants will bring back

- A realistic insight into the top-of-mind issues amongst industry leaders and their likely perspectives
- An appreciation of how people buy from people they like – it's all about relationships and chemistry
- The ability to persuade people more effectively by using questions instead of statements
- An appreciation of the very different information needs of different types of individual, how to identify them and adapt to them
- The confidence to use a fresh, more satisfying approach to managing relationships and selling
- Well practised skills in planning, questioning, listening and strategising
- The skill and confidence to effectively position oneself, the organisation and its value propositions
- A personal action plan which recognises new levels of the many relationship selling skills and how to develop them further
- The motivation for each participant to increase performance and win-rate
- AND an immediate contribution to existing relationships and opportunities

This workshop is available configured to various different levels of output skills

2. Present to Persuade

Presenting to clients to win business has become a critical opportunity for us to differentiate, and to build relationships. We must ensure we gather as much relevant research as is available, plan our approach meticulously, then put our best foot forward with confidence. We know that our competitors are increasingly likely to present their proposition effectively, and that we can hand them an immediate advantage unless we deliver a more compelling, personalised and engaging presentation.

This workshop will enable you to develop the skills, poise, confidence and fluency you need to convey a powerful message with style and impact to the people who matter most. You will develop your persuasive abilities, enabling you to be the more effective presenter.

What will I learn during 'Present to Persuade'?

- Three key principles of managing relationships in selling and presenting
- How to be recognised as a trusted advisor and not just another salesman
- How to maintain clarity of purpose in presentations
- How to engage our audience and make what we have to say fascinating
- How to use Social Styles as a relationship building technique
- How to change perceptions and create audience interaction
- How to use questioning technique to establish influence
- How to be recognised as the informal leader
- How to design questions to incent people to act
- How to build confidence in our own ability to present and persuade
- How to design and develop clear, effective and persuasive visuals and handouts

How we deliver the programme

This programme is configured to the unique needs of the business or unit running it. We ask for clear sponsorship from the executive accountable for business growth. We develop with the sponsor a specific set of required outcomes, and then select the content needed to achieve the result.

We ask participants to bring a recent client presentation to develop, one which they can work on in teams. Over two intensive days we move between group discussion and tuition to practice presentations and develop technique. We use real senior executives to role-play the client audience and provide feedback. The result will be a high level of skills transfer and an immediate change in confidence and impact amongst participants. To ensure sustained behaviour change, workshop learning is supported by a follow-on coaching plan. That's the promise of *Present to Persuade*.

Who will benefit?

Applicable to all client-facing and sales people who have to make their case to their client as powerful and compelling as possible. This is also particularly valuable for any senior executive who needs to present to win business at board level. It appeals to organisations and executives who want to increase their capability to make an impact, persuade and advise their audiences.

This workshop is available configured to various different levels of output skills

3. Executive Impact and Influence

To succeed in the client boardroom these days you must do more than just present a business case. You need to develop deep business relationships and then exude an all-encompassing self-confidence, style, poise and energy, in short, "executive impact". Executive Impact is a magical and often elusive quality that few people possess. Unfortunately, the vast majority of professionals, even the most talented and ambitious, are not born with these personal qualities. For most of us it requires effort and more importantly, development. This workshop will enable you to develop the poise, charisma and influencing skills necessary to join the most successful business leaders.

What will I learn during 'Executive Impact'?

- How to create and maintain rapport quickly with individuals and groups
- How to present oneself in appropriate dress, style and colouring
- How to present to executive audiences and make a deep personal impact
- How to use word patterns, metaphors and stories as influencing tools
- How to use Social Styles as a relationship building technique
- How to change perceptions and create audience interaction
- How to leave a positive emotional impression
- How to easily be recognised as the informal leader
- How to design questions to incent people to act
- How to appreciate executive priorities and political agendas, be informed and comfortable

How we deliver the programme

Every conduct of this programme is configured to the unique needs of the business or unit running it. We ask for clear and visible sponsorship from the senior executive accountable for business growth. We develop with the sponsor a specific set of required outcomes from the programme, and then select the content needed to achieve the result. This typically involves prioritising available content and developing some new around specific performance needs.

