



# Competency Based Development Modules

For Training Delivered Live In-Person



## Mission



Our mission is to provide people everywhere with better, richer, more fulfilling relationships and a better way of life — both professionally and personally.

## Vision



Our vision remains true to Dale Carnegie's original dream; to impact as many lives as possible through the transformational, self-improvement experiences only we offer.

## Values



We still believe in the principles and teachings of Dale Carnegie and will always conduct ourselves and our business ethically and with a profound sense of duty to human nature.



We have acquired 17 years of experience on the local market, as we are present in Romania since 2005



Throughout our 17 years of experience on the local market, we've had more than 200.000 successful participants



Our participants experience and training effectiveness score is 9.2 (out of 10) and the NPS is 78.4

## A wide range of course topics for every skill level

At Dale Carnegie, we invigorate your employees by uncovering their natural strengths, and building the courage and confidence they need to take command of their role.



LEADERS  
WHO  
BUILD



INSPIRING  
PRESENTERS



SALES  
TRAINING



CUSTOMER  
SERVICE  
TRAINING



POWERFUL  
PEOPLE  
SKILLS



ACTIVATED  
ORGANIZATIONS

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# Leaders Who Build

## Build Trust, Credibility, And Respect

Research by Dale Carnegie Japan found that the emotional trigger that drives employee engagement is trust. Yet some statistics say that a staggering 40% of employees don't trust management. This creates a conundrum, because employees are motivated by working in a trusting environment, yet too many times find themselves in one where they lack this foundation. As a leader, it's your responsibility to avoid this gap by fostering a culture of trust, and that starts with building trust between yourself and each team member. A relationship grounded in trust spawns credibility and respect which shores a culture that works harder together.

In this module, you learn the difference between trust, credibility, and respect, and how their nuances contribute to your ability to lead people to great heights. Building and restoring trust is not easy, but using the right techniques and tools will engender a healthy environment that engages people and ensures you retain them.

### **Completion of this module will empower participants to:**

- Discern the differences between trust, credibility, and respect and how they interconnect
- Cultivate a trust-based work environment using proven principles
- Restore broken trust and maintain trusting relationships moving forward
- Appreciate how trust is cornerstone to employee engagement and retention

*Primary Competencies: Interpersonal Skills, Professionalism*

*Related Competencies: Values, Leadership*

## Business Professionalism 101

Proper business etiquette a lost art. Many individuals whom claim to be "professionals" lack a basic understanding of how to present themselves. This often occurs when employees are promoted into positions that require them to be an active face of the company. One who does not communicate with customers on a regular basis may suddenly be required to do so daily, without ever receiving training on how to interact properly.

In this module, you'll learn the importance of making others feel the way you intend for them to feel – comfortable. You'll learn the importance of introductions, how best to conduct yourself at a business meeting or dinner, and you'll learn the value of a thank you note. Emily Post lives!

### **Completion of this module will empower participants to:**

- Understand the role of good manners in business
- Apply guidelines for interacting comfortably in business and social situations
- Be confident in representing themselves or their organization
- Demonstrate etiquette to boost their professional image

*Primary Competencies: Professionalism*

*Related Competencies: Interpersonal Skills, Attitude, Leadership*

# Leaders Who Build

## Coach for Performance Improvement

In order to improve someone's performance, you have to first establish a goal. With a clear target to reach, a leader can properly evaluate both individual and team performance and guide them, more efficiently, to the finish line. By holding team members accountable and encouraging them along the way, a great coach keeps them motivated and open to opportunities for growth.

In this module, you discuss the importance of goal setting, and evaluate how to achieve those goals. You will follow a proven coaching process designed to improve performance, and you'll identify additional methods for developing your team members to become outstanding performers.

### **Completion of this module will empower participants to:**

- Describe the Cycle of Growth and Change and how it relates to training and development
- Apply the steps of the Coaching Process to improve performance in others
- Establish individual and team performance goals
- Identify additional opportunities to develop people to become their best self

*Primary Competencies: Leadership, Human Resource Management, Accountability*  
*Related Competencies: Professionalism, Influence*

## Coaching: Supportive and Directive Approaches

Anytime a person speaks or acts, you have an opportunity to give feedback. Your response lets the person know you are paying attention, and that you have genuine interest. Feedback shouldn't be one-way, but a dialogue that encourages idea sharing, collaborative problem solving and accountability.

In this module, you examine what reviews situations call for which type of feedback. You learn to offer positive feedback to encourage others to build on their strengths. You also discover ways to offer constructive criticism without being discouraging and recognize the value that giving feedback has on individual, team, and organizational growth.

### **Completion of this module will empower participants to:**

- Recognize the need for different types of feedback
- Help people build on their strengths through positive feedback
- Use corrective feedback to encourage behavior change
- View giving feedback as a way to enhance relationships and overall performance

*Primary Competencies: Communication, Interpersonal Skills, External Awareness*  
*Related Competencies: Change Management, Adaptability*

# Leaders Who Build

## Communicate to Lead

A recent survey of Fortune 1000 firms determined that the ability to persuade others is one of the top 10 skills required of strong leaders.

The ability to persuade others requires discovering what's important to others and what influences their actions. That insight comes from listening. Bestselling author and highly respected leadership consultant, Marshall Goldsmith, asserts that 80% of learning from others is based on how well you listen. Listening is not a passive activity, but rather a highly active process. When you genuinely listen to someone, without anticipating your reply, you build understanding, trust, and respect – all qualities that increase your chance at responding with a relevant and persuasive reply.

This module equips leaders with techniques to master the art of listening. Exceptional listening skills and the ability to convince others to a particular way of thinking sets great leaders apart.

### **Completion of this module will empower participants to:**

- Discover how to influence action
- Demonstrate effective questioning and listening skills that strengthen relationships
- Consider various forms of communication and their impact
- Create feedback opportunities throughout the communication process

*Primary Competencies: Communication*

*Related Competencies: Influence, Leadership*

## Conflict Management

As long as there is more than one person working on a project, there can be conflict. But conflict can be viewed in a positive light. Conflict is usually the result of opposing viewpoints, but if you consider it as a natural sharing of ideas, it can be beneficial. With a clear understanding of the issues and the personalities involved, a good manager can resolve conflict quickly and effectively.

In this module, you explore practical ways to manage conflict within your organization. You learn to use proven tools and methods to expose issues, discuss them objectively, and find a neutral solution.

### **Completion of this module will empower participants to:**

- Recognize the upside of conflict
- Analyze conflict within their organization
- Recognize their conflict response style
- Apply a variety of strategies for managing conflict

*Primary Competencies: Conflict Resolution*

*Related Competencies: External Awareness, Initiative, Leadership*



# Leaders Who Build

## Delegation

Delegation is the process of sharing responsibility to achieve optimum results. Once a plan has been outlined and leaders have determined the ultimate objectives, they collaborate with their team on the plan of action.

This module enables managers to demonstrate the steps of the delegation process, which entails developing team members to accept additional responsibilities without losing sight of their central leadership responsibility-- the bottom line!

### **Completion of this module will empower participants to:**

- Delegate tasks and responsibilities to develop others and optimize outcomes
- Plan and prepare for a delegation discussion
- Communicate clear performance standards for follow-up and accountability
- Understand and apply the Delegation

*Primary Competencies: Accountability, Human Resource Management*

*Related Competencies: Interpersonal Skills, Diversity, Leadership*

## Developing Personal Leadership

It's time to do some soul searching. What kind of leader do you want to be, and how can you make that happen? Are you leading by example? Is your leadership style the best it can be? Are you getting the best results for yourself, your team, and your organization? To develop your most effective personal leadership style, you should consider each of those questions and focus on establishing a style that will enable you to achieve all your goals.

In this module, you discover the differences between leadership and management, and learn the common elements that will help you to succeed at both. You learn leadership values and work toward creating your own personal style as a leader. You will complete this module with a greater understanding of yourself, and a clearer understanding of how to become the leader that you aspire to be.

### **Completion of this module will empower participants to:**

- Understand leadership and management and the related drivers for success
- Describe leadership experiences and values
- “Innerview” to open the lines of communication and build trust
- Create a personal vision as a leader and manager

*Primary Competencies: Interpersonal Skills, Leadership*

*Related Competencies: Vision, Communication*

# Leaders Who Build

## Ethical Leadership

To make solid ethical choices, we must first establish ethical boundaries, and learn to stand firmly within them. The best leaders are those with strong character, unwilling to compromise their integrity for any reason. They have boundaries, and they do not cross the line.

In this module, you solidify your own personal code of ethics by establishing ethical boundaries. You examine your own personal experiences and the experiences of others to determine the best approaches in ethical decision-making. You will resolve to be an ethical role model whose values are the driving force of your success. For most people, this module will be a refresher course on how to do the right thing. Always.

### **Completion of this module will empower participants to:**

- Determine their ethical boundaries
- Be a role model for ethical values and principles
- Make decisions based on ethics
- Earn high regard and respect inside and outside their organization

*Primary Competencies: Values, Leadership, Accountability*  
*Related Competencies External Awareness*

## Handling Mistakes

Good leaders understand that when an associate makes a mistake, it's not time for a chewing out. Instead, they rely on the Dale Carnegie Human Relations Principles, and treat the employee with respect as they collaborate on a path to progress. Let's face it. You get more flies with honey than you do with vinegar!

In this module, leaders learn to address team members' mistakes in a manner that is constructive, not demoralizing. You follow a road map to solutions for correcting the error. You'll discover that in the process, you strengthen your relationship with your associate and achieve more together.

### **Completion of this module will empower participants to:**

- Effectively address mistakes using an empathetic approach
- Retain valuable associates by treating them with respect when addressing their mistakes
- Help team members see mistakes as an opportunity to learn and grow
- Maintain control by managing R.A.M.E. (Reasonable, Allowable Margin of Error)

*Primary Competencies: Communication, Conflict Resolution*  
*Related Competencies: Interpersonal Skills, Human Resource Management, Leadership*

# Leaders Who Build

## Lead Effective Meetings

Meetings are meant to make your life easier! A team that is on the same page is a team that works smarter. When a meeting is led correctly and effectively, results show. Often an effective meeting may even run short. Proper meeting planning ensures that both you and your team understand everything about the meetings objectives.

