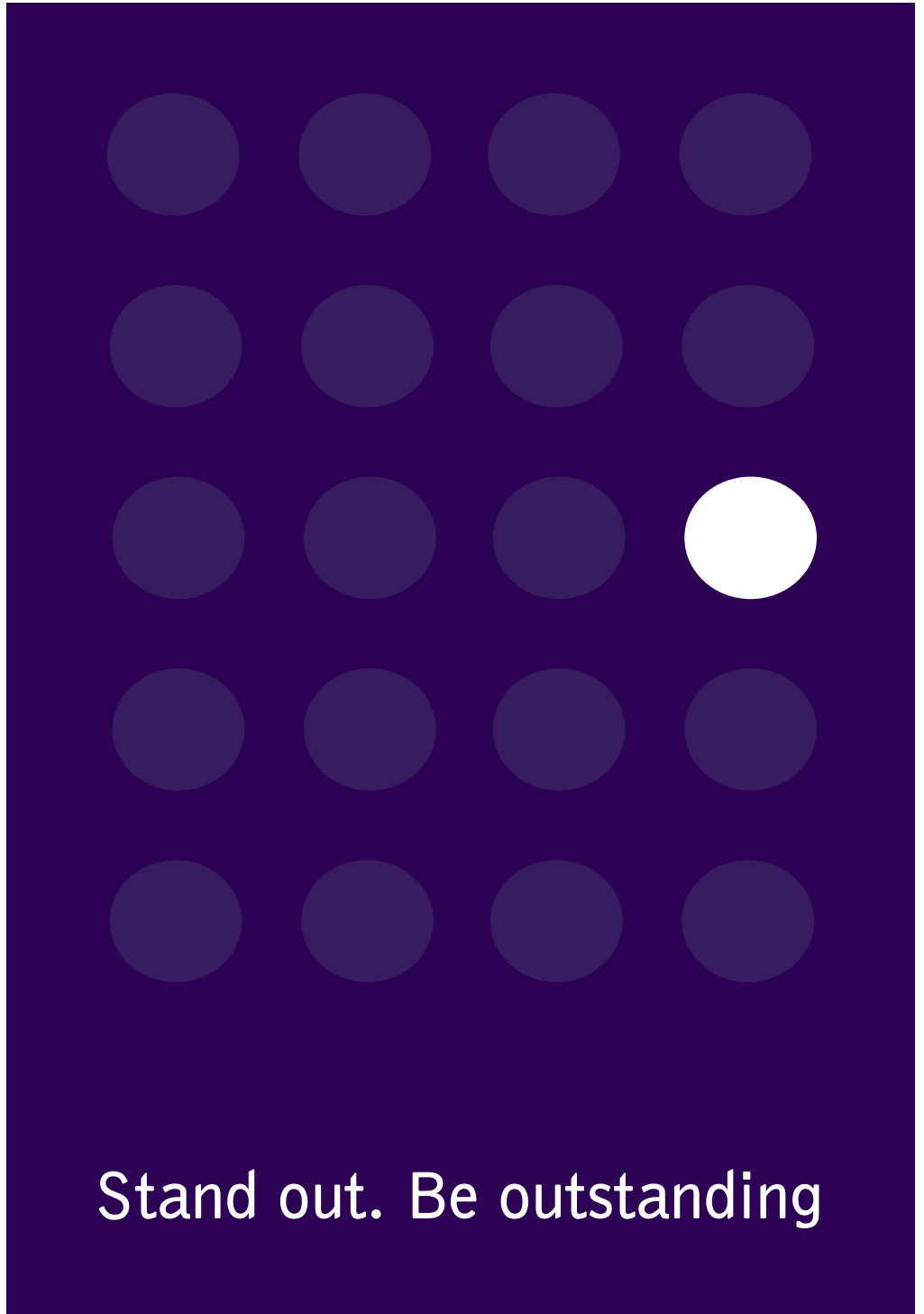


essential training

Brochure 2006/7



Stand out. Be outstanding

essentiatraining

Brochure2006/7

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INTRODUCTION TO THE **essentiatraining** APPROACH

Stand out. Be outstanding

The best training is that which gives you a return on your investment. The training that gives you the best return on your investment is that which is linked to your business goals. At essentiatraining we believe that learning should be seen as part of the business process, tying in with organisational objectives while being focused on achievement and cost effectiveness.

essentiatraining combines innovative learning methods and training experience with a comprehensive resource in knowledge and quality management. Our extensive research and development team use cutting edge technology to ensure training evolves ahead of industry demands, providing programmes designed to make your people stand out...and be outstanding in their field.

