Professional and Organizational Development Tools

from Rensselaer Polytechnic Institute
Curriculum Areas

Click on a curriculum area to view course descriptions.

Stellar Sales
- Professional Prospecting Skills
- Professional Sales Coaching
- Professional Sales Negotiations
- Professional Sales Presentations
- Professional Selling Skills
- Professional Skills for Inside Selling
- Selling in a Competitive World

Leadership Skills & Tools
- Accelerating Team Productivity
- Building Trust Under Pressure– The Basic Principles
- Coaching Others for Top performance
- Managing the Performance of Others
- Maximizing Your Supervisory Potential
- Profiles in Genuine Leadership
- The Principles & Qualities of Genuine Leadership

Needs Based Coaching Series
- Needs Based Coaching

Stellar Service
- Coaching for Stellar Service
- Creating Stellar Customer Relations
- Meeting the Challenge of Stellar Service
- Selling Through Stellar Service

Work Skills Development
- Connecting With Others: Listening & Speaking
- Generations in the Workplace: Leveraging Age Diversity
- Problem-Solving Results: Solutions, Improvements & Innovations
- Working Through Emotions and Conflict
- Work Skills– Steps to Your Success

Custom Designed Solutions
- Custom Designed Solutions
Professional Prospecting Skills™ helps salespeople become successful at prospecting by approaching it as a process rather than ‘cold calling.’

For those in a business-to-business sales role, Professional Prospecting Skills™ equips participants with the processes and skills needed to efficiently and effectively initiate new business relationships through prospecting. Specifically, participants will learn a three-phase approach to prospecting—Prepare, Contact, and Assess—as well as skills, tips, and techniques that ensure effectiveness in each phase.

Module Highlights and Outcomes

In the **Prepare** phase, participants will learn how to prepare effectively for their overall prospecting efforts, as well as for individual calls. This includes helping participants to:

- Analyze the flow of business through their current business development process to gauge their prospecting needs and setting goals for their prospecting efforts.
- Identify prospects (if appropriate) by sourcing leads from a variety of sources and evaluating them against pre-qualifying criteria.
- Identify the business issues prospects may be facing and clarify how they can help the prospects address such issues.
- Use research to prioritize prospecting activities and decide where to focus their time.
- Develop an approach for how to access hard-to-reach prospects.

In the **Contact** phase, participants will focus on skills and techniques that will help them engage prospects once they have them on the phone. This includes instructing participants to:
• Create and deliver compelling information to engage prospects.
• Use brief questioning techniques to explore opportunities.
• Request action in a way that results in more appointments.
• Qualify prospects during the call.
• Address a prospect’s indifference.
• Work productively with screeners.
• Use voice mail and e-mail as effective prospecting tools.

Finally, in the Assess phase, participants will discuss the importance of assessing the results of their overall prospecting efforts on an ongoing basis. In this phase, participants will learn to:
• Utilize tools to evaluate skills use on individual calls.
• Leverage tools to measure ongoing metrics of prospecting success.
• Learn to revisit planning tools to make continuous adjustments and improvements in their approach.

*Professional Prospecting Skills™* incorporates the following methods of instruction:
• Individual exercises in which salespeople assess their current prospecting challenges.
• Video models that illustrate the use of key skills and processes in realistic scenarios.
• Role plays in which participants practice and evaluate Core Call Skills.
• Small group and team exercises to hone skill use and process execution.
• Written exercises that enhance participant understanding of the application of the skills to their own prospecting situations.

**Benefits of Using *Professional Prospecting Skills™***

**Your salespeople will:**
• Increase revenues by gaining more appointments with the right people in client organizations.
• Save time by productively applying efficient research to their prospecting efforts.
• Engage potential clients in a way that sets the stage for future long-term business relationships.

**Your customers will:**
• Benefit from prepared calls and a more systematic approach to communication.
• Eliminate the time wasted with unprepared sales professionals.

**Your organization will:**
• Recognize more consistent revenue streams as salespeople improve the balance between account maintenance and business development.
• Increase in productivity through improved targeting of resources and investment.
• Improve market position through an increase in new business acquisition.

**Program Specifications**

**Audience**
Salespeople and their managers

**Length**
2 days

**Certification Length**
2 days

**Instruction**
AchieveGlobal training performance consultant or your own AchieveGlobal-certified instructor

**Workshop class size**
Up to 12 participants
Developing the 21st century workforce™

Professional Sales Coaching™

Equip your sales managers and coaches with the skills and strategies they need to make a positive difference and guide their sales professionals to superior sales performance.

Research shows that one of the most critical roles a sales manager plays is in the coaching of the sales team. Even though most sales managers would support this assertion, few would claim they are able to devote enough time to the practice.

Sales coaching is the most direct way to impact sales team performance

Professional Sales Coaching™ provides your sales managers and coaches with the framework, communication skills, and planning tools they need to build and maintain a superior sales team—one that generates mutually beneficial, long-term business relationships. During the workshop, sales managers and coaches master a proven process for using collaborative coaching conversations to build a development culture that creates a high-performance sales team. They learn how:

• To describe the characteristics of a high-performance sales climate.
• To demonstrate The Basic Principles to increase coaching effectiveness with their sales teams.
• To evaluate sales performance using the Coaching Issues Diagram.
• To apply a set of Skill Steps for Providing Constructive Feedback, Developing Others, and Giving Recognition to increase salesperson performance and drive results.
• To successfully handle difficult coaching conversations.
• To use phone, voice mail, e-mail, and real-time messaging to coach salespeople effectively from a distance.
• To implement a coaching process with the sales team.

With Professional Sales Coaching™, your sales managers will not only create a more positive, motivational work environment, they’ll build a stronger, more profitable sales organization—one that wins new customers and keeps them.

A comprehensive approach promotes effectiveness and efficiency

There is no shortage of work facing today’s sales managers. Therefore, to expect sales coaching to be executed on a consistent basis, it must be supported through skills and tools that help sales managers easily adopt sales coaching within their daily activities. Professional Sales Coaching™ addresses this issue by advocating an approach to coaching which leverages selling skills already familiar to sales managers. In addition, the program includes a wide variety of tools to help managers identify coaching opportunities and implement development strategies. These include a robust set of self-assessments, sales performance evaluation tools, reinforcement tools, as well as coach-the-coach components.

Benefits of Using Professional Sales Coaching™

Your sales managers will enjoy:
• A challenged and motivated sales team that consistently strives to produce at peak levels.
• Improved performance from salespeople who previously failed to meet sales goals.
• Increasingly high levels of productivity from top performers.

Your salespeople will:
• Experience greater confidence in their ability to meet—and surpass—sales goals.
• Increase sales success through coaching and reinforcement of selling skills and product knowledge

Your organization will experience:
• Reduced turnover by providing salespeople with direction, support, and professional development
• Systematic rather than random development of your sales force
• Increased success in winning new business and building customer loyalty

Module Highlights & Outcomes

The workshop consists of four units, each geared toward building a comprehensive understanding of what it takes to be successful as a sales coach.

Why Coach

Participants explore what coaching means, why it’s important, and what makes coaching challenging. Specifically, participants explore:
• The challenges and rewards of improving business results by changing others’ behavior.
• Three aspects for creating a high-performance sales climate in their teams.
• Advantages and disadvantages of directive and collaborative approaches to coaching.
• How to use The Basic Principles in order to establish a culture of collaboration within the sales team.

What to Coach

This unit focuses on the issues and competencies that outline superior sales performance and can be used in observing and evaluating sales team performance. Participants learn:
• To utilize three areas of sales call competence—product knowledge, customer knowledge, and selling skills/sales process—to evaluate individual and team behaviors.
• To coach to a standard using customizable assessment and evaluation tools.
• To focus their efforts on common performance improvement issues.
• To utilize a manager’s Resource Guide to identify positive and negative cues associated with keys to selling success.

How to Coach

In this unit, sales managers acquire, develop, and apply the skill steps for conducting coaching conversations in a variety of situations. For example, participants learn:
• To set the stage for the coaching conversation and action planning process.
• To utilize specific communications skills critical to sharing insights and observations with a salesperson.
• To value gaining a salesperson’s buy-in—not just compliance—to coaching recommendations.
• To leverage selling skills within a coaching conversation.
• To conduct three kinds of coaching conversations: constructive feedback, development, and recognition.
• To handle difficult coaching conversations in which the salesperson is resistant.
• To coach from a distance (when the sales manager does not have the opportunity for face-to-face coaching conversations) with specific process, tips, and techniques.

When to Coach

The final unit within the program revolves around actionable coaching. Coaches review steps for coaching observations, implementing a broad-scale coaching process with their team and are provided experience with tools for reinforcing sales skills. Specifically, participants learn:
• To conduct a coaching kick-off in order to institute formal coaching as an ongoing process.
• To build long-term developmental action plans for each individual on their sales teams.
• To set action plans in motion and track their people’s progress.
• To observe sales calls in ways to promote focused coaching.
• To leverage reinforcement tools to support better use of core selling skills.

Program Specifications

Audience
Sales managers or others in your organization with sales coaching responsibilities.

Length
2 days.

Delivery
AchieveGlobal training performance consultant or your own AchieveGlobal-certified facilitator.

Class Size
12 to 15 participants.
About AchieveGlobal

In the 21st century, the level of human skills will determine organization success. AchieveGlobal provides exceptional development in interpersonal business skills, giving companies the workforce they need for business results. Located in over 40 countries, we offer multi-language, learning-based solutions—globally, regionally, and locally.

We understand the competition you face. Your success depends on people who have the skills to handle the challenges beyond the reach of technology. We’re experts in developing these skills, and it’s these skills that turn your strategies into business success in the 21st century.

These are things technology can’t do. Think. Learn. Solve problems. Listen. Motivate. Explain. People with these skills have a bright future in the 21st century. AchieveGlobal prepares you for that world.
Developing the 21st century workforce™

Top salespeople know that no matter what the marketplace, successful negotiations are those where everyone wins—the customer, the organization, and themselves.

Gaining customer commitment to a profitable business partnership ... that’s the ultimate goal of every interaction between your salespeople and your customers. But in today’s marketplace, securing customer commitment is more challenging than ever before.

Increasing competition and escalating customer demands make it difficult for salespeople to gain acceptance of an initial sales proposal. More often than not, the salesperson is expected to negotiate or risk losing the business.

**Negotiate Mutually Satisfying Agreements**

To build lasting, profitable client relationships, salespeople must be able to negotiate agreements that benefit everyone: the customer, the salesperson, and their organization. *Professional Sales Negotiations™* provides your salespeople with the concepts and skills needed to steer face-to-face negotiations to a successful close. In three modules—Defining, Preparing, and Leading—the program teaches your salespeople how to:

- Determine which situations require selling skills versus transactional or consultative negotiation skills and when to use these skills.
- Analyze the customer and sales points of view to gain the perspective needed to negotiate effectively.
• Develop a negotiating strategy that optimizes the outcome for all parties and results in a mutually beneficial agreement.
• Adopt a rational mindset for negotiating.
• Lead a consultative sales negotiation through to a successful conclusion.
• Redirect counterproductive behaviors to maintain a consultative approach.
• Generate variables and alternatives that satisfy the requirements of all parties and satisfy both negotiating and relationship goals.
• Utilize planning tools that enable success—in both planned and spontaneous negotiations.