In this module we cover the essentials of human resources and the importance of productive meetings. You'll learn the three components of an effective meeting strategy. From the pre-meeting planning, to the post-meeting follow up, we'll have you covered!

### **Completion of this module will empower participants to:**

- Inspire participation in meetings from key stakeholders
- Incorporate ways to build cooperation that lead to positive outcomes
- Apply guidelines that set the tone for a productive exchange
- Plan and lead effective meetings

*Primary Competencies: Leadership, Interpersonal Skills*

*Related Competencies: Teamwork, Communication, Conflict Resolution*

## Leadership Communications

The fundamental role of a leader is to communicate. To inspire, energize, and organize team efforts, leaders must listen, facilitate, and connect. The way a leader communicates is a reflection of who they are: prepared, enthusiastic, skilled, and confident.

In this module you examine three elements of leadership communication: listening, participating in and facilitating meetings, and speaking. You learn how to listen with a purpose, engage others when leading meetings, and speak effectively to create alignment and retain talent.

### **Completion of this module will empower participants to:**

- Define the elements of leadership communications
- Strengthen leadership listening skills
- Lead and facilitate communications in meetings
- Speak as a leader to inspire and mobilize team action

*Primary Competencies: Communication, Leadership, Professionalism*

*Related Competencies: Influence, Interpersonal Skills*

# Leaders Who Build

## Leadership Styles and Tendencies

Every leader has a different leadership style. Interacting with people with a similar style is easy. The tricky part is communicating with those whose style differs – maybe even the polar opposite of your own! In today’s diverse corporate climate flexibility is king.

In this module, leaders analyze four different styles of communicating with others. You explore the different characteristics of each style and determine which one is most like your own. You will focus on accepting a variety of styles to sustain cooperative, inclusive, long-term relationships.

### **Completion of this module will empower participants to:**

- Identify the characteristics of four Leadership styles
- Identify their own leadership style
- Work more effectively across styles
- Develop a greater understanding of other Leadership styles

*Primary Competencies: Leadership, Adaptability, External Awareness,  
Related Competencies: Diversity, Interpersonal Skills*

## Leading Strong Teams

Sometimes it seems the saying is true—that many people are “born leaders.” There are some leaders that appear to develop strong teams wherever they go through whatever task they are assigned. The truth is, people can learn to lead if they have the right mindset, tools, and training.

In this module, you learn the strategies and tools that make managers look like born leaders. You will learn the challenges of leading a diverse group of individuals, and specific ways to turn that group into a cohesive, high-performing team working together toward shared goals.

### **Completion of this module will empower participants to:**

- Build on characteristics of strong teams for continuous improvement
- Capitalize on individual strengths to take teams to higher levels of performance
- 
- Facilitate the intersection of diverse personalities in strong teams
- Leverage competitive spirit to propel a team’s progress

*Primary Competencies: Teamwork, Leadership*

*Related Competencies: Results Oriented, Accountability, Interpersonal Skills, Communication, Diversity*

# Leaders Who Build

## Motivation

Money is not always the best motivator. Once you get to know your people their underlying needs and wants, you'll discover what uniquely drives them to higher levels of performance. As leader, it's your job to find out what makes each of your team members tick, then close in on those power sources that motivate them beyond maintaining a position to bringing their best every day. The successful leaders of today recognize the value in understanding all different personality types and taking the time to discover what fuels their people to become the organization's most prized resources.

In this module you learn how to understand the needs and desires of your team and better connect with them using proven Human Relations Principles. You explore each principle and determine how to best apply them to your everyday interactions to inspire action, build trust, and develop the human potential of your organization.

### **Completion of this module will empower participants to:**

- Examine work environments and identify current motivation levels
- Identify motivation factors and tools to increase motivation among associates
- Apply human relations principles to build effective relationships and commitment levels
- Accentuate the positive in specific, measurable terms

*Primary Competencies: Interpersonal Skills*

*Related Competencies: Leadership*

## Motivational Leadership

Whenever you hear about a low performing workforce, it's often the leader who is blamed, for it's highly unlikely for a group of talented professionals to turn out rubbish! What leaders often overlook is the fact that a powerful team is only as strong as their leader and the environment the leader creates for them. It has been proven repeatedly that team members who are inspired and supported by a caring leader outperform others in efficiency, effectiveness, and creativity.

This module takes a look at the many ways leaders can mold a work environment into an inspirational think tank. Stimulating your team to grow on an individual level demonstrably increases morale and productivity as a whole. Using Dale Carnegie's famous principles as your own motivational tool belt will help you develop the textbook environment for your team to create, participate, and repeat.

### **Completion of this module will empower participants to:**

- Recognize the leader's role as a motivator
- Develop greater awareness of drivers that motive individuals
- Recognize the relationship between expectations and motivation
- Align individual motivators with organizational goals

*Primary Competencies: Leadership, Influence, Teamwork*

*Related Competencies: Human Resource Management, Results Oriented*

# Leaders Who Build

## Performance Defined

If you want to be able to hold someone accountable, you need to first make certain they understand what's expected of them, and then give them ideas on how to best deliver. Goals drive performance, and plans propel goals.

In this module, you learn to create clear and specific performance expectations that support your organization's vision and objectives. You will be able to communicate expectations clearly, both verbally and in writing. You will gain tips on how to align areas of responsibilities with the knowhow and skills to create positive energy and outcomes.

### **Completion of this module will empower participants to:**

- Develop a structured document that defines performance expectations
- Communicate expectations in a clear and meaningful way
- Identify key skills, knowledge, and abilities essential to job performance, and match talent to task
- Translate business objectives into daily activities with measurable results

*Primary Competencies: Management Controls, Human Resource Management*

*Related Competencies: Initiative, Leadership*

## Planning

Having a vision is creative. Having a vision and executing a plan to move it forward, is leadership. Outstanding leaders know how to successfully communicate their vision, gain acceptance of that vision, and prioritize the tasks and methods necessary to turn the vision into a reality. Planning. Planning. And more planning.

In this module, you examine an eight-step planning process that describes the steps necessary to turn a vision into reality. You discover ways to communicate the vision in a clear, compelling manner, and you learn to implement a plan to achieve the best results.

### **Completion of this module will empower participants to:**

- Understand the value of proactive approach to leadership
- Describe a vision in clear, specific, compelling terms
- Identify the steps necessary to transform a vision into action
- Implement a plan with clearly defined communication goals

*Primary Competencies: Vision, Results Oriented*

*Related Competencies Decision Making, Management Controls, Leadership*

# Leaders Who Build

## Share the Glory

Sharing the glory is not just a nice thing to do, it's the right thing to do. Recognizing and rewarding people is a necessity for maintaining morale and motivation. The good news is that sharing the glory is easy to do and yields both immediate and long-term returns. When credit is given where and when it's due, desired behaviors get reinforced and repeated, and leaders get respected.

This module explores why recognition is so important and how to do it most meaningfully. Leaders develop ways to share the glory that benefit both the organization and the employees. Most importantly, they will plan and practice a method of recognizing people and teams in a formal and public setting.

### **Completion of this module will empower participants to:**

- Identify opportunities to set a leadership example by sharing the glory
- Practice sharing the glory in meaningful ways
- Identify the impact that sincere recognition has on morale and retention
- Encourage desired behaviors through recognition and reward

*Primary Competencies: Teamwork, Leadership*

*Related Competencies: Influence, Professionalism, Results Oriented*

## Strategic Planning

It does not take much to be convinced of the importance of planning. Examples abound with organizations that have thrived or failed due to adequate planning or lack thereof. Organizations can either create their own destiny or be at the mercy of the moment. The difference comes down to a strategic plan that defines a destination and provides a roadmap to reach it.

This module explores the differences between strategic and tactical planning. Participants specify the core competencies that provide their organization's competitive advantage and apply those natural strengths toward a strategic plan that lays out the required actions.

### **Completion of this module will empower participants to:**

- Identify the differences between strategic and tactical planning
- Jump start their organization's growth by developing a strategic intent and plan
- Leverage the organization's core competencies identified during the module
- Assess the current state using SWOT Analysis

*Primary Competencies: Leadership, Decision Making, Change Management*

*Related Competencies: Vision, Values, Teamwork*

# Leaders Who Build

## Time Control to Work on Your Business

It's easy to get caught up in routine activities when you should be focusing on moving the business forward. Effective managers need to be able to balance all the competing priorities and focus on the tasks that will have the most impact.

In this module, you examine the differences in controlled and uncontrolled time so that you can focus on top priorities, rather than issues of lesser importance. You analyze how you spend your time and look for ways to delegate routine tasks, so that you can balance operational and developmental areas. Then you will learn how to add two hours to every day.

### **Completion of this module will empower participants to:**

- Manage routine operations while focusing on future growth
- Understand the difference in routine, problem solving, and developmental activities
- Identify differences between controlled and uncontrolled time
- Make the most of their time by discerning and addressing priorities

*Primary Competencies: Initiative, Results Oriented*

*Related Competencies: Vision, Stress Management*

## Time Management

No matter how hard you try, you can't make more time. You simply have to make better use of the time you have. The key is to invest your time in the most productive way that will yield the best results.

In this module, you first analyze where your time is spent. Are you focused on the task at hand, or are you really spending a little too much time around the water cooler? Once you have a clear picture of how your time is lost, you'll have a better idea of how to adjust your routine. You will be given specific tools and methods that help people stay focused, reduce procrastination, and empower you to reach your goals – on time!

### **Completion of this module will empower participants to:**

- Understand how their time is spent
- Overcome time management obstacles and work more efficiently
- Apply tools to plan, organize and manage their time
- Leverage time and increase productivity, working smarter, not harder

*Primary Competencies: Management Controls, Initiative*

*Related Competencies: Human Resource Management, Leadership*



# Leaders Who Build

## Vision, Mission, Values

Visionary companies have proven to prosper. In the groundbreaking book, *Good to Great*, Jim Collins and his teams researched a variety of companies in varying industries to determine what made them great. Their findings showed that while creating vision statements is without a doubt important, being truly visionary extends beyond the words. It entails envisioning every aspect from planning to execution.

