



# EXAMPLE WORKSHOP OUTLINES

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# EXAMPLE OUTLINES

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# LEADERSHIP DEVELOPMENT

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# INTRODUCTION TO TEAM LEADERSHIP (1-2 Days)

Introduction to Team Leadership provides new or inexperienced Supervisors/Team Leaders with a comprehensive framework of skills and techniques that form a firm foundation and understanding of management best practice and the management role.

The outline below is 'menu' driven and features a number of topics that could be delivered over one or two days.

Sessions include individual/group discussion and role-play to fully embed the learning, for a maximum of 12 participants.

## Introduction

- 4 stages of learning
- Workshop objectives and overview
- Personal objectives
- Self-coaching checklist

## Qualities of a Team Leader

- Roles & Responsibilities

## Communication

- Words, Music & Dance!
- Hearing or listening?
- Assertive v Aggressive
- Traffic jam activity

## Introduction to Leadership Styles

- Laisses Faire
- Transactional
- Transformational
  - The Four I's
- Setting SMART Objectives

## Planning & Leading Meetings

- Mind Mapping
- Establishing clear objectives
- Ensuring participation
- Facilitating discussion Activity

## Decision Making Styles

- Directive
- Analytical
- Conceptual
- Behavioural
- Strengths & weaknesses of each style
- Where to use each style
- Identifying personal style

## Workshop Review

- Key points captured/Reviewed
- Workshop evaluations
- Personal development priorities



# LEADERSHIP DEVELOPMENT (3 Days)

This 3 Day workshop (1+1+1) explores the differences between Leadership and Management and highlights why both are needed if an organisation is to run effectively.

Management is a set of processes that keep the business running whilst Leadership is about aligning people to the vision and values of the business, creating buy in, communicating effectively and motivating and inspiring teams to greater success.

There are numerous elements that define leaders and leadership, participants need to have a clear definition of what leadership is and what it means to be a leader in their company.

The tools and concepts presented create positive discussion and are easy to apply once back in the workplace.

## WORKSHOP 1 – LEADERSHIP FOUNDATIONS

### Introduction

- 4 stages of learning
- Objectives and overview for the workshops
- Personal objectives
- Self-coaching checklist
- What is Leadership?

### Performance Management

- Challenges of management
- Good Manager v Poor Manager
- Definitions of Performance Management
- Roles & Responsibilities

### Leadership & Management

- Which is best?
- What are the differences?
- Super leadership
- Personal leadership style
- Which style is appropriate and why?
- Applying the situational leadership model to individuals and groups

### Communication Skills

- What makes a good communicator?
- Barriers to effective communication?
- How do we get our message across?
- A picture paints....
- Partnership language
- Voice awareness
- 5 levels of listening
- Non-verbal communication

### Workshop Review

- Key points captured/Reviewed
- Workshop evaluations
- Personal development priorities

# WORKSHOP 2 – UNDERSTANDING SELF & OTHERS

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## Workshop 1 Reflection

- Group discussion
- Workshop 2 Introduction

## Understanding & Applying EI

- What is Emotional Intelligence?
- What are the 5 competencies?
- Managing self – Identifying personal values
- Application in the workplace

## What am I like?

- Personal management style
- People v Production

## Coaching

- Coaching defined
- Dr/Patient role-play
- Developing questioning technique
- Coaching models and how to use them
- GROW and Step Change Models
- Preparing to coach
- Facilitation skills

## Giving Feedback

- Coaching v Feedback
- Types of feedback
- Feedback process
- Receiving feedback
- Feedback delivery role-play

## Time Management

- Time management matrix
- Prioritising time
- Urgent v Important
- Application

## Delegation

- What to delegate and to who?
- Benefits/Obstacles to effective delegation
- Signs of poor delegation

## Workshop Review

- Key points captured/Reviewed
- Workshop evaluations
- Personal development priorities

# WORKSHOP 3 – MAXIMISING PERFORMANCE

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## Team Development

- Stages of team development
- Leading through each stage
- The 'utopia' team
- Developing your team
- Who owns the zebra?

