

18 PAGES OF INSPIRATION - FOR WORK, FOR LIFE.

# ACCOUNT MANAGEMENT AND SALES DIRECTORY

## HOT PICKS

THIS ISSUE WE'VE MADE IT INCREDIBLY EASY FOR YOU TO STAY RIGHT UP-TO-DATE WITH WHAT'S MAKING WAVES IN THE WORLD OF LEARNING AND DEVELOPMENT RIGHT NOW.

OUR HOT PICKS HIGHLIGHT THE NEWEST, THE BIGGEST AND THE BEST COURSES AT 360. FROM THE TRIED AND TESTED TO THOSE AT THE LEADING-EDGE - LOOK NO FURTHER...

Welcome to 360's practical training solutions. Your at-a-glance guide is below.

Know what you want? Short on time? Then let 360 help you cover all the angles with this at-a-glance guide to our full portfolio of practical training solutions. The new you starts here.

Add 360 to your life and the benefits spread far beyond the workplace. Our training sessions aren't just designed to make a real difference to how you think and perform during your 9-to-5. Armed with new skills and attitudes, you'll find it much easier to get more from daily life, too. 360's courses are offered either as diary-friendly Bite-Size sessions (typically lasting two hours), bespoke full day courses - or both.

This directory of Management Development training sessions is designed to help you find what you need quickly. Discover what's new in the world of 360 with our Hot Picks - a list of our latest, ground-breaking and best-selling courses. If you want to explore our courses in greater depth to find out what's right for you, turn to page 22 for detailed outlines of our sessions illustrating the content, outputs and the solutions they offer.

KEY ● Full Day Course ● Bite-Size Course

### CANT FIND THE COURSE YOU WANT?

Don't worry, just get in touch and tell us your requirements, and we'll build a bespoke course for you!  
Phone 0845 373 1473, email [training@360training.co.uk](mailto:training@360training.co.uk)

Course	Page
Pitching for Success - Win that Pitch ● ●	3
Presentation Skills ● ●	3
Presenting with Impact ● ●	4
Effective Decision Making and Problem Solving ● ●	4
Innovation and Creative Thinking ● ●	5
Effective Customer Care ●	5
Effective Proposal Writing ● ●	6
Personal Effectiveness ● ●	6
Assert Yourself ● ●	7
Communicating with Impact ● ●	7
Managing your Clients ● ●	8
Managing Challenging Business Relationships ● ●	8
Influencing, Persuading and Negotiating ● ●	9
Facilitation Skills ●	9
Networking that Brings Results ●	10
Effective Mentoring Skills ● ●	10
Sales Essentials ● ●	11
Effective Negotiation Skills ● ●	11
Barriers, Smokescreens and Genuine Objections ●	12
Closing the Sale ● ●	12
Selling Through the Stall ● ●	13
Effective Client Meetings ● ●	13
Raising the Game - Sales Masterclass ● ●	14
Advanced Negotiation Skills ● ●	14
Managing Account Growth ● ●	15
Account Management Healthcheck ● ●	15
New Business Development ● ●	16
Strategic Sales Planning ● ●	16

### HOT COURSES

Whether it's knowing how to turn a client meeting to your advantage, finding the confidence to pick up the phone and make a sales call, or learning how to boost productivity in the workplace, these core skills are among our most-requested.

- > Personal effectiveness
- > Sales essentials
- > Effective negotiation skills
- > Effective client meetings

### AHEAD OF THE CURVE

Want to know what's new and revolutionary in training and development? Our two most innovative sessions are here to help you stay one step ahead of your competitors.

- > Managing challenging business relationships
- > Innovation and creative thinking

### GREAT TO BRILLIANT

Good's not enough these days: people and organisations need to be great. This learning quartet combines all the skills and techniques to give your teams the edge, taking your people to the next level.

- > Presenting with impact
- > Raising the game - sales masterclass
- > Advanced negotiation skills
- > Strategic sales planning

### STILL CAN'T FIND THE RIGHT COURSE FOR YOU?

If you can't see what you want, we'll tailor a course that's perfect for you and your organisation. Simply give us a call on 0845 373 1473.

# 360 COURSES

## PITCHING FOR SUCCESS – WIN THAT PITCH

Full Day / Bite-Size Course

You've one chance to get it right and see off the competition – so how do you make sure it's your pitch the client plumps for? What and who are you going to be up against? Preparation is everything, but how do you know what to prepare? This session is aimed at anyone who wants to bring a fresh approach to winning new business. We'll look at how you can dig deeper into the brief and make your efforts pay off. Learn how to break free from the traditional pitch formula and make your presentations memorable for all the right reasons.

### Key Topic Areas

- ▶ The purpose of the pitch - are you clear?
- ▶ Reading between the lines – what is the client really looking for?
- ▶ Interpreting the brief – filling in the gaps, how much research is required?
- ▶ Pulling together your team – chemistry, experience, insight and delivery.
- ▶ Making your credentials more relevant and interesting to the potential client.
- ▶ Creative stage – put yourself in the clients' shoes – what do they want to see and hear?
- ▶ Creative thinking techniques to stimulate an ideas flow.
- ▶ Structuring your response.
- ▶ Anticipating questions and barriers.
- ▶ A pitch planning process to ensure you cover all bases and hit your deadline.



The course was incredibly useful – the trainer constantly shifted from teaching us the theories to making us put it into practice. The handouts are very well put together - a useful resource to refer to. We were given loads of tips on how to present well from structuring an interesting presentation, to the tone of your voice and what to watch for in your audience.