This module explores the foundational elements that take a company from good to great -- over the long term. Organizational leaders learn how to paint an enticing picture of success by engaging others and showing them how they fit in the future setting.

**Completion of this module will empower participants to:**

- Create vision statements that are motivating and compelling
- Define mission statements that demonstrate a clear path to the vision
- Clarify values to build alignment
- Communicate vision, mission, and values to stakeholders

*Primary Competencies: Values, Vision*

*Related Competencies: Communication, Teamwork, Leadership*

# Activated Organizations

## Adjust to Change

Change happens, and when it does, your reaction to it can mean the difference between thriving and or just surviving. According to Socrates, the secret of change is to focus all of your energy, not on fighting the old, but on building the new. Some people embrace change and welcome the opportunities it brings, while others resist. It has been noted that approximately 70% of change initiatives fail. Sometimes change is not the problem, resistance is.

In this module, you learn to embrace change by focusing on what you will gain, not what you will lose. In doing so, you garner the attention of others as a change agent, armed to lead the charge in your organization.

### **Completion of this module will empower participants to:**

- Define the challenge of change
- Commit to principles for adapting to change
- Adapt personal work patterns and attitudes in response to change
- Be a role model of change for others

*Primary Competencies: Adaptability, Change Management*

*Related Competencies: Stress Management, Creative Thinking*

## Analyze Problems and Make Decisions

Problem solving and decision making takes time and resources. It also takes information and the ability to make sense of it. On top of that, it can be a stressful and worrisome task. Managing the process of problem solving requires tools and techniques to take out the guess work and to come to conclusions you're confident are the best ones.

This module introduces tools to make the process of decision-making easier and more interactive. You learn methods to work as a team to acquire and analyze information. Using three different methods, you make decisions leveraging group input. Most importantly, you take away strategies for managing the stress that comes with trying to make the best decision.

### **Completion of this module will empower participants to:**

- Use defined processes to solve challenging problems
- Tap into diverse perspectives to analyze and solve business problems
- Implement decision-making techniques to reach sound decisions
- Apply principles of controlling stress and worry in making decisions and solving problems

*Primary Competencies: Teamwork, Vision, Accountability*

*Related Competencies: Results Oriented, Influence*

# Activated Organizations

## Change Engagement

Change is going to come. The decision is not about how to avoid it, but rather how to embrace it and engage everyone in the organization with the realities of it. Change in an organization brings specific challenges that must be met with courage and confidence, creativity and flexibility. The first step is understanding the complexities of change, including the potential impacts to everyone involved, so that you meet challenges right from the start and remain in top form throughout the process.

This module prepares you for the changes to come in your organization. First, by learning the challenges for engaging with change and how to overcome them. Then, by understanding a structured model that helps you determine your role in change engagement, regardless of your level in the organization.

### **Completion of this module will empower participants to:**

- Be ready for change and manage it head on!
- Articulate the intricacies of change engagement
- Make commitments to implementing change engagement principles
- Employ a flexible and positive approach to embracing change

*Primary Competencies: Change Management, Adaptability*

*Related Competencies: Initiative, Creative Thinking*

## Innovation

Moving an organization forward takes new ideas. Lots of them. It takes many minds thinking creatively to generate new ideas, and then even more to turn them into reality. The Dale Carnegie 9-Step Innovation Process helps leaders do just that...leverage the potential of others to generate new ideas and bring them to life.

In this module, you learn to facilitate the spawning of new ideas. But innovation doesn't stop with the next big idea. It takes the ability to turn the idea into a solution by following the Innovation Process.

### **Completion of this module will empower participants to:**

- Manage change proactively
- Recognize and encourage new idea generation
- Facilitate an Innovation Process for problem solving and continuous improvement
- Create a conducive environment for the exchange and flow of ideas

*Primary Competencies: Adaptability, Change Management, Creative Thinking*

*Related Competencies: Vision, External Awareness, Interpersonal Skills, Decision Making*

# Activated Organizations

## Lead Change without Authority

Workplaces are in a constantly evolving environment of change. Regardless of your role, you have the opportunity to influence and drive change. Seizing this opportunity has numerous benefits. Being a change advocate positively impacts how you are viewed in the organization, your job satisfaction, and your opportunity for career advancement.

In this module, you learn to recognize current change in the organization and how you can influence change without the clout. Most importantly, you develop a personal plan for staying flexible during change and map out ways you can advocate for and lead change regardless of your job title.

### **Completion of this module will empower participants to:**

- Appreciate the need for change as a competitive driver
- Diagram their involvement with organizational change and their position in the Change Model
- Follow principles for leading change without authority
- Maintain flexibility during change

*Primary Competencies: Leadership, Change Management*

*Related Competencies: Adaptability, Influence*

## Manage Change Effectively

The only constant is change and managing through change can be one of the most challenging responsibilities leaders face. It's when the course becomes unsteady leaders need the most help steering the ship.

This module explores the internal and external factors that drive change and how change impacts the organization and its leaders. Participants explore a model for change to set the right things in motion the right way and avoid pitfalls while navigating the team through uncertain times.

### **Completion of this module will empower participants to:**

- Avoid the most common change management mistakes
- Apply a model for change
- Define the type of change happening in the organization
- Manage themselves and others through the change

*Primary Competencies: Change Management*

*Related Competencies: Leadership, Creative Thinking, Management Controls*

# Activated Organizations

## Process Improvement

The old adage “if it’s not broken, don’t fix it” is a fitting synopsis of the need for purposeful process improvement. Even when a process may not appear broken, forward-thinking organizations continuously seek better ways to do things—even though it means upsetting the status quo.

This module urges you to take a hard look some of the processes in your organization that may not appear broken but do need improvement. Through this close examination, the nuances of existing processes come to light and you will develop a plan for change or improvement. Most importantly, you will capitalize on the knowledge and expertise of colleagues to identify opportunities and put ideas into action.

### **Completion of this module will empower participants to:**

- Evaluate the effectiveness of existing processes to determine ways to improve
- Explain processes to others to increase understanding and buy-in
- Implement methods to improve existing processes
- Leverage diverse perspectives to invigorate work processes

*Primary Competencies: Teamwork, Change Management, Creative Thinking*

*Related Competencies: Initiative, Communication*

## Project Planning

The ability to plan projects, whether large or small, simple or complicated, is essential in today’s business environment. Keeping projects from floundering and to keep people from wandering off course, resulting in delayed success, missed deadlines, or failing altogether, requires the specific skills to successfully guide projects to completion.

While charts and plans provide a roadmap to project success, at the end of the day, people make projects happen. Engaging the team in the plan and ensuring role clarity and accountability makes the difference for bringing a winning project to completion.

In this module, you learn a proven process for charting and staying the course of a project plan. This process includes identifying team member strengths, anticipating challenges, and holding people accountable for achieving their tasks and goals.

### **Completion of this module will empower participants to:**

- Use a project planning process to achieve results
- Identify project plan strengths and overcome challenges using a SWOT analysis
- Assign responsibilities to team members based on talent and skill
- Hold team members accountable to goals and tasks

*Primary Competencies: Teamwork, Vision, Accountability*

*Related Competencies: Results Oriented, Influence*

# Activated Organizations

## Team Change Engagement

Perhaps you think you or your contribution go unnoticed – especially if you’re serving on several teams once. That’s where you’re mistaken. Those around you notice what you’re doing -- and what you’re not doing. Your reputation is built on your ability to be a contributing positive and focused team member, especially during times of change. Gaining respect as a valuable team member impacts your goals, relationships, opportunities and even the degree to which your peers will embrace change.

This module helps you to be that reputable, valuable team member who can be counted on during times of change. You will focus on the attitudes you project, ways you support others during change, and contributions you can make to be a high-impact transformation agent for your team.

### **Completion of this module will empower participants to:**

- Apply principles for participating in teams during change
- Develop stronger team relationships
- Practice a higher level of listening effectiveness
- Integrate the Change Model into team interactions

*Primary Competencies: Teamwork, Change Management*

*Related Competencies: Adaptability, Initiative*

## Team Problem Solving and Decision Making

When it comes to making business decisions, two heads are better than one. That’s why smart organizations assemble teams to work on problem solving, recognizing that a group will counter balance each other and the outcome will be an informed and optimal solution. However, without a disciplined approach to problem solving and decision making, teams will often flounder, hang on hunch, or compromise in ways that don’t lead to the best results. And bad decisions are bad for business.

This module provides the disciplined approach that teams need to problem solve and make sound decisions. Teams learn to use proven methods for gathering and analyzing information, tools for creative and critical thinking, and diagrams to make decisions that can be implemented through specific action steps. Using a systematic approach takes the guesswork out of key work processes, leading to measurable results for the overall organization.

### **Completion of this module will empower participants to:**

- Facilitate a “Meeting of the Minds” using a proven model for team problem solving
- Identify root problems using the Interrelationship Graph
- Generate feasible solutions using creative and critical thinking
- Make decisions that gain commitment to achieve the best business outcomes

*Primary Competencies: Teamwork, Creative Thinking, Decision Making*

*Related Competencies: Interpersonal Skills, Change Management*

# Powerful People Skills

## Being A Contributing Team Member

Your ability to be viewed as a valuable and proficient member of a team can have a significant impact on your professional goals. Your status as a team member can impact your work relationships, job satisfaction, and leadership opportunities.

This module allows you to evaluate what you contribute to your team and understand the challenges of serving on multiple teams. Team members will also learn how to exceed expectations to ensure collective success.