Practical experience

Practical training that is focused on achievement

essentiatraining works with many diverse companies throughout the UK and overseas, in both the private and public sector. We have developed a wide range of practical training techniques and methods that work. essentiatraining consultants have experience across a wide range of industries. They are valued for their high level of expertise, market knowledge and achievement. Most important is their ability to engage and inspire delegates to learn.

Linked Learning

Complementary courses for best value

essentiatraining course content and delivery style are designed to offer a complete learning experience at the best value. Discounts are available to clients who book a delegate on a series of courses at the same time.

To discuss your specific needs with one of our consultants please get in touch in any of the following ways:

Post essentiatraining, Lower Ground, Skypark, 72 Finnieston Square, Glasgow G3 8ET.

Tel 08457 22 11 33. **Fax** 0141 568 4001. **Email** info@essentiatraining.com

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essentiatraining

WHAT WE DO...

IN-COMPANY TRAINING

Tailored learning to meet your specific needs

All of the courses outlined in this brochure are available as customised programmes, developed in partnership with yourselves to address your particular needs and delivered in-house. essentiatraining in-company programmes are preceded by an in-depth needs analysis and followed up by a review of attendees' Action Plans to assess their effectiveness and underwrite the value of your investment.

COMPETENCY MANAGEMENT

Proven competency for your customers' peace of mind

There is an increasing demand in many industries for suppliers to be able to guarantee and demonstrate the competency of their people. This involves setting up a system for the collection and maintenance of a detailed record of the training, experience and achievement of each member of staff.

essentiatraining can provide Competency Management services for those customers wishing to outsource this function and minimise additional pressure on an already stretched HR department. For customers who prefer to handle Competency Management in-house, essentiatraining can provide assistance in setting up the system and training HR staff in the disciplines required.

MANAGEMENT CONSULTANCY

Determine direction for your organisation

Today's business environment demands a 'hands on' approach by managers. This, together with increased pressure on in-house resources, doesn't always allow the time or mindset required to get to grips with some of the more complex issues affecting performance or to consider your longer term plans. essentiatraining's consultants, based on years of international experience across a range of industries, can help you fill the gap.

We can work with your management team to help them improve performance, addressing sales and marketing, organisational and operational issues. Using the proven essentiatraining model for strategy development, we can also help you decide the way forward and quantify the potential results.

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SELLING ON THE TELEPHONE

Delivering profitable business over the telephone

OBJECTIVES AND METHODS

This programme has been specifically designed to provide effective techniques for successful telephone selling. It incorporates a combination of all the vital stages of the process: getting to the decision-maker, opening a cold call, making effective presentations, handling objections, gaining commitment, and planning successful telesales campaigns. Delegates will participate throughout the day in role-play situations and active group feedback and will build their own 'telepresenter' to implement in their place of work.

DELEGATES WILL LEARN

- How to use communicate skills on the telephone to maximise sales potential.
- How to ensure that the communication is working towards a sales outcome.
- How to maximise sales opportunities in a cost-effective way.
- How to introduce yourself – getting, and keeping, the customer's attention.
- 'Probing' – questioning techniques to establish and agree on the needs and wants of customers.
- Offer Analysis – effectively matching the product / service directly to those needs and wants.
- How to use sales aids over the telephone to maximise potential income.
- How to receive incoming calls and create a positive impression.
- How to convert a complaint into a positive sales lead.
- How to handle objections and counter price arguments.
- How to keep the initiative and maintain control throughout the sales process

WHO WILL BENEFIT?

Anyone with the responsibility for making telephone calls to new or existing customers to sell products, services or appointments. Also, those who receive calls and are required to turn the discussion into a sales opportunity.

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PRACTICAL SELLING SKILLS

Proven techniques to increase sales effectiveness

OBJECTIVES AND METHODS

To be effective in these demanding times requires true professionalism. In this practical and highly participative course sales people will practise the latest ways to apply professional selling techniques. The programme covers everything from advanced questioning skills, which find out the real needs of the customers, to matching the product to those needs and presenting the solution. It also focuses on planning sales activity and time management to maximise the impact on the overall objectives.

DELEGATES WILL LEARN

- Professional selling today - the skills and qualities needed to maximise sales potential.
- How to gain appointments and obtain interviews.
- Professional questioning skills through syndicate working groups and evaluation.
- 'Re-Cycling' – a proven method which assembles the real needs of the customer, matches the features of the offer to those needs and converts them into real benefits, and relates them personally to each customer.
- 'Profiling' - a total customer base management system which will identify and maximise opportunities for winning and keeping new business through...
 - Business Pool (Current customers)*
 - Working Pool (Working customers)*
 - Development Pool (Future customers)*
 It also provides the necessary skills and techniques required to keep them.
- How to handle objections and counter price arguments.
- How and when to close the sale.
- How to plan time and territory and how to prioritise direction to maximise business opportunities.
- How to develop effective interpersonal skills, which will build good client relationships.
- Customers' likes and dislikes and how to adapt the sales technique to the selling situation.
- How to motivate customers to want to buy.
- How to manage an 'Account Plan', which will determine the level of relationship and match it to the level of power and authority. Then, how to grow and secure the business.

