



Developing People > Advancing Business



Developing People > Advancing Business

World Class Sales Training Solutions

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In 40 countries
around the
world – now in
Malaysia!

Learn it today, use it tomorrow!


Sales
Sales Management and Marketing
Management and Finance
Personal Development
Banking Sector Offering


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Key

 This course is endorsed by the Institute of Leadership and Management UK.

 This course is endorsed by The Institute of Sales and Marketing Management UK.

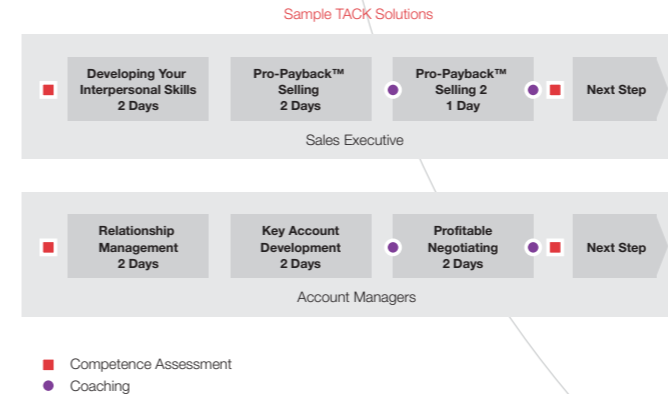
TACK Solutions – your key to profitable growth

Why should I go with TACK? This is a fair question to ask!

5 Good Reasons to Choose TACK International:

1. TACK Solutions deliver ROI

TACK's development solutions involve much more than training. In fact, in most cases, training alone will not deliver the results that you seek. Your ROI lies in your implementation processes. TACK will design a development solution for your people that includes a progression of training programs, pre- and post- measures, as well as action planning and coaching options.



2. Our clients keep asking for more!

Don't just listen to us! Listen to the feet of our clients! Repeat business is the ultimate form of recommendation. Around the world, TACK's clients keep coming back for more! TACK has been selected by some of the biggest and best companies in the world. They do this because we deliver

3. Quick Application: Learn it today - use it tomorrow

Many courses tell you WHAT to do. TACK teaches you HOW to do it. TACK training courses are highly practical. Participants build their confidence to apply the learning through skills practice, case studies, simulations and group discussions. They take away a highly practical toolkit which they can use immediately.

4. Cost effective training at international standards - HRDF approved

TMI Consultancy Sdn Bhd is a HRDF registered training provider. You will get world class in-company and public courses at highly attractive rates.

5. Plug into a world of experience

When you work with TACK Malaysia, you plug into a world of international experience. Our courses and solutions have been developed and tested by our learning centres overseas and then customised for the Malaysian market. We regularly consult with our international colleagues to draw on their know-how. And we travel to Europe every year to bring back the latest thinking and development solutions from the TACK network. All of this knowledge and experience is available to our clients.

■ In-company training – tailored to your business

To meet your individual development needs, TACK's in-company training provides a totally flexible approach. We can adapt and deliver any of our open programmes exclusively to your team, or develop a customised programme which will meet the specific challenges facing your organisation.

Sales and service

- Pro-Payback™ Selling & Pro-Payback™ Selling 2
- Appointment Making
- Professional Telephone Selling
- Sales for Non-Salespeople
- Marketing for Sales Professionals
- Profitable Negotiating
- Relationship Management
- Key Account Development
- Financial Understanding for Sales Professionals
- Advanced Solution Selling
- Selling Professional Services
- Making Appointments by Telephone
- Winning Sales Presentations

Leadership and personal development

- Career development – Management and Personal
- Leadership in Senior Management
- Motivational Leadership
- New Supervisor & New Manager
- Managing Projects Successfully
- The Strategic Management of Change
- Problem Solving and Decision Making
- Team Building for Top Performance
- Managing Meetings
- Coaching

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The TACK philosophy in designing and delivering customised training solutions is based on a holistic approach...



■ TACK International

TACK International has been helping business professionals reach their potential for over 60 years. Since commencing in the UK in 1948, TACK International has become a major global sales training organisation, with offices in 43 countries and 25 languages around the world.

TACK has drawn on its years of experience and selling focus to continue to innovate and develop world-class sales, management and leadership programmes.

And today, we are proud to offer our total support package to deliver lasting results. TACK Solutions – this is the TACK Difference.

In Malaysia, TACK comes under the umbrella of TMI Consultancy Sdn Bhd*. Since 2007, we have provided support to organisations such as ING, Unilever and Manpower Malaysia.



* TMI Consultancy Sdn Bhd is a HRDF registered provider

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■ One source – worldwide

Think global – act local

Although development needs may be similar in different countries, they're rarely identical. Training programmes must be translated for culture and local business practice as well as for language.

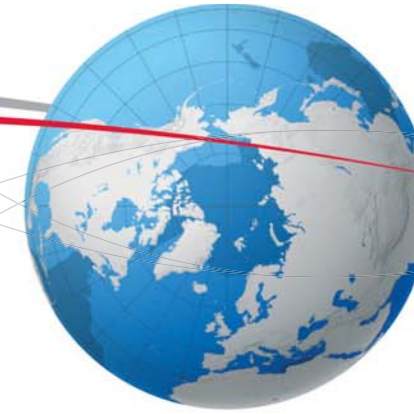
To help you meet your international development needs, TACK has selected world-class partners across the globe. All are skilled trainers and experts in our internationally renowned sales and management techniques. So you can benefit from development solutions in over 25 languages and 42 countries worldwide – all organised from one central office.