### **Completion of this module will empower participants to:**

- Evaluate themselves as team members
- Plot out their involvement in multiple teams
- Define and share common goals and expectations with team members
- Incorporate strategies for team success

*Primary Competencies: Professionalism, Accountability, Teamwork*

*Related Competencies: Attitude, External Awareness, Results Oriented, Interpersonal Skills, Communication*

## Bringing Conflict into the Open

The ability to work well with others is even more important today with the pressures of our complex and fast-paced work environments. When there is discord, it needs to be addressed head-on, but constructively. Most people avoid addressing contentious situations, yet ironically, conflict can lead to progress. The word “constructive” is defined as helping to improve; promoting further development or advancement, so by definition, conflict can serve as a powerful catalyst. It can lead to breakthrough solutions and resilient relationships.

This module allows your team to build courage and confidence when confronting conflict. Team leaders learn to create a comfortable environment in which people feel safe to air issues, with the understanding that all discussions will be respectful and productive.

### **Completion of this module will empower participants to:**

- Identify sources of conflict
- Transform conflict into opportunities
- Openly discuss disagreements
- Integrate strategies that maintain harmony
- Move beyond conflict and achieve more as a team

*Primary Competencies: Values, Conflict Resolution, Initiative*

*Related Competencies: External Awareness, Stress Management, Interpersonal Skills, Communication*

# Powerful People Skills

## Communicate with Different Personality Styles

Behavioral psychologists have researched the theory that people's behavior can be roughly classified in four groups, represented as quadrants. Each quadrant represents the behavioral styles of people in that group. No one is purely any style, and no style is better or worse than another. Each tendency has strengths and weaknesses. By recognizing your dominant style and developing the ability to identify traits in others, you can change our behaviors to interact with a wide variety of personalities and tendencies.

This module will help you understand the four dominant personality styles: driver, expresser, amiable, and analytical. Knowing your style is the most important element to help reach across barriers and connect with others. You need to identify your own strengths and weaknesses to take control of your actions and feelings. Then you can focus on understanding others and using effective approaches to build collaboration.

### **Completion of this module will empower participants to:**

- Identify their own personality style and how they react under pressure
- Modify their behaviors to better connect with people of different styles
- Influence the attitudes and behaviors of others

*Primary Competencies: Communication, Conflict Resolution, External Awareness*

*Related Competencies: Influence, Adaptability, Interpersonal Skills*

## Communicate with Diplomacy and Tact

We have all been awed by someone who always seems to know what to say and how to say it in any situation. These people know how to communicate with diplomacy, tact, and confidence. Research conducted by Mike Poskey at ZERORISK HR indicates that one of five emotional intelligence competencies that successful leaders employ is called “social skills and political correctness.” This competency is important in all areas of life. The ability to communicate with diplomacy and tact improves your leadership skills by helping you manage change, negotiate and compromise, resolve conflicts, gain consensus and collaboration, and create a cohesive team.

This module gives participants the opportunity to practice dealing with trying situations in a confident and diplomatic way. They will learn to speak honestly and tactfully, give and receive constructive feedback, and use mediation skills to help others find common ground when holding opposing viewpoints.

### **Completion of this module will empower participants to:**

- Respond to difficult situations in a confident, diplomatic, and tactful way
- Give and receive feedback without eliciting negative emotions
- Apply mediation techniques to find common ground among opposing viewpoints

*Primary Competencies: Communication, Professionalism*

*Related Competencies: Conflict Resolution, External Awareness*



# Powerful People Skills

## Communicating Across Generations

With so many different generations working side by side in today's workforce, communicating ideas may become a bit challenging. Each generation has a different mindset and manner of communicating. By bridging the gap between generations, team members can build a more cohesive, productive results-driven team.

This module explores the differences between generations and provides insight into identifying with others. Accepting generational differences can bring new skills to the table, as well as provide exciting new opportunities in the workplace. Participants learn to work and communicate across generations to create a unified, productive, and successful team.

### **Completion of this module will empower participants to:**

- Communicate clearly and confidently with diverse generations
- Cross generational borders and become a cohesive team free from time or era constraints
- Motivate and appreciate contributions from all team members
- Adapt new skills and work approaches when working with others from different generations

*Primary Competencies: Diversity, Communication*

*Related Competencies: Interpersonal Skills, External Awareness*

## Conflict – Maintaining Emotional Control

Maintaining emotional control is one of the most important yet challenging aspect of preserving relationships. By understanding and applying six elements of the conflict cycle, which include ways to manage frustration and respond productively, people can guard relationships and solve conflict without the usual drama and stress.

Conflict can lead to strong negative emotions that disguise the true core of the issue. Yet these emotions are still valid, so to transform these tense situations into progressive interactions, feelings must be addressed.

This module helps team members manage negative emotional reactions to contentious situations, fostering a culture that works harder together to solve challenges.

### **Completion of this module will empower participants to:**

- Understand and apply the steps of the conflict cycle
- Express emotions in a transformative way
- Embrace the values that help manage emotions
- Confidently discuss conflict with others

*Primary Competencies: Conflict Resolution*

*Related Competencies: Stress Management, Interpersonal Skills, Communication*

# Powerful People Skills

## Conflict as a Growth Opportunity

Conflicts can be difficult as they occur, but the positive resolution of conflict can build courage and confidence in the workplace. Sometimes only conflict can create a dynamic tension and enable a team to reach new heights.

We seem to naturally want to avoid conflict because it's generally viewed as a negative in the workplace. This view may pervade because organizations lack the tools to consider conflict in a positive way. When a culture treats conflict as an opportunity to channel frustrations into solutions, it can inspire relationships that drive progress and achieve the unexpected.

This module introduces you to ways you can learn, grow, and expand your skills in conflict situations. You will prepare for clashes and develop strategies for disagreements in positive ways.

### **Completion of this module will empower participants to:**

- Identify when conflict inhibits opportunities for growth
- Remove conflict-based barriers to show measurable improvements
- Build stronger relationships through conflict resolution
- Create a trusting workplace with open communication

*Primary Competencies: Conflict Resolution*

*Related Competencies: Stress Management, Interpersonal Skills, Communication*

## Conflict to Collaboration

Conflict can be difficult to resolve without the help of others. By collaborating with people inside and outside of your organization, leaders can leverage the diverse talents and experiences of others, gain new perspectives, and uncover unexpected solutions.

This module shows how collaboration enables team members to draw upon their unique, individual strengths while creating a sense of unity. You will discover how working communally eases the pressure off of a single individual and extends responsibility evenly among team members, giving everyone the opportunity to take command of their roles and excel together.

### **Completion of this module will empower participants to:**

- Identify opportunities for collaborative problem-solving
- Enlist the skills and abilities of others to solve challenges
- Collaborate with others to reduce conflict and create synergy
- Build a collaborative environment through shared values

*Primary Competencies: Conflict Resolution, Teamwork*

*Related Competencies: Values, Interpersonal Skills, Communication, Influence, Creative Thinking*

# Powerful People Skills

## Dealing with Difficult Team Members

Some team members are unaware of their negative behavior and the impact on team dynamics. Knowing how to recognize and address these negative behaviors is a critical skill in any collaborative environment. Dealing with difficult people entails identifying disruptive actions, understanding the nuances and stages of group reactions, and addressing issues constructively.

This module enables participants to identify disruptive behaviors and apply principles and techniques to keep things moving in a positive direction. Participants learn principles and skills to move through challenging moments proactively rather than defensively.

### Learning Objectives

- Identify disruptive behaviors
- Discuss the impact of team dysfunction
- Focus on maintaining productive team relationships
- Follow a process for influencing behavioral change of difficult team members

*Primary Competencies: Attitude, Influence, Conflict Resolution*

*Related Competencies: External Awareness, Interpersonal Skills, Communication, Teamwork*

## Disagree Agreeably

The ability to address contentious situations is a challenging skill for most people. Rather than avoiding conflict, it should be embraced as an opportunity to learn, adapt, and respect one another as you work toward an agreement that is mutually acceptable to all team members.

This module offers insights into your own work style and communication “hot buttons.” You will not only explore situations that challenge you most, you’ll learn to manage your emotions and to express your opinions in a productive way that leads to acceptance and agreement.

### Completion of this module will empower participants to:

- Identify personal hot buttons and their role in disagreements
- Give others the benefit of the doubt
- Moderate opinions to open up to potentially great ideas
- Apply techniques that empower team members to disagree diplomatically

*Primary Competencies: Conflict Resolution, Communication, External Awareness*

*Related Competencies: Interpersonal Skills, Attitude, Adaptability*

# Powerful People Skills

## Foundation for Success

Success occurs when a person intentionally defines who they want to be, and what they want to achieve. Ambitious people have a clear picture of where they are going and a plan to get there. You are most effective inside and outside of work when you set goals just beyond reach and commit to the actions for reaching them.

This module lays the foundation for success by encouraging you to think and dream big and inspiring you to put your heart and soul into it. You will receive tools and tips for setting and achieving attainable goals and staying the course when the road gets rough.

### **Completion of this module will empower participants to:**

- Recognize the importance of expanding personal belief boundaries
- Understand and apply a cycle for growth and change
- Develop a motivating and achievable vision
- Create professional connections that can facilitate success

*Primary Competencies: Communication, Vision*

*Related Competencies: Interpersonal Skills, External Awareness*

## Internal Conflict Resolution

Why can't we all just get along? Everyone responds to conflict in different ways, and in today's workplace, there are plenty of sources of discord -- team roles, interpersonal relationships, direction for a project, and a host of external factors. Understanding the sources of conflict lets you to address them and develop effective resolution strategies to move progress along.

In this module, you work on enhancing your ability to manage real world conflicts that can challenge even the brightest teams. You will analyze conflict situations and discover methods to resolve them that will foster a more cooperative environment.

### **Completion of this module will empower participants to:**

- Analyze conflict to get to the root causes
- Manage attitudes by understanding reactions
- Find the best approach to conflict that results in the greatest outcome
- Improve on strategies that make for a thriving team

*Primary Competencies: Conflict Resolution*

*Related Competencies: External Awareness, Communication*

# Powerful People Skills

## Interpersonal Competence: Best Practices

No one strives for average. We all aim to be the best we can be. Part of being our best involves how we relate with others. Building and nurturing interpersonal relationships sometimes comes easily, but most times it takes an intentional effort to connect with others and manage our interactions with them.