Over two intensive days we move between group discussion and tuition to interactive exercises perfecting technique. The result is a very high level of skills transfer and an immediate change in personal impact amongst all participants.

Who will benefit?

This is a senior executive offering designed for those who need to interact effectively at Board level, for example Partners and senior managers in Professional Services firms and those selling high value complex services. However, the skills taught are relevant and applicable to everyone who wants to improve their personal impact for whatever reason. In short, it appeals to all organisations and executives, who want to increase their capability to make an impact, persuade and advise internal and external audiences.

How is the ‘Executive Impact’ workshop structured?

Each programme is tailored to the individual needs and priorities of the client. To obtain maximum benefit it is ideally run as a two-day off-site workshop. To help ensure we achieve sustained behaviour change with attendees, workshop learning is supported by a follow-on coaching plan. That’s the promise of *Executive Impact*.

This workshop is available configured to various different levels of output skills

4. Negotiation Dynamics

We negotiate all the time in both our private and business lives. All too often, the process of negotiating is overlooked and the differences between parties are seen as either an exercise to persuade the other side to our point of view or we run away from the process of haggling because it's too uncomfortable. Emotionally, the negotiator has to decide upon and act accordingly in the battle between the desire to get value contrasted with the desire to build or maintain a relationship with the other side. This workshop explores both the mechanistic and behavioural elements and processes of negotiation and provides the participants with a toolbox of techniques to take away so that they can both perform better and enjoy negotiating.

Topics Include:

- Individual personal style preference assessment – the balance of substance versus relationship and what it means to the individual and to a company
- How to approach single issue negotiations: haggling over price
- Opening offers and concession patterns; the inner struggle of where to open, recognition of opening gambits and tactics, fall back positions, how to lock your concessions and how to indicate and know when a deal is close
- How to approach multiple issue negotiations: package deals, total value concept
- How to approach complex and uncertain deal negotiations: differences create value
- Recognition of and solutions to knowledge imbalance situations. How to use knowledge to your advantage without antagonising the other side
- Team negotiations – roles and dynamics
- Preparation – the essential elements: agenda setting, valuation of individual factors, fall-back, walk-away, information gap identification
- Negotiation language: phrases to use, phrases not to use, language that wins, language that defuses tense situations or angry people and creates a positive atmosphere. The importance of rehearsal
- Lose-Lose: how to see it coming and how to avoid it
- Dirty tricks, threats and promises – how to recognise them, analyse them, respond to them and when and whether to play them yourself
- Negotiation styles and appropriate modes of behaviour, including an audit of your current preferred style of behaviour
- The internal negotiation with your own team – how to avoid ending up alone against the other side
- How to ensure that your deals that can be and are implemented in the spirit of the deal – how to collaborate after the deal is done

Negotiation training brings these benefits to your business:

This course will provide practical ways in which one can develop and use the process of negotiation, techniques and behaviour which will improve both professional and personal relationships, and develop Collaborative Negotiation as a way of behaving and delivering better, lasting deals for you and your company.

The course involves substantial role-play case studies, individual and group exercises and attendee participation. Videos or public role-plays will be incorporated when required by specific clients. The course, in its full form usually covers 2 or 3 days and is aimed at those people who either negotiate as part of their current role or will need to do so in a forthcoming role. The content and structure can be adapted to individual needs, different levels of staff, including senior management and case studies can be modified to suit the individual sector. The course is ideally run with groups of 8 but can be adapted for groups from 4 up to 20.

This workshop is available configured to various different levels of output skills

5. Trust-Based Business Development

There are three key messages underpinning the trust-based, consultative approach to business development:

- Relationships are vital – people buy from people they like and trust
- The client is at the heart of the sales process – establish a dialogue by asking rather than telling
- We aspire to be 'trusted advisors' to our clients – we're there to do something for them, rather than to them

The objectives of the program are to:

- Enable anyone in a "selling" role to feel confident and competent in their interactions with clients
- Create a consistent approach to business development across the organisation
- Reposition the common perception of 'selling' and develop the trust-based way of consultative selling

The program is highly interactive and participants will learn as much from the sharing of experiences as they will from the models and skills, outlined specifically in the workshop.