Argentina
Australia
Austria
Bangladesh
Belgium
Brazil
Bulgaria
China
Czech Republic
Denmark
Finland

France
Germany
Greece
Hong Kong
Hungary
India
Indonesia
Ireland (Republic of)
Italy
Kenya

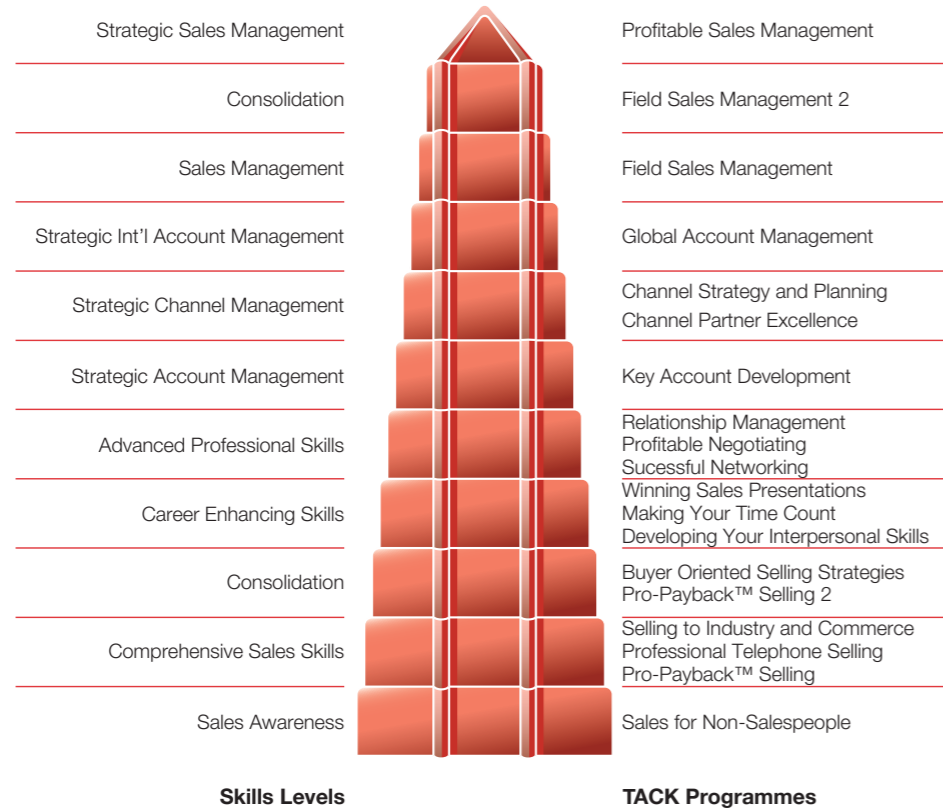
Lithuania
Malaysia
Mexico
Middle East
Netherlands
Nigeria
Poland
Portugal
Romania
Russia
Serbia

Singapore
South Africa
South Korea
Spain
Switzerland
Taiwan
Turkey
Ukraine
United Kingdom
United States of America
Vietnam



■ TACK Sales Skills Tower

The TACK Sales Skills Tower reflects our philosophy of supporting individuals and organisations in development of their skills and competences in the key areas of Sales and Sales Management.



■ TACK Management Skills Tower

The TACK Management Skills Tower illustrate our approach in equipping individuals and organisations with relevant skills and competencies in the area of Management.



■ Pro-Payback™ Selling

2-3 days

Deliver exceptional sales results with TACK's internationally proven Pro-Payback™ Selling

Work through TACK's Pro-Payback™ Selling and other solution selling philosophies to understand what makes your customers tick. This programme is for new entrants to sales or those who require a greater appreciation of selling.

You will learn how to...

- **Assess your own selling style** – adapt it to meet the needs and wants of your customers, in line with TACK's research into buyers' likes and dislikes when dealing with salespeople.
- **Sell by Objectives** – plan your approach for every stage.
- **Gain your customers' attention** – maintain it throughout the call.
- **Investigate effectively** – ask the right questions at the right time to fully understand your customers' needs and wants.
- **Use the Customer Motivation Model** – apply the concept of 'You Appeal' so your solution meets the customer needs and wants you've uncovered.
- **Answer and respond to objections professionally.**
- **Close business profitably** – identify buying signals and proactively build customer commitment.

To complete this programme, delegates should attend Pro-Payback™ Selling 2 within six to eight weeks.



■ Pro-Payback™ Selling 2

1-2 days

Focusing on you, your products or services and how best to sell them

This totally participative workshop is designed to extend and develop face to face selling skills and techniques using self-appraisal, role-play and feedback.

You will learn how to...

- **Revisit and implement TACK's Pro-Payback™ Selling** – role-play your customer visits to reinforce your key skills.
- **Navigate your way through the sales maze** – a perfect reminder of the essential selling skills with this interactive and challenging exercise.
- **Fine-tune your sales approach** – practise any part of the sales process you choose.
- **Drill Down to FIND Solutions®** – become a skilful investigator by employing TACK's powerful questioning model to get to the heart of your customers' unidentified and identified needs and develop mutually beneficial solutions.
- **Powerfully present your offering to your customers** – design your own role-play to suit your market and receive constructive feedback.



■ Appointment Making

1 day

Create more opportunities with qualified appointments

Finding new customers in the face of increased resistance is the challenge of virtually every business. This programme focuses on increasing your opportunities to gain more 'qualified' appointments with prospects who genuinely want to meet you and hear about what impact your product or service can have on their business.

You will learn how to...

- **Generate more qualified appointments** – use a structure to make your calls to give you greater control and confidence.
- **Get through to the decision maker** – deal with gate keepers and influencers professionally and with confidence.
- **Open the call and gain the contact's attention** – instantly engage in an effective conversation!
- **Create and establish the need for an appointment** – use 'logic' questions and listening skills so you can match the benefits of your products or services to the needs identified.
- **Apply the Motivational Model** – use the concept of 'You Appeal' so the solution you're introducing meets the needs and wants you've uncovered
- **Establish rapport** – build a relationship throughout the call.
- **Respond to objections with confidence** – respond to questions professionally and build a better understanding of your prospect.
- **Close on the appointment** – motivate your prospect to say "yes" by applying the right close to your call.