**Skills Lead to Results**

To ensure participants grasp and apply the new concepts and skills, the program employs a variety of interactive training methods. A resource guide and CD of tools enables review and easy application of skills.

The results? When your salespeople understand how to negotiate effectively, they not only reach more sales agreements more often, they also ensure the profitability of those agreements for your organization.

**Benefits of Using Professional Sales Negotiations™**

**Your salespeople will:**
• Improve their sales performance by refining their ability in a critical selling skill.
• Experience more confidence in handling challenging negotiations.
• Feel a greater sense of control during negotiating sessions.
• Experience stronger salesperson/customer relationships by ensuring that the customer benefits.

**Your customers will enjoy:**
• Negotiating with salespeople interested in reaching a mutually beneficial agreement, not just a sale.

• Reaching agreements that are compatible with their organizations’ needs and goals.
• Staying up-to-date on all the details and commitments of new agreements and the steps needed to finalize them.

**Your organization will experience:**
• Increased profits from giving your salespeople the know-how to negotiate for your organization's profitability, not just to close the sale.
• Shortened sales cycles by helping salespeople consider potential solutions before meeting with customers.
• An enhanced image and stronger ties with customers by showing your salespeople how to negotiate agreements with customers' best interests in mind.

**Module Highlights & Outcomes**

*Professional Sales Negotiations™* is built on recent global research that identified the critical factors associated with negotiation success today and into the future. A two-day program, *Professional Sales Negotiations™* focuses on three key areas:

**Defining the Approach**

In this unit, sales negotiators learn the differences between consultative and transactional negotiating and how to recognize which approach should be taken in specific client situations. Participants also explore the concept of win-win², which defines the true measure of success for a sales negotiation: a salesperson win, a sales organization win, and a customer win.

**Preparing for the Negotiation**

One of the conclusions of the recent research was that salespeople are often at a disadvantage in negotiations (particularly if they are negotiating with a professional buyer). This disadvantage arises from the fact that customers often prepare in greater depth than salespeople before a negotiation. As a result, a significant portion of the *Professional Sales Negotiations™* program is devoted to the salesperson’s preparation. Specifically, this includes:
• **Timing**: Using a set of criteria to determine when to negotiate and when to keep selling when faced with customer issues over price, deliverables, and terms and conditions.

• **Insight**: Leveraging insight on both sides of the table - sales and the customer. Sales professionals learn to analyze the players who will be involved (styles and stakes) and the parameters that those players will work within (walk-aways, other options, must-haves, etc.)

• **Strategy**: Developing and evaluating a creative list of alternatives that can be used to alter your proposal in ways that are satisfactory to all parties involved. Specifically, includes learning the proper use of Trade-Offs, Concessions, Enhancements, and when to Split the Difference.

• **Mindset**: Conducting the mental preparation required to approach negotiations with confidence including frames of reference, building power through options, and preparing to handle counterproductive behaviors.

**Leading the Negotiation**
In the final section of the program, sales professionals learn how to conduct the negotiation itself including positioning and framing the negotiation, exchanging alternatives to resolve differences, handling impasses, and securing a final agreement.

Throughout the program, participants focus on planning for their own client negotiations, brainstorming options with their peers, and practicing negotiation strategies.

**Program Specifications**

**Audience**
Experienced sales professionals and sales managers

**Length**
2 days

**Certification length**
1–1.5 days

**Format**
Reading, role play, video, group discussion, exercises

**Classroom materials**
Facilitator guide, participant text, charts, video

**Instruction**
AchieveGlobal training performance consultant or your own AchieveGlobal-certified facilitator

**Class size**
6 to 12 participants

**Prerequisites**
Prior participation in face-to-face selling skills training, 2 years of selling experience, product and market knowledge, some negotiating experience
About AchieveGlobal

In the 21st century, the level of human skills will determine organization success. AchieveGlobal provides exceptional development in interpersonal business skills, giving companies the workforce they need for business results. Located in over 40 countries, we offer multi-language, learning-based solutions—globally, regionally, and locally.

We understand the competition you face. Your success depends on people who have the skills to handle the challenges beyond the reach of technology. We’re experts in developing these skills, and it’s these skills that turn your strategies into business success in the 21st century.

These are things technology can’t do. Think. Learn. Solve problems. Listen. Motivate. Explain. People with these skills have a bright future in the 21st century. AchieveGlobal prepares you for that world.

World Headquarters
8875 Hidden River Parkway, Suite 400
Tampa, Florida 33637 USA
Toll Free: 800.456.9390
www.achieveglobal.com
In today’s highly competitive marketplace, it’s vital for your salespeople to make every minute—and every communication—with customers count.

Whether your objective is to showcase new ideas, sell concepts, or obtain buy-in to your organization’s products or services, Professional Sales Presentations™ provides your sales force with a dynamic, step-by-step blueprint for building a well-conceived, customer-focused sales presentation.

During this intensive two-day program, participants have the opportunity to put theory into practice by planning and delivering a sales presentation, complete with visual aids, based on customers in their key accounts. At the end of the program, participants leave with immediate application of the process and skills learned, and are well equipped to create the type of sales presentations that advance sales cycles, and win lasting customer commitment and support.

Benefits of Professional Sales Presentations™

Your salespeople:

• Increase their ability to move the sales cycle forward
• Strengthen relationships with customers by responding more effectively and creatively to their organizational needs and business issues
• Enhance their professionalism, credibility, and self-esteem

Your customers:

• Develop a thorough understanding of how your products and services meet their needs
• Make buying decisions based on fact rather than on high-pressure sales tactics
• Build long-term relationships with your salespeople who understand their business needs
Your organization:

- Realizes increased revenue by giving your sales force the skills they need to advance—and close—a sale
- Develops sales force confidence and performance by offering salespeople a systematic way to target and address customer needs
- Enjoys an improved image in the eyes of customers
- Builds long-term and mutually beneficial relationships with customers

Program Highlights & Outcomes

Gathering and Analyzing Information

**Salespeople learn how to:**

- Establish a realistic and observable presentation objective
- Identify key influencers and decision makers in the audience
- Select—and prepare to address—the most critical account needs

Building a Structure

**Salespeople gain a practical approach for organizing presentations. They learn how to:**

- Target the presentation to customer needs
- Present compelling benefits of your product or service
- Develop powerful opening statements and sound transitions
- Devise a closing statement that secures audience commitment
- Incorporate visual aids to illustrate complex concepts to add interest and vitality

Delivering a Presentation

**Salespeople learn how to:**

- Use eye contact and body language to their best advantage
- Combat pre-presentation jitters
- Turn a standard sales pitch into a compelling and dynamic presentation
- Use rhetorical devices to help customers better visualize what’s being said
- Isolate and correct vocal idiosyncrasies
- Anticipate—and prepare to respond to—audience attitudes, confusion, or objections
- Involve the audience
- Leverage visual aids to add interest or relevance to a presentation

Program Specifications

Audience:
Salespeople, sales managers, and anyone who gives or develops sales presentations

Length:
2 days

Certification length:
2 days

Format:
Connections exercises, specific real-life examples, group discussion, reading, presentation practice exercises, videotaping, and group and leader feedback

Delivery:
An AchieveGlobal training performance consultant or your own AchieveGlobal-certified facilitator

Class size:
Up to 6 participants

Rensselaer

World Headquarters
8875 Hidden River Parkway, Suite 400
Tampa, Florida 33637 USA
Toll Free: 800.456.9390
www.achieveglobal.com

© 2009 AchieveGlobal, Inc. No. M01257 v1.0 (05/2009)
Customer sophistication ... fierce competition ... commoditization ... price obsession ... complex sales cycles ... globalization ... changes in buying behaviors. Even in the face of these challenges, new sales opportunities are pursued and won.

To capitalize on these possibilities, a salesperson must have superior selling skills—skills that build customer trust and differentiate you from your competitors.

AchieveGlobal's Professional Selling Skills® (PSS) can help you develop these skills. A research-based program, the Professional Selling Skills® program teaches selling and key interaction skills that enable you to lead mutually beneficial sales conversations with your customers—even with those who are indifferent or express concerns.

Components Support Entire Sales Organization

Professional Selling Skills® provides an effective and flexible approach to learning, applying, evaluating, and continuously improving the skills that result in strong customer relationships.
Building on the selling skills and strategies that have benefited more than 3 million sales professionals around the world, the program has components that work together to improve sales performance and help you compete effectively in the marketplace. The components are designed to provide you with a variety of training delivery options and to address all the elements required for training to produce a return on your sales development investment.

Research Based

AchieveGlobal conducted extensive organizational research to update Professional Selling Skills®. An organizational research study was completed over an 18-month period. AchieveGlobal interviewed individuals within 16 organizations to understand the challenges sales organizations face and how they are responding to these issues. Updates made to Professional Selling Skills® reflect many of the key findings from this study.

Module Highlights and Outcomes

Salespeople develop the face-to-face selling skills needed to promote an open exchange of information and reach mutually beneficial sales agreements.

In the Opening section, participants will learn how to effectively open calls in a positive and productive way. This section also helps participants to:

• Learn how a strategic call objective guides interactions.
• Examine how—and why it’s important—to reach agreement with the customer on what will be covered or accomplished during the call.
• Explore how opening a call with an existing customer differs from opening a call with a new customer.
• Discuss how to move the call from rapport building to the business at hand.

In the Probing section, participants will learn how to use effective questions to gather information and build a clear, complete, mutual understanding of a customer’s needs. This section also helps participants to:

• Explore how—and why it’s important—to uncover the circumstances driving the customer’s need, as well as the need behind the need.
• Examine different questioning techniques.
• Learn to guide the direction of a sales call by striking an appropriate balance between open and closed probes.
• Learn to probe in a way that facilitates an open exchange of information.

In the Supporting section, participants will examine how to provide information that helps the customer make an informed buying decision. This section also helps participants to:

• Explore the best time—and the most powerful and persuasive way—to talk about their offering and organization.
• Learn to demonstrate how each feature will benefit the customer.
• Learn the importance of acknowledging each need before introducing product/service benefits.
• Explore the consequences of supporting a customer’s need prematurely.

In the Closing section, participants learn to recognize when a customer is prepared to move ahead in the sales cycle. This section also helps participants to:

• Practice a three-step process for securing customer commitment to next steps in the sales cycle.
• Explore the difference between closing the sale and continuing the sales process.
• Learn how to handle a customer who stalls in response to a close.
• Learn the best way to terminate a relationship that’s not mutually beneficial.

In the Connective Skills section, participants will learn how conversational skills can demonstrate listening and keep a sales call mutual throughout. This section also helps participants to:
Use positioning skills to ask potentially sensitive questions.
Confirm information to ensure a mutual understanding.
Continue checking in with the customer as information is presented.
Improve sales call outcomes through repeated use of acknowledging.

In the **Addressing Indifference** section, participants will explore the reasons why customers may not express needs when they are indifferent and learn how to respond. This section also helps participants to:
- Acknowledge rather than gloss over customer indifference.
- Re-open the sales conversation in a way that expresses value to the customer.
- Use a four-stage probing strategy to identify opportunities with the customer and create mutual awareness that you can support.