- RANDOM HOUSE



## PRESENTATION SKILLS

Full Day / Bite-Size Course

In your role you may have to present to both internal and external audiences, so it is critical that you communicate your message clearly and confidently, guaranteeing the encounter is engaging, motivational and memorable. During this session, we will focus on what powerful communication looks like and how we need to adapt our communication style to meet the needs of the audience.

We will look at the role for preparation and design in helping you develop your confidence, with an emphasis on the importance of defining the key message, building a logical and persuasive structure, and the use (and abuse) of visual aids, prompts and cue cards. We will also pay particular attention to the delivery of the presentation focusing on the use of language, your voice and body language. As with any presentation, you may also come across difficult people, so time will be spent on handling difficult questions and challenging situations. You will also be given the opportunity to test out various techniques using a variety of different exercises..

### Key Topic Areas

- ▶ Defining your current skills level – delegates deliver a presentation to the group.
- ▶ Exploring the fundamental principles of effective communication.
- ▶ What can we learn from great communicators?
- ▶ Where do I start? Defining the objective of the presentation and building your case.
- ▶ The role for preparation – researching your target group.
- ▶ Structuring and shaping your message for maximum impact.
- ▶ Setting the scene – your credibility zone.
- ▶ Effective openings and closes – inform, engage and motivate to act.
- ▶ Techniques to improve the impact of your presentations - using ideas, visuals, storytelling and more.
- ▶ Building effective visual aids – avoiding death by PowerPoint.
- ▶ Bringing your message alive – making dry material stimulating.
- ▶ Identifying your links and pause points – presenting fluently.
- ▶ Developing your 'natural self' - how to loosen up your style and feel at ease.
- ▶ Choice of language – communicating your message with passion, connecting with your audience.
- ▶ The role for body language – adding energy to the presentation.
- ▶ Voice – how tone, timing and volume can affect your credibility and impact.
- ▶ Calling for action, closing the presentation.
- ▶ Communicating with confidence - controlling nerves, channelling adrenalin.
- ▶ Handling difficult questions and challenging situations.
- ▶ Re-visiting the opening presentation – delivery of a re-worked presentation.

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## PRESENTING WITH IMPACT

Full Day / Bite-Size Course

You know how to build the content for a presentation; you know what you need to do when faced with your audience; and you have previously run a number of presentations. However, you feel that you would like to take your presentation skills to the next level. This session is suitable for those who have experience of presenting and want to refine those skills - whether it be a sit-down or group presentation. We will focus on the delivery of presentations, specifically looking at fine-tuning your body language and voice, getting the message out with maximum impact, and in particular, how to develop your 'natural self'.

### Key Topic Areas

- ▶ Defining your current skills level – delivery of an introductory presentation.
- ▶ Delivering concise messages with maximum impact.
- ▶ Body language – fine-tuning your body language.
- ▶ Voice – how tone, timing and volume can affect your credibility.
- ▶ Developing your 'natural self' - how to loosen up your style and feel at ease.
- ▶ Choice of language – communicating your message with passion, connecting with your audience.
- ▶ Presenting fluently – knowing your links.
- ▶ The use of rhetorical questions – adding impact to your presentation.
- ▶ Dealing with challenging audience members and answering their questions.
- ▶ How to deliver bad news in a presentation.
- ▶ How to deliver unexpected news.
- ▶ When it is okay to go off-piste and how to manage it effectively.
- ▶ Re-visiting the opening presentation – delivery of a re-worked introductory presentation.



This training was really very good. It makes you think about how to deliver information and helps you make the individual elements of a presentation more interesting for the audience. A really useful insight into the Dos and Don'ts of presenting.

Constructive and fun at the same time. It was very worthwhile – I learnt transferable skills that I will use immediately. I would definitely recommend this session.

- PUBLICASITY



## EFFECTIVE DECISION MAKING AND PROBLEM SOLVING

Full Day / Bite-Size Course

How do you feel when you are faced with making an organisational or departmental decision? Do you avoid the process, not knowing where to start? Deliberate anxiously about the outcome – especially when the decisions have to be made within a demanding environment or restricted time frame? If so, you are not alone. Fear of making the wrong decision often stops us in our tracks.

### Key Topic Areas

- ▶ Exploring decision making preferences.
- ▶ Instinctive decision making styles and the challenges they bring.
- ▶ Managing your instincts – building awareness of your preferred decision making style.
- ▶ The thinking behind the decision, building 360 vision.
- ▶ The role for problem definition.
- ▶ Digging deeper, separating fact from fiction.
- ▶ Creative thinking, generating ideas, solutions and possibilities.
- ▶ Simple choice to multiple choice.
- ▶ The role for the Reframing Matrix.
- ▶ Making your decision – evaluating using Plus/Minus/Interesting (PMI) Technique



I think this course was entirely relevant to the work of the MS Society, in particular the topics discussed – the session was very enjoyable.

- THE MS SOCIETY



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## INNOVATION AND CREATIVE THINKING

### Full Day / Bite-Size Course

Is creative thinking an innate skill or a state of mind? We like to think it's the latter and that any team can be encouraged to up its creative ante. But in order to break out of traditional thinking processes, it's essential to make yourself think differently about the challenges or issues you face. Here, we'll help open up new opportunities and provide dynamic solutions to commercial problems. At the end of this course you'll be able to draw on a variety of techniques to help stimulate creative thinking and turn such thinking into commercial reality, and ultimately success.