■ Making Appointments by Telephone

1 day

Increase your opportunities by improving your telephone techniques

As telephone selling becomes more widespread and as voicemail is adopted by so many organisations, it becomes increasingly difficult to get through to the right decision maker on the telephone. This practical course will help you overcome these obstacles and provide you with all the essential techniques for successful telephone appointment making.

You will learn how to...

- **Prepare for and structure every call effectively** – maximise your success rate.
- **Identify the decision maker** – make contact directly with them.
- **Gain each contact's interest** – and retain their attention throughout the call.
- **Select and use the right words** – get the right tone of voice for each call and customer.
- **Overcome objections with confidence** – handle questions professionally.
- **Close the appointment** – know when the time is right without being too aggressive or submissive.

■ Sales for Non-Salespeople

1 day

Maximise customer loyalty and uncover sales opportunities through your support teams

Your customer support people can make money for your organisation. This workshop will show them how. Your support teams have far more contact with your customers than your sales people. Participants will increase their confidence to spot revenue generating opportunities through TACK's unique KAYAK model. You will multiply the number of sales people in your organisation!

You will learn how to...

- **Establish the customer's needs and match your products/services to those identified.**
- **Recognise loyalty and buying opportunities when they occur and act on them.**
- **Gain and hold the customer's attention.**
- **Be comfortable discussing commercial opportunities with customers.**
- **Be more effective in gathering information** – understanding needs and wants.
- **Ask open questions and engage in active listening** – summarise discussions and take effective notes.
- **Deal with customer resistance** – build an objection bank and develop persuasive responses.
- **Keep the right people informed** – who needs to know what?
- **Create a winning customer experience with every customer contact.**

■ Marketing for Sales Professionals

2 days

NEW

Learn the theory and put winning marketing plans into practice

Business performance and customer loyalty can be substantially improved when sales and marketing are aligned. This practical and interactive programme will show you the principles of business to business and consumer marketing and the skills of marketing practice.

You will learn how to...

- **Apply the Marketing Mix** – understand the elements that make up the Marketing Mix and successfully apply them to a real scenario.
- **Conduct actionable marketing research** – appreciate how professional marketing research provides customer insight to help secure competitive advantage.
- **Assess the competitive strength of your products and services** – using models you'll understand why different products and services require different levels of management and investment.
- **Develop marketing communications that hit the right targets** – learn about different communication objectives and best promotional channels to deliver persuasive messages to your target audience.
- **Price your products and services effectively** – understand why pricing decisions are critically important and how to make informed decisions.
- **Apply your skills** – a practical case study helps you combine all the ingredients of a winning marketing plan and you'll take away a template to develop your own plan.

■ Profitable Negotiating

2 days

Win the deal and keep your profit

Negotiation is a unique activity – part science, part art, part technique. Experience the challenges of negotiation from both sides and learn how to plan your strategy, execute it effectively and conclude a deal without giving away your profit.

You will learn how to...

- **Apply the structure of negotiation** – from pre-planning through to follow up, so you will know when to move on to the next stage.
- **Prepare for your negotiation** – to increase your chances of success.
- **Use logical and psychological techniques** – to plan your strategy and carry out your negotiation professionally.
- **Recognise the strategies and tactics used by professional buyers** – and apply effective countermeasures.
- **Overcome the buyer's stance** – by understanding their priorities, wants and needs.
- **Assess the effect of concessions** – will the end result still be commercially viable?
- **Identify your strengths and weaknesses** – and those of others through role-play and analysis, allowing you to improve your negotiating style.

■ Relationship Management

2 days

You make the difference

Every sales professional knows excellent communication is critical at all stages of the customer relationship. This dynamic course will help you refine and successfully apply your key skills.

You will learn how to...

- **See yourself as your customers see you** – the TACK Sales Executive Profile will help you to evolve from a salesperson to a skilled communicator.
- **Maximise your strengths and overcome your weaknesses** – improve how you communicate with and relate to others.
- **Adapt your interpersonal style** – understand your own style and that of others by using the most appropriate selling behaviour for each customer's interpersonal and relationship preferences.
- **Understand non-verbal communication** – a session on advanced non-verbal skills (body language, mirroring etc) will develop this essential skill.
- **Develop advanced objection handling skills** – respond to customers who say "no" by understanding the importance of listening and by accentuating the positives.
- **Drill Down to FIND Solutions**® – become a skilful investigator by employing TACK's powerful questioning model to get to the heart of your customers' unidentified and identified needs and develop mutually beneficial solutions.

■ Key Account Development

2-3 days



Protect and grow your most valuable customers with the optional TACK IQ Key Account Management System

In most businesses, a large proportion of sales revenue comes from a few key customers. As your company's key accounts are your competitors' key prospects, acquiring, protecting and developing these relationships is a must.

You will learn how to...

- **Apply TACK IQ to your own accounts (optional)** – you will take away our account development system on CD-ROM to apply to your complete account base. TACK IQ is totally flexible, helping key account managers to plan, research, analyse, develop and protect their key accounts.
- **Define key accounts** – understand what makes an account 'key' and how certain customers evolve from transactional accounts to strategic partnerships.
- **Identify and prioritise your own key accounts** – providing you with a rational and logical basis for account selection and subsequent development.
- **Identify the different personality types involved and their priorities, wants and needs** – understand your own personality and how to adapt your selling style to the variety of decision makers who are often involved in a complex sale.
- **Drill Down to FIND Solutions®** – become a skilful investigator by employing TACK's powerful questioning model to get to the heart of your customers' unidentified and identified needs and develop mutually beneficial solutions.