WHO WILL BENEFIT?

New and experienced sales people from any type of selling background and management or non-sales people who require a greater sales understanding.

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TACTICAL NEGOTIATING SKILLS

How to position yourself for a win-win situation

OBJECTIVES AND METHODS

Effective negotiating skills will strengthen the position of any company when concluding business discussions. This highly participative programme provides all the necessary skills to prepare for and control any situation that requires positional movement from either a sales or buying stance. Skilled negotiation is a technique every company representative should strive to develop. This programme will equip delegates with a clear understanding of the negotiating process and strategies to achieve the best deal for the company, whilst maintaining good relationships. Delegates will interact with other client-based delegates through varied use of film, role-play and practical exercises.

DELEGATES WILL LEARN

- How to recognise the different phases of the negotiating process.
- How to anticipate the tactics of the other party, and use them to your advantage.
- How to manage concessions, what to give and what to ask for and at what stage of the negotiations.
- How to develop communication skills and how the process can be implemented to gain and maintain the control that will help conclude the deal.
- How to identify human aspects of negotiation and how to allow for them.
- How and when to present an offer.
- How to gain solid commitment and agreement to act.
- The power of networking.

WHO WILL BENEFIT?

People who are primarily in a buying or selling role. Equally, it will benefit other managers involved in commercial negotiating situations, such as accountants or people responsible for buying-in services for the company.

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MAJOR ACCOUNT MANAGEMENT

Strategies to grow and protect your most valuable customers

OBJECTIVES AND METHODS

Your company's major accounts are your competitors' major prospects. Your profits depend more on acquiring, developing and protecting major or key accounts than any other single activity. The Major Account Model on this programme is based on the concept of /Shades of Response/. This practical model will give people who manage major accounts the all-important edge. They will learn how to position key players and understand the internal politics, how to identify and motivate the power, influence and decision making process and, through accurate client-centred analysis, will be able to call upon, or influence, that process.

DELEGATES WILL LEARN

- How to make effective presentations.
- Advanced questioning skills and how to get beneath the surface to understand the varying needs in a major account.
- How to identify and define a "major account" and evaluate the potential for future development.
- The difference between selling and account development.
- The psychology and politics of organisations and how to handle them effectively.
- The principles of "Shades of Response" – positioning the decision-making process and making it work for you.
- How to analyse the priorities of key individuals and what motivates them to buy.
- Effective communications within both own and client companies and how to identify key strengths, which will provide strong, team selling.
- How to set up business partnerships with key client players.
- How to change the emphasis of account management skills as the partnership grows and the relationships mature.
- The power of networking.

WHO WILL BENEFIT?

Any member of the organisation whose responsibilities or understanding includes major or key account management.

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MANAGING THE SALES TEAM

Maintain peak performance through your team

OBJECTIVES AND METHODS

A sales manager succeeds by achieving objectives through the sales team. This dynamic programme looks at achieving the desired result through managing performance and activity. Applying pro-active management in three key areas will provide a management platform to ensure that you drive the result, not react to it. The course also offers practical ways of managing the customer base, which secures today's business and provides opportunities for future customers.

DELEGATES WILL LEARN

- Leadership for results – how to establish clear business objectives for the team and work towards meeting them.
- How to measure accurately the activity of their team to determine maximum business potential and to evaluate effectively the level of knowledge and skills they require.
- How to conduct field visits, field training and appraisal sessions.
- The essential training concept on Customer Base Management – a practical working method of securing business through existing customers and providing business growth through new customers.
- How to find and adopt the most appropriate style to get the best performance from each member of the team.
- How to match the appropriate practical methods to the right management style in order to achieve maximum results through people.
- How to coach and counsel for performance improvement.
- How to organise and run sales meetings to maximise understanding, input and outcomes.
- How to manage time and prioritise activities.
- How to support individuals and the team in selling to major accounts.

WHO WILL BENEFIT?

Experienced, newly appointed and potential sales managers, as well as more senior sales executives seeking an in-depth appreciation of effective sales management.

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GOOD CUSTOMER CARE

It's an attitude not a department

OBJECTIVES AND METHODS

Good Customer Care will add value to your client's investment, protect business relationships, increase customer loyalty and make it difficult for your competitors. This highly participative programme demonstrates all the skills necessary to provide effective customer care, as the customer sees it. It also aims to change peoples' attitudes and behaviour towards their client based responsibilities. They will learn how to add value to their products or services by using these skills.