Cooperating with others can be especially challenging as we increasingly deal with diverse personalities in complex situations.

In this module, you learn best practices for building professional relationships. Not only will you learn ways to adjust your approach for dealing with others, you will set targets for implementing what you learn so that your interpersonal relations benefit from incremental improvements, and ultimately deep-rooted trust.

### **Completion of this module will empower participants to:**

- Identify opportunities to improve professional relationships
- Adjust their own behavior to enhance relationships
- Adopt best practices for improving interactions with others
- Follow a concrete action plan for interpersonal competence

*Primary Competencies: Interpersonal Skills, Teamwork, Adaptability*

*Related Competencies: Diversity, Influence, Communication*

## Interpersonal Competence: Connect with Others

Isaac Watts said that learning to trust is one of the most difficult tasks in life. Yet, trust is the foundation of all thriving relationships. It is virtually impossible to make genuine connections without trust. When your behavior toward others is aimed at gaining their trust, their behavior also changes. Soon, your connection is strengthened and the relationship flourishes.

In this module, you learn to build trust and rapport to strengthen workplace bonds. These bonds are essential for teams to work harder together and deliver meaningful results. Being a part of a culture where trust is present benefits everyone because productivity is higher, and the work itself becomes more satisfying and rewarding.

### **Completion of this module will empower participants to:**

- Adjust the way they approach others to support a vibrant work culture
- Apply principles that build trust and rapport in relationships
- Identify opportunities to improve relationships with team members
- Enjoy work more and contribute to organizational goals

*Primary Competencies: Interpersonal Skills, Communication, Leadership*

*Related Competencies: Diversity, Influence, Teamwork*

## Powerful People Skills

### Interpersonal Competence: Enhance Teamwork

Teamwork is essential to accomplish the goals of any organization. When a team cares about each other, seeks to understand different points of view, and establishes protocols for communication, they achieve extraordinary things!

This module builds upon the foundation that productive team members understand their combined roles and single mission. Principles are explored that keep members motivated by drawing upon natural strengths and contributing to a thriving team.

**Completion of this module will empower participants to:**

- Feel confident and equipped to achieve success with team members
- Apply principles for gaining willing cooperation and engagement
- Identify opportunities to improve collaboration
- Tap into diverse strengths and perspectives

*Primary Competencies: Teamwork, Accountability, Interpersonal Skills*

*Related Competencies: Communication, Adaptability, Attitude*

### Interpersonal Competence: Influence Change

Nimble companies are on the lookout for change champions in their quest to lead in today's competitive market. Some teams have an official leader who is accountable for setting direction, making decisions, and taking on challenges. In other cases, a team can agree that one individual is fit for the role of leader. In either case, these leaders must inspire others, influence change, and put ideas into action.

This module prepares participants to lead others in times of change. They will assess their ability for influencing the attitudes and actions of others by evaluating their own willingness to adapt transformational leadership behaviors. Principles are explored for building respectful, productive relationships where together everyone achieves more.

**Completion of this module will empower participants to:**

- Uncover opportunities for positive change in the workplace
- Apply principles for influencing behaviors and attitudes
- Invest time, skill, and energy into creating a positive change within the team
- Lead innovation and transform cultural norms

*Primary Competencies: Leadership, Interpersonal Skills, Conflict Resolution*

*Related Competencies: Teamwork, Change Management*

## Powerful People Skills

### Listening Skills for Boosting Communication

The average adult speaks at about 100-150 words per minute. Most listeners can hear and comprehend about 200 words per minute -- or more. This means we need to tune-in, people! But active listening is challenging. It requires focus, patience, and sincerity. It also requires the acceptance that yours is not the only opinion worth hearing. Mastering the art of good listening improves communication and safeguards relationships.

This module helps you determine ways to improve your active listening skills. You learn how to uncover opportunities by asking key questions that engage colleagues or clients and increase your understanding of their needs and expectations.

#### **Completion of this module will empower participants to:**

- Assess their listening skills overcome obstacles
- Deal with all kinds of listeners
- Genuinely engage with others and ask questions that uncover opportunities for growth
- Demonstrate active listening skills in all interactions

*Primary Competencies: Communication, External Awareness, Interpersonal Skills*

*Related Competencies: Interpersonal Skills, Attitude, Values*

### Managing Across Generations

Each generation brings a unique set of talents to the table. When a leader encourages team members to bridge the generations, embrace their differences, and connect with one another, the result is a cohesive unit that prospers and accomplishes any task they are given. Managing across generations is an essential key in creating a team that puts ideas into actions.

In this module, you learn how to bridge the generation gap and tap into the unique pool of talents that people of all ages bring to the workplace. Learning to work in a diverse environment shows you that people of all ages throughout the spectrum have something to contribute to the challenges we face today. Generational differences can become a catalyst for enhancing productivity and creating a dynamic, vibrant workforce that highlights timeless solutions for respecting and valuing everyone's perspective.

#### **Completion of this module will empower participants to:**

- Appreciate the benefits of diverse generations working together
- Provide constructive feedback that resonates with specific generations
- Coach different generations to reach their full potential
- Capitalize on the skills and strengths of each

*Primary Competencies: Diversity, Leadership*

*Related Competencies: Influence, Human Resource Management*

# Powerful People Skills

## Managing Stress

Managing stress is similar to managing other aspects of your life— it's about taking time to explore which parts of your life require improvement. Identifying different kinds of stress, and how you respond to that stress, allows you to tap into your best parts and put ideas into action.

In this module, participants learn how to take steps toward converting their negative reactions into positive ones. By understanding what factors cause you or team members stress, you can intentionally work together to create a healthy, stress-free work environment.

### **Completion of this module will empower participants to:**

- Examine different types of stress and their impact
- Explore strategies for handling stress
- Work collaboratively with peers to manage stress
- Transform negative energy into a positive opportunity

*Primary Competencies: Stress Management, Attitude, External Awareness*

*Related Competencies: Interpersonal Skills, Adaptability*

## Negotiations: A Mutually Beneficial Approach

The dynamic nature of professional relationships today requires balancing the giving and receiving of value in every interaction. Such ability is never left to chance. An expert negotiator is both adaptive and influential, ensuring an outcome that is mutually beneficial. This reciprocal approach paves the way for authentic relationships and long-term success.

This module introduces an all-win negotiation model and allows participants to assess how they fare as a negotiator. Understanding the four stages of negotiation, adapting qualities of a successful negotiator and applying specific negotiation strategies, participants not only plan for an upcoming negotiation situation, but build confidence and skill for future interactions.

### **Completion of this module will empower participants to:**

- Assess and improve their negotiation skills
- Identify qualities of champion negotiators
- Engender all-win outcomes through planning and preparation
- Practice negotiation tactics to that result in mutually beneficial outcomes

*Primary Competencies: Interpersonal Skills, Adaptability, Results Oriented*

*Related Competencies: Creative Thinking, Professionalism*



# Powerful People Skills

## Team Building

Team dynamics are a natural function of a work environment. They may have their ups and downs, but when teams build on the strengths of each individual and build structure into processes, you can count on them to deliver quality results.

In this module team members explore the importance of sharing a common vision and values. Participants explore the importance of creating and supporting an environment of unity and learn how adapting behaviors to align with overall team agreements lead to greater pride and synergy.

### **Completion of this module will empower participants to:**

- Create and commit to common purpose
- Practice guidelines that represent team values
- Build a team that learns from and supports one another
- Create a culture that delivers results through synergy

*Primary Competencies: Teamwork, Leadership*

*Related Competencies: Values, Vision, Attitude, Interpersonal Skills*

## Work with Difficult People

Whether at work, home or in our community, we all encounter challenging personalities. A first instinct might be to avoid difficulty because addressing it can feel like confrontation, which can be exhausting and emotionally draining. But avoiding discord will only make it worse. Unresolved conflicts waste enormous amounts of time and energy and destroy morale and negatively impact the bottom-line.

This module empowers participants to engage with difficult people in a confident and constructive way. Team members take a look at their own qualities against six common disruptive behaviors and determine if they contribute to conflict. Participants also learn how to apply a 12-step process to situations that involve negotiation and compromise, as well as evaluate and understand the concept of benefit of the doubt.

### **Completion of this module will empower participants to:**

- Work more effectively with difficult people
- Uncover opportunities for growth by improving working relationships
- Apply principles and techniques for negotiating effectively
- Recognize how and when to compromise

*Primary Competencies: Interpersonal Skill, Attitude*

*Related Competencies: Teamwork, Communication*

# Powerful People Skills

## Work-Life Balance

You can't do a good job if a job is all you do. Work-life balance is a necessity for professionals in today's complex world, but it takes discipline and effort to achieve that balance. Often obstacles, ranging from unplanned emergencies to conflicting priorities, can prevent you from maintaining that perfect, healthy balance. Being attentive and cautious of how you are devoting your time helps you to pave a path towards a balanced, successful career and life.

In this module, participants examine the balance between work, family, community, spirituality, social life, and finances. Assessing satisfaction in these areas allows you to commit to strategies that bring balance and happiness into life and the workplace.

### **Completion of this module will empower participants to:**

- Evaluate their work-life balance
- Define areas where they could spend more time or less time
- Bring balance into their life and take command of their role!
- Take note of areas where more or less time can be spent

*Primary Competencies: Stress Management, Initiative*

*Related Competencies: Values, Vision, External Awareness*

# Inspiring Presenters

## Confrontational Questions

Even some of the most adept business executives find the Question and Answer session of a presentation to be the most difficult portion to traverse. The transition from delivering an effective message, to responding to questions in a manner that leaves people thinking that you were well prepared, is challenging.

In this module, you learn how to maintain control when challenged by a difficult person with a confrontational question. You will learn to keep moving at a brisk pace, communicate your response positively, both verbally and with body language, and practice a proven method for responding to adverse questions.