■ Financial Understanding for Sales Professionals

2 days

Get the sale and look after the money!

Salespeople are often uncomfortable talking finance. You need to be able to talk finance with your customers if you want to sell at a high level with credibility. This course will help you do exactly that.

You will learn how to...

- **Present a persuasive financial case** – target your customer's known hot issues and help them to achieve their objectives.
- **Evaluate what your customers are trying to achieve with their business** – appreciate the relationship between the make up of the business structure, costs and your customer's objectives.
- **Assess how your decisions and actions affect your company's profitability** – using case studies and practical exercises, see how a profitable deal could still kill your company.
- **Interpret and make full use of company accounts** – use figures selectively and knowledgeably to reveal the financial health and pressure points that a customer is under before you make your sales call.
- **Prepare more usable sales forecasts** – know what tools to use, how to apply them to produce a range of possible benefits and understand the likely outcomes.
- **Assess the impact of pricing** – what factors affect the pricing decision and when to employ different strategies in different markets.
- **Increase your value to your company** – think of yourself as a profit centre and the contribution you make to the bottom line.

■ Selling Professional Services

2 days

Motivate your clients to say "yes"

This participative workshop shows professional practitioners how to increase billings, widen their client base and compete more effectively in challenging market conditions. By providing a unique insight into how decisions are really made, the training has been designed by a former sales director of one of the world's leading professional services firms to help you to motivate your clients to say "yes".

You will learn how to...

- **Align your selling process with your client's buying process** – understand how and why real-life buying decisions are made.
- **Sell by Objectives** – the essential planning process.
- **Apply Priority Focused Selling** – behave as a consultant and match your offer to the client's most important needs.
- **Compare yourself to the competitors** – from the client's viewpoint.
- **Maximise motivation to buy** – from YOU.
- **Close engagements more profitably** – build effective personal working relationships along the way.

■ Professional Telephone Selling

2 days

Build profitable business over the telephone

Develop your skills and confidence and enjoy selling over the telephone! This 'real-world' and highly practical workshop uses professional sales strategies and constructive techniques to help you deliver profitable business and achieve personal satisfaction in your selling role.

You will learn how to...

- **Focus on your business role** – protect, build and expand your sales with pro-active calls.
- **Structure and plan your calls** – for more effective results.
- **Select appropriate objectives** – to optimise your selling time.
- **Create a positive state** – build inner confidence that translates into positive results.
- **Get through to the right people** – minimise wasted time.
- **Use voicemail to everyone's advantage** – it's a great sales tool when used professionally!
- **Begin calls confidently** – involve the customer from the start.
- **Engage in conversational questioning** – produce a natural flow leading to a "yes".
- **Answer "Why you?"** – by personalising the impact of your product or service.
- **Address resistance** – respond to both the logical and emotional element comfortably and naturally.
- **Get commitment confidently** – successfully conclude the call where both parties are happy!



■ Winning Sales Presentations

2 days

Become a powerful and persuasive presenter – performance improvement guaranteed!

Communicating, either to win new business or to influence an internal audience, has never been so dependent upon outstanding presentations. Few courses offer such total involvement with an absolute guarantee of individual performance improvement. Through video feedback on at least two occasions, delegates witness dramatic performance improvement, leaving them more powerful presenters.

You will learn how to...

- **Set the right objectives** – what do you want to achieve and what does your audience want to hear?
- **Clearly structure your presentation** – motivate and persuade your audience.
- **Open and close your presentation** – for maximum impact.
- **Use confidence cards effectively** – ensure you don't 'dry up', whilst retaining spontaneity.
- **Create Interest Peaks** – to avoid the light of interest fading from your audience's eyes!
- **Avoid the 'death by PowerPoint' trap** – retain your audience's attention with the right screens and right content.
- **Use your voice to its full potential** – make maximum use of your natural asset.
- **Handle questions during your presentation** – obtain audience involvement and commitment.
- **Look forward to your next presentation!**

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■ Field Sales Management

3 days

Succeed through your team

A field sales manager succeeds through team effort. Whether you are newly appointed or experienced, this practical programme provides a wealth of ideas for achieving sales targets.

You will learn how to...

- **Identify your own sales management style** – improve performance by adapting your approach to meet the needs of your team.
- **Organise yourself, your priorities and your time.**
- **Recruit and select your team** – develop an interview plan to maximise your chances of selecting successful salespeople.
- **Lead and motivate your sales team** – so they achieve the best results in good times as well as bad.
- **Prepare and deliver effective and motivational team meetings.**
- **Develop, measure and re-target your team during field visits and appraisals** – to meet performance indicators.
- **Create your own Development Diary and Action Plan** – to help you, your team and your company long after the programme.
- **Train and coach your sales team** – for continued productivity in both the quality and quantity of their work.

To complete this programme, delegates should attend Field Sales Management 2 within six to eight weeks.



3 days

Further your skills to maintain peak performance

This interactive course further develops your skills, enabling you to forecast future sales, plan future operations, introduce change and work with others to successfully fulfil the role of field sales manager.

You will learn how to...

- **Forecast objectively** – an essential skill for every team member.
- **Create and develop your own business development plan to increase profitable sales** – based on your own customer base.
- **Bring about successful change** – using change management principles to help sales teams quickly adapt to changing market conditions.
- **Build and retain an effective team** – apply key recruitment and teambuilding techniques.
- **Identify and measure the ability and effort of each team member** – use a Performance Improvement Plan to decide upon the appropriate action.
- **Produce a motivational training plan** – recognise sales training needs within your team and act on them.
- **Analyse performance problems** – counsel your sales personnel to achieve success where there are concerns.