The program recognises that people have individual styles and personalities and that people 'sell' in different ways. Participants need to find a way of being comfortable with using the skills in line with their personalities and cultures.

We will start the training by providing detailed input on the consultative selling approach: what it means and what it takes, as well as starting to review existing practises and material (which will be further worked on during days 2 and 3).

The model of the Trusted Advisor will be introduced and explained.

The training comprises a series of modules, which may be taken separately, or built into a complete programme, structured as follows:

Trust-Based Business Development - Engaging

1: Establishing relationships

- Explore the depth of current relationships and be able to develop these further
- Understand how to establish and maintain rapport with people
- Develop social and business conversations

2: Communicating and planning

- Understand the different ways of approaching possible buyers
- Use a simple model for planning a telephone call or meeting with a possible buyer
- Prepare for a future meeting using the model
- Use a simple model to debrief a meeting

3: Advanced questioning

- Understand different types of questions

- Structure effective questions to ‘help people buy’
- Use different questioning techniques

4: Handling client concerns and objections
- Consider likely areas of client concern
- Use a simple model to handle client concerns effectively
- Identify an appropriate strategy based on the nature of the concern

Trust-Based Business Development - Developing

5: Relating to buyer wants
- Distinguish between features and potential benefits and how to communicate potential benefits of the organisation’s services
- Understand and use an approach to increase client buy-in

6: Networking and account management
- Understand the potential benefits of establishing a broad range of contacts within clients, the organisation and wider spheres
- Increase the potential benefit from client networking
- Develop an account plan to develop networking and build relationships within the client

7: Achieving Client Commitment
- Understand and use a simple model to qualify and progress client opportunities
- Understand and use a three step approach to gain commitment
- Ask for commitment confidently

8: How organisations make buying decisions
- Understand the need to build and maintain multiple relationships in client organisations
- Analyse sources of power and influence in the client organization
- Identify the right person to connect with within an organization
- Identify the roles that people take in a buying decision-making process
- Work out how people are situated in the company, how they are connected and by whom they are influenced

Trust-Based Business Development - Concluding

9: Making an impact with Clients

Understand how to create impact in:
- everyday communication
- first meetings with people
- business situations and social events

10: Impactful proposals and presentations

- Deliver sales messages in a way that differentiates them and the organisation
- Tailor messages and style specifically to the needs of the client
- Understand how effective presentations and large meetings relate to the impact model

11: Value pricing

- Articulate the concept of value pricing
- Understand how value is perceived by the client
- Use a model to communicate value to the client

12: Negotiation

- Understand when and how to negotiate
- Understand the basic skills of negotiation
- Analyse typical interests (the organisation’s and client’s) to be considered in a sales negotiation
- Understand how to prepare and how to negotiate effectively

6. Value-Based Selling Programme

The philosophy of value-based selling is: Add value, do not focus on cost; sell value not price. When we allow our clients to concentrate our discussions on cost, they only want to minimise the numbers. Yet we know that when we concentrate the discussions on business benefit, all the pressure goes on increasing the numbers. Value based professionals are more focused on making a difference than just making a deal; they know that a cheap price is not the only way to compete – they compete with their value added solution and concentrate on the client's payback.

This intensive three-day training is structured as follows:

Day 1 – Value-based Selling – Targeting Customers

We start the training by providing detailed input on the value based sales process and start to review existing practises and material (which will be further worked on during days 2 and 3). The pre-work analysis of the Ideal Customer profile will be reviewed and used to drive segmentation. Outline individual plans for selling to both existing accounts and new prospects will be developed, and will form the basis of personal plans to be carried forward beyond the workshop. The following questions will be answered:

- What is meant by value added (special needs of customers, decision criteria, identification of viable sales opportunities)?
- How do we improve our knowledge about our existing customers and potential client groups?
- Which methods can be applied for client segmentation?
- Which methods can be applied to analyse different client segments?
- How do we differentiate customer target groups, i.e. in the client segmentations?
- Which are the current market trends? How do competitors perform and influence customer trends?
- Which critical and/or compulsory events do we have to take into consideration?

Days 2 and 3 – Value-based Selling - Practical Sales Training

To become an effective and successful salesperson one must know how to sell and how to think about selling. In this very practical module, the participants learn how to plan and execute the value added sales calls, evaluate their efforts and establish an own best-practise portfolio.