## Performance Management

- Adair's leadership model
  - Team, Individual, Task

## Dealing with difficult people

- Conflict: Positive or Negative?
- Why does it arise?
- Behaviour iceberg principle
- Attitudes and behaviours
- Aggressive, submissive, assertive?
- Thomas Kilmann conflict assessment
  - 5 Conflict modes
  - Application of modes in different situations
- Perceptual positions
- Six types of assertion
- Assertion in action

## Motivation

- Maslow's hierarchy of needs
- Applying Maslow's theory to the workplace
- Analysis of motivation

## Covey's 7 Habits

- 7 Habits reviewed
- Vision and values
- Full workshop review in line with the 7 Habits

## Workshop Review

- Key points captured/Reviewed
- Workshop evaluations
- Personal development priorities

# LEADING IN THE 'NEW' NORMAL (1-2 DAYS)

This one/two-day 'menu' driven workshop provides an opportunity for Senior Leaders to openly communicate and develop the culture and vision of the organisation whilst developing the skills, behaviours and techniques required to be effective and maximise results from their teams.

Whilst there is an element of skill development there will also be a number of breakout sessions to reflect, consider and shape 'leadership' for the business.

The workshop is highly participative, you will be involved from the start!

## Introduction

- Workshop objectives and overview
- Personal objectives

## Leadership by Definition

- Characteristics of a good leader
- 'To be a leader' – Group discussion
- Skills for leading in a 'new' normal

## Leadership Power

- Leadership power struggles
- Five forms of leadership power
  - Positional
  - Personal
- The power of a leader – Group discussion

## Leadership v Management Reviewed

- Leadership styles questionnaire
- Leader Follower/Leader Leader
- Leadership reflection

## Organisational Culture

- Creating a vision
- Vision & Values
- Impact on the workplace

## Understanding & Applying EI

- What is Emotional Intelligence?
- What are the 5 competencies?
- Managing self – Identifying personal value
- Application in the workplace

## Coaching & Mentoring

- What's the difference?
- Coaching Models Explored
- Traps we fall into

## Motivation

- Intrinsic v Extrinsic
- Autonomy, Mastery & Purpose
- Motivating the team

## Workshop Review

- Key points captured/Reviewed
- Workshop evaluations
- Personal development priorities



# ONLINE LEADERSHIP DEVELOPMENT (4 SESSIONS)

This four-part virtual workshop (4 x 3 hours) provides an opportunity for managers to further develop the skills and behaviours required to maximise the performance of their teams.

New Managers will gain a comprehensive framework of tools and techniques that can be immediately applied on their return to work, whilst Managers with some experience have an opportunity to step out the business in order to reflect and fine tune their approach.

The sessions are also an opportunity for managers to take ownership, network and contribute by actively getting involved and sharing their experiences.....so please ensure participants are in an environment where you can contribute and turn your cameras **ON!**

Further Advanced sessions have also been developed, information available on request.

The workshop looks at a number of topics:

## Session 1: Leadership Foundations

### Challenges of Management

- Good v Poor experiences
- Managing performance definitions
- Roles & Responsibilities

### Leadership v Management

- Differences?
- Super leadership
- Personal leadership style
- Which style is appropriate and why?
- Application of model to individuals/groups
- Identifying People styles

## Session 2: Understanding Self & Others

### Communication Skills

- Successful communication
- Barriers
- Partnership language
- Listening skills
- Body language awareness

### Understanding & Applying EI

- What is Emotional Intelligence?
- The 5 Competencies
- Identifying personal values
- Application in workplace

### Coaching & Feedback

- What is coaching?
- Questioning framework
- Coaching models
- Preparation
- Giving and receiving feedback
- Feedback process

## Session 3: Team Development

### Motivation

- Maslow's Hierarchy of needs
- Herzberg
- Analysis of motivation

### Team Development

- Stages of team development
- Leading through each stage

### Dealing with Challenging Situations

- Conflict
- Why does it arise?
- Thomas Kilmann Model
- 5 Conflict modes
- Application of modes
- Six types of assertion
- Perceptual positions

## Session 4: Managing for Results

### Developing a Management Cadence

- Time management matrix
- Time logs
- What's working for you?
- Action centered leadership

### Delegation

- Why delegate?
- Benefits/ Obstacles to effective delegation
- Signs of poor delegation

### Stephen Covey's 7 Habits

- Review



## SALES / BUSINESS DEVELOPMENT

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# TELEPHONE PROSPECTING/OUTBOUND CALLS (1 DAY)

There is a constant drive to generate new customers no matter what business you are in.

Finding new prospects and calls to follow up inbound enquiries is an ever-present part of the job for all those involved in the sales environment.