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■ Profitable Sales Management

3 days

Direct a winning team

With strategic sales management responsibilities you must be a strong leader, responsive motivator, efficient organiser, accurate forecaster, numerate budgeter, inspired speaker, and be a successful salesperson! This challenging course will help you develop exceptional all round business skills.



You will learn how to...

- **Analyse the performance of your salespeople** – along with your management response to individual development needs.
- **Analyse your sales channels and market strategy** – optimise your resources by utilising the correct channel from lead generation to strategic account management.
- **Analyse the market and increase your share** – by using the concepts of Total Market Opportunity and the Customer Portfolio Matrix.
- **Develop your sales managers and sales team** – through performance management and coaching.
- **Recruit high quality salespeople** – and keep them!
- **Improve your team's success** – by motivating every member
- **Devise your strategy and tactics to address the complex issues surrounding remote management.**
- **Assess the impact of your strategic price and budget decisions on the overall corporate budget** – the effect on cash flow, profit and ROI.

■ Introduction to Marketing

3 days

Learn the theory and put it to the test

Using a combination of techniques, this interactive course will provide you with a thorough understanding of the principles and practice of business to business and consumer marketing.

You will learn how to...

- **Apply the Marketing Mix (Model)** – understand the elements which make up the marketing mix and successfully apply them to your own product or service.
- **Conduct effective marketing research** – appreciate how marketing research can help secure your competitive edge and learn how and when to select a marketing research agency.
- **Assess the competitive strength of our products and services** – using models such as the Product Life Cycle and Boston Matrix, you'll understand that different products and services require different levels of management to ensure the maximum return.
- **Price your products and services effectively** – understand why pricing decisions are critically important to the delivery of your marketing strategy.
- **Develop marketing communications which cut through the clutter** – learn about the different communications' objectives and methods to gain the attention of your target audience.
- **Select the right distribution channels** – select the most effective route to your target market.
- **Apply the skills of effective marketing management** – learn how to coordinate all elements of the marketing model to meet your marketing objectives.

■ Strategic Marketing in Action

3 days

Develop and implement winning strategies

With a marketing, sales or promotional responsibility, your challenge is to meet strategic targets through other people's efforts as well as your own – and to achieve them profitably. This intensive and participative programme will show you the principles of marketing theory and the skills of marketing practice.

You will learn how to...

- **Identify and understand the foundation blocks upon which a successful marketing career is built** – marketing knowledge, financial and commercial awareness and interpersonal effectiveness.
- **Develop a strategic marketing plan** – create a winning plan and a working, tactical plan for every day.
- **Make your marketing plan happen** – coordinate and drive all elements of your strategy to its successful implementation.
- **Design effective marketing research** – avoid the pitfalls and use research findings to your advantage.
- **Make creative decisions** – approach your marketing challenges with logical and emotional thinking.
- **Make informed pricing decisions** – combining even the best marketing with poor pricing decisions is unlikely to succeed.
- **Continually develop your products and services** – make effective, informed product and service decisions.
- **Apply your skills** – the competitive computer based business project, running throughout the programme, gives you the opportunity to put your skills to the test.

■ Leadership, Management and Personal Development

The key to success is your people - their skills, motivation, flexibility and productivity. The ability of your leaders, managers and supervisors to inspire and develop your people to achieve optimum performance is therefore vital. So whatever your level of management experience, TACK has a selection of highly practical programmes designed to meet the challenges you and your team face in an ever changing business environment.

The Institute of Leadership and Management (UK) recognises the high standard of TACK's management development programmes. Look out for the ILM icon for programmes endorsed by the ILM.

Your career development with TACK



■ Leadership in Senior Management

2-3 days

Achieve high level results by developing high level people

This course will show you how to direct and motivate your senior staff enabling them to cope with and thrive on change. During the programme you will receive in-depth, 360° feedback from your team, colleagues and management which will help you to see yourself through other people's eyes and make the changes you need.

You will learn how to...

- **Consider your current position** – and determine whether any changes to your strategy, vision or culture are required.
- **Build effective teams** – recognise the different roles each team member plays and how to mix them for optimum results.
- **Develop authority and influence** – learn what constitutes a good leader and what areas, if any, you need to change.
- **Assess your motivation techniques** – and tailor them to suit the needs of each individual.
- **Introduce empowerment and enabling** – create an environment where people are trained and trusted to work on their own initiative.
- **Analyse performance** – carry out effective appraisals to set standards and confront performance problems.
- **Apply the TACK Leadership Profile** – honest feedback allows you to identify areas for development.
- **Provide effective coaching and mentoring at a senior level.**



3 days

Meet today's challenge, create tomorrow's success

This highly participative middle management programme helps you to achieve the highest level of performance from your team by adapting your leadership style to the needs of each situation. During the programme you will receive in-depth, 360° feedback from your team, colleagues and management which will help you to see yourself through other people's eyes and make the changes you need.

You will learn how to...

- **Develop and maintain personal authority as a leader** – and adapt your style depending upon the situation.
- **Give direction to your team** – by planning, implementing and evaluating their work, setting clear objectives and reviewing them regularly.
- **Build strong personal relationships** – apply the right interpersonal skills to situations.
- **Motivate your team to achieve best performance.**
- **Apply motivational methods of communicating bad news.**
- **Conduct effective performance appraisals** – to identify issues and understand why they exist.
- **Handle performance correction** – use motivational techniques to enhance overall results.
- **Improve your coaching techniques** – pass your knowledge on to your team.



■ New Supervisor

2 days



Transition to managing others for team success

In almost every business, the first-line managers are sometimes overlooked in their leadership development. This is the most important group of leaders as they are in-charge of all first line interactions with customers. Their team's work is also in first-line support to internal customers –critical to keeping the organisation running on a daily basis.

You will learn how to...