Practical training will be realised during these two days in role-plays and case-studies. The following general objectives will be attained:

- How to prepare - pre-call planning

- How to build strong rapport (the cornerstone of successful value-based selling), face to face and over the telephone
- How to execute the value added sales calls for the organisation’s products, how to identify the value of the customer in the B2B relationship with the organisation (value proposition)
- How to enhance value selling of the organisation, how to transform from facts to benefits
- How to develop customer (account) strategies
- How to react and resolve objections
- The principles of successful negotiation
- Post-call review

At the same time:

- How to build confidence and competence
- How to develop more stable and stronger relationships with cross cultural customers
- How to think, plan, and execute more strategically

7. Using NLP in Business

NLP is a powerful tool in all areas of personal and professional life. Training is customized to individual requirements and may be delivered via coaching or training programmes.

Example programmes, that comprise selections of the core components, are:

- Using NLP in HR (including hiring, training, assessing and motivating people)
- Managing with the Power of NLP
- Selling with the Power of NLP
- Training with the Power of NLP
- Presenting, Facilitating and Training with the Power of NLP

Training is also provide in the core components and can lead to certification at the Practitioner and Master Practitioner of NLP levels.

Core Components:

- **The Foundations of NLP - the underlying models it's all built on**
  - Empowering beliefs that will change the way you experience and interact with the world around you
  - A simple model of communication that will enable you to always get your message across
  - Discover and take control of the links between your mind and body
- **Well Formed Outcomes - the keys to goal achievement**
  - How to set goals so that you achieve them
  - Ask questions that enable someone else to get totally clear about their objectives
- **Rapport - the corner-stone to persuasion and influence**
  - Quickly get on someone's wavelength
  - Discover the real secrets to body language
  - Match and mirror physiology so that people unconsciously identify with you
  - Use your voice to build rapport rapidly on the telephone
  - Elegantly disagree with others whilst maintaining rapport
- **Representational Systems - how we use our 5 senses**
  - Discover how we see, hear, and feel the world
  - Learn to match another person's preferred system to create rapport and deep understanding
  - Read another's eye movements to discover how they are thinking

- **Submodalities - taking charge of your brain!**
  - Learn how to use your brain's programming language
  - Discover how someone internally structures their beliefs and how to change them
  - Use submodalities to quickly change unwanted feelings and behaviours
  - Use the SWISH pattern to rapidly break unwanted habits
- **Anchoring - the power of associative conditioning at your fingertips**
  - Use resource anchors to strengthen your personal resources and your ability to access them whenever you want
  - Collapse anchors to remove the bad feelings from past experiences
  - Create powerful chains of resources to get people out of "stuck" states like procrastination or confusion
- **Strategies -** the unconscious processes we use to create all our behaviour
  - Discover and utilise someone's decision-making strategy
  - Find out how your customer's decide to buy and fine tune your sales process to precisely fit their buying strategy
  - Change your less useful strategies for more useful ones and use your effective strategies more often
- **Parts - the key to personal congruence and focus**
  - Learn to work with parts to resolve internal conflict and gain congruence and clarity
- **Quantum Linguistics - the art and science of conversational change**
  - Using the language of time
  - Conversational belief change
  - Sleight of Mouth patterns
  - Meta-model III - directionalised questioning
  - Time release suggestions
  - Prime Concerns - linguistic life change
- **Personal Values and Metaprogrammes - the matrix of personality**
  - Values elicitation
  - Identifying and healing Values conflicts
  - Values levels and personal evolution
  - Changing Values
  - Eliciting Metaprogrammes
  - Using Values and Metaprogrammes in sales, recruitment, and management
  - Using the 12-minute Metaprogramme and Values Inventory
  - Changing the matrix of personality

- **Advanced Submodalities**
  - Using neurological drivers to create change
  - Creating designer SWISH patterns
- **Advanced Strategies**
  - Using the Logical Levels of Therapy process for conversational strategy change
  - Eliciting and utilizing strategies in business, relationships and therapy
  - Strategy installation and change
- **Modelling**
  - How to model excellence in others and then install the model in yourself
  - How to create a training programme to install models of excellence
- **NLP Presentation Skills and Training Design**
  - Building group rapport
  - Secrets of NLP Trainers