DELEGATES WILL LEARN

- An understanding exactly what 'Customer Care' is and how it should be applied to keep customers happy.
- An understanding of their role and their contribution to improving the service to the customer.
- How to deliver good customer service – as the customer sees it...
- How to turn a negative complaint or objection into a positive opportunity.
- An understanding that customers only complain if they want to do repeat business with you.
- How to develop communications with unhappy customers in order to provide positive resolutions.
- Active listening
How to listen to what the customer tells you and then analyse what that really means.
- Effective questioning
Developing a technique to investigate and gather information, which will add value to the customer's service and provide business growth opportunities for your company.
- Productive follow-ups
Understanding that this vital part of the process provides continuity, builds trust, confidence and customer loyalty.
- How to apply the principal dos and don'ts in good customer care.

WHO WILL BENEFIT?

Anyone in the organisation who has direct face to face or telephone contact with customers. All other people who need to broaden their understanding of what customers value in business relationships.

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PRIMARY PROJECT MANAGEMENT

Commercial awareness for managers needing to plan a route to success

OBJECTIVES AND METHODS

The successful project leader needs to be able to plan the direction of the team and make decisions based on real evaluation. Delegates will be introduced to and given the opportunity to practice with the skills and tools needed to plan and control budgets, manage resources and plot a route, which will deliver desired outcomes. Delegates will learn the specifics of planning and control and how to design, implement and evaluate the key stages of managing a project. This programme develops confidence and abilities through increased understanding of project management and heightened commercial awareness.

DELEGATES WILL LEARN

- How to be comfortable with project management jargon.
- How to select a project team based on levels of competence and commitment.
- How to understand what effect behaviour has on the behaviour of others.
- How to develop and maintain personal authority as a leader, without authority.
- How to make better decisions and introduce change more effectively.
- The art of Situational Leadership, being the right leader, for the right reasons at the right time.
- Network techniques and how to put a plan together.
- How to use and understand Gantt charts, PERT charts and Critical Path Analysis.
- How to plan, run and manage team meetings.
- How to manage time and competing priorities by applying effective negotiating skills.
- The benefits of delegation and empowerment – how to define, understand and introduce them.

WHO WILL BENEFIT?

First line and middle managers who are given accountability for managing specific projects within the organisation. Anyone who needs to increase their commercial awareness and have a greater understanding of what impacts on corporate decisions and directions.

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INTRODUCTION TO MANAGEMENT

Practical development for first line managers

OBJECTIVES AND METHODS

This workshop-style programme develops general first line management skills, with particular focus on the human relations elements of the job and the interpersonal skills needed. Your managers will participate in syndicate groups, case studies, exercises and group sessions with feedback discussions. The various techniques used effectively introduce management skills through demonstration and practise sessions. This programme builds confidence and provides skills that have been tried and tested.

DELEGATES WILL LEARN

- The full role and responsibilities of a first line manager or supervisor.
- How to develop and maintain personal authority as a leader.
- How to be an effective situational manager and understand the different management styles.
- How to identify and apply the most effective management style to the situation.
- The elements and use of motivational leadership techniques.
- How to identify and solve problems through better decision-making.
- How to develop and maintain good, effective communications.
- How to develop and maintain good working relationships.
- How to organise your own work and that of your team.
- How to measure individual and team performance.
- How to introduce change – influencing people and overcoming resistance.
- How to analyse performance and plan for self-development.

WHO WILL BENEFIT?

New or experienced first line managers, supervisors, superintendents, foremen and those about to be promoted to any of these positions.

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SUPERVISORY MANAGEMENT SKILLS

Giving supervisors the skills to manage people

OBJECTIVES AND METHODS

This highly participative programme introduces general supervisory skills, which deals mainly with the transition of team member to team leader. Your supervisors will work with co-delegates and learn from a series of case-studies, exercises and group discussions. The style of the programme encourages focused interaction on leadership, motivation and communication. Each participant will enjoy and benefit greatly from the variety of training material used.

DELEGATES WILL LEARN

- About supervisory management and what the role entails.
- How to move from being a team member to a team leader
- How to recognise and apply the most appropriate style of management for a particular situation.
- How to find out what makes people tick and implement motivational tactics.
- How to identify and solve problems and be a more effective decision-maker.
- How to develop and maintain good, effective communications.
- How to run meetings and lead discussions.
- How to develop and maintain morale in the team.
- How to prioritise tasks and manage time deadlines for your team
- How to apply effective performance management techniques.
- How to handle conflict in the team and effectively make changes.
- How to gain commitment from your team and respect as a leader.

WHO WILL BENEFIT?

First line supervisors or managers who have moved from a team player to a team leader situation. Also, new or experienced people, or those about to be promoted.