- **Fulfil the role and responsibility of the first line manager** – set objectives and agree development needs with your team.
- **Interview effectively** – understand the need to plan your questions and use listening skills to ensure you select the right candidate.
- **Use your managerial authority** – to get the best results from your staff and adapt your style to suit different team members.
- **Improve your communication skills** – run briefing meetings in an informative and motivational manner.
- **Analyse and motivate each member of your team** – to optimise their performance.
- **Pre-empt potential problems** – deal with them before they affect the whole team.

To complete this programme, delegates should attend New Manager within two to three months.

■ New Manager

2 days



Transition from manager to strategic leadership

To be effective, managers must learn to divest themselves of individual tasks by focusing on selection, coaching, teambuilding and strategising in their leadership role. Managers who are unable to take strong leadership roles will block the leadership pipeline as they have subordinates and team members who are taking their lead from him/her.

You will learn how to...

- **Set up an effective Performance Management system** – agree achievable but challenging targets for each team member.
- **Identify the development needs of each team member** – empower them to take ownership of their personal development.
- **Delegate effectively** – to maximise the output of your team.
- **Deliver effective coaching sessions** – improve performance with this vital skill.
- **Provide counselling support** – receive feedback on your counselling skills and help team members face their problems.
- **Solve problems and make decisions** – apply a variety of creative techniques.
- **Action plan for improved performance** – you'll leave the programme with an Action Folder covering each key topic, helping you to achieve maximum performance improvement when you return to work.

■ Managing Projects Successfully

2-3 days

On time, to budget and to specification

Project management is becoming increasingly important in today's demanding business environment. With deadlines to meet and budget limitations, effective project management skills are essential. This course is focused on the importance of people within project management rather than on software or systems. You will leave the course better able to control and coordinate the right team and complete the project on time and within budget.

You will learn how to...

- **Avoid the pitfalls of project management** – benefit from a systematic approach with the TACK Project Management Model.
- **Handle different types of projects** – select the right multi-functional team for the job.
- **Specify the project definition and conduct a feasibility study** – obtain the authority and resources required to complete the project successfully and plan your activities and deadlines.
- **Develop team spirit** – delegate successfully and resolve potential conflicts within the team.
- **Manage suppliers and subcontractors** – deal assertively with any failure to deliver.
- **Plan the project and apply project management tools** – apply risk management and critical path analysis.
- **Plan and conduct effective project meetings** – ensure progress is made.
- **Control projects and adjust your plans if necessary** – use Gantt Charts and Project Control Sheets to the full.
- **Close projects professionally** – organise reviews and maintenance programmes for continued success.

■ The Strategic Management of Change

2-3 days

Embed a culture which embraces and thrives on change

All organisations must continually consider change. This workshop provides a unique opportunity to assess your current position and then to forecast strategies for change.

You will learn how to...

- **Assess the change profile of your organisation** – determine your organisation's response to change.
- **Apply tools and techniques to benchmark, research and forecast** – identify necessary changes and their impact.
- **Select, monitor and control change projects** – ensure your objectives are being continually met.
- **Develop a culture which is receptive to change** – help your people to embrace change.
- **Analyse risk** – put contingency plans in place and simulate possible outcomes to minimise risk.
- **Become a Learning Organisation** – introduce initiatives and approaches to embed this essential culture.

■ Problem Solving and Decision Making

2 days

Make the right decision and implement it

As pressure to work faster and more effectively increases, so it becomes vital to hone your decision making skills. You'll leave this course with clear and effective strategies which can be applied to all decisions and challenges you face.

You will learn how to...

- **Clearly identify your objectives** – understand exactly what you are trying to achieve.
- **Collect, analyse and interpret information** – to help you in the decision making process.
- **Think creatively** – develop a checklist of critical factors.
- **Generate options and potential solutions** – apply techniques to select the best option.
- **Present your recommendations persuasively** – techniques to achieve buy-in and gain cooperation.
- **Implement your decisions** – achieve successful outcomes.

■ Team Building for Top Performance

2 days

Maximise your personal effectiveness through effective team work

Team leadership is now a critical skill which separates the average from the exceptional manager.

You will learn how to...

- **Apply the attributes and traits of the team leader's role** – develop your natural authority.
- **Define and set team objectives** – develop a high performance team to achieve them.
- **Structure and organise your team to ensure effectiveness** – encourage successful team decision making.
- **Select team members to achieve the right balance** – understand the different roles required for a successful team.
- **Develop team spirit** – ensure each member is highly motivated.
- **Support effective communication within the team** – let each member have their say.

■ Managing Meetings

1 day

Make the most of your time

The effective management of meetings is an often overlooked yet critical skill if you want to make the most of limited time.

You will learn how to...

- **Plan an effective agenda** – make best use of everyone's time and reduce the real cost of meetings.
- **Run effective decision-centred meetings** – ensure you identify decisions to be made in advance.
- **Maximise creativity and group synergy** – get the most from all attendees, make them feel at ease and comfortable to contribute.
- **Maintain strong relationships and win cooperation** – even when difficult issues have to be addressed.
- **Write minutes and effectively follow up the meeting** – ensure your meeting objectives are achieved and everyone completes their agreed actions.

■ Coaching

2 days

NEW

Transform performance with this powerful skill

Coaching is one of the most important management skills to develop the abilities of your people – helping them to find ways to maximise their strengths and solve problems. Effective coaching can only be fully understood through practice. This highly participative workshop demonstrates how to coach different types of people to achieve winning levels of performance.

You will learn how to...