#### Key Topic Areas

- ▶ The role for problem definition, the diagnostic.
- ▶ Creative thinking techniques – evolution to revolution.
- ▶ The SCAMPER Technique.
- ▶ Morphological analysis.
- ▶ The Reframing Matrix, the Reversal Technique.
- ▶ The role for the Brainstorm, the Analogy Exercise and Random Word Seeding.
- ▶ Exploring solutions – identifying best fit.
- ▶ Evaluating solutions using the Plus/Minus/Interesting (PMI) Technique.
- ▶ Green light? Transforming creativity into reality.



I'll definitely use the solutions outlined during creative sessions.



- BABEL PR

## EFFECTIVE CUSTOMER CARE

### Full Day

The value of building and maintaining customer relationships is crucial to any organisation. Any interface with a customer – whether it's telephone, written or digital communication – should be a professional, productive and pleasurable experience. This session looks at building competence and confidence levels through every stage of the customer care cycle. It is our belief that rapport sits at the very heart of customer care, so in this session we will spend time looking at how rapport can be built and the difficulties sometimes experienced when there is no rapport in the relationship. As with any communication situation you may also come across challenging and difficult people, so time will be spent building confidence in handling difficult questions and challenging situations.

#### Key Topic Areas

- ▶ Exploring good and bad customer service experiences.
- ▶ The most important elements of service delivery.
- ▶ What is our code of practice and our customer service principles?
- ▶ Defining competence, care and behavioural standards for your department.
- ▶ Controlling the call – building rapport.
- ▶ Gaining the relevant information through effective questioning techniques – open, probing and closed questions.
- ▶ Questioning techniques to avoid – leading and multiple questions.
- ▶ Effective listening skills.
- ▶ Voice – the use of tone, timing and volume.
- ▶ Managing expectations – keeping the customer informed even when directing calls.
- ▶ Providing the best possible solution to their enquiry.
- ▶ Identifying where the answer can be found.
- ▶ What to do if the answer cannot be found.
- ▶ Summarising action points and checking for agreement.
- ▶ Closing the communication.
- ▶ Exploring the five sources of conflict – intention, incompetence, insensitivity, intrusion and inevitability.
- ▶ Understanding the instinctive response and the considered response to conflict.
- ▶ Avoiding fixed and antagonistic positions.
- ▶ Stimulating communication and movement in difficult situations.
- ▶ How to deal with conflict.



This is the third time I have attended Customer Care training during my time in the UK and for the first time I will walk away agreeing that I learnt something new!



- INSTITUTE OF STRUCTURAL ENGINEERS

## EFFECTIVE PROPOSAL WRITING

### Full Day / Bite-Size Course

Pitching for new business, along with retaining existing accounts, is the lifeblood of any organisation. But how do you achieve standout and ensure that your sales letters and proposals are what the client remembers? This course looks at the creative process of putting together a sales letter and proposal document, how to gain credibility with the client and how to communicate your credentials powerfully. The course also looks at structure, writing skills and the skills required to write an accurate and well-presented piece of communication. Delegates will work through a real-life case study as part of the course material.

#### Pre-course work

You will be asked to email examples of proposals to the trainer in advance of the session. This will give the trainer an understanding of existing skill levels and potential areas for development.

#### Key Topic Areas

- ▶ Analysing and interpreting the brief/information – what is the client asking for?
- ▶ The creative thinking process – brainstorming and other techniques.
- ▶ Demonstrating a clear understanding of the client's needs.
- ▶ The role for empathy and second positioning.
- ▶ How to persuade and influence in a written document.
- ▶ Structure, content, delivery – how to put your sales letter and proposal together.



I will always have clear objectives for the proposal: a template, structure and email heading. The structure of the email / letters addressed in the session can be applied at work on a daily basis. The one-to-one sessions were very good.

The trainer was able to point out some glaring mistakes which I just hadn't picked up on at all. I will certainly put to use the tools I have learnt.

- PROFESSIONAL ENGINEERING PUBLICATIONS



## PERSONAL EFFECTIVENESS

### Full Day / Bite-Size Course

As your role becomes more demanding and resources become even tighter, it is critical that you manage your time and resources more effectively. This session will give you essential tools and techniques to help you build self-management systems and action plans that help you to find the time to spend on the high value tasks that will make a significant contribution to your overall performance. It will also give you the tools and techniques to manage your time more effectively when dealing with those time bandits and monkey givers that may derail the achievement of your objectives. This session will also explore the key principles associated with effective delegation. We will help you to identify what to delegate, who to delegate it to, and how to effectively communicate the task to get the desired outcome.

#### Key Topic Areas

- ▶ What do we mean by personal effectiveness?
- ▶ Defining your job role and responsibilities.
- ▶ Identifying your key performance indicators – what is expected of you?
- ▶ Essential planning skills – identifying the high value, high impact tasks.
- ▶ Setting realistic yet challenging objectives and deadlines.
- ▶ Identifying resource pressure points and developing a strategy for dealing with them.
- ▶ Making use of your resources – you, your team and technology.
- ▶ Learning the value of effective prioritisation – using the urgent/important matrix.
- ▶ Identifying skill sets and motivations of those who support you.
- ▶ What can I delegate and to whom?
- ▶ Communication skills that help delegation.
- ▶ Managing interruptions and reactive tasks.
- ▶ Identifying your time bandits and monkey givers.
- ▶ Avoiding procrastination, creative procrastination.
- ▶ Pushing back – the role for assertive communication in personal effectiveness.