### **Completion of this module will empower participants to:**

- Learn to face the challenges of difficult questions through preparation
- Communicate positive messages verbally and non-verbally
- Stay in control of confrontational sessions
- Use an easy-to-follow method for responding to confrontational questions

*Primary Competencies: Communication*

*Related Competencies: Attitude, Stress Management, Interpersonal Skills*

## Facilitate for Group Results

Professionals bring their own knowledge and experience to the table. An effective facilitator helps participants learn from each other by guiding the discussion. Professionals also retain much more when they are engaged than when listening to a lecture. An effective facilitator draws from the group and leads people to a higher level of understanding and performance.

In this module, you focus on the skill necessary for successful facilitation. You explore ways to open, lead, and close sessions in a manner that fosters group involvement, rather than being the sage on stage. You will learn techniques that encourage group members to work together, instead of relying on you for direction. You will leave with the confidence and ability to lead a group by drawing on the strength of its members and guiding them toward their goals.

### **Completion of this module will empower participants to:**

- Create an environment that fosters open dialogue in groups
- Apply a variety of questioning techniques to create group engagement
- Use methods that encourage group members to work together
- Facilitate effectively by engaging their audience

*Primary Competencies: External Awareness, Communication*

*Related Competencies: Teamwork, Professionalism, Results Oriented*

## Inspiring Presenters

### Feedback: Supportive and Corrective

The ultimate objective of feedback is to provide people with supportive and corrective insights that relate to organizational and individual objectives. You can achieve this primarily by providing genuine and encouraging feedback. Your responses should be brief, and you can aim them at the entire group and not just at the speaker.

Anytime a person speaks or acts, there is an opportunity to give positive feedback. The response indicates we are listening and that the person's contributions are important. Since adult learning is primarily facilitation driven, responding adds value in several ways: it moves the pace of the session along; it rewards idea sharing; it encourages risk taking; and builds a positive participatory adult learning environment.

In this module, you examine what situations call for which type of feedback. You learn to offer positive feedback to encourage others to build on their strengths. You also discover ways to offer constructive criticism without being discouraging and recognize the value that giving feedback has on individual, team, and organizational growth.

#### **Completion of this module will empower participants to:**

- Recognize the need for different types of feedback
- Help people build on their strengths through positive feedback
- Use corrective feedback to encourage behavior change
- View giving feedback as a way to enhance relationships and overall performance

*Primary Competencies: Communication, Interpersonal Skills, External Awareness*

*Related Competencies: Change Management, Adaptability*

### Planning Presentations

Confidence. It is arguably the most important element to a compelling presentation, regardless of who, or how large an audience you're addressing. And you can't feel confident unless you know that you're prepared. An effective presentation involves planning. Planning includes creating an outline, analyzing your audience and ways to appeal to specific audience members, and practicing methods to control anxiety.

In this module, you learn the planning process for effective business presentations and receive tools for ensuring your presentation is relevant and compelling for your audience. Most importantly, you'll gain confidence for when you're called to give your first performance!

#### **Completion of this module will empower participants to:**

- Understand the foundational elements that comprise a powerful presentation
- Apply tools to analyze the audience and customize delivery
- Prepare evidence to give their presentations more impact
- Practice the elements of a standard presentation

*Primary Competencies: External Awareness, Communication*

*Related Competencies: Attitude, Professionalism*

# Inspiring Presenters

## Present to Gain Input

One of the most valuable types of business presentations is the one that is designed to gain input. Rather than a typical sharing of information, this presentation calls for the exchange of ideas between the presenter and the listener. While the presenter still controls the direction of the presentation, she requires a willingness to allow an even flow of information, rather than dominating the conversation with her own opinions. In other words, she needs to check her ego at the door.

This module examines the role of the facilitator in drawing out ideas and opinions. You analyze a model that allows you to remain in control and move the discussion in a relevant and valuable direction. You review how careful planning and preparation are essential to making this type of presentation effective. You also learn that the varied personalities of your needs should be carefully considered so you can earn their respect and cooperation – and accomplish your goal of tapping into their fresh thinking.

### **Completion of this module will empower participants to:**

- Plan and prepare presentations to gain input
- Structure presentations for logical, productive outcomes
- Engage participants in exchanging ideas and opinions
- Incorporate a model designed to guide discussion and elicit ideas while maintain control

*Primary Competencies: Communication, Creative Thinking*

*Related Competencies: Leadership, Conflict Resolution, Decision Making*

## Present to Inform

An effective presentation to inform ensures a clear understanding of the message by emblazoning it in your listeners' head for eternity. Too strong? Not really. The preferred outcome is an audience that understands the message, stays engaged throughout, and replays some of the information for days to come.

In this module, you will plan an informational presentation in which your message is clear, and your audience remains interested. You will use graphics to reinforce your information and you confidently request feedback, so you can clarify any points of confusion.

### **Completion of this module will empower participants to:**

- Plan for effective informational presentations
- Use a model for making your ideas clear
- Reinforce your information using visual impact
- Solicit feedback to ensure the clarity of your message

*Primary Competencies: Initiative, Communication*

*Related Competencies: Influence, Leadership*

# Inspiring Presenters

## Present to Persuade

Many times throughout your career you will be called upon to make a presentation that persuades your listener to take action or alter their way of thinking. Whether you are a salesperson who is trying to close a sale, or a sales leader rolling out a new compensation plan, many business executives need to persuade their listeners. Prepare to persuade!

In this module, you address the most effective methods of presenting to persuade. You learn to analyze your listener's point of view in order to make your presentation clear, concise, and inclusive of their concerns. You use facts to make your presentations more convincing. You learn to incorporate the three proven elements of a dynamic, persuasive presenter: Earn the right to present, Excite your listener on your topic, and Eagerly share the importance of your message.

### **Completion of this module will empower participants to:**

- Follow a proven structure for persuasion
- Use facts to give credibility to your message
- Demonstrate the 3 E's for convincing listeners
- Plan for a persuasive presentation

*Primary Competencies: Influence, Communication*

*Related Competencies: Leadership, Results Oriented, Interpersonal Skills*

## Presenting with Impact

In his book, *The Quick and Easy Way to Effective Speaking*, Dale Carnegie says that people evaluate you in four ways: what you say, how you say it, what you do, and how you do it. To present with impact, you need to be at the top of your game in each of those areas. Your message and your delivery are the presentation, so it's up to you to make it count!

This module shows you how a provoking opening creates a positive first impression and skillfully sets up your key points. You will learn to use facts to support your message, and visual aids to strengthen your impact. Most importantly, you explore ways to establish trust and credibility with your listeners, and the importance of a resounding finish.

### **Completion of this module will empower participants to:**

- Establish trust, credibility, and respect with listeners
- Clarify the key points of a message
- Implement a variety of support tools that bolster a message
- Open and close sessions with impact

*Primary Competencies: Communication, Influence, External Awareness*

*Related Competencies: Adaptability, Professionalism*

## More Sales and Amazing Service

### Attitudes for Service

It might sound simple but driving profitability and growth stems from customer service and satisfaction. And superior customer service entails a series of finely interconnected activities that begin with the customer's first point of contact and continues through to their next encounter. Transforming a customer into a champion for the organization hinges on perfecting the details throughout the customer lifecycle.

This module makes you keenly aware of how your attitude during customer contact can make the difference. You will learn to project a friendly willingness to serve customers in a low-pressure, high-touch way in every customer interaction.

#### **Completion of this module will empower participants to:**

- Set goals for improvement by assessing current Customer Service Attitudes
- Build customer relationships by incorporating the Four Drivers of Customer Service
- Maintain consistently positive attitude by applying Attitude Control Principles
- Use conversational language to keep the interactions casual and relaxed

*Primary Competencies: Attitude, External Awareness, Customer Experience*

*Related Competencies: Stress Management, Interpersonal Skills, Communication, Influence Adaptability*

### Complaint Resolution

People talk. Consumer studies have shown that a dissatisfied customer tells between 9-15 people about their experience and around 13% of dissatisfied customers tell more than 20 people – and that's not counting who they reach on Facebook. You can't afford to let customer complaints cost you. Savvy organizations realize that it pays to have a structured process in place to handle complaints in ways that turn unhappy customers into happy ones.

This module explores the causes of complaints, and ways to respond to both rational and emotional customer concerns. You will learn how to maintain a positive attitude when dealing with difficult people and issues, and techniques to resolve issues that not only fix the problem but keep customers coming back.

#### **Completion of this module will empower participants to:**

- Deal with emotional and rational aspects of complaints
- Reduce stress on both sides when resolving complaints
- Resolve complaints using a consistent service recovery process
- Reduce the number and type of complaints received

*Primary Competencies: Conflict Resolution, Customer Experience*

*Related Competencies: Attitude, Stress Management, Interpersonal Skills, Communication*

## More Sales and Amazing Service

### Create Loyal Customers

Studies have shown it takes more to find a new customer than it does to keep an existing one. But retaining customers in a growing global market is no easy task. Today's customers are educated, prepared, and have more options than ever before. They can also be more demanding, and merely satisfying them isn't enough. Turning customers into fans who are not only loyal, but also refer others, requires delivering exceptional customer service that exceeds expectations every time.

Understanding how to deliver extraordinary service that creates loyal customers is the main focus of this module. Participants explore what it means to have a customer-focused mindset and learn six key strategies for providing extraordinary service. And, they discover how and why to building lasting customer relationships.

#### **Completion of this module will empower participants to:**

- Increase customer loyalty through exceptional customer service
- Apply principles to exceed customer expectations
- Build relationships using creative follow-up techniques
- Understand the reasons why customers defect

*Primary Competencies: Customer Experience, Interpersonal Skills*

*Related Competencies: Customer Acquisition, Initiative*

### Cross and Up Selling

Even existing customers are sometimes unaware of the options and opportunities you have to offer. It's your job as a customer service professional to make them aware and to help them meet their needs with the variety of products and services you provide. This involves knowing when and how to cross sell and upsell by asking the right questions in the right way and presenting alternatives skillfully.

Customer service professionals double as problem solvers. You try to help customers make decisions to best meet their needs and make them happy. This can be a delicate situation as you seek to cross sell and upsell without appearing pushy.