- **Recognise when coaching should be used** – differentiate between coaching, mentoring and counselling and understand your own level of expertise.
- **Manage effective coaching relationships** – gain commitment from the coachee and establish clear contracts.
- **Create a positive coaching environment** – preparation for sessions is key!
- **Understand the impact of your coaching style** – be aware of your personal coaching style and how to develop it.
- **Apply your skills to a wide range of needs** – take away frequently used techniques to instantly put into practice and build upon.
- **Respond to ethical issues** – explore the possible issues and prepare yourself to handle them.
- **Handle performance correction** – use motivational techniques to enhance overall results.
- **Become a great coach** – take away your own personal action plan to support you in your commitment and continual development.

■ Developing Your Interpersonal Skills

2-3 days

Increase your impact and personal effectiveness

This dynamic programme will enable you to build on your skills in developing relationships, making decisions and achieving the results you desire.

You will learn how to...

- **Apply the components of Emotional Intelligence** – increasing your chances of business success.
- **Use persuasion to deliver the desired results** – understand your style and adapt it to get the best from every situation.
- **Negotiate effectively** – to achieve your objectives whilst maintaining a strong relationship.
- **Deal with conflict situations assertively.**
- **Solve problems** – and make effective decisions.
- **Manage the complexities of corporate politics.**
- **Apply the TACK Executive Profile** – understand yourself and how you come across by receiving structured feedback from your fellow delegates.
- **Think creatively** – receive feedback on whether you are better able to use left or right brain thinking and develop ways to overcome any weaknesses.

■ Assertiveness and Self-Confidence

2 days

First be a winner, then help others to be winners too

Assertiveness, confidence and self esteem are interlinked and have a strong correlation in determining successes in your career and whole-life balance. Becoming a victim to your self and to others is not an option anymore. With greater self awareness and personal development, this behaviour can be groomed for greater sales and personal successes.

You will learn how to...

- **Understand the importance of Emotional Intelligence** – and the correlation with career successes.
- **Build confidence** – through thinking, speaking, appearing, acting and being confident.
- **Understand the self concept** – covering self ideal, self image and self esteem to unlock your potential.
- **Build the seven ingredients for success** – to build your own confidence level.
- **Safeguard and defend your basic human rights** – practice the philosophy of assertion.
- **Use the golden rules of negotiation** – to build your self confidence and achieve a fair outcome for both.

■ Influencing Skills

2 days

Core skills for success

Influencing requires you to see yourself as others see you and to adapt to the style of others. It creates charisma, enhances presenting, persuasion and negotiating. The result is the ability to “market” your ideas, products and services over a sustainable time frame and build on your network and reputation.

You will learn how to...

- **How to make a great first impression** – you will never get a second chance to make a first impression and be able to influence positively.
- **Build your personal brand** – using the five attributes for successful influencers.
- **Understand and identify the influencing styles** – to improve your influencing skills and understand those you wish to influence.
- **Motivate others** – influencing is all about motivating others to move or shift their thinking towards an alternative course of action.
- **Sell your ideas and your credibility** – once you fully understand the situation and is sincerely thinking of others.
- **Use effective questioning skills** – listening and asking the appropriate questions can reveal what motivates others and what they are open to.
- **Create a change value proposition** – by allowing others to own the solution thus creating commitment.
- **Avoid barriers to communication and handling objections** – by understanding verbal and non-verbal signals and your own patterns of communicating.
- **Develop win-win outcomes** – when dealing with a more powerful person who disagrees or objects.

■ Selling Private Banking Services

2 days

Creating success with high net worth clients

Wealthy individuals have special financial needs and look for specialist private banking services. To be successful with these 'high net worth' clients, a bank's Relationship Managers need specialised skills.

You will learn how to...

- **Recognise different personality types** – understand how people think and behave and match their preferences with your behaviour.
- **Build rapport and relationships with different types of people** – adapt your sales approach to make them feel comfortable.
- **Become a 'Trusted Advisor'** – this relationship is essential for clients to feel confident in your advice about their personal wealth management.
- **Develop your questioning, listening and fact finding skills** – the ability to sell conversationally is key.
- **Identify needs and priorities** – make sure that your proposals match exactly with your client's requirements.
- **Motivate clients by communicating with 'Offer Analysis' and 'You Appeal'** – make your proposals sound exciting and targeted.
- **Answer customer concerns and objections** – these will often be there, but when handled correctly they can become positive not negative.
- **Close business** – win true and lasting commitment.
- **Maintain long term relationships** – repeat business and personal loyalty help you to defend against competition.

■ Commercial Account Development

2 days

Increasing commercial sales with strategic commercial account development

Selling banking services to commercial companies requires a strategic approach and may take a long time. Commercial Relationship Managers need specialised skills as well as core selling skills. This programme teaches how the right research, analysis, strategy and tactics can win new accounts, and maintain and develop existing business.

You will learn how to...

- **Collect information and analyse it** – what you need to know and how you learn it.
- **Understand the client's true management structure** – who has authority and who has influence.
- **Work within the client's decision making process** – who actually makes the key decisions and who advises them.
- **Build relationships with different types of people** – different personalities need to be sold to differently.
- **Identify true needs and priorities** – techniques for fact finding and understanding what are the most important criteria.
- **Solution based selling** – using the FIND Solutions © technique.
- **Motivate decision makers and decision influencers** – present your proposals powerfully and persuasively.
- **Use the best tactics to defeat competition** – sell by differentiating yourself and achieving competitive advantage.

■ Successful Networking

2 days

Increasing new business as a professional networker

Everyone in banking knows that nothing is more valuable than personal contacts. The ability to network is a skill which can significantly develop new business. Being in the same place with potentially useful contacts and customers is not enough - you have to use your time and your skills to maximum effect. This highly practical workshop shows you how to make the most of every opportunity and gives you the confidence to develop as a professional networker.

You will learn how to...