In the **Resolving Customer Concerns** section, participants will learn to recognize, differentiate, and resolve the three main types of customer concerns: skepticism, misunderstandings, and drawbacks. This section also helps participants to:
- Explore the importance of probing to understand a customer’s concern before responding.
- Learn when in the sales cycle a customer is most likely to express a concern.
- Learn to overcome a customer’s skepticism by offering relevant proof.
- Discover how to clear up misunderstandings by confirming the need behind the concern and then supporting the underlying need.
- Counter drawbacks to the product/service by helping the customer to step back and look at the bigger picture.

**Format**

*Professional Selling Skills®* incorporates a guided discovery learning design that involves a range of activities geared toward effective adult learning. Activities include:
- Individual exercises in which salespeople assess their current sales skills.
- Video models that illustrate the use of the critical sales call skills in realistic scenarios.
- Role plays in which participants practice and evaluate skills in complete sales conversations.
- Small group and team exercises to hone skill use and process execution.
- Written exercises that enhance participant understanding of the application of the skills to their own customer relationships.

With *Professional Selling Skills®,* your salespeople will succeed by helping your customers succeed. They’ll acquire the skills and competencies that will set them—and your organization—apart from the competition.

**Benefits of Using Professional Selling Skills®**

Your salespeople will:
- Gain the skills critical to developing solid business relationships while improving sales performance.
- Increase their long-term effectiveness by becoming knowledgeable business consultants.
- Acquire critical skills efficiently through learner-focused activities.
- Gain a reliable method for continually evaluating and improving skill development.

Your customers will profit from:
- Lasting relationships with salespeople who understand their business reality.
- Products that address their specific organizational and personal needs.
- Buying decisions that are based on fact, not high-pressure sales tactics.
Your organization will experience:

- Increased success in winning new business and building customer loyalty.
- Decreased costs by helping salespeople better judge account potential and use time more efficiently.
- A common language for your sales team, resulting in improved communication and teamwork.
- Reduced turnover by providing salespeople with direction, support, and flexible professional development.

Program Specifications

**Audience**
New or experienced sales professionals, sales managers, and marketing and support staffs

**Length**
3 days

**Certification Length**
2 days

**Instruction**
AchieveGlobal training performance consultant or your own AchieveGlobal-certified facilitator

**Class Size**
Up to 12 participants

---

**About AchieveGlobal**

In the 21st century, the level of human skills will determine organization success. AchieveGlobal provides exceptional development in interpersonal business skills, giving companies the workforce they need for business results. Located in over 40 countries, we offer multi-language, learning-based solutions—globally, regionally, and locally.

We understand the competition you face. Your success depends on people who have the skills to handle the challenges beyond the reach of technology. We’re experts in developing these skills, and it’s these skills that turn your strategies into business success in the 21st century.

These are things technology can’t do. Think. Learn. Solve problems. Listen. Motivate. Explain. People with these skills have a bright future in the 21st century. AchieveGlobal prepares you for that world.
What’s the key to inside selling success? Organizations may be willing to invest in technology, recruiting, and training, but many do not provide the tools and support to use the inside sales team effectively. Selling on the phone—and online—requires specialized skills. Inside salespeople can no longer spend their time making hit or miss calls, moving from short-term transaction to short-term transaction. They need the talk time and proper skills to build relationships that lead to repeat business and predictable long-term revenue growth.

*Professional Skills for Inside Selling*™ is a two-day program for inside sales professionals. It provides a set of selling skills to lead sales conversations with potential and existing customers—even with customers who are initially indifferent or express concerns. The program prepares participants to build mutually beneficial long-term customer relationships that lead to repeat business and long-term revenue growth. Participants learn the skills needed during telephone sales conversations to engage customers and help them make buying decisions that contribute to success—for both the customer and the salesperson.

*Professional Skills for Inside Selling*™ is specifically designed for salespeople whose primary responsibility is making outbound calls to existing and potential customers. The target audience also includes business development representatives, account managers, sales managers, and supervisors who use “virtual selling skills” in working with their customers.
At the end of the program, participants will be able to:

- Prepare for consultative sales conversations that efficiently move the sale forward.
- Begin each customer contact with information and value statements that stimulate customer interest.
- Engage customers who may be initially indifferent to the call.
- Qualify potential customers to determine if it is mutually beneficial to continue the sales conversation.
- Ask effective questions that develop a clear, complete, mutual understanding of the customer’s needs.
- Talk about products and services in a way that is meaningful and compelling to the customer.
- Respond to customer concerns openly and effectively.
- Close sales calls with mutually beneficial commitments that are appropriate and clear, and strengthen the customer relationship.
- Incorporate voice mail, e-mail, and Web-based technology, where appropriate, to move the sale forward.

The program includes content on the following key concepts:

- **Need Satisfaction Selling** provides an overview of The Great Divide and the selling skills needed to help participants and their customers make informed, mutually beneficial decisions. Participants learn the importance of recognizing customer needs and the language of needs to ensure that sales conversations are relevant to the customer and contribute to mutual success.
- **Opening** shows how a properly planned and executed call opening builds credibility and sets a positive tone for the sales conversation. It presents three steps for gaining the customer’s interest quickly with an assurance that the customer will benefit from talking with the salesperson: greet the customer; make a compelling purpose/benefit statement; and gain agreement to continue. This section also explores tips for optimizing voice tone and delivery, using voice mail to stimulate interest, and writing effective e-mails.
- **Addressing Indifference** shows how to address initial customer resistance to continuing the sales conversation. For customers who express satisfaction with current circumstances or are otherwise indifferent participants learn the steps to earn the right to probe: acknowledge the customer’s indifference; provide a reason to continue; and gain agreement to probe. They then learn how to guide the conversation to probe for opportunities and needs. This section also contains tips for working with screeners.
- **Probing** reviews how participants can gather information to build a clear, complete, mutual understanding of a customer’s needs. This section focuses on using probing to qualify an opportunity, to develop an opportunity, and to explore a need. It also includes how to ask effective questions and listen for customer circumstances, needs, and the need behind the need to help participants understand what is most important to the customer.
- **Supporting** shows participants how to provide information about a product or service to help a customer understand specifically how it can satisfy his or her needs. Participants learn how to acknowledge a customer need, describe relevant features and benefits of a product/service, and check for acceptance. They also learn the importance of linking benefits to the customer’s need behind the need. This section also contains tips for creating and delivering impactful virtual presentations that will differentiate the salesperson and result in customer commitment.
• **Closing** teaches participants how to reach agreement with a customer on the appropriate next steps for moving a mutually beneficial relationship forward. To close sales calls, as well as to close sales, participants learn how to review previously accepted benefits, propose next steps, and check for acceptance. Participants also learn how to effectively close a call when a customer stalls or says no.

• **The Sales Conversation** focuses on the Levels of Listening and using acknowledging, confirming, and checking to help inside sales professionals stay focused on customers’ needs and circumstances throughout a sales conversation.

• **Resolving Customer Concerns** provides a strategy for addressing customer objections, concerns, or reluctance to make a commitment during a sales call. This unit focuses on three types of concerns: skepticism, misunderstanding, and drawbacks. To resolve these concerns, participants learn to probe to understand the concern, acknowledge the concern, address the concern, and check for acceptance.

**Implementation Options:**

*Professional Skills for Inside Selling™* is designed with schedule flexibility in mind. Certified instructors are able to deliver the instructor-led training (ILT) version as a 2-day program or in four half-day sessions spaced over time. An alternative, virtual instructor-led training (vILT) version is under development and will be released in 2011.
About AchieveGlobal

In the 21st century, the level of human skills will determine organization success. AchieveGlobal provides exceptional development in interpersonal business skills, giving companies the workforce they need for business results. Located in over 40 countries, we offer multi-language, learning-based solutions—globally, regionally, and locally.

We understand the competition you face. Your success depends on people who have the skills to handle the challenges beyond the reach of technology. We’re experts in developing these skills, and it’s these skills that turn your strategies into business success in the 21st century.

These are things technology can’t do. Think. Learn. Solve problems. Listen. Motivate. Explain. People with these skills have a bright future in the 21st century. AchieveGlobal prepares you for that world.
Competition is fierce. To become a trusted business advisor to your customers, you must learn to use sales skills as a strategic asset against the competition.

Consisting of advanced selling techniques, this program equips participants with the ability to use The Competitive Selling Process as a strategic asset. Participants learn to use this continuous process of analysis and execution to assess their competitive position and then apply that information within customer conversations.

Module Highlights and Outcomes

In The Assess Phase, participants determine what preparations need to be made before they make customer contact. This process requires both analytical and strategic ways of thinking. In the workshop, participants will learn to:

• Research the three domains that determine the outcome of a competitive situation: Your Customer, Your Competitor, and You. This covers an assessment of:
  
  – The situation you are trying to solve: Circumstances, needs, and needs behind the need, which can be uncovered through data collection
  
  – What you bring to the issue: All aspects of the solution, the product/service itself, the supplier organization, and the individual salesperson
  
  – What you are up against: The identity of indirect and direct competitors, as well as how to cull competitive intelligence to identify potential strengths

• Compare features and benefits of their solution against direct and indirect competitors in order to identify competitive advantage and anticipate competitive challenges.
In The Apply Phase, salespeople use the strategies they develop together with their selling skills to manage competitive selling during sales conversations. In this portion of the workshop, participants will learn to:

- **Open to gain competitive advantage** by starting a conversation in a way that differentiates themselves from competitors, targeting the deeper issues that drive decisions.

- **Plan and execute probing strategies.** This might involve using probes to:
  - Close information gaps that remain from The Assess Phase
  - Add value to the customer (and stand out from the crowd)
  - Create customer awareness of a need that links to competitive advantage

- **Support by leveraging exclusive and shared features and benefits.** This strategy also includes dealing with concerns that might arise when a competitor provides information to the customer.

- **Close to maximize advantage** by using a carefully constructed value proposition to leave a lasting impression with the customer.

**Benefits of Using Selling in a Competitive World™**

**Your salespeople will:**
- Increase their ability to succeed in competitive situations by using analysis and sales skills in a more strategic fashion
- Shorten sales cycles by using the information and resources at their disposal to represent the full capabilities they bring to a customer situation, highlighting competitive advantage more quickly and clearly
- Decrease occurrences of losing business to indirect competitors (for example, internal projects, competing priorities)

**Your customers will:**
- View your salespeople as Trusted Advisors who understand their business and the challenges they encounter
- Increase ability to differentiate among competing proposals and more quickly come to decisions and commence implementation/use
- Make more informed decisions that hinge on how proposed solutions will progress core goals

**Your organization will:**
- Protect market share in a crowded marketplace
- Realize efficiencies in cost of sales (shorter sales cycles, better return on sales investments through improved win ratios)
- Leverage marketing, product development, and other investments by integrating them into sales activities and communications

**Program Specifications**

**Audience**
- Experienced sales professionals, sales managers, and their marketing and support staffs. Professional Selling Skills® is a pre-requisite for this program.

**Length**
- 2 days

**Delivery**
- AchieveGlobal training performance consultant or your own AchieveGlobal-certified facilitator

**Class size**
- 12 to 15 participants
Today’s teams are expected to produce more than ever before, faster than ever before. Leaders are faced with the dilemma of developing enhanced teamwork along faster and faster timelines. As a result, this workshop is designed to help leaders focus teams on key results and outputs, build energy and momentum toward achieving goals, negotiate on their team’s behalf, and handle difficult dynamics within a team that impact performance.