This is a very well presented and organised session which was really useful and relevant. The trainer was friendly and professional and I look forward to implementing some new techniques.

- NATURE PUBLISHING GROUP



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## ASSERT YOURSELF

Full Day / Bite-Size Course

In a recent survey of MBA graduates, personal communication was voted the number one essential business skill. Moreover, communicating comprehensively, promptly and transparently was seen as vital to the health of an organisation. Assertiveness is a key communication skill, central to your self-empowerment. In this session, we'll explore specific verbal and non-verbal ways in which you can use assertiveness to guarantee effective communication. Drawing on both professional and personal experiences, we'll build your confidence in dealing with others, especially those whose behaviour you consider to be challenging and unhelpful.

### Key Topic Areas

- ▶ What is meant by assertive behaviour? How does it differ to other forms of communication?
- ▶ How to recognise your default communication style.
- ▶ Exploring the impact of that style on you and on those around you.
- ▶ The rights and responsibilities of an assertive person.
- ▶ How to balance your needs with the needs of others.
- ▶ Assertive language and delivery.
- ▶ Non-verbal skills – using body language.
- ▶ Techniques to use in difficult situations.
- ▶ Turning up the assertiveness volume.
- ▶ How to deal with conflict or criticism.
- ▶ Responding to aggressive or manipulative people.

## COMMUNICATING WITH IMPACT

Full Day / Bite-Size Course

Effective communication is a life skill and one of the most important and challenging skills to get right. It's a powerful gift – get it right and everyone benefits, get it wrong and you can destroy relationships. It's a critical part of your working day but how often have you reflected on whether the impact you are making is the impact you intend to make? Interacting with both internal and external audiences can sometimes be challenging and difficult with the message getting lost or people simply not listening to what you are saying. If you would like objective feedback on your communication skills, as well as the opportunity to test your skills in a series of challenging and stretching situations, then this session is for you.

### Key Topic Areas

- ▶ Powerful communication and why it matters.
- ▶ Identifying the different ways we prefer to communicate.
- ▶ What impact does my preference have on those around me?
- ▶ Understanding your own communication preference and the strengths and challenges associated with that style.
- ▶ Exploring preference difference and the effect it may have on a client or colleague.
- ▶ The value of flexible communication – getting it right most of the time.
- ▶ What happens when we get it wrong?
- ▶ The role for body language – reading between the lines.
- ▶ Setting the scene – your credibility zone.
- ▶ Using your voice – the role for pace, pause, tone and timing.
- ▶ Language – phrases and words.
- ▶ Closing the communication – what do we want?



This course is very useful for thinking about the way different people respond to different communication styles and the pros and cons of Push / Pull types of communication.

I have a better understanding of how to be more assertive and an understanding of my own communication style.

- HAYMARKET BUSINESS MEDIA



## MANAGING YOUR CLIENTS

Full Day / Bite-Size Course

This session is one which relies on identifying and working with real-life accounts. You are encouraged to analyse your existing relationships with such accounts and share your experiences. You will leave the session with the tools and techniques to work on specific development objectives, action plans and time-frames of activity for your most important accounts, which will ultimately lead to more productive and profitable relationships.

### Key Topic Areas

- ▶ Exploring the key principles of effective account management.
- ▶ Understanding the different stages of the client / supplier relationship.
- ▶ Exploring the potential mismatch between expectations and deliverables.
- ▶ Exploring the potential mismatch of preference and the impact this can have on your relationships.
- ▶ The proactive approach to shaping and defining client expectations.
- ▶ Making the most of client meetings – defining, guiding and steering expectations in a formal and informal context.
- ▶ Building rapport and demonstrating credibility.
- ▶ Identifying potential relationship pressure points.
- ▶ Managing different personalities and preferences.
- ▶ Ensuring the investment / profitability balance.
- ▶ Recognising the dangers of over-servicing.

## MANAGING CHALLENGING BUSINESS RELATIONSHIPS

Full Day / Bite-Size Course

Take any working day and you can guarantee you'll be faced with difficult people or challenging situations that may ultimately have a negative effect on your ability to achieve your goals. This session is suitable for any of you working in teams; those with the responsibility for managing others; and those in a client-facing role. It will help you handle conflict and confrontation using a variety of different communication and assertiveness techniques. You'll learn how to deal effectively with the problems associated with difficult relationships, difficult personalities, challenging behaviour and demanding business situations.

### Key Topic Areas

- ▶ Exploring the five sources of conflict – intention, incompetence, insensitivity, intrusion and inevitability.
- ▶ Understanding responses to confrontation and conflict – the instinctive response and the considered response.
- ▶ The role of the toxin handler within today's organisations.
- ▶ Building an understanding of the role for communication.
- ▶ Identifying preferred communication styles and their impact.
- ▶ Defusing aggression and building rapport.
- ▶ Avoiding fixed and antagonistic positions.
- ▶ Stimulating communication in difficult situations.
- ▶ Maintaining your assertiveness, avoiding neural hijacking.
- ▶ The role for questions, active listening and empathy building.
- ▶ Managing individual relationships – prevention and remedy.
- ▶ The importance of building relationship credit.



The role-play was really interesting – to see other peoples' body language and identify things that applied to me. The explanations were invaluable.

Identifying my own triggers made me more aware and be honest with myself. This was an invaluable course and the skills learnt can be worked on over time.