This one-day workshop is an opportunity for the sales team to take a step back from the business, review where they are now and identify the skills and steps needed to achieve telephone sales success.

The workshop could be delivered over 2 days to include 'live' outbound calls to prospects/inbound enquiry follow up calls, with on-the-spot coaching and feedback. Appointments gained can be monitored with sales generated recorded and measured.

## Introduction and Objectives

- Workshop Overview
- Back to work action plans
- Workshop objectives
- Personal objectives

## How do prospects make buying decisions?

- Buyer behaviour
- What buyers want from B2B salespeople
- Walking in the prospect's shoes
- Creating value with TLC

## Planning and preparation

- Challenges faced
- Know your prospect
- Who's the MAN?
- Researching the prospect
- Primary and secondary objectives
- Effective use of LinkedIn

## Call structure

- Positioning statements
- What to say and how to say it
- Creating an introduction

## Sales communication

- Creating meaning
- Language that builds rapport
- Enhancing listening skills
- Structuring questions
- Uncovering customer PAIN

## Call outcomes

- Handling objections
- Call summary
- Closing the call

## Summary of Workshop

- Completion of back to work Action Plans
- Workshop evaluation

# INBOUND CALLS / CUSTOMER SERVICE EXCELLENCE (1 DAY)

The importance of customer service is something that cannot be stated enough and an inbound call may be the first touch point a customer has with your business.

Inbound customer calls could come in for a variety of reasons – sales enquiries, technical support, chasing orders, customer complaints. How they are dealt with can significantly enhance the customers experience, increase revenue and reduce customer churn.

This one-day workshop can be tailored to meet the requirements of all departments that take inbound customer calls and provides a framework for call handling in line with relevant roles and departments.

## Introduction and Objectives

- Workshop Overview
- Back to work action plans
- Workshop objectives
- Personal objectives

## Customer Service Excellence

- Personal experiences
- Why should we care?
- What does great service look like?
- Service - before, during and after
- Creating value with TLC

## Communication Overview

- Influence and rapport
- Partnership language
- Use of voice
- A picture paints
- Listening or hearing?
- Listening for positive signals/language

## Call structure

- Pre-call checklist
- Creating a positive first impression
- Positioning statements
- What to say and how to say it
- Creating an introduction
- Setting the call into context

## Information Gathering

- Uncovering information
- Open/Closed questions
- Questioning framework
- Giving/Seeking information
- What's their Why?

## Call outcomes

- Dealing with difficult conversations
- Behaviour iceberg
- Handling objections
- Call summary
- Closing the call

## Summary of Workshop

- Completion of back to work Action Plans
- Workshop evaluation



# SALES SKILLS BEST PRACTICE (1 or 2 DAYS)

This one/two-day workshop provides an opportunity for sales professionals to develop the skills and techniques required to develop a more pro-active consultative approach to customer contact.

Experienced salespeople have the chance to reflect and fine tune their skills, whilst those new to selling gain a comprehensive framework of sales 'best practice'.

This menu driven workshop provides a set of tools and ideas that develop a deeper understanding of customer need, explores the psychology behind buyer decisions and how to interpret 'value' from a customer's perspective.

Selling Skills best Practice is a highly participative workshop, where participants will be involved from the start! The workshop combines formal input, discussion, individual and group activities, and role-play to fully engage the team and encourage ideas and actions for implementation on their return to the workplace.

## Introduction and Objectives

- Workshop Overview
- Back to work action plans
- Self-coaching checklist
- Workshop objectives
- Personal objectives

## Trusted advisor/ Creating value

- What is value?
  - Quantitative
  - Qualitative
- Customer centricity
- Transactional v. Customer centric approach
- Steps to Trusted Advisor status

## Profiling the prospect

- What's their Why??
- Buyer types
  - Analysis of buyers faced
- The buying process
  - Stages
  - Decisions made at each stage?