Module 1: Building Team Pride and Purpose™ (4 hours)

This module provides team leaders with the principles and skills that instill high degrees of pride and purpose in their teams. It explores today’s workplace challenges and the need for accelerating performance through teamwork. Participants in this program will learn how to:

- Provide a context for collaboration
- Review the team’s goals
- Highlight team strengths and accomplishments
- Generate ideas for meeting goals
- Agree on strategies to move forward
- Provide ongoing support

Module 2: Developing Team Agility: Day-to-Day Tools™ (4 hours)

This module focuses on the strategies team leaders can use and actions they can take to build high levels of team agility: quickness, flexibility, and adaptability. Participants focus on three agility areas to help accomplish this:

- **Focusing Team Effort**
  - Setting Team Boundaries
  - Establishing Ground Rules
  - Measuring Your Team’s Contribution
  - Clarifying Team Roles and Responsibilities
  - Quick Start Survey

- **Learning Just-in-Time**
  - Learning from Mistakes
  - Recognizing What’s Going Well
  - Developing a Hand-off Plan
  - Status Check Meeting
  - Team Self-Evaluation
  - Peer Coaching
  - Best Practice Networking

- **Staying Informed**
  - Senior Management Message
  - Contracting with Your Sponsor or Champion
  - Customer Dialogue
  - What’s the Latest

Module 3: Resolving Conflicts Within Your Team™ (4 hours)

This module focuses on handling tricky situations that often develop among and between team members. It provides the skills and tools for team leaders to intervene directly or to support team members in addressing these situations on their own. At the end of this session, participants will be able to:

- Describe the issue
- State the impact on results
- Invite an open exchange of reactions
- Invite suggestions for ways to proceed
- Gain agreement on next steps
Module 4: Negotiating Resources for Your Team™ (4 hours)

This module provides participants with the negotiating skills they need to secure resources for their teams. Further, participants learn to negotiate solutions that work for all parties involved. At the end of this module, participants will be able to:

- Describe the need and its merits
- Explore the other person’s viewpoint
- Summarize mutual benefits
- Explore multiple options
- Agree on next steps
- Follow up with all involved

Please Note: The modules in the workshop are also available via elearning.
Building Trust Under Pressure: The Basic Principles™

New business challenges are constantly placing new pressures on today’s 21st century leaders. Now more than ever, everyone in the organization needs a deep understanding of leadership principles and help in tailoring those principles to their own business realities.

*Building Trust Under Pressure: The Basic Principles™* outlines the universal set of leadership guidelines that helps transform individuals into genuine leaders. Using The Basic Principles (six overarching leadership guidelines that contribute to personal and organizational success) learned in this program, leaders at all levels are able to:

- Earn credibility and build trust.
- Create and sustain a wide network of effective relationships.
- Maintain a positive work environment—even in the pressure-packed conditions so common in today’s “do much more with much less” organizations.
- Defuse emotional and highly-charged situations.

The program begins with participants discussing how current, seemingly never-ending business issues affect not only their ability to be productive in their jobs, but also the organization’s ability to achieve business results.

Participants are then introduced to The Basic Principles:

1. Focus on the situation, issue, or behavior, not on the person.
2. Maintain the self-confidence and self-esteem of others.
3. Maintain constructive relationships.
4. Take initiative to make things better.
5. Lead by example.
6. Think beyond the moment.
A discussion around how The Basic Principles relate to key business issues follows.

Armed with a firm understanding of the whats and whys of The Basic Principles, participants then examine how they can apply the principles in a way that enables them to be more efficient, effective, and productive in their jobs.

At the completion of this module, participants are able to:

• Explain how current business issues affect their organizations and their ability to achieve results.
• Discuss The Basic Principles and how they help leaders develop effective working relationships.
• Integrate The Basic Principles into their daily work behaviors.
• Prioritize their use of The Basic Principles to address organizational problems in a way that optimizes business results for themselves, as well as for their organizations.

Implementation Options

Building Trust Under Pressure: The Basic Principles™ is a four-hour program that can be delivered as a stand-alone module or in conjunction with other programs. It is also available as live, interactive online learning.

About AchieveGlobal

In the 21st century, the level of human skills will determine organization success. AchieveGlobal provides exceptional development in interpersonal business skills giving companies the workforce they need for business results. Located in over 40 countries, we offer multi-language, learning-based solutions—globally, regionally, and locally.

We understand the competition you face. Your success depends on people who have the skills to handle the challenges beyond the reach of technology. We’re experts in developing these skills, and it’s these skills that turn your strategies into business success in the 21st century.

These are things technology can’t do. Think. Learn. Solve problems. Listen. Motivate. Explain. People with these skills have a bright future in the 21st century. AchieveGlobal prepares you for that world.
Coaching Others for Top Performance™

The Coaching Others for Top Performance™ workshop explores The Principles and Qualities of Genuine Leadership® and focuses on developing skills that can help participants perform daily coaching activities. This workshop provides participants with skills to help build constructive relationships, resulting in a stronger commitment to improving performance and, ultimately, a difference for the organization.

During the two-day workshop, participants engage in a variety of individual and group activities, video demonstrations, and role plays, as well as partner and large group discussions.

Module 1: The Principles and Qualities of Genuine Leadership®: Manager’s Version (4 hours classroom)

More than ever, everyone in the organization needs a deep knowledge of leadership best practices and help in tailoring those practices to their own situations. To meet this need, this module outlines universal leadership principles and qualities that help individuals become genuine leaders who can translate intentions into reality.

The purpose of this module is to help participants achieve results for their organizations by developing the qualities of genuine leadership and applying the principles and qualities of Genuine Leadership™ to their role.

At the completion of this module, participants will be able to:

• Describe how current business issues affect their organization and their ability to achieve results.
• Discuss five critical leadership qualities that contribute to both organizational and personal success.
• Discuss six principles that help leaders develop effective working relationships.
• Evaluate how to apply The Basic Principles in their daily behaviors.
• Explain how applying The Basic Principles can help leaders develop the qualities of genuine leadership.
• Use The Basic Principles to address organizational problems and develop the qualities of Genuine Leadership™.
Module 2: Providing Constructive Feedback™ (4 hours classroom)

To know how well they are doing, individual contributors need regular feedback from their managers. Providing constructive feedback not only helps solve problems, but also can work to prevent potential problems from growing to the point in which they have a negative impact on others and the organization.

The purpose of this module is to provide skills that will let participants give constructive feedback in a way that builds openness and mutual respect, and promotes problem solving and learning.

At the end of the module, participants will be able to:
- Define and describe constructive feedback.
- Identify opportunities to provide constructive feedback in your work environment.
- Recognize the challenges and benefits of providing constructive feedback.
- Evaluate your current level of effectiveness at providing constructive feedback.
- Demonstrate a set of key actions for providing constructive feedback to others.
- Conduct constructive feedback conversations that result in action toward improved performance.

Module 3: Developing Others™ (4 hours classroom)

Individual contributors face regular challenges in performing their work, and a supervisor’s job is to help them work through these challenges. Sometimes the best help a coach can give is to assure their employees that they have the ability to make decisions and solve problems on their own. When individuals radiate confidence, they can perform at their best.

The purpose of this module is to provide participants with skills for developing others, thereby helping others expand their capabilities so they will have the confidence to take on new challenges and work more independently.

At the end of the module, participants will be able to:
- Describe the role of a manager in developing others.
- Explain how developing others can benefit everyone: those being developed, the manager, and the overall organization.
- Recognize the challenges faced in developing others.
- Identify opportunities to develop the skills and capabilities of others.
- Demonstrate a set of key actions for developing others.
- Demonstrate a variety of listening and asking techniques that will help others feel confident in their own decisions.
- Conduct focused development conversations that result in professional development and growth.

Module 4: Giving Recognition™ (4 hours classroom)

Over the long term, excellent performance and productivity are rewarded with improved customer loyalty and organizational success. But in the short term, people want to hear from others around them that they are doing something right. By recognizing and reinforcing positive behaviors, managers can encourage and reinvigorate individual contributors. This module helps managers learn how to acknowledge accomplishments in ways that will inspire excellent performance.

The purpose of this module is to provide participants with skills for recognizing and reinforcing the behaviors that support and lead to the right results.

At the end of the module, participants will be able to:
- Describe the impact of recognizing others on individual and organizational success.
- Demonstrate a set of key actions for giving recognition.
- Determine the type of recognition best suited for each recipient.
- Deliver recognition to sustain and encourage excellent performance.

Please Note: The modules in the workshop are also available via elearning.
Managing the Performance of Others™

As the manager, supervisor, or leader of a work group or team, performance leaders help others do the work that ultimately makes an organization successful. Performance leaders are responsible for guiding and directing the performance of their employees. To accomplish this they must ensure employee performance aligns with the direction and strategy of the organization.

This workshop focuses on the performance management aspects of a manager’s role. The skills taught in this workshop help participants prepare for and conduct different types of performance-related discussions.

During the two-day workshop, participants engage in a variety of individual and group activities, video demonstrations, and role plays, as well as partner and large group discussions.

**Module 1: Planning for Performance Discussions™ (4 hours classroom)**

Today’s work environment presents difficult challenges: increased workloads, more varied tasks, and competing responsibilities. In order to succeed, employees must know how to manage priorities and achieve their goals. Managers are responsible for guiding and influencing the performance of others so that they can meet the challenges of a constantly changing environment. By effectively planning for performance-related discussions, managers establish a framework within which they can set mutual expectations, address performance issues, and help people respond to new developments.

The purpose of this module is to provide participants with the skills and tools to prepare for performance-related discussions that increase productivity, collaboration, and achievement of critical goals.

At the end of this module, participants will be able to:

- Describe the role of a performance leader.
- Explain how an individual’s work supports the organization’s goals.
- Demonstrate a set of key actions for performance planning.
- Create verifiable, objective goals using specific criteria.
- Recognize the challenges individuals might have in achieving their goals and develop strategies to overcome these challenges.
- Prepare for focused performance management conversations to address expectation setting, poor performance, and performance appraisals.

**Module 2: Clarifying Performance Expectations™ (4 hours classroom)**

The ability to set and reset performance expectations swiftly and in a straightforward manner is a critical skill for all performance leaders. This module provides a process for handling conversations about work expectations in a way that reduces ambiguity, increases trust, and strengthens the working relationship between the manager and employee.

The purpose of this module is to provide participants with the skills to discuss performance expectations with others in a way that increases their sense of ownership and gains their commitment.
At the end of the module, participants will be able to:

- Identify when a performance expectation discussion is necessary.
- Respond effectively to questions and concerns people have about work priorities and goals.
- Use the key actions to hold a productive discussion about expectations.
- Clarify expectations in a way that increases employees’ ability to manage more of their job responsibilities on their own.

Module 3: Correcting Performance Problems™ (4 hours classroom)

The pressure for speed, productivity, and bottom-line results has never weighed more heavily on organizations than now. Managers must ensure that everyone takes responsibility for performing his or her job as effectively as possible. Employees need training and coaching so they can manage their own performance. When these approaches aren’t enough, managers need to step in and take prompt and decisive action.

The purpose of this module is to provide participants with skills for addressing recurring or serious performance problems, getting an individual’s performance back on track, and building motivation for improvement.