In this module, you will learn proven methods for opening customers' eyes to the possibilities that you have to offer. You will be able to help customers see that, even with an increased initial expense, your suggestions add more value. The end result is win-win...a satisfied customer and additional sales.

#### **Completion of this module will empower participants to:**

- Identify ways to provide a more complete solution
- Recognize and use opportunities to add value for customers
- Apply a cross and up selling process to make decisions easy or customers
- Apply methods that justify the need for cross and up selling

*Primary Competencies: Customer Acquisition, Customer Experience*

*Related Competencies: Interpersonal Skills, Communication, Influence*



## More Sales and Amazing Service

### Customer Follow Through

Little things mean a lot. Something as simple as a thank-you or other acknowledgement after a customer interaction may be the little thing that sets you apart. Through follow-up, you make your customers feel they are important and cared for. It's one of the easiest, quick wins you can find for building strong, and long-term relationships.

This module will open your eyes to the seemingly little things you can do to follow through with customers to know you cherish them. Using a creative, yet organized approach, you explore a variety of follow through activities to carry on contact and exceed their expectations for ongoing conversation and care.

#### **Completion of this module will empower participants to:**

- Recognize and exceed customer follow-through expectations
- Create opportunities for follow-through actions
- Discover a systematic process for customer follow-through
- Build long lasting relationship by staying connected to customers

*Primary Competencies: Communication, Customer Experience*

*Related Competencies: Creative Thinking, Interpersonal Skills, Customer Acquisition*

### Effective First Impressions: Face to Face

The starting point for the entire customer service process is meeting and greeting the customer. The vital first moments with the customer set the tone for the entire interaction. By energetically and professionally welcoming your customer, you make successful customer interactions not only possible, but probable. Customers want to be recognized, appreciated, and treated with courtesy and understanding. For this to happen, you have to be at your best in this meet and greet stage of the sales process.

In this module, you examine the critical first steps in the customer service process: meeting and greeting the customer. You work on exceeding the customer's expectations in their interactions with you. You commit to avoiding the kinds of mistakes that can damage the process before it has a chance to start, while following a simple process for moving the customer interaction forward.

#### **Completion of this module will empower participants to:**

- Create an unforgettable first impression
- Make customers feel important
- Use a process for meeting and greeting customers

*Primary Competencies: Communication, Customer Experience*

*Related Competencies: Attitude, External Awareness, Professionalism*

## More Sales and Amazing Service

### Foundation for Consultative Selling

Selling without a process is like fishing with a rod and reel instead of a net. You'll catch some, but it takes more work and time. A proven process delivers consistent results. Building relationships and using a consultative sales approach creates positive outcomes all parties.

This module lays the groundwork for consultative selling by exploring the key steps and concepts of a proven sales process that leads to measurable results for both sides. You will spend time setting goals and developing a personal mantra for reaching new heights. Practical skills are also taught such as time management and strategic planning.

#### **Completion of this module will empower participants to:**

- Recognize what qualifies a consultative approach to selling
- Understand and apply a proven selling process
- Consider the buyer's point of view
- Manage time effectively

*Primary Competencies: Customer Acquisition, Customer Experience*

*Related Competencies: Interpersonal Skills, Vision*

### Generating Interest

To generate a buyer's interest, a seller must clearly identify needs and see ways to solve problems or create opportunities. This is best achieved with the help of a multi-step questioning model: uncovering buyer interest areas, identifying buying perspectives, and creating capability statements customized for each buyer.

Information gathering is arguably the most important step of any selling cycle. The needs, wants and opportunities you uncover during this critical stage determines the solutions you present, the way in which you present them and, ultimately, the unique customer value they provide.

The Dale Carnegie® Sales Process advises you not to talk about a solution until you are clear on the need. This is your chance to question, listen, and advise, and it's the start of a long-lasting business partnership.

#### **Completion of this module will empower participants to:**

- Apply methods to discover buyer perspectives and interests
- Ask power questions to uncover pertinent information from buyers
- Create interest by offering solutions that add value

*Primary Competencies: Customer Acquisition*

*Related Competencies: Interpersonal Skills, Communication, Customer Experience*

## More Sales and Amazing Service

### Internal Customer Service

Customer-focused organizations recognize that customers aren't just external, they're internal as well. The same emphasis placed on external customer care is required for internal customers to ensure a high-functioning organization where processes flow smoothly, and products and services move efficiently through to the end customer.

In this module, you receive the best possible toolkit for servicing internal customers. You begin by shifting your own mindset to one of customer, not process- focused. You will discover techniques for keeping the lines of communication open and managing shared expectations. When internal partners work together it has a powerful effect on job satisfaction, and external customers reap the benefits!

#### **Completion of this module will empower participants to:**

- Gain a clear picture of the internal service relationships in their position
- Understand and meet the expectations of their internal customers
- Demonstrate superior internal customer service and care
- Implement techniques and tools for improving working relationships

*Primary Competencies: Conflict Resolution, Adaptability*

*Related Competencies: Attitude, Professionalism, Stress Management, Interpersonal Skills, Change Management, Customer Experience*

### Manage Customer Expectations

Expectations will vary among customers. The secret to exceeding expectations lies in uncovering their basic requirements and then going above and beyond to meet them. But don't make promises that you can't keep. The best approach is to under-promise and over-deliver.

This module shows you ways to understand your customer's expectations so that together, you can shape them. Learning to monitor and influence customer expectations enables you to better partner with them, making you an integral part of their solution.

#### **Completion of this module will empower participants to:**

- Determine the expectations of their customers
- Manage customer expectations to exceed them
- Implement a customer expectations management process
- Partner with customers to build relationship

*Primary Competencies: Customer Experience, Interpersonal Skills*

*Related Competencies: Conflict Resolution, Attitude, Communication*

## More Sales and Amazing Service

### Master the Selling Process

The ability to apply learned skills is the most important measure of participation in a training program. This session provides the opportunity to demonstrate the sales process. Practicing a sales presentation in front of colleagues provides a comfortable environment for feedback before trying the new techniques in front of actual buyers. Using a time-tested, repeatable process enables a sales person to address any situation with confidence -- and customizing solutions to each buyer gives them an edge over their competitors.

This module gives sales executives the opportunity to practice the full sales process. They will be evaluated by their peers and given valuable feedback as well as observe and determine best practices and capitalize on the strengths of each other.

#### **Completion of this module will empower participants to:**

- Understand the sales process in its entirety
- Deliver a sales presentation, customized to their client's business
- Receive valuable feedback and pointers for improvement
- Assess colleagues on their ability to present solutions

*Primary Competencies: Customer Acquisition, Communication*

*Related Competencies: Customer Experience, Influence*

### Motive and Commitment

As you near the end of the sales cycle, it becomes important to create a sense of urgency for the buyer, so you can find a natural way to ask for the commitment. By demonstrating what the buyer needs are and painting a clear picture of how your solution will resolve those needs, you create the perfect opportunity to ask for the business.

Throughout the sale, you're on stage, and buyers are continually evaluating your performance. But they're communicating with you too, either verbally, physically, or emotionally. If you learn to recognize responses early, as either objections that need to be addressed or buying signals urging you to ask for a commitment, you will pave the way for a comfortable and seamless close.

An over-emphasis on closing can lead to strained buyer relationships. Don't try to fit a square peg into a round hole. In today's competitive marketplace, successful sales people know that to gain trust and earn repeat business, they shouldn't try to manipulate buyers into commitments they might later regret.

#### **Completion of this module will empower participants to:**

- Recognize buying signals through the sales process
- Evaluate and acknowledge buyer perspectives to move the sale forward
- Engage the prospect's emotions at every stage
- Practice six time-tested methods to ask for the sale with confidence

*Primary Competencies: Customer Acquisition*

*Related Competencies: Communication, Influence, Customer Experience*

## More Sales and Amazing Service

### Negotiations: Bargaining and Agreement

Some people love the bargaining phase of negotiations because of the thrill of the chase that creates an interesting give and take. Others love the excitement of competition, the challenge to get the best possible deal, or the recognition that comes with winning. Other people dislike, maybe even despise bargaining. They don't enjoy the confrontation, competition, or the feeling of losing. When you get to the final agreement in a negotiation, you want both sides to feel that they got a fair deal and be willing to do business together again.

In this module, you learn to identify the key bargaining points of your client, which are non-negotiable, and which ones she's willing to abandon. You analyze proven negotiations tactics to form a clear understanding of which ones work best in specific situations. Of most value, you'll practice four principles to help you control your reactions, which will lead you to your goal of closing a sale that is mutually beneficial and will ensure a long-term business partnership.

#### **Completion of this module will empower participants to:**

- Better appreciate negotiating by focusing on the outcomes
- Determine negotiations actions, agendas, and alternatives
- Respond to common negotiations tactics
- Implement strategies for effective negotiation planning and preparation

*Primary Competencies: Customer Acquisition, Customer Experience, Conflict Resolution*

*Related Competencies: Communication, External Awareness*

### Negotiations: Collaborate to Win

"If you'll clean the kitchen, I'll take the trash out for two weeks!" Negotiating. You do it every day. When negotiating with a client, it's one of a few critical parts of the sales cycle when you try to find common ground. You want to make your client's needs align with your proposal. If you approach negotiating in search of a positive outcome for all parties, you will form a collaborative, long-term partnership based on trust.

In this module, you develop the skills necessary to negotiate a win-win outcome. A variety of negotiation points, besides price, are explored that strengthen your proposal. You will learn to reframe conversations and objections, resulting in a collaborative dialogue that earns trust and enables you to close the sale.

#### **Completion of this module will empower participants to:**

- Adapt the characteristics and skills of an effective negotiator
- Expand negotiation points to include topics other than price
- Respond to a counterpoint logically rather than emotionally
- Apply a process for negotiations

*Primary Competencies: Customer Experience, External Awareness, Attitude*

*Related Competencies: Adaptability, Interpersonal Skills, Professionalism*

## More Sales and Amazing Service

### Objections

It is likely in any selling situation that obstacles will have to be overcome before a buying decision is made. Often you make the mistake of “handling” objections in such a way that the buyer is turned off. Resolving objections effectively is a process that involves careful, sensitive listening along with positive, factual responses to buyer concerns.