8. Training to NLP Practitioner Certification

The Foundations of NLP - the underlying models it's all built on

- Empowering beliefs to change the way you experience and interact with the world around you
- A simple model of communication that will enable you to always get your message across
- Discover and take control of the links between your mind and body
- Well Formed Outcomes - the keys to goal achievement
- How to set goals so that you achieve them
- Ask questions that enable someone else to get totally clear about their objectives
- Rapport - the corner-stone to persuasion and influence
- Quickly get on someone's wavelength
- Discover the real secrets to body language
- Match and mirror physiology so that people unconsciously identify with you
- Use your voice to build rapport rapidly on the telephone
- Elegantly disagree with others whilst maintaining rapport
- Representational Systems - how we use our 5 senses
- Discover how we see, hear, and feel the world
- Learn to match another person's preferred system to create rapport and deep understanding
- Read another's eye movements to discover how they are thinking
- Submodalities - taking charge of your brain!
- Learn how to use your brain's programming language
- Discover how someone internally structures their beliefs and how to change them
- Use submodalities to quickly change unwanted feelings and behaviours
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- Anchoring - the power of associative conditioning at your fingertips
- Use resource anchors to strengthen your personal resources and your ability to access them whenever you want
- Collapse anchors to remove the bad feelings from past experiences
- Create powerful chains of resources to get people out of "stuck" states like procrastination or confusion
- Strategies - the unconscious processes we use to create all our behaviour
- Discover and utilise someone's decision-making strategy
- Find out how your customer's decide to buy and fine tune your sales process to precisely fit their buying strategy
- Change your less useful strategies for more useful ones and use your effective strategies more often
- Parts - the key to personal congruence and focus
- Learn to work with parts to resolve internal conflict and gain congruence and clarity

9. Training to NLP Master Practitioner Certification

Quantum Linguistics - the art and science of conversational change

- Using the language of time
- Conversational belief change
- Sleight of Mouth patterns
- Meta-model III - directionalised questioning
- Time release suggestions
- Prime Concerns - linguistic life change

Personal Values and Metaprogrammes - the matrix of personality

- Values elicitation
- Identifying and healing Values conflicts
- Values levels and personal evolution
- Changing Values
- Eliciting Metaprogrammes
- Using Values and Metaprogrammes in sales, recruitment, and management
- Using the 12-minute Metaprogramme and Values Inventory
- Changing the matrix of personality

Advanced Submodalities

- Using neurological drivers to create change
- Creating designer SWISH patterns

Advanced Strategies

- Using the Logical Levels of Therapy process for conversational strategy change
- Eliciting and utilizing strategies in business, relationships and therapy
- Strategy installation and change

Modelling

- How to model excellence in others and then install the model in yourself
- How to create a training programme to install models of excellence

NLP and Quantum Physics

- Simple introduction to quantum physics and personal change
- The Holographic Universe and healing
- The physics of personal empowerment

NLP Presentation Skills and Training Design

- Building group rapport
- Secrets of NLP Master Trainers

10. Coaching

Coaching is an essential part of the professional skills development process, providing the reinforcement and repetition of the techniques and skills learnt in formal training activities.
We have identified five categories of coaching activity in the selling skills context where we can provide a fast, significant return on investment in training.

- Win Loss Coaching – where we will work with you to define a process to be applied to all significant bids, and where we as external consultants will carry out the major reviews and interview your clients. Skills transfer will give you the ability to run further reviews using your own resources.

  Typically we would spend three to four man-days to create and document your process. Each review takes about five man-days – one for briefing and to analyse bid documentation, two for client team and client interviews and two to develop the documentation. When six or eight reviews have been completed we would produce a Consolidated Report of Findings and Recommendations (two days) and optionally a Selling Skills Strategy (four to seven days).

- Pre-Workshop Coaching can be done by telephone or face to face with a representative sample of participants. Facilitators can glean a good understanding of the Business Development environment and culture, and use this to provide a more specific and targeted workshop. Participants will identify the behaviours, skills and capabilities they need to develop, having them positioned in a business-critical context.