At the end of the module, participants will be able to:

- Recognize why managers delay correcting poor performance.
- Describe the consequences of delaying action to correct poor performance.
- Identify performance situations in which to take action.
- Explain the benefits of thorough preparation when planning a discussion about poor performance.
- Demonstrate a set of key actions for correcting performance problems.
- Conduct focused conversations about poor performance that result in action toward improvement.

Module 4: Conducting Performance Reviews™ (4 hours classroom)

The formal performance review can be an extremely powerful tool for the performance leader. This is especially true today, when people work more independently and there are few opportunities for the manager and employee to step back, look at what’s happened, and decide where to go in the future.

This module presents a collaborative approach to the formal performance review. Participants learn how to prepare employees for a review, how to manage expectations during the session, and how to create an atmosphere that encourages openness about concerns and plans for the future.

The purpose of this module is to provide participants with skills and tools to conduct a performance review that focuses on major responsibilities, opportunities for improvement, and developmental needs.

At the end of the module, participants will be able to:

- Prepare for focused and collaborative performance review meetings.
- Help employees prepare for performance review meetings.
- Give their perspective of performance by focusing on core points.
- Overcome major performance disconnects with employees.
- Increase employee motivation, learning, productivity, and ensure collaboration throughout the year.

Please Note: The modules in the workshop are also available via elearning.
Maximizing Your Supervisory Potential™

Effective supervision has a profound positive impact on the supervisor, the employees, and the business, not to mention organizational strategy, customers, and the bottomline.

By developing skills related to supervising others and delegating, managers master the skills and strategies needed to be successful in their role. In this workshop, participants focus on learning three key hallmarks of supervisory success, and walk away with clear, sound delegation practices.

Module 1: The Hallmarks of Supervisory Success™ (4 hours)

In today’s business environment, supervision represents one of the most important levers for achieving extraordinary organizational results. Whether you’re a vice president or a first-line supervisor, you grapple with issues related to strategy, strive for high levels of customer satisfaction, and are responsible for real work and concrete deliverables. But, of all your tasks and areas of focus, it’s your supervisory role that has the greatest impact on you, on your employees, and on the business.

In the past, organizations could identify the most competent “doer” of a task and promote him or her to a supervisory role. Often these new supervisors would be thrown into their role with little or no preparation or training. Organizations would expect them to learn what they needed to know purely by trial and error. Because of significant changes in the business environment, the actions of those in supervisory roles carry more importance than ever before. Preparation for this critical role can no longer be left to chance. Mastery of the fundamentals for success will help ensure a smooth transition for supervisors and employees alike.

The purpose of this module is to help participants develop strategies to effectively assume the important and challenging supervisory role.

Participants will learn to:

- Manage the transition to a supervisory role.
- Outline actions required to build credibility.
- Identify strategies to tap into the commitment of others.
- Create a clear connection between departmental and organizational goals to increase work group commitment.
- Plan for a conversation to build a constructive relationship with their own manager in order to gain managerial support.

Module 2: Delegating for Shared Success™ (4 hours)

No other responsibility distinguishes a supervisory role from others more than delegating tasks and projects. Delegation is the linchpin between employees, their leaders, and results. When poorly executed, delegation negatively impacts productivity and leaves employees feeling frustrated and set up for failure. On the other hand, when done well, delegation taps in to the full capability of others, building confidence and enhancing supervisor-employee relationships. With sound delegation practices in place, supervisors...
can focus their attention on value-added activities like removing performance barriers, planning, and continuous improvement.

The purpose of this module is to help participants develop the planning, interpersonal, and follow-up skills critical for successful delegating.

Participants will learn to:

- Assess delegation challenges and skills to understand their own delegation style.
- Evaluate what work must be done alone versus what can/should be completed through others.
- Plan tasks to delegate and align the tasks with the appropriate staff.
- Conduct a delegation conversation that results in the employee understanding the task, how it fits into the big picture, and expectations.
- List follow-up actions that can be taken to ensure delegation success.

Please Note: The modules in the workshop are also available via elearning.
The world has undoubtedly experienced some profound changes in the first decade of the 21st century. Countless challenges—most notably the rise of the global economy and its impact on countries everywhere—are forcing leaders worldwide into uncharted territory and literally redefining what it takes to be a successful leader.

*Profiles in Genuine Leadership* begins with participants reflecting on leadership issues related to their own performance and discussing individual business challenges as a group. That exercise—which serves not only as an icebreaker, but also as an enlightening opportunity for participants to realize that they’re not alone in the issues they face—is followed by an overview of recent AchieveGlobal research that inspired the themes and tenets in our leadership programs.

With the basis and intent of the program clearly defined, participants are asked to complete the Leadership Profile, a self-assessment that measures each participant’s performance in six leadership “zones”:

- Business
- Reflection
- People
- Society
- Diversity
- Ingenuity

Much of the remainder of the program focuses on the results of the profile. Participants are not only driven to analyze and celebrate their leadership assets, but they also are encouraged to consider and develop their blind spots and opportunities for improvement. They then are presented with actionable strategies to optimize the specific structure of their profiles.

To further reinforce the significance of the Leadership Profile, participants examine a fictional case study that shows the leadership zones in action. Finally,
participants link their strengths and weaknesses to their current business challenges and create a plan to capitalize on their strong points, while developing areas that need improvement.

At the completion of this module, participants are able to:

• Clearly identify their top business challenges
• Demonstrate self-awareness of both their weak and strong leadership zones
• Link their leadership actions to current business challenges and create a plan to optimize performance

Implementation Options

Profiles in Genuine Leadership is a four-hour program that can be delivered as a stand-alone module, or in conjunction with other programs. It is also available as live, interactive online learning.

About AchieveGlobal

In the 21st century, the level of human skills will determine organization success. AchieveGlobal provides exceptional development in interpersonal business skills giving companies the workforce they need for business results. Located in over 40 countries, we offer multi-language, learning-based solutions—globally, regionally, and locally.

We understand the competition you face. Your success depends on people who have the skills to handle the challenges beyond the reach of technology. We’re experts in developing these skills, and it’s these skills that turn your strategies into business success in the 21st century.

These are things technology can’t do. Think. Learn. Solve problems. Listen. Motivate. Explain. People with these skills have a bright future in the 21st century. AchieveGlobal prepares you for that world.
More than ever, everyone within today’s organizations needs a deep knowledge of leadership best practices and help in tailoring those practices to their own situations. To meet this need, this module outlines the universal leadership qualities and principles that help individuals become genuine leaders. Genuine leaders are able to translate intentions into reality.

In this four-hour module, participants learn about five critical leadership qualities that contribute to personal and organizational success, and discuss how they relate to key business issues. They also learn six basic principles that can help them develop effective relationships.

The purpose of this module is to help participants achieve results in their jobs by applying the principles and developing the qualities of Genuine Leadership®.

At the completion of this module, participants will be able to:

- Explain how current business issues affect their organizations and their ability to achieve results.
- Discuss five critical leadership qualities that contribute to both organizational and personal success.
- Discuss six principles that help leaders develop effective working relationships.
- Assess the regularity with which they apply The Basic Principles in their daily behaviors.
- Explain how applying The Basic Principles can help them develop the qualities of Genuine Leadership®.
- Use The Basic Principles to address organizational problems and develop the qualities of Genuine Leadership®.
- Plan to use the principles and qualities of Genuine Leadership® in their jobs.

Please Note: This module is also available via elearning.
About AchieveGlobal

AchieveGlobal is the world leader in helping organizations translate business strategies into business results by developing the skills and performance of their people. We are a single resource for aligning employee performance with organizational strategy through training and consulting solutions in sales performance, customer service, leadership and teamwork.

With 75 offices in 43 countries—and programs and services in more than 40 languages and dialects—we can work with our customers virtually anywhere in the world. We welcome the opportunity to work with you, too.
Remember the carrot and stick? Well, forget it. In order for managers to inspire and motivate today’s workforce, it’s necessary to provide coaching that aligns with the heart of what moves people.

When leaders are empowered to tap into the internal—rather than external—motivation of employees, sustainable engagement and performance are the result. AchieveGlobal’s research-based Needs-Based Coaching™ Series, which draws extensively from a body of research known as Self-Determination Theory, is designed to harness potential, boost morale, energize productivity, and maintain engagement.

The Needs-Based Coaching™ Series is designed to help leaders develop skills that can help them coach effectively on a daily basis. The series provides a coaching framework and key actions that support the internal motivation of employees and maximize the performance of work groups.

The Needs-Based Coaching™ Series consists of four stand-alone modules: Shaping a Motivational Workplace™, Giving Needs-Based Feedback™, Realizing Talent in Others™, and Offering Rewards and Recognition™.
AchieveGlobal's approach to coaching helps your organization:

- **Harness potential.** The *Needs-Based Coaching* Series equips leaders with the coaching skills needed to shape the workplace conditions in which individuals can tap into their internal motivators of competence, autonomy, and relatedness—with the end result being increased problem solving and innovation.

- **Increase employee engagement.** This series also helps participants learn to engage in genuine dialogue and share positive feedback with their employees, resulting in professional development goals that are aligned with organizational goals.

- **Build deep morale.** By learning to develop morale, participants will enable employees to forge better relationships with their managers and co-workers through genuine communication and support.

- **Encourage productivity.** Participants will learn ways to increase productivity by encouraging employees to have self-direction on tasks and ownership of performance success.

**Module 1: Shaping a Motivational Workplace™**

(3.5 hours)

People want to use their abilities, connect with others, and guide their own efforts. Regardless of gender, age, ethnicity, culture, or life experiences, everyone shares these three psychological needs:

- Competence
- Relatedness
- Autonomy

Forty years of research confirm the many benefits of helping people satisfy these needs, including improved job satisfaction, engagement, self-esteem, thinking ability, creativity, learning, trust, loyalty, dedication, and performance. Leaders realize these benefits by creating conditions that support employees’ needs. The practical goal is sustained performance and results driven by internally motivated people.

In *Shaping a Motivational Workplace™*, leaders learn to create an environment that inspires superior performance by helping employees satisfy their basic psychological needs. At the end of the module, participants will be able to:

- Recognize and leverage three basic needs in the workplace.
- Create an environment that supports needs satisfaction.
- Adopt the employee’s perspective to build stronger working relationships.
- Communicate with employees in an informational way.
- Increase engagement by generating opportunities for employee choice in meeting business objectives.
- Facilitate enhanced motivation and results.

**Module 2: Giving Needs-Based Feedback™**

(3.5 hours)

While a leader’s every action affects motivation, few conversations are as vital as giving feedback to align an employee’s actions with group and organizational needs. In this module, leaders learn to give feedback that supports employees’ internal motivation to deliver organizational results.

Employees gain internal motivation when their work allows them to satisfy their psychological needs, including autonomy, or making decisions about their own activities. Yet organizations require employees to work within firm
guidelines and timeframes. When an employee’s choices clash with organizational needs, effective leaders share information and redirect efforts—in other words, they give feedback. Giving feedback without undermining motivation is a serious challenge for every leader.