- WELLCOME TRUST SANGER INSTITUTE



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## INFLUENCING, PERSUADING AND NEGOTIATING

### Full Day / Bite-Size Course

A successful relationship, by its very nature, requires two-way communication. To influence and persuade effectively an individual must be aware of their own communication preference and, in particular, what happens to that style in difficult and stressful situations. This session will help you get the most out of your business relationships by developing a flexible approach to communication and relationship building. In particular, we'll help those of you dealing with challenging communication and negotiation situations, and help you to build relationships that ensure ongoing success. You will also benefit from taking part in a real-life case study and role play to ensure all the principles outlined are experimented within the session itself.

#### Key Topic Areas

- ▶ The foundations of successful business and team relationships.
- ▶ Managing client and team expectations.
- ▶ Influencing and persuading – what can we learn from great influencers?
- ▶ Understanding communication preference and the impact of such preference.
- ▶ Developing a flexible communication style.
- ▶ Developing awareness of your own style and the strengths and challenges associated with that style.
- ▶ The role for Emotional Intelligence and the five key areas of competence.
- ▶ Exploring preference difference and the effect it may have on team and business relationships.
- ▶ Adapting the skills to a more formal negotiation situation.
- ▶ Understanding the various pressure points in relationships.
- ▶ Understanding your triggers and your response to those triggers.
- ▶ Managing challenging relationships.
- ▶ Exploring the power of assertive communication.
- ▶ Barriers to effective persuading .
- ▶ Modelling effective influencing skills in challenging situations.



I'll make a point of thinking more assertively before the meeting and try to anticipate the views of others and which compromises would work for me.

- WELLCOME TRUST SANGER INSTITUTE



## FACILITATION SKILLS

### Bite-Size Course

Today's organisations use meetings to share ideas, make joint decisions and plan actions. This can be a useful exercise but the effectiveness of a meeting depends on the facilitator and their ability to lead effective, results-oriented sessions. The difference between a successful outcome and a disappointing one can be down to a variety of factors including preparation, goal setting, dealing with disruption and managing unhelpful behaviour.

This highly practical session will show you how to prepare groups for a focused meeting, the importance of encouraging diverse points of view and how to keep the group focused and moving towards the achievement of the stated meeting objectives. We'll also explore the important role of the action plan and the follow-up.

#### Key Topic Areas

- ▶ Planning for successful meetings – the importance of a pre-circulated agenda.
- ▶ Ensuring preparedness – what needs to be done before the meeting?
- ▶ What's the objective?
- ▶ Exploring the key competencies required to run an effective meeting.
- ▶ The role for the chair.
- ▶ Applying facilitation techniques – setting expectations/identifying issues.
- ▶ Structuring meetings – focus, momentum and control.
- ▶ Keeping meetings on track – meeting-disrupters and how to manage them.
- ▶ Techniques for handling disruptive behaviour and difficult people.
- ▶ How to assign action items and make follow-up plans to conclude a meeting.
- ▶ How to evaluate success.



Very engaging. A number of the case studies really helped me take in and apply the said points. Very useful for my future meetings.

- REDWOOD MEDIA GROUP



## NETWORKING THAT BRINGS RESULTS

### Bite-Size Course

Networking isn't just schmoozing. The art of networking is to build relationships and contacts that make both you and your business "attractive" to others, with the ultimate objective being to build your profile and your business. But it comes more easily to some than to others. Our session will explore the concept of networking, the dos and don'ts, and offer you some tried and tested techniques to make you confident and effective.

#### Key Topic Areas

- ▶ What is networking and is it necessary?
- ▶ Where are the networking opportunities that are available?
- ▶ What is it you are trying to achieve? What are your hard and soft goals?
- ▶ Building the foundation skills, building your confidence.
- ▶ What are the potential pitfalls?
- ▶ Managing your credibility zone – personal presentation, voice and non-verbal communication.
- ▶ Building rapport – engaging your target.
- ▶ The three most important techniques – opening, steering and closing.
- ▶ Improving your influencing skills especially when dealing with people in authority or industry leaders.
- ▶ The power of the follow-up, realising the potential of the connection.



This session provided me with some very useful insights into how to approach networking and how to get the most out of networking events more effectively. As always – time well spent! A fantastic session – looking at the many aspects of networking – dos, don'ts and processes.

- BRITISH DENTAL JOURNAL



## EFFECTIVE MENTORING SKILLS

### Full Day Course

Mentoring is a powerful personal development tool, as well as a motivational management tool. It is one of the most effective ways of helping people within the organisation to progress in their careers. As a mentor, you allow for growth and development of the mentee, whilst providing guidance and encouragement. This session will explore the role and skills required to be a mentor. You will come away with the tools and techniques to run effective mentoring sessions, building performance and confidence within the mentee.

#### Key Topic Areas

- ▶ The role, responsibilities and expectations of the mentor and mentee.
- ▶ What skills and experience can a mentor bring to the relationship?
- ▶ Exploring the critical skills and mindset of a mentor.
- ▶ The mentoring model;
  - ✓ Initiating exploration – developing practical communication techniques.
  - ✓ Facilitating learning – presenting difficulties and problems.
  - ✓ Guiding the planning process – problem solving, identifying solutions and setting clear goals and objectives.
  - ✓ Supporting experimentation – providing constructive feedback.
- ▶ Recognising different communication preferences and the role for these in building trust in the mentor/mentee relationship.
- ▶ Understanding communication preference and the strengths and challenges associated with each preference.
- ▶ Exploring Emotional Intelligence – what impact does it have on your role as a mentor?
- ▶ The core Emotional Intelligence competencies – self-awareness, self-management, social awareness and relationship management.
- ▶ Managing the mentoring relationship – initiation, development, maturity, disengagement and redefinition.
- ▶ Exploring varying levels of commitment to the relationship – agreeing mentoring plans.
- ▶ Exploring potential pressure points with your mentee – handling emotions.