You must understand that buyer objections are not always rational. Objections are often emotional. You must respond to customers’ emotional needs, along with the obstacles preventing them from buying, if you want to build long-term relationships.

#### **Completion of this module will empower participants to:**

- Apply a Win-Win process to resolve objections
- Identify points of agreement to lower buyer resistance
- Respond to the six most common objections with confidence

*Primary Competencies: Customer Acquisition*

*Related Competencies: Stress Management, Interpersonal Skills, Communication, Customer Experience*

### Pipeline and Territory Management

Pipeline and territory management: the predictors and measures of sales success. As a sales executive, your first step is to establish a realistic sales goal, followed by an itemized list of the elements necessary to achieve that goal. Those elements, also known as your pipeline, include projected business from existing accounts as well as any new prospects. Not every deal will close, at least not without a great deal of planning. Understanding closing ratios, and executing a concrete plan are essential to positive sales results.

Building long-term, positive relationships with clients is a champion sales executive’s end game. But it takes consistent planning and organization of all clients in your pipeline, both existing and new prospects, to yield consistent positive results on your bottom line.

This module pulls the curtain back on the activities that must happen behind the scenes in order to grow your business. You’ll explore the skills, critical steps, and analytics of sales growth planning.

#### **Completion of this module will empower participants to:**

- Establish realistic and measurable sales goals
- Accurately project revenue targets from existing accounts and new prospects
- Identify the status clients and prospects in the sales cycle
- Develop a territory plan to focus your sales activities

*Primary Competencies: Vision, Customer Acquisition, Results Oriented*

*Related Competencies: Initiative, Accountability*

## More Sales and Amazing Service

### Presenting Solutions to Buying Teams

These days it's not unusual for sales people to be approaching multiple buyers. A buying team may include the CEO, the CFO, a technical expert, Procurement, and even the end user of your product or service. When presenting to a buying team it's important to understand that the buying criteria will differ for each person.

This module presents how to anticipate and acknowledge the different perspectives and priorities of diverse buying teams, and how to address them, individually and as a group. With the right approach, you stand a better chance of earning their business.

#### **Completion of this module will empower participants to:**

- Sell to multiple decision makers
- Appeal to diverse functional and personality buying perspectives
- Develop a compelling competitive analysis
- Create proposals based on human relationship principles

*Primary Competencies: Customer Acquisition, Customer Experience*

*Related Competencies: Professionalism, Interpersonal Skills*

### Rapport

Probably the most important contact point is what you say first when you are face-to-face or phone-to-phone with a buyer. This first impression is critical, even with customers you may have known for years. The first few minutes of any sales interview can set you apart from the competition and build personal and product credibility.

When you are calling on new prospects, you are usually facing an uphill battle to overcome preoccupations on the part of the buyer. They are dealing with their problems and issues. You need to show that you understand these issues and begin your sales call with evidence that you can help them, based on what you have done for other clients.

#### **Completion of this module will empower participants to:**

- Determine value from a buyer's point-of-view
- Employ three strategies to make buyers eager to talk
- Establish immediate credibility to build alignment with buyers

*Primary Competencies: Customer Acquisition, Customer Experience, Communication*

*Related Competencies: Professionalism, Interpersonal Skills*

## More Sales and Amazing Service

### Report: Becoming A Trusted Advisor

Building client rapport is like an investment in your sales future. Buyers are much more likely to buy from individuals who they perceive as trustworthy, and with whom they feel a connection. Rapport building begins with your first contact with the prospective client. They are sizing you up, analyzing your organizational skills, your professionalism, and your character. Even with existing clients, things change. The receptionist that you met last year may be the new decision maker at your next appointment. It's important to establish a wide range of contacts in established accounts while continuing to strengthen the rapport with your current contacts.

In this module, you examine the four phases of client relationships and learn rapport development techniques for new prospects. You also review ways to maintain and develop rapport with existing clients and create a plan to sustain future rapport.

#### **Completion of this module will empower participants to:**

- Appreciate the benefit of making authentic connections with all contacts
- Build trusting client relationships
- Develop rapport with new accounts
- Enhance connections with existing accounts

*Primary Competencies: Customer Experience, Customer Acquisition, Interpersonal Skills*

*Related Competencies: Communication, Professionalism*

### Referrals

There are plenty of reasons not to ask for a referral, you don't know how, you don't want to seem pushy, or you just forget. But none of those reasons hold water when you consider the benefits. When you ask for a referral, you are giving your customer the opportunity to help both you and his contact; you get the chance to communicate the value you bring; and the potential new customer gets to see alternative solutions to business goals. Benefits abound!

In this module, you explore the most common reasons to avoid asking for a referral, and why and how to overcome hesitancy. You will learn a simple, conversational approach to ask, with confidence, for additional business opportunities. It's easy and it works every time!

#### **Completion of this module will empower participants to:**

- Overcome the logical and emotional hurdles to asking for referrals
- Understand the all-around benefits to asking for referrals
- Apply a process to ask for referrals with confidence
- Follow through on referrals to gain new customers

*Primary Competencies: Interpersonal Skills, Customer Experience*

*Related Competencies: Professionalism, Customer Acquisition*



## More Sales and Amazing Service

### Sales Performance Defined

Everyone performs better with a plan. A sales manager can maximize the abilities – and opportunities -- of each team member by clarifying expectations, identifying the goals, and assigning responsibilities based on skill and experience. Regular follow up via individual coaching sessions and status check-ins keeps everyone focused on goals and results.

In this module, you learn how to clarify goals, determine the results needed from each team member, and assign activities necessary to achieve those results. By establishing clearly defined performance goals, a sales leader can quickly identify areas that need to be improved as well as uncover opportunities for growth.

#### **Completion of this module will empower participants to:**

- Create a job description for the ideal salesperson
- Write a document that defines performance expectations
- Identify key skills, knowledge, and abilities essential to optimum job performance
- Translate business objectives into daily activities with measurable results
- Apply a process for conducting one-on-one sales status meetings

*Primary Competencies: Accountability, Communication*

*Related Competencies: Vision, Results Oriented, Human Resource Management, Leadership*

### Service to Sales

Clients expect better customer service than ever before. And they have options. You aren't the only game in town. Consequently, organizations are investing heavily in making sure customers are treated promptly, effectively and courteously. And because customer service professionals are interacting with customers daily, they have an additional responsibility -- to recognize opportunities for additional sales.

In this module, you examine ways to increase customer satisfaction by suggesting additional products or services that offer further value. You explore the mindset and methods to transition from service to sales seamlessly. By understanding your customer, anticipating and uncovering their needs, and knowing your product, you're able to recognize and suggest sound business solutions that will keep your competition at bay.

#### **Completion of this module will empower participants to:**

- Adopt a "service to sales" mentality that makes work rewarding
- Anticipate and uncover customer needs
- Guide customers to additional purchases that bring extra value
- Identify selling opportunities

*Primary Competencies: Customer Acquisition, Customer Experience*

*Related Competencies: Decision Making, Influence*

## More Sales and Amazing Service

### Telephone Skills: Inbound

In an Inbound call setting, chances are pretty good that the person isn't calling to wish you a happy birthday. Most often, people are calling with concerns relating to your products, processes, or services. The manner in which you address those concerns influences their willingness to continue choosing you as their supplier. You can go from Zero to Hero if you use an enthusiastic phone style and apply a process to resolve issues.

This module examines ways to capitalize on inbound call opportunities. You will practice a proven questioning model designed to help you evaluate the reason for a customer's call and determine the most effective ways to address their concerns. You will receive pointers for improving your human relation skills over the phone, always remembering that a smile is audible!

#### **Completion of this module will empower participants to:**

- Make the most of inbound sales and customer service opportunities
- Develop confidence when interacting with customers on inbound calls
- Use the Information Gathering Model to evaluate how to best meet their caller's needs
- Make every customer interaction an opportunity to deepen the client relationship

*Primary Competencies: Communication, Customer Experience*

*Related Competencies: Attitude, Interpersonal Skills, Adaptability, Customer Acquisition*

### Telephone Skills: Inbound and Outbound

The voice of the consumer continues to get louder. As it does, the pressure to make the most of every customer contact intensifies. At times the first contact with a customer is via the phone. At other times, customers call in as a last resort. Either way, customer service teams and call centers need to be prepared to deal with any situation they might encounter on the other end of the line.

This module increases the knowledge and skills of sales and service agents who interact with customers via the vocal channel of phone calls. Armed with these new skills, phone agents will build relationships, uncover customer needs through questioning, close sales, and exceed customer expectations, without ever seeing a customer face-to-face!

#### **Completion of this module will empower participants to:**

- Interact confidently with customers on the
- Apply relationship fundamentals to deal with difficult customers via phone
- Use the in-bound information gathering model to understand customer needs
- Use the outbound call purpose outline to gain attention quickly!

*Primary Competencies: Communication, Customer Experience*

*Related Competencies: Attitude, Interpersonal Skills, Adaptability, Customer Acquisition*

## More Sales and Amazing Service

### Uncover Selling Opportunities

The Internet has made our lives easier. With that huge database at our fingertips, it's no longer difficult to find out who the decision makers are in a company. We have a plethora of business contacts, just a click away. But that's not enough. Your contacts need to know you.

This module provides ways to develop relationships with existing clients and build trust, resulting in outstanding referrals and testimonials. You'll analyze your existing customer base to determine ways to increase value for your customers, resulting in additional sales for you.

**Completion of this module will empower participants to:**

- Tap into existing tools to deepen and widen sales opportunities
- Further develop existing accounts and increase customer loyalty
- Create a referral network of loyal clients who bring in new business
- Capitalize on referrals, references, and testimonials

*Primary Competencies: Customer Experience, Customer Experience*

*Related Competencies: Initiative, Results Oriented*

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