  The outcome is likely to be a more tightly defined list of objectives, a more enlightened faculty and a greater level of benefit achieved through higher skill levels, selling capabilities and confidence as a result. We suggest 30 to 40 minute interviews with 20% to 30% of the attendees. This can often be accommodated, with preparation and documentation, in one to two days of coaching.

- Workshop Coaching is done face to face during group workshops of two to three days, or in one-day follow-up sessions. The follow-up reinforcement is very valuable in the use of more structured components like the Franklin Covey ORDER model or the PIPP structured questioning technique.

- Deal-Based Coaching uses a business development expert to guide a pursuit or client team through a relationship, business or negotiation opportunity. We participate in and lead planning and review sessions and pre- and post-meeting briefings. This helps to assess and qualify the opportunity, set strategy, formulate and deploy the most appropriate relationship and selling behaviour and tactics, and provide the team with an improved win-chance.

  This level of coaching is where the real benefit from skill development activities is achieved, providing the return on investment. We can move part of the cost out of ‘expense’ and into ‘cost of contract’ by undertaking the work on a reduced coaching fee with a success fee for the revenue or additional margin we help to win.

Safe Selling Simulation uses a business development expert, possibly with a client executive, to conduct ongoing practice calls in the work environment. This activity is widely used in professional selling organisations like IBM to build a culture of continual skills development in selling, relationship management and negotiation skills amongst all customer-facing professionals. A program of ten to twelve man-days combined with a one-day refresher workshop is appropriate as reinforcement following a training course.

11. Coaching Skills for Managers Workshop

A 2-day workshop

This 2 day workshop is designed to develop a Coaching Style in the management skills set, rather than train managers to be "expert" coaches. It provides an understanding of the background and rationale for coaching and how it fits with good leadership practice and raises awareness, basic skills and confidence through practice and feedback.

Content includes:

- The PCSI ® (Personal Coaching Style Inventory) - an assessment tool that helps managers and coaches understand how to connect more effectively with a wider range of people.

- A deeper understanding of styles, to enable managers and team leaders to learn to flex their styles to support colleagues, customers and employees more incisively.

- Development of a personal action plan to include coaching as a leadership behaviour

Follow on:

Buddy Coaching system (set up within classroom training)

- Buddy coaching fosters self-sufficient development, whilst strengthening internal networking and cross fertilisation of knowledge within a company.

Trainer led Teleconferences (3 over 3 months)

- The first 3 months after any training are the most crucial for integrating new skills. To avoid daily pressures pushing the course material into "the back drawer", the trainer runs 3 monthly 90 minute teleclasses (or face to face meeting) with the original participant group.

12. Effective Leadership

A 1-day workshop

This is a 1-day, intensive and interactive workshop with the objective to coach managers to be more effective leaders.

Topics Include:

- Making Sense Succinctly - structuring your communications for maximum impact and effectiveness
- Running Effective Meetings
- Decision-Making
- The Power of Planning
- Setting Good Goals
- Focus on Action and Outputs
- The Role of the Leader

13. Decision Making

A 2-day workshop

This 2 day workshop is designed to equip business professionals with the skills for making better decisions as managers and leaders of people.

A Case Study runs throughout the workshop, giving the participants the opportunity to test their skills in each of the listed areas. Feedback is used as a key learning tool.

Topics Include:

- Defining the real decision to be made
- Understanding the context
- Identifying the options
- Evaluating the consequences of each option
- Prioritising and selecting from the options
- Reviewing the decision taken
- Taking Action

14. Influencing Difficult Situations

Influencing Difficult Situations examines techniques for approaching and handling difficult business situations. The program is based on the research and writings of Chris Argyris, Peter Senge, and other experts in the field of business communication. The program explores how mental models influence our private thinking and, thus, our behaviour. It presents the "Left-Hand/Right-Hand Column Case Study" exercise as a technique for unveiling and examining our private thinking. Finally, the program examines five unproductive thinking habits that many people fall into during difficult conversations, and five productive alternative ways of thinking. By examining their own thinking habits and actively seeking more productive mindsets, managers can learn to approach difficult situations with confidence, avoid blaming and defensiveness, and create higher quality relationships and business decisions.