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## SALES ESSENTIALS

### Full Day / Bite-Size Course

You will explore the key principles of effective selling and demonstrate how to use a structured approach, giving you control and direction in all sales calls. We will show you how to use open questions to help identify client needs, how to pitch your product or service, how to overcome objections and how to close. You will go away with the essential skills required to build relationships, secure revenue and ultimately enhance your sales performance. You will be required to supply a real-life role play scenario which will be used during the session. You will be taped role playing with the trainer for feedback from both the trainer and colleagues.

#### Key Topic Areas

- ▶ Preparing for the call, knowing your client and their products.
- ▶ The value of a structured approach.
- ▶ Getting past the gatekeeper - speaking to the decision maker.
- ▶ Exploring the client's needs through different questioning techniques - open, closed and probing questions.
- ▶ Solution selling and the role for the portfolio sell.
- ▶ Matching client needs to your product.
- ▶ Competitive selling - what makes you unique?
- ▶ Recognising barriers, smokescreens and objections.
- ▶ How to overcome resistance and objections.
- ▶ Building commitment and closing the sale.
- ▶ Deciding the next appropriate step.
- ▶ Making your decision - evaluating using Plus/Minus/Interesting (PMI) Technique.
- ▶ The role for the six thinking hats technique.



Effective and insightful. really interesting in terms of psychology. Very attentive trainer, easily understood and assisted us throughout. I look forward to the next session. Good to get overall understanding and practise - the trainer got the best out of us. I learnt more about how my personality reflects my calls.

- PROFESSIONAL ENGINEERING PUBLICATIONS



## EFFECTIVE NEGOTIATION SKILLS

### Full Day / Bite-Size Course

Have you ever thought you should have won more of the client's budget? Ever felt that maybe the client was prepared to pay more? Did you conclude the deal feeling the product was undersold or de-valued? This session looks at how important it is for sales people to prepare their approach, by setting objectives and understanding the variables they have to play with. You will also explore how to structure and control the negotiation, and at the same time, how to respond to client pressure tactics that can sometimes derail the whole process if not responded to assertively enough.

#### Key Topic Areas

- ▶ Examining the role for price and value in any supplier client relationship.
- ▶ Exploring the difference between the price tactic and a more formal negotiation.
- ▶ What does a price tactic look and sound like?
- ▶ The most common reason behind the price tactic - failure to sell value.
- ▶ Communicating value, responding to price tactics.
- ▶ Absorbing early and negative price pressure, maintaining assertiveness.
- ▶ Recognising when the time is right to negotiate.
- ▶ The role for control in any negotiation situation.
- ▶ The seven-step negotiation process.
- ▶ The value of preparation - top, middle and walk away points.
- ▶ Developing strategies to bring about movement.
- ▶ Recognising and responding to high pressure and low pressure tactics.
- ▶ The role for different negotiation styles.
- ▶ Absorbing pressure and stimulating movement - what to do when things stall.
- ▶ Neutralising potential conflict, the search for creative solutions.



The role-plays were very efficient and the topics dealt with were really interesting. The instruction was really competent and motivating.

The course was very useful and interesting and tied in really well to the personal effectiveness course attended earlier in the week.

- EMBL



## BARRIERS, SMOKESCREENS AND GENUINE OBJECTIONS

### Bite-Size Course

All sales people will encounter resistance at some stage during the sales process. However, such resistance can mean different things depending on where in the sales process it is experienced. This session looks at the different types of resistance we face, from the opening of the call right through to closing, and helps delegates to understand the reason for the resistance and what can be done to overcome it.

#### Key Topic Areas

- ▶ Recognising barriers, smokescreens and genuine objections, and the differences between them.
- ▶ Overcoming resistance faced at the beginning of the call, recognising gatekeeper behaviour and learning how to deal with it.
- ▶ Overcoming barriers during the main body of the sales call.
- ▶ Recognising the genuine objection from the smokescreen.
- ▶ Testing the robustness of the objection.
- ▶ Different types of objections.
- ▶ The price/value objection.
- ▶ The product objection.
- ▶ The method objection.
- ▶ Exploring the objection, handling the objection, moving forward to the close.
- ▶ Building commitment.

## CLOSING THE SALE

### Full Day / Bite-Size Course

If you're an experienced sales person you'll already appreciate the difference between the traditional close used in low-value sales and the more sophisticated commitment building that happens with high-value sales. This session will take you further and show you how the close is an underlying thread running throughout the sales process - and how that thread ultimately holds the entire sale together. It will examine the importance of need identification as the first step to effective closing, and give delegates the opportunity to test their closing skills in a variety of tailored and stretching role plays.

#### Key Topic Areas

- ▶ Just how important is the close?
- ▶ The role for building commitment in any sales situation.
- ▶ Exploring the commitment staircase.
- ▶ How to build the commitment staircase.
- ▶ Barriers to effective closing - from reticence to resistance.
- ▶ The low-value, low-risk close.
- ▶ Five most common low-value closes.
- ▶ The high-value, high-risk close.
- ▶ Using commitment building techniques.
- ▶ Closing preferences and their impact on your ultimate result.