## Opening the Meeting

- Building rapport
- Creating a positive first impression
- Positioning statements
- Partnership language
- Listening to understand

## Uncovering Information

- Doctor/Patient
- Questioning framework
- Finding and building PAIN
- Preparing funnel questions
- Exploring needs
- Presenting options

## Emotional Intelligence from a sales perspective

- IQ or EQ?
- Why EI is important
- 5 Domains of EI & 25 Competencies
- Improving the 5 EI capabilities

## Principles of Negotiation

- What is negotiation?
- Why negotiate?
- Process explored
- Styles of negotiation
- Win: Win mindset
- Dealing with conflict
- Conflict modes
- Identifying conflict style
- Red/Blue Game

## Handling Objections

- What is an objection?
- Why do they happen?
- Objections encountered
- Objection handling framework

## Closing the Sale

- Summarising key points
- Re-Positioning value
- Closing examples

## Summary of Workshop

- Completion of back to work action plans
- Workshop evaluations



## ADDITIONAL SOFT SKILLS DEVELOPMENT

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# COMPLAINT HANDLING (1 Day)

In an increasingly competitive world, the importance of customer service is something that cannot be stated enough and an inbound call may be the first touch point a customer has with your business.

Unfortunately, customer 'perception' and 'reality' can be two very different things. Perceptions can create difficult customers and emotionally charged calls, the call handlers response and reaction can make a big difference to call outcomes.

A greater understanding of complainer types and why customers complain can help with response approach and build both competence and confidence when call handling.

This one-day workshop can be tailored to meet the requirements of all departments that take inbound customer calls and explores why customers complain, types of complainers, the psychology of communication and how to analyse situations faced.

The session includes formal input, individual and group activities, discussion and role-play activities to embed the learning.

## Introduction and Objectives

- Workshop Overview
- Back to work action plans
- Workshop objectives
- Personal objectives

## Complaints

- Personal experiences
- Why people complain
- Complaint reasons
- Emotions
- Types of complainers
- Is it all bad news?
- What can we learn from each call?

## Communication Approach

- Communication skills
- Listening
- Language used
- Transactional analysis
- Ego state model

## Analysing Call Situations

- Stimulus and response
- Crossed transactions
- Uncrossing a transaction
- Staying in adult mode

## Developing Customer Loyalty

- From complaint to compliment
- Managing expectation
- Developing a consistent approach

## Role-Play

- Scenario construction in groups
- Customer, Call handler, Observer
- Key learning points captured
- Group discussion and priorities

## Summary of Workshop

- Completion of back to work Action Plans
- Workshop evaluation

# PRESENTING WITH IMPACT (2 DAYS)

Whether customer facing, online, motivating the team or presenting at senior meetings, presentation style and approach can be the difference between success and failure.

Not everyone is a born presenter, but everyone can learn a simple framework to be able to present effectively and get results.

For some the physical act of standing in front of an audience, whether that's 5 or 500 can be the most difficult part of presenting, for others preparing what to say and how to say it can be the challenge.

Everybody has the ability to present with some more experienced than others, the primary goal of this workshop is to provide a 'framework' that will allow participants to present without notes.

Simple tools and techniques presented, speed up the planning process, provide structure and enhance confidence in presentation delivery.

**Participants arrive at the workshop with a presentation they have previously delivered or have to deliver in the future.** Competence is developed by deconstructing then reconstructing their presentations and confidence is developed by presenting it to the rest of the group on day two.

Workshop numbers are capped at 6 participants due to the amount of participant activity and practice that occurs during the workshop.

## Introduction and Objectives

- Workshop Overview
- Back to work action plans
- Workshop objectives
- Personal objectives

## Presentation review

- What is a presentation?
- What makes an effective presenter?
- Face to face or Online?

## Planning and preparation

- Objectives of the presentation
- Know your audience
- Preparing your draft presentation in minutes

## Communicating your message

- Partnership language
- Rhetorical questions
- Dealing with the audience
- Speaking without notes
- Body language awareness
- Presenting methods

## Tools and techniques

- Use of visual aids
- Slide design and layout
- Overcoming fear
- Controlling nerves
- Maintaining a positive attitude
- Presenting online

## Presentation delivery

- Participant's presentations
- Group feedback

## Summary of Workshop

- Completion of back to work Action Plans
- Workshop evaluation



# TRAIN THE TRAINER (2 – 5 DAYS)

Finding a training partner to deliver specific sector experience technical/workplace topics can be a challenge, time consuming and expensive. Companies are now looking to grow their own talent, developing the skills required to lead workshop sessions and develop the skills of others.

The benefits are two-fold:

- Readily available employees in-house that match the precise requirements required
- Employee development path - a chance for employees to be recognised and learn specific skills

This two - five-day workshop develops both confidence and competence in training delivery and facilitation and is aimed at anyone in the organisation that would like to develop the skills and competencies of others.