What will I learn during ‘Influencing Difficult Situations’?

- Understand that avoiding difficult situations / confrontation often results in suppressing crucial information and bad business decisions
- Understand that we develop and use "mental models" to make sense of the world around us. These mental models influence, often subconsciously, how we select and interpret information and reach conclusions-that is, how we climb our "Ladders of Inference."
- Learn how to become aware of and monitor our private thinking. Recognize how profoundly our private thinking can influence what we say, our decisions, and actions, and how we thereby, unwittingly, often contribute to the "difficulty" in business situations
- Become aware that, in difficult situations, we often resort to a defensive mental model of "Be in Control"
- Learn how to identify the five non-productive thinking habits that arise from the "Be in Control" mental model. Learn to shift our mental model towards one of "Mutual Learning" and five alternative, productive thinking habits

15. Developing Skills in Gender Communications

We take it for granted that we work alongside our male or female counterparts, but how often do we stop to think about how effectively we connect with each other? Do perceptions of gender stereotypes distort our communication and affect our working relationships? By exploring the Art and Science of Communication, this workshop helps business professionals learn how to understand the other gender better and therefore connect and communicate more effectively and powerfully in the business place and beyond.

Topics Include:

- How we interpret meaning through an appreciation of the art and science of communication
- How to understand your own preferred style of communication
- How to identify and relate effectively to the opposite gender's different styles and norms for communication
- How to use your physiology, voice and words to build rapport between genders
- How to understand and speak the language of the other gender
- How to recognise and use non-verbal communications to reinforce messages
- How to avoid arguments
- How to motivate people from the opposite gender
- How to handle difficult conversations and communicate different wants and needs
- How to build relationships that last by understanding and managing politics and power structures

How we deliver the programme

The style and approach of this 1-day workshop is very interactive, with exercises throughout to embed the learning. It is designed to be fun as well as developmental and motivational, and is ideally run for a mixed gender group of approximately 24 people.

Who will benefit?

This is a senior executive offering designed for those who need to communicate effectively across genders at all levels in business, for example Partners and senior managers in Professional Services firms. However, the skills taught are relevant and applicable to everyone who wants to improve their interpersonal communication skills for whatever reason. In short, it appeals to all organisations and executives, who want to increase their capability to communicate effectively and influence with integrity between genders.

16. Women and Leadership

It has been proven by those women who have reached board level and CEO positions that the concept of the glass ceiling was wrong. Yet still few women make it to the highest positions of leadership. As women who sometimes juggle many roles, mastering the art of being an effective leader, at whatever level we aspire, requires strategies and careful planning to ensure success. This workshop explores what it takes and how to get there, within the context of business. The outcome is greater clarity, new skills and committed plans that enable all women to achieve their leadership goals.

Topics Include:

Leadership Behaviours

- What do great leaders do?
- Setting direction - key priorities and strategies for us as leaders

Women's ways of leading

- Great role models
- How to understand and develop your leadership style
- How to be yourself and play to your strengths

Key Leadership Skills

- How do we stack up?
- A Model for leadership
- Coaching and developing teams

The Art of Leadership

- How to develop your personal charisma

Your Business Image

- How to look the part (*optional 1-1 consultation and Executive "Top to Toe")
- How to harness the power of non-verbal communication

The Importance of Voice

- How to sound the part
- Getting heard
- Influencing

`Finding the way through the maze

- Networking to build your resources and support
- Getting things done

This workshop may be run over 1 or 2 days, depending on the required content *. The style and approach of the workshop is very interactive, with exercises throughout to embed the learning. It is designed to be fun as well as developmental and motivational, and is always received with huge acclaim and appreciation.

17. Image and Impact for Business

We are all in the public eye. The opinion your customers and clients have of your organisation, your products and your service quality is influenced by their opinion of your people. Our training focuses on the visual presentation and personal appearance of your key personnel. Customer-facing staff and senior managers alike will benefit from understanding the power of silent communication that is the psychology of dress. These unwritten, unspoken "rules" can determine success or failure in any business relationship. From first impressions right through to on-going effective communication such as business etiquette and entertaining, we ensure that your people make a positive personal impact at all levels of business.