From all the courses so far, this seems to have been one of the most fulfilling. Easily explained and understood. I obtained helpful information on a lot of different techniques that I believe will benefit me.

The trainer was an excellent communicator and she instilled confidence in everybody to partake in the session. There were good examples of how to progress, a well put together PowerPoint and animated conversations.

The different elements of how to close, and how to match them to the type of client, were very useful.

- PROFESSIONAL ENGINEERING PUBLICATIONS



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## SELLING THROUGH THE STALL

Full Day Course / Bite-Size Course

All too often we feel we have concluded a piece of business only to endure the frustration of seeing it sit on the client's desk for months on end. We'll examine the different reasons why a piece of business may stall, how to assess how genuine the stall is and, most importantly, what we need to do to manage the situation through to a successful conclusion. You will also explore different closing and commitment building techniques, and all practical work will be built around specific, real-life situations.

### Key Topic Areas

- ▶ Revisiting the structured sale.
- ▶ Understanding the role for commitment building in the sales process.
- ▶ Your closing check points.
- ▶ The three different barriers to closing.
- ▶ Exploring the final and most challenging barrier – the stall.
- ▶ Identifying the reasons behind the stall.
- ▶ Recognising a genuine stall from a smokescreen.
- ▶ Managing the stall – the four stage process that works in every situation.
- ▶ Establishing commitment, getting sign-off.



The walk-throughs were very helpful and I feel that training was well tailored to BSI's specific needs at present. Using stall tactics will help address the validity of the pipeline, thus helping to work smarter and bring in real revenue. Thought provoking - it establishes gaps in knowledge and techniques in sales.

- PROFESSIONAL ENGINEERING PUBLICATIONS



We covered the material well, constructive feedback and useful structuring techniques for all styles of meeting. I was able to identify two essential things which I hadn't thought of before – that the meeting is a conversation, not necessarily a presentation and it is important to ask questions more – warm the meeting, build rapport. The feedback from the trainer on this is pivotal for the success of my meetings and my development in the future.

- NATURE PUBLISHING GROUP



## EFFECTIVE CLIENT MEETINGS

Full Day / Bite-Size Course

If you've ever been asked to run a client meeting then you'll certainly appreciate the value of preparation, but will also recognise the importance of structuring the meeting in a way that gives you control, helping you to achieve your ultimate objective. Our session will show you how to use a flexible meeting structure that can be adapted to most situations, whether it's a formal or informal meeting. We pay specific attention to the art of controlling a meeting plus we'll shed light on the role of rapport building and personal impact skills, as well as how to handle those challenging situations that sometimes threaten to derail or hijack the whole meeting.

### Key Topic Areas

- ▶ The importance of setting pre-meeting objectives and desired outcomes.
- ▶ The benefits of organising and planning for your client meeting.
- ▶ Exploring essential facilitation skills.
- ▶ Taking control - structuring the meeting.
- ▶ Building rapport, empathic questioning and active listening.
- ▶ Exploring your own personal impact – what impression are you making?
- ▶ Powerful communication – tailoring your message to suit both the context of the meeting and the individuals involved.
- ▶ Keeping control of the meeting – handling detours and hijacks.
- ▶ Stimulating interest, feedback and interaction.
- ▶ Exploring and resolving issues and challenging behaviour.
- ▶ Concluding with an action plan and renewed commitment.

## RAISING THE GAME – SALES MASTERCLASS

Full Day / Bite-Size Course

This session will give you an opportunity to reflect on your sales skills and identify those areas that may need a bit of an overhaul. We begin by revisiting the skills associated with successful selling and look at how important it is for you to prepare your approach, by setting clear hard and soft goals, and the role for explicit need identification and solution selling. You'll also explore how to structure and control a negotiation, and at the same time, how to respond to pressure tactics that may derail the whole process if your response is not assertive enough.

### Key Topic Areas

- ▶ Developing relationships through credibility and servicing.
- ▶ Setting hard and soft goals for each account.
- ▶ Building rapport and credibility – the cornerstones of any business relationship.
- ▶ Identifying explicit needs through open, empathic questioning.
- ▶ The value of the solution sell - demonstrating the return on investment.
- ▶ Tailoring your solution for each individual client.
- ▶ The role for creativity in today's competitive market.
- ▶ The role for control in any negotiation.
- ▶ The seven step negotiation process.
- ▶ Absorbing pressure – what to do when things stall?
- ▶ Recognising high pressure and low pressure tactics.
- ▶ Responding to high pressure and low pressure tactics.



This session was really insightful. It provided a great overview and scope of what each member of the team needs and would like to improve on. A really positive experience (and I had reservations about sales training – so thank you!).

Some may consider ours a niche company/industry; however 360 brought a wealth of experience to adapt their knowledge to our sales processes. Excellent thank you!

- RED24



## ADVANCED NEGOTIATION SKILLS

Full Day / Bite-Size Course

You are now at the stage in your career where you have been negotiating with clients for some time. During this session you will be given a thorough refresher of the essential principles associated with successful negotiations. You will be shown how to prepare for a negotiation, how to structure and control a negotiation and how to absorb pressure and devalue tactics. This session will feature a tailored negotiation case study and role play to ensure all the principles outlined are experimented within the session itself.