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PRODUCTIVE APPRAISALS

Modern techniques to motivate discussion, agreement and evaluation

OBJECTIVES AND METHODS

This interactive programme demonstrates very specific skills covering planning and preparation through to the evaluation of performance. In addition, it looks in depth at the skills required to carry out effective interviews. Your people will work together and learn from a series of case studies, exercises and group discussions. Each delegate will be given the opportunity to conduct a live appraisal meeting which will be followed by discussion and critique. Delegates will take away with them a full reference manual on managing productive appraisals.

DELEGATES WILL LEARN

- How to identify the full range of factors affecting the performance of any individual.
- How to plan and research all the necessary information for the discussions.
- How to conduct more effective appraisal interviews and one to one reviews that will develop realistic performance improvement plans.
- The role of leadership and how it relates to informal one to one discussions and formal performance appraisals.
- How to agree and set joint standards, which are valid and objective.
- The best way to use appraisal forms and documentation.
- How to give and receive constructive feedback.
- How to use the 'SCOPE' model for preparing, conducting and concluding effective interviews.

WHO WILL BENEFIT?

Any member of the company's staff concerned with design, planning and operation of Performance Appraisals

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MASTER CLASS MANAGEMENT

Complete learning for the complete manager

OBJECTIVES AND METHODS

This modular programme brings together all the key elements of commercial and industrial life in the 'modern management fast lane'. With three distinctive 1-day sessions, it provides your people with all the necessary skills to deal with almost any leadership situation. It also helps them to understand peoples' behaviour and motivation to work. It demonstrates the skills needed to carry out effective interviews either on an informal 1:1 review basis or a formal performance based appraisal. Master Class Management supports commitment with evaluation as measurement of success, which provides the route to the next step. This involves both the delegate and their line manager, which helps measure the delegate's progress, on both a theory and practical basis. Each module will provide all the necessary tools for learning with a Personal Action Plan for delegates to set personal goals and objectives and an essential training Performance Management Tool to assist line management in measuring skill application and the impact on the business. Quite simply Master Class Management develops more effective managers who will improve the results for the business through other people.

DELEGATES WILL LEARN

Day 1: Performance Management

- The Art of Situational Leadership and how it works.
- How to identify their own natural leadership style.
- How to adopt the most appropriate style for the situation.
- How to adjust their approach when dealing with their teams' different skill levels.
- How to develop a performance management tool and effectively use it to accurately measure peoples' competence levels.
- The difference between competence and commitment and how to develop peoples' skill set.

Day 2: Behavioural Management

- How to read people and understand them better.
- The impact from different types of behaviour.
- How to tell the difference between can't or won't. responses and knowing the best solution to apply.
- How to use a practical working model, which will determine individuals' motivation to work.
- How to deal with peoples' different motivations to work.
- How to be more assertive and deal with people at all levels.

Day 3: One-to-One Interaction

- How to define effective communication.
- How to use and read behaviour in communication.
- When it is working more effectively
- How to prepare and implement a structured approach when communicating.
- Advanced questioning skills and how to use them.
- About active listening and how to improve their listening skills.
- How to understand and use 'Body-language' and other non-verbal communication.
- How to appear interested rather than just inquisitive.
- How to understand other peoples' preferred method of communication.
- How to develop trust and cooperation by communicating effectively.
- How to use communication to get agreement and commitment.
- How to communicate effectively in writing by using appropriate language in e-mail, fax or business letter.
- The best way of dealing with impromptu one-to-one interviews.
- How to plan, prepare and implement formal performance related interviews.

WHO WILL BENEFIT?

essentiatraining

Anyone in a leadership role who is responsible for the performance of others or those 'earmarked' for this responsibility. It is also designed to help those who are asked to lead projects but do not have the authority over the members of the project team. Anyone who is responsible for the direction of the business through the performance of others.

Master Class Management has been developed to address the many enquiries received from clients who are searching for management training that provides the complete package. Many people tell us that they have tried the management institutes and found that they focus mainly on training. Master Class Management focuses on achievement. "What does training do for your business"? This innovative and complete programme answers that question for you.

Three intense days allow us to provide all the development needed for your managers, without the usual 5-day commitment miles away from work and home.

This is an exciting opportunity to discover the benefits of joining Master Class. See you at the top.

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FINANCE FOR NON-FINANCIAL MANAGERS

Behind the Numbers – a financial primer for ordinary people

OBJECTIVES AND METHODS

The effective modern manager needs to speak and understand several languages, including the language of Finance. This highly participative program covers the basics of company finances and introduces delegates to the principles, structure and language of financial reports. It will equip attendees with the financial skills and tools needed to budget effectively, understand company reports and see clearly the relationship between management decisions and their effect on the company's financial performance.