- **Communicate with the right people in the right way** – we are not all the same; improve how you communicate with and relate to others.
- **Identify and adapt your style to different types of people** – learn about other people's Interpersonal Styles and see yourself as others see you.
- **Set clear objectives and targets for every networking opportunity** – prepare and plan with the aid of a checklist.
- **Deliver powerful personal introductions** – practice high impact 'elevator pitches' and 'one-liners'.
- **Get your point across to groups, fast** – prepare and present a 'just a minute speech' to say all you need to say to a group of listeners.
- **Initiate conversations** – 'break the ice' with people you don't know.
- **Quickly qualify people** – establish if it's worth spending time with each other.
- **Create a lasting impression** – motivate people to want to speak with you again.
- **Use business cards to best effect** – the do's and don'ts of using your own and other people's business cards.
- **'Work the room'** – a practical session to practice using your time effectively in a group networking situation.

■ Selling Business Banking Services

2 days

Achieving banking sales with a pro-active selling

To increase market share and win new business accounts requires pro-active selling skills in today's markets. A bank's Business Development Managers and Relationship Managers need to understand and apply the full sales process in order to achieve their targets.

You will learn how to...

- **Prepare and plan** – manage your time and establish priorities to make your sales activities as productive as possible.
- **Research your customers and potential customers** – the more information you have in advance, the more effective your sales meetings will be.
- **'Sell by objectives'** – establish overall goals for yourself and work with the discipline of setting clear objectives for each customer contact.
- **Open a sales discussion** – clarify your purpose and obtain the customer's full attention right from the start.
- **Investigate needs and priorities** – questioning, listening and fact-finding skills
- **Motivate customers** – communicate the benefits of your bank's products and services powerfully with 'YOU Appeal'™.
- **Answer objections** – understand the customer's concerns, appreciate their viewpoint, and provide information and cost justification.
- **Win customer commitment** – close the discussion positively with the customer agreeing to your objective.
- **Keep in contact** – follow up each meeting effectively and implement the decisions agreed.

■ Profitable Negotiating

1 day

Win the deal and keep your profit

Learning the theory of selling skills is the first step - putting it into practice is the essential second step. This workshop is designed to revise the key points of the sales process and then provide thorough skills practice and feedback to develop your professionalism to the full.

You will learn how to...

- **Meet a specific banking sales challenge** – work your way through an interactive ‘maze exercise’ to check your knowledge of sales skills.
- **Implement the full sales process** – a quick revision of the steps of professional selling.
- **See things from the customer's viewpoint** – play the part of a customer in a simulated sales meeting.
- **Apply the sales process in a realistic selling situation** – play yourself in a skills practice session with one of your colleagues acting as your customer.
- **Benefit from feedback** – receive constructive feedback to use as the basis for your personal development plan.

■ Selling Skills Refresher Workshop

2 days

A refresher to professional selling

Very few deals are closed these days on the absolute best terms for the bank – customers want to negotiate the most favourable terms for everything. The more potentially valuable the customer is, the harder they will negotiate. In addition to selling skills, you also need negotiating skills which enable you to maintain both customer goodwill, margin and profit for the bank.

You will learn how to...

- **Plan the negotiation stage by stage** – understand the negotiation process fully and use the right tactics for each stage.
- **Prepare for each meeting** – use a checklist to make sure you are fully ready.
- **Identify key variables** – know what flexibility you have on terms and conditions
- **Trade variable and concessions profitably** – use the ‘give and take’ phase of negotiation successfully.
- **Respond to pressure from customers** – understand the most common strategies and tactics used and learn how to react positively to them.
- **Achieve ‘win/win’ results** – negotiate creatively so that both parties meet their objectives.

■ Our delegates say...

“A good balance of theory, practical exercises and real life situations. This is the first course that I have attended where I haven’t felt like falling asleep!”

Peter Brudzinski, Atlas Converting Equipment Ltd on Selling to Industry and Commerce

“This course has given me fresh ideas for how to advance in sales and I’m sure I’ll see improvements in results and performance from Day 1.”

Martin Edwards, Leica Geosystems Ltd on Pro-Payback™ Selling

“The trainer was very clear and understanding to our needs. I’m looking forward to Field Sales Management 2. Absolutely excellent.”

Eddie Ward, Eurobath International Ltd on Field Sales Management

“The course, content, trainer and location were all first class. Sometimes you think you know an account, only to find that with the tools provided by the trainer you can learn far more.”

David Osborne, SFS Intec Ltd on Key Account Development

“After this course, I realise the important role of the non-salespeople whom are indirectly generating income to the organisation.”

Soo Sue Peng, GAC Cargo Systems (M) Sdn Bhd on Sales for Non-Salespeople

“Recommend this course to other organisations – use the knowledge and apply relevant tactics.”

Ravindran Shanmugam, ING Insurance Berhad on Profitable Negotiating

■ International Customers include:

Andreas Stihl
 Anglian Water
 Arqiva
 Atlash Converting Equipment Ltd
 B. Braun Medical
 BAE Systems
 Becker Acroma
 bioMerieux UK Ltd
 Bosal (UK)
 British Energy
 Burdens
 Catnic
 Conoco Philips
 Control Techniques
 Cummins Engines
 DHL Express
 DuPont
 Electronics For Imaging
 Esselte
 Eurobath International Ltd
 Geofabrics Ltd
 Group 4 Securicor
 Hanson Building Products
 Heidelberg Graphic Equipment
 ING
 International Paint
 Inver House Distillers
 John Charcol
 Leica Geosystems Ltd
 Lloyd’s Register Group
 Manpower Malaysia

Marley Eternit
 NYK Logistics
 Oce Imagicistics
 International Ltd
 Philip Morris
 PHS
 RNLI
 Rockwool
 Royal Bank of Scotland
 Sauer-Danfoss
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 Shell Ship Management
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 Tetra Pak
 Toolbank
 Towergate tlc
 Tyco Electronics
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 Wella (GB)