Feedback that reliably supports performance and results takes an employee-centered approach, including:

- Genuine two-way dialogue
- Clear reasons for required structures and actions
- Collaboration on solutions and next steps
- Explicit links between a solution and the employee’s psychological needs

The goal of all effective feedback is an employee internally motivated to take the appropriate steps. At the end of the module, participants will be able to:

- Plan and facilitate effective feedback conversations, both face-to-face and voice-to-voice.
- Support employees’ internal motivation to achieve business results.
- Improve performance by helping employees find personal benefits in organizational structure and self-generated solutions.
- Receive feedback in ways that promote improved performance and maintain constructive relationships.

Module 3: Realizing Talent in Others™ (3.5 hours)
Employees have latent talents and existing skills we often fail to leverage. Turning these talents into capabilities by developing others to their fullest potential is a leader’s most important work—and a requirement for long-term organizational success. In this module, leaders learn a collaborative process and skills to develop capabilities in others that meet the motivational needs of each individual and match the need of the organization to optimize results.

Supporting this leadership role are major studies over the past 40 years confirming that people, by their nature, have a strong need to:

- Engage in interesting activities.
- Succeed at new challenges.
- Improve their competence.
- Demonstrate mastery.

Yet many employees feel de-energized and disengaged at the prospect of job-related growth and development—and many leaders believe that developing others is too much effort for too little return. This disconnect requires a fundamental rethinking of how leaders approach their critical responsibility. To realize untapped potential and achieve business outcomes, this module helps leaders match the employee’s natural need to demonstrate competence with the organization's need to succeed. At the end of the module, participants will be able to:

- Recognize the psychological needs of individuals and incorporate leadership behaviors to support them.
- Uncover high impact development opportunities that tap into the employee’s internal motivation.
- Link employee development activities to business goals and objectives.
- Collaborate on development plans that boost employee interest and activate productivity.
- Unleash and leverage individual capabilities to achieve workgroup and organizational results.

Module 4: Offering Rewards and Recognition™ (3.5 hours)
For most adults, work meets many needs—income, of course, as well as friendship and achievement. Too often, though, employees feel bored or alienated at work. The result can be illness, absenteeism, and turnover—all things that come at a huge cost to the organization.

Many leaders assume that employees, having secured food and shelter, become passive, in need of external motivation. So they offer incentives—wage increases, bonuses, promotions—or threaten punishment for failure to perform. But more than 40 years of scientific research confirms that rewards and threats actually undermine sustained motivation and performance. This research has also identified the three universal needs of competence, relatedness, and autonomy that everyone employee seeks. When leaders recognize and reward employee efforts to satisfy these needs, they tap the power of internal motivation.

This module helps leaders use rewards effectively and apply a simple process for offering recognition. The payoff of these skills is improved employee engagement, performance, and results. At the end of the module,
participants will be able to:

• Explain the difference between reward and recognition.
• Offer rewards that foster employee motivation.
• Offer spoken and written recognition that supports employee motivation.
• Sustain motivation by helping employees identify their own contributions.
• Recognize team performance to encourage collaborative effort.

Implementation

*Needs-Based Coaching™ Series* can be delivered as a two-day session or in stand-alone modules, each roughly three and a half hours:

• *Shaping a Motivational Workplace™*
• *Giving Needs-Based Feedback™*
• *Realizing Talent in Others™*
• *Offering Rewards and Recognition™*

Each module may also be delivered in two mini modules, each approximately 2 hours long with an application assignment between; or in conjunction with other programs. The modules will also be available as virtual instructor-led training in 2012.

In all modules, there are three video versions, allowing customization to several different audiences:

• Healthcare
• Industrial/manufacturing workers
• Professional, office-based workers

Each version has video scenarios unique to these audiences.

Facilitator kits and participant materials for each module sold separately.

The sessions can accommodate 8–15 participants.

**About AchieveGlobal**

In the 21st century, the level of human skills will determine organization success. AchieveGlobal provides exceptional development in interpersonal business skills, giving companies the workforce they need for business results. Located in over 40 countries, we offer multi-language, learning-based solutions—globally, regionally, and locally.

We understand the competition you face. Your success depends on people who have the skills to handle the challenges beyond the reach of technology. We’re experts in developing these skills, and it’s these skills that turn your strategies into business success in the 21st century.

These are things technology can’t do. Think. Learn. Solve problems. Listen. Motivate. Explain. People with these skills have a bright future in the 21st century. AchieveGlobal prepares you for that world.
Ensuring stellar service takes its rightful place at the forefront of your efforts to achieve business results.

Coaching for Stellar Service™ is the supportive workshop of the Achieving Stellar Service™ Experiences system. It’s not just coaching, it’s service coaching. When service providers are aligned with their leaders and working toward a shared goal, they work harder and become more loyal. Coaches, in turn, find such a loyal, motivated workforce invigorating. That win-win cycle provides return on your training investment over and again.

The service coaching skills were adapted from modules of AchieveGlobal’s popular Leadership for Results™ system. AchieveGlobal has taught these same skills to millions of participants in leading organizations around the world.

During the workshop, participants will participate in a variety of engaging individual and group activities, partner discussions, video demonstrations, role plays, and large-group discussions. They have fun as they gain familiarity and confidence with the new concepts and skills.

**Content & Outcomes**

**Reaching for Stellar Service™: Coach’s Version** 4 hours classroom

The purpose of this module is to explore the value of stellar service and the role of service coaches in helping service providers achieve it. Participants will be able to:

- Describe what stellar service is and the challenges of delivering it.
- Discuss the benefits of customer loyalty to the service coach, the organization, and customers.
- Explain the importance of the service provider’s role in building customer loyalty.
- Find and take advantage of key defining moments in customer interactions.
- Identify and discuss the three dimensions of service.
- Describe and apply four key qualities that customers—both external and internal—expect from stellar service.
- Use the four key service qualities to evaluate and improve the service that is delivered.
- Communicate and reinforce expectations for stellar service with others.

**Developing Others for Stellar Service™** 4 hours classroom

The purpose of this module is to provide service coaches with skills for developing others, helping service providers expand their capabilities so they will have the confidence to make decisions and solve problems on their own. Participants will be able to:

- Describe the role of a service coach in developing others.
- Explain how developing others can benefit the customer, the service provider, the organization, and the service coach.
- Recognize the challenges in developing others and apply skills to overcome them.
- Identify and apply opportunities to develop the service skills and capabilities of service providers.
- Demonstrate a set of key actions for developing others.
- Demonstrate a variety of listening and asking techniques that will help others feel confident in their own decisions.
- Conduct focused conversations with service providers that result in action toward improved service.
Giving Constructive Feedback for Stellar Service™

The purpose of this module is to provide service coaches with skills that will let them give constructive feedback in a way that builds mutual respect and promotes problem solving and learning. Participants will be able to:

• Define and describe constructive feedback.
• Identify opportunities to give constructive feedback on service issues.
• Recognize the benefits and challenges of giving constructive feedback.
• Evaluate their current level of effectiveness at giving constructive feedback.
• Demonstrate a set of key actions for giving constructive feedback to others.
• Demonstrate techniques for handling challenging responses during a feedback conversation.
• Conduct constructive feedback conversations with service providers that result in action toward improved service.

Recognizing Others for Stellar Service™

The purpose of this module is to provide service coaches with skills for recognizing and reinforcing the behaviors that support stellar service. Participants will be able to:

• Describe the impact of recognizing others for individual and organizational success.
• Demonstrate a set of key actions for recognizing others.
• Identify the service behaviors that should be reinforced.
• Determine the type of recognition that is best suited for each recognition recipient.
• Deliver recognition to service providers and others in the organization who contribute to stellar service.

A systematic approach

Information on implementation options and details on each component are included in the product sheet for the entire system called Achieving Stellar Service™ Experiences.

Achieving Stellar Service™ Experiences is a comprehensive training system designed to provide a range of critical service skills vital to customer satisfaction and loyalty, and to organizational success. The system’s modular design allows participants to learn a range of skills—foundational, situational, supportive, organizational, and strategic—in the most effective and efficient way possible. The four workshops in the system build on one another to offer training solutions at every level, thus aligning service strategies with service behaviors throughout an organization.
Creating Stellar Customer Relations®

Strong customer relationships are essential to success in business today. And because customers—external and internal—actually want to be loyal to deserving organizations, such relationships hinge on the behavior of your service providers.

Creating Stellar Customer Relations® is the foundational workshop of the Achieving Stellar Service® Experiences system. This workshop instills behaviors for acknowledging and responding appropriately to a customer’s human needs—behaviors that often make the difference between losing a customer … and keeping one for a lifetime. It was inspired by its predecessor, Achieving Extraordinary Customer Relations™, a program that, over the years, positively impacted millions of participants in leading organizations around the world.

During the workshop, participants will participate in a variety of engaging individual and group activities, partner discussions, video demonstrations, role plays, and large-group discussions. They have fun as they gain familiarity and confidence with the new concepts and skills. All of the modules listed below are also available as 90-minute e-learning options.

Content & Outcomes

Reaching for Stellar Service® 4 hours classroom

The purpose of this module is to explore the value of stellar service and the role of the service provider in achieving it. Participants will be able to:

- Describe what stellar service is and the challenges of delivering it.
- Discuss the benefits of customer loyalty to the service provider, the organization, and customers.
- Know their role in building customer loyalty.
- Find and take advantage of key defining moments in customer interactions.
- Identify and discuss the three dimensions of service.
- Describe and apply four key qualities that customers—both external and internal—expect from stellar service.
- Use the four key service qualities to evaluate and improve the service they deliver.

Caring for Customers® 4 hours classroom

The purpose of this module is to help service providers develop skills for delivering friendly, attentive service that demonstrates interest in and care for customers on a human level. Participants will be able to:

- Explain why meeting customers’ human needs is essential to their success as a service provider.
- Apply three skills that demonstrate their interest in and concern for customers.
  - Listen attentively.
  - Project a willingness to help.
  - Convey respect.
- Use four caring responses that communicate the customer’s value to your organization.
  - Acknowledge the customer and his or her situation.
  - Appreciate something about working with the customer.
  - Affirm something the customer has said or done.
  - Assure the customer of good service.
About AchieveGlobal

AchieveGlobal is the world leader in helping organizations translate business strategies into business results by developing the skills and performance of their people. We are a single resource for aligning employee performance with organizational strategy through training and consulting solutions in sales performance, customer service, leadership and teamwork.

With 75 offices in 43 countries—and programs and services in more than 40 languages and dialects—we can work with our customers virtually anywhere in the world. We welcome the opportunity to work with you, too.

Headquarters: Tampa, FL
800-456-9390 (North America)
www.achieveglobal.com

© 2006 AchieveGlobal, Inc. MO224 v.4.0 (6/06)

Healing Customer Relationships®

The purpose of this module is to enhance the ability of service providers to make customers feel special and valued, thereby creating experiences so surprisingly positive and memorable that customers will tell others about them and will want to sustain and build their relationships with the organization.

Participants will be able to:

- Explain why it is important for organizations to heal relationships with customers who are concerned, angry, or upset after a service breakdown.
- Apply four guidelines for effectively restoring customer trust and confidence.
- Explore common reactions to customer service breakdowns.
- Manage their own reactions to emotional statements from customers.
- Use defusing techniques with customers who are angry or upset.
- Take appropriate actions to address and resolve customers’ concerns satisfactorily.
- Demonstrate commitment to the customer relationship and encourage customers to remain loyal.