Topics Include:

- What is the Psychology of Image?
- Understanding your Impact of non-verbal Communication
- How to have Effective Corporate Branding
- How to Carry Authority
- How to apply Formal, Mid Formal & Smart Casual forms of dress
- How to! - Business & Social Etiquette (introductions)
- How to create First & Lasting Impressions
- How not to Sabotage yourself
- An insight into how to dress YOUR Clothing Personalities!

Image & Impact training brings these benefits to your business:

- How to achieve top quality company image through true ambassadors for the business
- Improved interpersonal skills through increased confidence
- How to naturally command respect

The style and approach of this 1-day workshop is very interactive, with exercises throughout to embed the learning. It is designed to be fun as well as developmental and motivational, and is always received with huge acclaim and appreciation.

18. Action-oriented Meetings

Meetings are a vehicle for making a difference in our businesses: implementing strategy, advancing projects, solving problems and serving customers. Too often, though, meetings are frustrating and achieve nothing. This 1 day course enables participants to use meetings to drive action. Participants will learn:

- how to distinguish and use the four types of meetings
- how to set objectives for meetings
- how to use conversations to drive action in meetings

Who will benefit:	Departmental Managers, Change Agents, Consultants.
Number of participants:	6-20
Topics covered:	• The different types of meetings • Setting the objectives • Matching the participants and room layout to the meeting type • Different types of speech and different types of listening, in different types of meeting

19. Making Change Happen

How do you implement a strategy? How do you turn a decision into action? This course addresses these critical business skills. In this course we focus on the implementation stage of a business change: the part where results are delivered.

Participants will gain a set of tools, techniques and practices which will enable them to direct their efforts where they will have the best effect. The result is economy of action, and swift progress towards business goals.

Topics Include:

- How to determine the best action to take
- How to distinguish action from activity, and why it matters
- How to hold conversations which engage others in action
- How to set objectives that make a difference
- How to measure the impact of the change
- How to embed the change, so progress is made

Delivery and Value:

This is a highly practical workshop, focussing on making change happen in participants' organisations now. Participants are encouraged to bring examples with them, so they can apply the principles they learn directly into their workplace. Frameworks and tools are presented to participants for use during and after the workshop. This course is based on the book "Making Change Happen" by Jane Northcote ISBN-13 978-0-9557760. Participants will receive a copy of the book as part of this course. The course runs for 2 days for up to 15 participants. It is appropriate for operational managers and supervisor level people, and is particularly applicable to people who are required to deliver a business change project. Consultants will find the frameworks useful when advising their clients.

"Uplifting, inspirational and exciting - this is the 'start here' button for anyone involved in business change. Change is possible, you can do it, today, and here's how."

Appendix 1

Assessment and Evaluation

How will the benefits of the training be assessed and evaluated?

Assessment and evaluation of each training and coaching programme will be designed with the client, to cater for their particular needs and preferred approach. In the absence of any particular preferred approach, we recommend, and can provide the following structure which is supported by a suite of tools:

At the conclusion of each the workshop, each participant is asked to complete an evaluation and self-assessment against the training objectives and their individual goals.

Feedback is given to each participant as to their overall performance and level of skills development demonstrated during the exercises.

Evaluation as to the effectiveness of the learning may be carried out at 3 month and 6 month intervals after the completion of the workshops, using a structured questionnaire to determine to what degree the participant is practicing the skills and behaviours taught.

If desired, participants' clients and managers may also be surveyed to gain their input, and a 5 page summary of skills attainment and on-going needs produced for each participant to aid further development planning.

Appendix 2

What do participants say about The Leadership School workshops?

- ✓ *'This was the best training experience of my entire 30-year career'*
- ✓ *'The feedback I have received from my partners related to your part of the programme has been nothing but excellent'*
- ✓ *'I got more from this workshop than any structured development in my career so far'*
- ✓ *'I feel much more capable and confident than before'*
- ✓ *'I found the whole experience absolutely brilliant and already know I am more confident and able in my ability to influence my clients'*
- ✓ *'In the short period since the workshop ended several colleagues have commented on a new and 'better' me'*
- ✓ *'My sales performance has tripled over the past 6 months since the training'*
- ✓ *'I don't sell anymore – my clients just buy!'*

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