### Key Topic Areas

- ▶ The essential principles of effective negotiation.
- ▶ Preparing to negotiate – the value of the top, middle and bottom line.
- ▶ Setting objectives and the necessary research – understanding the options.
- ▶ Identifying and valuing variables – building a strategy.
- ▶ Building the value perspective.
- ▶ Controlling the negotiation.
- ▶ Exploration, opening positions, pressure, movement, settlement and closure.
- ▶ Stimulating movement in deadlock.
- ▶ Recognising and responding to both high and low pressure tactics.
- ▶ Understanding different negotiation strategies/personalities.
- ▶ Building proposals and conditional trading.
- ▶ Agreement, confirming the deal.



I have a better understanding of the cards I am holding and how to leave a negotiation with everyone being satisfied. The trainer's experience and explanation of media sales was very relevant to us.

I have found a structure to follow when negotiating and relevant phrases and tools to use to make a negotiation more effective.

- PROFESSIONAL ENGINEERING PUBLICATIONS



## MANAGING ACCOUNT GROWTH

Full Day Course / Bite-Size Course

To make this session as pragmatic as possible, we ask that delegates bring real-life accounts as case studies to refer to throughout the day. The session will encourage you to analyse your existing relationships with your account base and identify those accounts that you see as critical accounts, responsible for generating a large volume of business. You will leave this session with the tools and techniques to work on specific development objectives, action plans and time-frames of activity for your most important accounts, which will ultimately lead to more productive and profitable relationships.

### Key Topic Areas

- ▶ Exploring the key principles of effective account management.
- ▶ Understanding different stages of the client - account manager relationship.
- ▶ Exploring the potential mismatch between expectations and deliverables.
- ▶ Developing relationships through credibility.
- ▶ The proactive approach to shaping and defining client expectations.
- ▶ Developing an account growth strategy.
- ▶ Recognising account growth opportunities.
- ▶ Making the most of client meetings – focus, direction and momentum.
- ▶ Building rapport and establishing credibility.
- ▶ Selling in client-centred solutions.
- ▶ Keeping the competition out – ring-fencing the account.
- ▶ Identifying potential relationship pressure points – both client and agencies.
- ▶ Managing different personalities and preferences.
- ▶ Ensuring the investment and profitability balance.

## ACCOUNT MANAGEMENT HEALTHCHECK

Full Day / Bite-Size Course

The Account Management Health Check session is a highly practical one, following on from the previous Managing Account Growth session.

As we already know, 80% of sales come from 20% of our client base and with that in mind it is imperative that these accounts are continually treated as key accounts. A clearly defined and timely approach to the planning process is critical to the success of maintaining and growing key accounts.

### Key Topic Areas

- ▶ Strategic thinking and strategic planning.
- ▶ Gap analysis - where we are now and where do we want to be?
- ▶ Measuring progress against objectives.
- ▶ Setting stepping stones to success.
- ▶ Are all decision makers being contacted?
- ▶ Managing relationships – what motivates our clients?

## NEW BUSINESS DEVELOPMENT

Full Day Course / Bite-Size Course

This session will provide you with the tools and techniques to successfully find and develop new business. We will focus on how to identify and develop new business opportunities using four distinct stages. Stage one focuses on the role for market analysis, involving how to identify the most fertile areas for new business development, and in particular, those targets that could be developed into high yielding accounts.

We will then explore the benefits of preparing a strategic approach using a comprehensive sales and communication plan. With the message defined and the approach shaped, we then focus on the most challenging aspects of new business development – making the initial contact, building rapport and establishing credibility. Finally, stage four involves the role for the follow-up and how to keep momentum in the relationship once initial contact has been made.

### Key Topic Areas

- ▶ Analysis of existing markets and opportunities.
- ▶ Exploring potential markets, identifying the best targets.
- ▶ Identifying your key message and communicating it well.
- ▶ Building rapport and establishing credibility.
- ▶ Exploring needs, concerns and challenges.
- ▶ Identifying potential areas for synergy.
- ▶ Responding to and overcoming initial barriers and resistance.
- ▶ Ensuring the investment and profitability balance.
- ▶ Defending and developing new and established accounts – keeping the competition out.

## STRATEGIC SALES PLANNING

Full Day / Bite-Size Course

As you become more experienced within sales and you can distinguish between simply selling a commodity to a client and managing an account to its full potential, you will need to develop strategic selling skills to help you develop maximum profitability from your key accounts and sell against the competition.

### Key Topic Areas

- ▶ Understanding the client – how much do you need to know?
- ▶ Understanding the market, culture, people and politics.
- ▶ The strategic approach - planning, tactics, competition and objectives.
- ▶ Securing internal resources to build momentum.
- ▶ Dealing with multiple decision makers.
- ▶ Presenting proposals / creating solutions.
- ▶ Building the relationship – understanding gateways and pressure points.
- ▶ Managing and delivering levels of expectation.
- ▶ Maintaining profitability – recognising the investment to pay back formula.
- ▶ Building and maintaining satisfaction levels.
- ▶ Identifying further new business gateways.
- ▶ The follow-up process.



The Account Plans were very useful – this will enable me to clearly organise my plans for each account and use as a check back as we move through the year.

The 'Value vs. Risk Matrix' will allow me to spend more time on key accounts. I am very keen to start work on my Account Plans for the rest of the year.

This course has changed the course of my media life – thanks 360, you're the best! The trainer's knowledge was complemented by her ability to deal with all the levels of course candidates' roles and experiences. It was extremely valuable.

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