DELEGATES WILL LEARN

By the end of the course, delegates will be able to:

- Understand why financial reports are necessary and how they shape the outside world's view of a company
- Read and analyse a set of company financial reports.
- Understand the terminology of finance, including standard costing and variances, the difference between fixed and variable costs, overheads and absorption
- Be able to prepare an operating budget effectively
- Understand how their day-to-day management decisions affect the financial performance of the business

WHO WILL BENEFIT?

Managers, Supervisors and others who are new to their role or are seeking to develop their financial skills and awareness.

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ADVANCED FINANCE FOR NON-FINANCIAL EXECUTIVES

Key analysis tools for middle and senior managers

OBJECTIVES AND METHODS

A senior manager must be able to plan his or her business effectively, assess various types of opportunity and risk and make forceful and well-argued applications for capital investment. For a business to grow effectively, a manager should be able to compare and assess various type of business opportunity, including:

- Opening a new branch
- Serving a new business segment
- Developing a new product range
- Acquisition

This workshop-style program will introduce delegates to the basics of business planning and risk analysis. It will present several useful financial techniques and their use in assessing and comparing the financial performance of projects.

DELEGATES WILL LEARN

By the end of the course, delegates will be able to:

- Prepare a structured business plan with supporting financial data
- Use a range of financial analysis tools – including Ratios, DCF, IRR, EVA – to assess and compare the expected performance of various investments
- Assess the funding requirements of an investment project and compare the various sources of funds available

WHO WILL BENEFIT?

This programme will benefit any manager who has attended essentiatraining's Finance for Non-Financial Managers course, or an equivalent course elsewhere, and who is seeking to extend their ability to assess the financial requirements, risks and benefits of different types of investment project.

Although the content would be useful to most disciplines, managers from the following areas will especially benefit:

- Sales & Marketing
- Business Development
- Area Management
- Operations
- Research & Development

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EFFECTIVE REPORT WRITING

Making written communication work for you

OBJECTIVES AND METHODS

Writing, especially business writing, often seems a real chore. Reports are, by definition, among the longer forms of business writing. But reports have an important part to play, so they have to be written and written well. If your first feeling when a report writing assignment drops on your desk is one of apprehension or even dread, then this course is for you. The workshop style of this programme will teach you the principles and give you the chance to practise them. Demonstration is followed by exercises, group projects, discussions and practical work. Delegates will learn how to produce clear, concise reports which have real impact, enhance credibility and achieve the desired result.

DELEGATES WILL LEARN

- The importance of clarifying the objective of the report: getting the brief right.
- How to plan the different stages and structure the content in the right sequence.
- How to select all relevant material and information to enable you to produce a report which means something to the reader.
- Techniques for structuring the report itself: the layout and presentation.
- How to write clearly and concisely: gearing the language to the reader and how to make it interesting.
- The use of appendices to filter out all supporting data. How to check, edit and proof-read, and when to involve other people.
- How to use different methods for effectively producing your report.

WHO WILL BENEFIT?

Anyone who has to write a report about progress or plans. Those who have to prepare, as confirmation or follow up, written proposals which will determine the outcome in a decision-based situation. People who have to prepare unbiased reports from meetings or projects. Sales managers, office managers, supervisors, team leaders, sales people and other administration staff. Anyone who has to write a report.

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PRESENTATION SKILLS

How to persuade and influence your audience effectively

OBJECTIVES AND METHODS

The greatest barrier to making effective presentations is lack of confidence. This programme initially develops delegates' self-belief and inspires confidence in themselves. Instruction on demonstrative skills and a series of practical sessions follow the confidence building and provide a very strong platform on which to build effective presentations. Delegates will learn how to enhance their technical knowledge by delivering powerful presentations, which command attention and hold interest. The programme also provides an on-going development aid for them to take away and use as reference. All interactive sessions are recorded and remain with the delegate, together with the trainer's comments and critique.

DELEGATES WILL LEARN

- How to set objectives and evaluate the relevance of the information.
- How to structure a presentation, which persuades and motivates the audience.
- What material to include, which will hold the audience's attention and interest.
- How to open and close the presentation with maximum impact.
- How to present using notes, yet retain control and spontaneity.
- How to use various types of visual aids to enhance the presentation but not overpower it.
- How to set up and stage-manage the presentation.
- How to use vocal dynamics when communicating with the audience.
- How to obtain audience involvement and commitment.
- How and when to answer questions in the presentation.
- How to use non-verbal communications effectively.
- How to deal with difficult and challenging people.

WHO WILL BENEFIT?

Anyone who regularly has to address meetings, or stand up in front of an audience of colleagues, clients or peers and speak persuasively.