Dazzling Your Customers®

The purpose of this module is to enhance the ability of service providers to make customers feel special and valued, thereby creating experiences so surprisingly positive and memorable that customers will tell others about them and will want to sustain and build their relationships with the organization.

Participants will be able to:

- Define dazzling service.
- Explain how dazzling service contributes to customer loyalty.
- Recognize opportunities for delivering dazzling service in challenging and routine interactions.
- Generate a variety of options for delivering dazzling service to their customers.
- Select dazzling actions that are appropriate and meaningful to individual customers.
- Offer dazzling actions in a way that builds rapport and creates positive defining moments that are memorable.

A Systemic Approach

Achieving Stellar Service® Experiences is a comprehensive training system designed to provide a range of critical service skills vital to customer satisfaction and loyalty, and to organizational success. The system’s modular design allows participants to learn a range of skills—foundational, situational, supportive, organizational, and strategic—in the most effective and efficient way possible. The four workshops in the system build on one another to offer training solutions at every level, thus aligning service strategies with service behaviors throughout an organization.
Meeting the Challenge of Stellar Service®

Individual customers have very different needs and expectations. By treating every customer interaction exactly the same, you might satisfy one customer yet disappoint another. And despite the challenge of customer diversity, your operational productivity goals must remain high.

Meeting the Challenge of Stellar Service® is the situational workshop of the Achieving Stellar Service® Experiences system. This workshop places special emphasis on the business and hidden dimensions of service — without which, no amount of friendly service could keep a customer coming back. Increasing responsibilities are forcing employees to become expert customer guides. They must tap into each others’ strengths and team up to solve customer problems. They also need to recognize that each customer is different and deserves to be treated with his or her unique differences clearly in mind. AchieveGlobal has taught these same skills to millions of participants in leading organizations around the world.

During the workshop, participants will take part in a variety of engaging individual and group activities, partner discussions, video demonstrations, role plays, and large group discussions. They will have fun as they gain familiarity and confidence with the new concepts and skills.

Content & Outcomes

Guiding Customer Conversations® (8 hours classroom)
The purpose of this module is to provide employees with skills for conducting conversations that effectively attend to external and internal customers’ human and business needs.

Participants will be able to:
- Recognize and overcome the barriers to effective customer conversations.
- Open a customer conversation in a way that gains customer confidence and cooperation.
- Learn what customers need by demonstrating effective probing techniques, including gently refocusing conversations in a more productive direction.
- Reply with information that has a positive focus and helps customers make decisions, including linking features and benefits to advice and recommendations, and presenting unwelcome information.
- Close a customer conversation in a way that maintains customer confidence.

Serving a World of Customers® (4 hours classroom)
The purpose of this module is to help employees learn and apply skills for providing helpful, sensitive and respectful service that is tailored to customers’ unique needs.

Participants will be able to:
- Explain and avoid the dangers of judging a customer based on assumptions about a group to which the customer may belong.
- Describe the benefits of improving service to customers who have unique needs related to physical ability, language, technology, or service expectations.
- Recognize cues that point to unique customer needs.
- Recover smoothly and quickly when a well-intentioned service action has a negative effect on a customer.
- Ask respectful questions to clarify unique customer needs.
- Generate options for meeting unique customer needs.
- Take appropriate action to meet unique customer needs.
Teaming up for Seamless Service® (4 hours classroom)

The purpose of this module is to explore what it takes to deliver seamless service and to develop skills for addressing service issues with fellow employees.

**Participants will be able to:**
- Recognize the importance of seamless service.
- Describe their role in delivering seamless service, and commit to doing so.
- Apply six best practices for delivering seamless service.
- Demonstrate a five-step process for discussing service coordination issues with others.
- Take actions to increase teamwork and coordination with others who help them serve customers.

**A Systemic Approach**

Information on implementation options and details on each component are included in the product sheet for the Achieving Stellar Service® Experiences system.

Achieving Stellar Service® Experiences is a comprehensive training system designed to provide a range of critical service skills vital to customer satisfaction and loyalty, and to organizational success. The system’s modular design allows participants to learn a range of skills — foundational, situational, incremental, supportive, organizational, and strategic — in the most effective and efficient way possible. The five workshops in the system build on one another to offer training solutions at every level, thus aligning service strategies with service behaviors throughout an organization.

We’re all in the business of satisfying customer needs. When customers come to you, they usually ask for what they need. But they often have additional needs they don’t mention and might not realize you can address.

Cross-sell/up-sell abilities are a powerful tool for defending a business from threats such as global outsourcing, so they’re soon likely to become a permanent standard for all employees. This is true for healthcare, banking, financial services, utilities, telecom, travel, retail, and every other industry.

In addition to the obvious direct revenue benefits from cross-selling and up-selling, a study by Informa Research Services shows overall customer loyalty grows when employees go beyond the basic purpose of the transaction and discuss other needs customers might have. Unfortunately, research by Gartner Inc. found that 70% of cross-selling efforts fail to increase revenue in any significant way. What’s missing? Employees need to know what they’re supposed to do, they need to care about the outcomes, and they need effective skills and tools.

Selling Through Stellar Service® gives your employees the needs satisfaction model proven over four decades in top sales and service organizations worldwide. The training breaks down barriers by using language and context appropriate for employees who often feel they’re not really salespeople. The skills help organizations both save money, by solving problems better and faster, and make money, through cross-selling and up-selling. Best of all, customers appreciate the increased focus on needs.

**Content & Outcomes**

**Guiding Customer Conversations® (8 hours classroom)**

The purpose of this module is to provide employees with skills for conducting conversations that effectively attend to external and internal customers’ human and business needs. Participants will be able to:

- Recognize and overcome the barriers to effective customer conversations.
- Open a customer conversation in a way that gains customer confidence and cooperation.
- Learn what customers need by demonstrating effective probing techniques, including gently refocusing conversations in a more productive direction.
- Reply with information that has a positive focus and helps customers make decisions, including linking features and benefits to advice and recommendations, and presenting unwelcome information.
- Close a customer conversation in a way that maintains customer confidence.

**Expanding Customer Relationships™ (4 hours classroom)**

(Participants complete Guiding Customer Conversations® as a pre-requisite)

The purpose of this module is to provide employees with skills to expand the customer’s business relationship by identifying and satisfying additional customer needs. Participants will be able to:

- Listen for clues to uncover additional customer needs and determine if the organization has products or services to meet those needs.
- Transition the conversation to learn more about additional needs.
- Reply with information that helps customers make decisions, linking features and benefits to customer needs.
- Resolve concerns that surface when a customer doubts, misunderstands, or doesn’t like something about the advice or recommendation.
Selling Through Stellar Service® may be most effective when delivered as two separate modules with time between for learners to develop their needs satisfaction skills.

Information on implementation options and details on each component are included in the product sheet for the entire system called Achieving Stellar Service® Experiences.

A Systemic Approach

Achieving Stellar Service® Experiences is a comprehensive training system designed to provide a range of critical service skills vital to customer satisfaction and loyalty, and to organizational success. The system’s modular design allows participants to learn a range of skills—foundational, situational, incremental, supportive, organizational, and strategic—in the most effective and efficient way possible. The five workshops in the system build on one another to offer training solutions at every level, thus aligning service strategies with service behaviors throughout an organization.

Connecting With Others: Listening and Speaking™

It’s reality: In today’s workplace, people must be able to quickly absorb and share an overwhelming number of messages each day. Human beings continue to be the richest and most insightful sources of knowledge and experience … when time is allowed for exchange. This workshop helps answer these vital questions:

- How do we get the information we need to make decisions in the most efficient way possible?
- When does it make sense to take more time to listen to others … and when should we cut to the chase?
- How can we win the competition for our listener’s attention?
- What can we say or do to quickly make our point?

Module 1: Listening in a Hectic World™

At a tactical business level, listening is a vehicle to get the information we need to accomplish our work objectives. In today’s information-saturated work environment, everyone needs to be able to tune out the “noise” and tune in to what’s important. At a more strategic level, effective listening is a powerful tool for maintaining the constructive relationships needed for ongoing job effectiveness. This module presents a listening approach that balances the demands of getting the information we need with the awareness that every interaction provides an opportunity to cement solid work relationships with others.

The purpose of this module is to help participants focus their listening time and attention so they can get the information they need to accomplish their work objectives and maintain constructive relationships with others.

Participants will learn how to:

- Make better decisions about how and when to spend their listening time and energy.
- Demonstrate curiosity and open-mindedness when listening to others.
- Manage internal and external distractions more effectively.
- Identify the outcomes they are seeking in any listening interaction.
- Listen to negative feedback non-defensively.
- Manage the flow of conversation with someone who has a tendency to get off track.
Module 2: Speaking to Influence Others™

While new technologies provide a variety of ways to quickly share information with others, there is still no substitute for speaking in real time when trying to sell an idea, make a point, or persuade others to take action. Speaking clearly, concisely, and convincingly is especially important in today’s fast-paced work environment, where people are continually bombarded with competing requests for their attention. This module shows how to organize and deliver one’s ideas to get results in such an environment.

The purpose of this module is to provide participants with speaking techniques and strategies that achieve business results by gaining the attention, ensuring the understanding, and influencing the actions of other people.

Participants will learn how to:

- Organize their thoughts with a focus on addressing the needs of listeners and achieving objectives.
- Encourage desired action by delivering their messages clearly and concisely.
- Handle resistance by responding to listeners’ ideas, opinions, and concerns.
- Ensure that ideas are acted on by developing concrete follow-up plans.
- Share ideas for workplace improvements and innovations geared toward better business results.

Please Note: The modules in the workshop are also available via elearning.
In today’s diverse workforce, four generations must contribute to organizational results every day.

However, with the strong presence of theoretical age differences resulting in workplace conflict, organizations are at risk for such things as lower employee productivity levels, lost or missed revenue due to client mistreatment, and reputation damage.

Are people really that different across age groups? Or is it the perception of those differences—the unspoken assumptions people make about themselves and others—that gets in the way? Recent studies actually highlight key similarities across age groups in terms of motivations and values. In fact, needless age stereotyping, overgeneralization from isolated examples, and even prejudice and discrimination toward both older and younger workers are creating tensions among generations.

It’s time to debunk the myths and take full advantage of the unique strengths, talents, and experience each individual has to offer—regardless of age. *Generations in the Workplace: Leveraging Age Diversity* is designed to help achieve this goal. Participants in this program will learn principles that can promote intergenerational collaboration and reduce age-related conflict.

**Purpose**

To expose common age-related stereotypes and develop practices that promote collaboration across generational groups.
Learning Outcomes

After participating in this program, participants will be able to:
• Describe negative consequences of age-based stereotypes
• Avoid projecting age-based stereotypes on others
• Describe common workplace needs across age groups
• Treat others as individuals, regardless of their age
• Leverage the talents and experience of others, regardless of their age

Participants will explore and practice these key skills for eliminating age-based stereotypes from their workteams:

1. Challenge stereotypes
   • Treat everyone as an individual
   • Assess how age-based stereotypes may color their views
   • Encourage others to reject age-based stereotypes

2. Find common ground.
   • Ask respectful questions
   • Listen with an open mind
   • Connect on the human level shared by all

3. Find talents in everyone.
   • Assume that everyone has value to contribute
   • Ask others about their interests, abilities, and experience
   • Allow for a range of productive work styles

4. Mix it up.
   • Partner across generations
   • Find collaborative ways to share their perspective
   • Respectfully ask for and offer ideas and help

5. Expect a lot.
   • Challenge themselves to learn, grow, and perform
   • Hold themselves and others to high standards
   • Observe how expectations drive effort and results

Implementation Options

Generations in the Workplace: Leveraging Age Diversity is a four-hour program that can be delivered as a stand-alone module or in conjunction with other programs. It is also available as live, interactive online learning.