Participants arrive at the workshop with a short session they would like to write or an existing session they would like to analyse in order to develop the content further. They gain an understanding of learning styles, methods of delivery and techniques that get the most challenging participants talking! At the end of the workshop there is an opportunity to practice and deliver part of their session to the workshop participants.

The workshop could also be developed as an opportunity for in-house training teams to get together, reflect, review and further develop their skills

Workshop numbers may be capped due to the amount of participant activity and practice that occurs during the workshop.

## Introduction and Objectives

- Workshop Overview
- Workshop objectives
- Personal objectives

## All about Learning

- What is learning?
- Methods of training
- Your role as a trainer
- Our incredible brains
- Learning styles
- Principles of learning

## Training Preparation

- The decision-making cycle
- Identifying stakeholders
- Identify audience
- Planning meetings
- Establishing needs and objectives
- The role of questions
- Basic analysis – Case study
- Preparing content quickly!
- Learning objectives & Workshop outlines
- Before delivery starts...
- Creating a positive first impression
- The Trainers Toolkit

## Verbal/Non-Verbal Communication

- Core principles and the Five C's
- Reading body language
- It's all in the eyes?
- Matching and mirroring

## Handling the Audience

- Spot your participant!
- Dealing with conflict
- Attacks on the facilitator
- Standing up to questioning

## Workshop Facilitation

- Facilitation v Presenting
- Supporting and challenging behaviours
- Giving feedback
- Facilitation skills application exercise

## Evaluation & Assessment

- Capturing success
- Evaluation model
- Evaluation forms

## Summary of Workshop

- Completion of back to work Action Plans
- Workshop evaluations

## WORKSHOP OVERVIEW

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All workshops provide participants with a workbook and a practical 'toolkit' of ideas, hints and techniques that can be used to enhance their competence and confidence.

## WORKSHOP STYLE

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All workshops may include formal input, questionnaires, facilitated discussion, individual and group activities.

## BESPOKE OPTIONS

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All workshops can be customised to specific requirements and delivered in-house or On-line; fees depend on content required and number of sessions needed.

With regards to online/virtual workshops, some of the more experiential activities have to be omitted with typical workshops delivered within a three-hour time frame over multiple sessions.

## WORKSHOP INVESTMENT

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Face to face workshops for up to 10 participants are a day rate investment of £1,500.00 + VAT (if applicable) and expenses.

Online workshops for up to 12 Participants are typically 3 hours duration with a minimum of 2 sessions at a session rate of £750.00 + VAT (If applicable).

Workshop development fees depend on requirement and are discussed at outset; workbook design and print is £5.00 per workbook if face to face delivery (digital version if a virtual session therefore no cost).

# ABOUT PHIL HOOK – TRAIN4RESULTS

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Phil is a Training Consultant with over 30 years' experience in sales, leadership, sales management and training.

His experience combines a consultative training style with a business focus and a determination to deliver results. He develops training interventions that focus on participant's challenges and needs, with the outcome being practical solutions that can be applied immediately on their return to the workplace.

Solutions are focused on business issues where behavioural changes can have real impact. Business challenges and issues are translated into training and development needs, which in turn are developed and delivered as practical and tangible solutions. Working at all levels within organisations and with various departments and functions.

Experience has been gained working with several of the World's biggest brands in a variety of market sectors: E-commerce solutions, IT Security, Telecoms, Engineering, Hotels and Leisure, Legal, Pharmaceutical, Building and Construction, B2B and B2C.

Example workshop subjects: Leadership & Management, Sales Management, Telephone Selling (In & Outbound), Consultative Selling, Presenting with Impact, Communication Skills, Sales for Non-Salespeople, Defining the Sales Process, Customer Service Excellence, Train the Trainer and Team Development. The outlines can be adjusted for online delivery.

Workshops encourage participants to 'think' and 'think differently' and include formal input, discussion, individual/group activities and of course role-play!

Phil is passionate about people development and has delivered face to face training in the United States, Brazil, Middle East, India, Israel, Croatia, Netherlands, Denmark, Belgium, Southern Ireland and of course the UK.

Online sessions have been delivered to participants in Australia, New Zealand, Indonesia, Japan, Philippines, Thailand, Taiwan, China, Singapore, Finland, Israel, Belarus, Israel, Germany, France, UK, Canada, US, Chile and Brazil..