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INTERVIEWING EFFECTIVELY

How to read people and conduct effective interviews

OBJECTIVES AND METHODS

This very productive programme aims to develop your people to grow to become more confident and more effective interviewers. The course will demonstrate how to be in control of the interview situation. Delegates will learn all the skills necessary to conduct essential one-to-one sessions through effective use of advanced questioning and listening skills. They will leave the course with greater understanding of how to prepare, implement and conclude successful interviews.

DELEGATES WILL LEARN

- How to structure the interview with a beginning, middle and end.
- How to open the interview, put people at ease and encourage dialogue.
- How to interview people at all levels.
- How to recognise other people's preferred communication style.
- How to lead the interview and keep the conversation moving forward.
- How to manage the effects of both verbal and non-verbal behaviour.
- Advanced questioning skills to control, lead and motivate the interviewee to provide relevant information.
- How to develop active listening skills.
- How to establish and build rapport using effective inter-personal skills.
- How to establish agreement and conclude the interview effectively.

WHO WILL BENEFIT?

The course is designed for anyone responsible for conducting interviews. It is also suitable for managers or other personnel involved in one-to-one meetings.

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SOUND COMMUNICATION SKILLS

The exchanging of meaningful information between people

OBJECTIVES AND METHODS

This very productive programme aims to develop individuals to become more confident and more assertive. They will understand what prompts or hinders positive interaction between people and the overall process of effective communication at work. Both the theory and practise will be discussed and techniques will be provided to help delegates communicate more effectively using verbal and non-verbal behaviour. The course will demonstrate how to be in control of situations by recognising how different behaviour impacts on themselves and others. Delegates will learn how to use their strengths and weaknesses to their advantage, and develop their own formula for success. They will leave the course with greater awareness and confidence in their abilities, improving their contribution to the overall business goals.

DELEGATES WILL LEARN

- How to deal with people at all levels.
- How to be more assertive and remain in control of difficult situations.
- How to develop personal authority.
- How to build high self-esteem and a positive attitude.
- The basic theory and definition of communication
- The key skills of an effective communicator.
- How to manage the effects of both verbal and non-verbal behaviour.
- How to recognise the barriers to communication.
- How to understand the importance of non-verbal communication.
- How to obtain the desired result through assertive behaviour.
- How to develop active listening skills.
- How to use appropriate communication media.
- How to interpret and react to people's preferred communication styles.

WHO WILL BENEFIT?

Any manager/member of staff who feels that they would like to improve their understanding of the principles of communication.

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ACTIVE TIME MANAGEMENT

Making your work and your life more productive

OBJECTIVES AND METHODS

Managing time effectively is not easy for anyone. It is particularly difficult in a working environment because you have to take into consideration other people's time and priorities. Add to this the pressures of your own challenges and demands and you have recognised a special need requiring a specific training programme. By means of group discussions, practical exercises and effective time management models, delegates will develop the skills required to plan and deliver work effectively under pressure.

DELEGATES WILL LEARN

- The essential training 'Time Management' model – the principles, practices and techniques to apply.
- How to identify your 'key objectives' and 'critical activities'.
- How to make sure you spend time doing the right things.
- How to establish priorities and work to them.
- How to handle competing priorities.
- How to survive interruptions and work under pressure.
- How to stop other people wasting your time.

WHO WILL BENEFIT?

Anyone who needs to manage his or her time for greater productivity and needs to work with others to do so. Also, those who have 'deadline' responsibilities either for people or projects and who can influence timed priorities.

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ASSERTIVENESS

Refine the skills needed for personal achievement

OBJECTIVES AND METHODS

This very productive programme aims to develop individuals from the inside out. Your people will learn how to grow to become more confident individuals, more effective in their business and personal lives. The course will demonstrate how to be in control of circumstances rather than being a victim of them. Delegates will learn how to use their strengths and weaknesses to their advantage, and develop their own formula for personal success. They will leave the course with greater awareness and confidence in their abilities, improving their contribution to the overall business goals.

DELEGATES WILL LEARN

- How to deal with people at all levels.
- How to be more assertive and remain in control of difficult situations.
- How to recognise other people's preferred communication style.
- How to develop personal authority.
- How to manage the effects of both verbal and non-verbal behaviour.
- How to build high self-esteem and a positive attitude.
- How to obtain the desired result through assertive behaviour.
- The consequences of over promising
- Learning to say 'no' without offending anyone
- Understanding behavioural impact
- Dealing with and avoiding conflict

WHO WILL BENEFIT?

Anyone who lacks confidence or struggles to communicate their point and is uneasy in one-to-one or group situations. Those who intimidate, or are intimidated, by aggressive behaviour.