There are three versions of this program, allowing customization to several different audiences:
• Healthcare
• Industrial/manufacturing workers
• Professional, office-based workers

Each version has video scenarios unique to these audiences.
Clearly, the ability to generate innovative solutions to workplace problems is more important than ever. But how do you create the energy to implement these solutions in a climate where resources are scarce and people are already overworked? This workshop provides participants with the skills and strategies required to find appropriate problem solutions and the energy to implement them.

At the end of the workshop, participants will be able to:

- Explain how the principles and qualities of genuine leadership help create an environment that supports constructive and effective problem solving.
- Describe the six steps in the problem-solving process.
- Describe four types of problem-solving thinking.
- Apply elements of the problem-solving process to a sample situation and actual work-related situations.
- Define problems and/or opportunities in terms of gaps between current situations and expectations.
- Identify strengths that can be leveraged to close the gaps.
- Identify and verify probable causes.
- Generate a variety of innovative solution alternatives.
- Develop effective decision-making criteria.
- Demonstrate the steps for gaining group consensus around a decision.
- Identify the techniques to use in specific situations to support implementation success.

This two-day workshop is made up of four units:

**Unit 1: Connecting People and Process (4 hours)**

This unit acquaints leaders with a five-step process for defining and analyzing problems, finding solutions, and implementing them. The Principles and Qualities of Genuine Leadership® are positioned as strategies to create an environment in which people are encouraged to offer their best thinking in line with a clear problem-solving process.
Unit 3: Deciding on a Solution (4 hours)

Problem-solving efforts can easily lose momentum as people struggle with decisions about what to do. In difficult situations, team members can default to voting or accepting the views of the most verbal individuals. This lack of decision buy-in greatly impacts the energy level required to implement solutions and follow-through. In this unit, leaders learn how to define decision-making procedures and use objective criteria to evaluate choices and alternatives.

Generating Ideas
- Brainstorming
- Double reversal

Gathering Information
- Check sheet
- Structured surveys

Analyzing Information
- Flowchart
- Fishbone diagram

Making Decisions
- Rating and ranking
- Risk analysis matrix

Planning and Follow-up
- Gantt chart
- Force field analysis

Unit 4: Making It Happen (4 hours)

Organizations are full of ideas about how to solve problems and exploit opportunities … ideas that don’t always materialize into results. Implementation and follow-through is often given short shrift and, as a result, problem-solving efforts fall short of expectations. In this unit, leaders learn specific strategies to aid in action planning and follow-through, as well as approaches that build and sustain momentum for those involved.

Please Note: The modules in the workshop are also available via elearning.
Emotions. Conflict. They permeate our organizations, and they can sometimes have a negative connotation. But emotions and conflict are central to the way we operate. When managed productively, they can serve as keys to enable dialogue and forward process.

Today’s employees must prepare for the emotionally complex situations common in today’s work environment. In this workshop, participants learn the best ways to successfully tackle conflicts with their peers at work, and the emotions that accompany them.

**Module 1: Addressing Emotions at Work™**

Emotions are as much a part of the workplace as the air we breathe. Happiness, surprise, frustration, anger—they are all there and more. Emotions play a role in the choices we make and actions we take. Directed emotions can motivate, inspire, and add positive intensity to our work. When strong emotions leave our control, or “run away,” our personal productivity and the productivity of others suffers. Key relationships in our network are damaged, making it even harder to maintain necessary focus. Individuals who take the initiative to stay on top of their own emotional reactions and help others to do the same have a positive impact on productivity, relationships, the overall atmosphere of the workplace, and their personal well-being.

The purpose of this module is to provide employees with strategies to address strong emotions - their own, and when appropriate, those of people they work with.

At the end of the module, participants will be able to:

- Identify the impact of emotions on productivity.
- Be more aware of factors that cause emotions to intensify so that they can manage them more effectively.
- Choose and apply techniques to address strong emotions, so they can focus on getting work done.
- Know when it is useful and appropriate to take positive action to help others manage their emotions.
- Respond to the strong emotions of others in a constructive and objective way.

**Module 2: Resolving Conflicts With Your Peers™**

The more people have to depend upon each other to achieve results under pressure, the higher the instance of conflict. Given the complex web of inter-relationships that exist in most organizations today, there is ample opportunity for conflicts - big and small - to arise.

Conflicts can show up as minor disagreements or heated debates. However they present themselves, mishandled conflict situations damage work relationships and deplete personal energy and focus, causing productivity to plummet. People and organizations can greatly benefit from learning to handle conflicts skillfully and confidently.

The purpose of this module is to provide participants with a process for resolving conflicts with their peers that encourages neutral solutions while building constructive work relationships.
At the end of the module, participants will be able to:

- Get ready to address conflict with a resolution mindset.
- Talk through a conflict situation objectively and non-defensively.
- Get a clear picture of the causes behind a conflict.
- Develop first steps and trial solutions to begin to resolve a conflict.
- Follow through to keep momentum toward a solution.
- Work towards reducing the impact conflict has on productivity and work relationships.

Please Note: The modules in the workshop are also available via elearning.
The group of modules in this skill area addresses the specific needs of today’s line and staff support employees, new hires as well as established employees.

**What It Takes to Succeed: The Basic Principles™ (WorkSkills: Steps to Your Success®)**

To succeed in today’s changing workplace, every employee needs a firm foundation for communicating with managers and coworkers and a clear understanding of workplace norms and expected attitudes and behaviors.

What It Takes to Succeed: The Basic Principles™ addresses the basics of success in the workplace: minimal expectations (including appropriate dress, regular attendance, and other aspects of a strong work ethic) as well as broad guidelines for day-to-day interactions with others.

**Getting the Information You Need™ (WorkSkills: Steps to Your Success®)**

When taking on a new assignment or learning a new task, employees must actively seek out the information they need to succeed. Given the pace of many work settings, however, that can be a challenging task.

This module centers on a four-step process for identifying gaps in knowledge, asking focused questions, encouraging others to share information, and checking their own understanding of what they hear.

Participants identify situations to apply the process, consider the potential impact of their questions, practice the process in a range of situations, and plan for later application of the process. Overall, the module helps participants gain skill and confidence in asking for and verifying the information they need to succeed at work.

**Speaking with Confidence™ (WorkSkills: Steps to Your Success®)**

Expressing themselves clearly at work is a task many employees find challenging, whether in day-to-day interactions, during a meeting, or with someone in a position of authority. Even so, the ability to speak confidently is vital for success at work. In addition, many organizations today ask employees to express their opinions, make suggestions, and present ideas.

The four-step process in this module helps participants prepare and deliver a clear message. The module includes practical tips on overall organization and presentation and helps participants look at the information from the listener’s point of view. Through multiple practice opportunities, participants gain the confidence and skills to speak out in ways that help them achieve positive results through a positive impact on their listeners.
Positive Responses to Change™ *(WorkSkills: Steps to Your Success®)*

If the only constant these days is change, it’s vital for all employees to respond swiftly and positively to the many changes they face or will face in their jobs. Because of the natural human resistance to change, however, it’s easy for them to feel victimized and, as a result, to be left behind or worse, to seek other employment.

This module offers a four-step process for making the most of change, rather than resisting or just enduring it. After a video examination of resistance to change, the module helps participants come to grips with their own resistance, weigh their options, find positive responses, and encourage others to do the same. The module fosters practical optimism by helping participants see the bright side of a new situation, rather than dwelling on what is lost.

Defusing Emotionally Charged Situations™ *(WorkSkills: Steps to Your Success®)*

Frequent changes, tight deadlines, unresolved issues, personality conflicts, and issues from home all can make the workplace a pressure-cooker where emotions get out of control—affecting both performance and relationships. To succeed at work, employees need to understand what tends to set them off and possess skills for cooling down tense situations.

This module helps participants explore the consequences—for themselves and others—of allowing emotion to get the better of them. They then work together to identify their individual “hot buttons” and develop appropriate coping strategies. They also consider and apply guidelines for handling others who may be out of control emotionally, and for moving the conversation toward calm, rational problem solving. Participants come up with their own reminders of key techniques and plan later application of the skills they’ve learned.

Helping Your Team Work™ *(WorkSkills: Steps to Your Success®)*

In almost every job, success depends on shared projects, effective group interaction, coordinated effort, and helping one another in a pinch. Where team skills and awareness are weak, an employee can impede the performance of the team, and have a potentially disastrous secondary impact on the entire organization.

This module takes a close look at key team behaviors—thinking big picture, extending a hand, appreciating others, and making one’s needs known. In the dynamic opening activity, participants recognize the value of strong teamwork and the consequences of a lack of teamwork. Then, using four TEAM guidelines, participants assess video examples, evaluate their own team behaviors, apply the guidelines in practice situations, and plan for application after the class.

Managing Life Outside Work: Handling Emergencies and Resisting Temptations™ *(WorkSkills: Steps to Your Success®)*

Many employees find it difficult to be effective at work—or even go to work—when outside emergencies and needs intervene. To succeed long-term in their jobs, they need practical strategies for handling likely outside emergencies that may prevent them from going to work and for resisting the many possible temptations to skip work.

This module helps participants cope with a range of issues and events that can make it hard for them to meet an employer’s minimum requirements. Participants begin by identifying the emergencies (e.g., a car problem) and temptations (e.g., a day at the beach) they may encounter. They then learn and apply a four-step process for developing emergency plans, and a five-step process for resisting (and rewarding themselves for resisting) common temptations to “call in sick” or just not show up.
Custom-Designed Workshops

The Archer Center For Student Leadership Development at Rensselaer Polytechnic Institute offers custom-designed workshops to meet your organizational needs. Your assigned facilitator will consult with you one-on-one to assist in determining what your organizational needs may be and create a workshop designed to meet your outcomes and goals. We specialize in an array of topics that are centered around organizational leadership and management.

Certified MBTI® Facilitators
(Myers-Briggs Type Indicator)

In addition to our custom-designed workshops, The Archer Center also offers MBTI workshops; facilitated by our certified staff members. The MBTI helps organizations to identify and understand their employees personality differences, how an individual takes in data, and how an individual’s natural preferences has an effect on how they interact with their external environment. This inventory can assist in understanding communication styles and help to reduce conflict in the workplace.

Popular Leadership Topics:

- Myers-Briggs Type Indicator® (MBTI) - administered by our Certified facilitators
- Effective Communication
- Developing Vision, Mission, and Goals
- Organizational Culture
- Collaborative Teamwork
- Teambuilding
- Conflict Management
- Leadership Styles

For More Information
Please contact:

Division of Human Resources
Rensselaer Polytechnic Institute
Gurley Building, 21 Union Street
Troy, NY 12180
Phone: (518)-276-2318
Fax: (518) 276-2512
Email: faheyw@rpi.edu