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PERSONAL DEVELOPMENT PROGRAMME

Whether you think you can or you can't, you're probably right

OBJECTIVES AND METHODS

Many programmes deal with the skills needed to get the best out of others. Personal Development Programme focuses on getting the best out of you. This particular programme addresses your individual approach to dealing with tasks and people. Preparing yourself to tackle challenges and dealing with 'I can't do that' turns negatives into positives. Delegates will discover how to get the best out of their skills and how to strive for success in any arena. They will become more confident in their abilities and in themselves. They will return to their company with a greater awareness and confidence in their abilities.

DELEGATES WILL LEARN

- The impact and influence from different behaviours
- About conflict management and how to deal with confrontation.
- How to deal with criticism and encourage positive feedback.
- How to approach and conclude difficult situations positively.
- How to overcome fears when faced with daunting tasks, and how to manage those tasks.
- How to prioritise and manage time effectively.
- How to recognise other people's preferred communication style.
- How to select the most appropriate method of communication and use it effectively.
- How to develop trust and gain more cooperation from others.
- How to plan and prepare the mind-set for success.
- How to take responsibility and lead situations

WHO WILL BENEFIT?

Anyone who thinks they can't when they can and believes that achievement is either impossible or, at best, very difficult. Those who want to succeed but don't know where to start. Any individual that needs self-motivation and more confidence when approaching 'impossible' tasks.

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FACILITATION SKILLS

Dealing with opportunities as a team

OBJECTIVES AND METHODS

This highly participative course encourages delegates to share ideas and opinions and resolve current and new problems as a team. Under the guidance of an experienced course leader they will participate in exercises and projects, which will show how to implement changes within their organisation and, using the skills learned, facilitate these changes effectively and constructively.

DELEGATES WILL LEARN

- What is meant by facilitation
- How to identify and solve problems through better decision-making
- How to recognise the responsibilities of the facilitator
- How to identify the key skills of an effective facilitator
- The basic principles of group dynamics
- How to recognise and reduce the impact of conflict
- How to identify a variety of problem-solving tools and techniques
- How to question the status quo and propose alternatives
- How to reach agreement and commit to that agreement through action

WHO WILL BENEFIT?

Anyone who is currently or is likely to be working with teams, particularly where change is being considered.

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TRAINING TRAINERS

Running in-house training sessions is extremely cost effective

OBJECTIVES AND METHODS

The task of training others is extremely challenging and time-consuming. Quality training is essential to the on-going development and motivation of the workforce. Some people have knowledge but are not effective in communicating it. Poorly prepared or badly run training is a waste of everyone's time and investment, and leaves an almost irrecoverable situation. In "Training Trainers", delegates will participate actively in designing, preparing, planning and delivering training sessions. They will also learn how to evaluate the training and how to ensure that the message was relevant.

DELEGATES WILL LEARN

- The learning process - the importance of adapting your style to suit the needs of the delegates.
- How to measure the current competence levels – evaluate and implement a "needs analysis" to determine "benchmarking" of knowledge and skill levels.
- How to write a training programme, which is relevant and meets the needs of delegates.
- How to select the most appropriate training methods to encourage the learning process and bring about the required behavioural changes.
- How to select the best equipment to use in a particular learning situation.
- How to design, produce and use visual aids to enhance the communication.
- How to handle a difficult audience or awkward individual.

WHO WILL BENEFIT?

Anyone who has responsibility for training others – either regularly or occasionally. This course is designed for both new and experienced trainers including training officers, line managers, supervisors and personnel managers. It is equally relevant for sales managers who achieve results through others.

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COMMERCIAL AWARENESS FOR FIELD ENGINEERS

Everyone at the cutting edge is responsible for building the business

OBJECTIVES AND METHODS

The workshop style of this highly participative programme will demonstrate the importance of expanding the role of engineers in the field. Delegates will be given plenty of opportunity to interact with their co-delegates in syndicate work and role-playing real situations. They will learn how to add value to their products and services by using given skills. It also aims to change peoples' attitudes and behaviour towards their client based responsibilities.

DELEGATES WILL LEARN

- Understanding your role as an ambassador for the company.
- How to recognise opportunities and support business growth.
- How to maintain customer loyalty through strong business relationships.
- How to turn a negative complaint or objection into a positive opportunity.
- How to develop good communications with positive interpersonal skills.
- Effective listening
How to listen to what the customer tells you and then analyse what that really means.
- Effective questioning
Developing a technique to investigate and gather information, which will support the sales function.
- Behavioural analysis
Understanding how your behaviour impacts on the behaviour of others.
- Understanding the importance and the benefits of effective teamwork.
- How to develop and apply a personal action plan.

WHO WILL BENEFIT?

Any technical person who comes into contact with customers and needs to apply sound commercial awareness to support or influence business relationships.

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