

BUSINESS SKILLS PROGRAMME

- Establishing a Business Mindset
 - High Impact Communication
 - Critical Thinking and Problem Solving
 - Budget and Financial Management
 - Coaching and Mentoring for Improved Performance
 - Taking Charge of Organisational Change
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- Negotiation Skills for Project Managers
 - Business Process Analysis, Innovation and Design
 - Making Effective Presentations: Fundamentals

Participants will learn how to:

- Optimise professional and personal potential
- Use ESI's Mindset Model as a framework for approaching work
- Adapt readily in a business environment by looking at changes from different perspectives
- Enhance your contributions to the organisation
- Apply business acumen to achieve improved results
- Apply new awareness of different business perspectives

Programme Outline

Expert knowledge is a prized possession in today's business environment. Without it, businesses would lack the ability to innovate and compete in the global marketplace. But in today's business world, deep technical knowledge is not enough — especially for those moving up the ranks. It must be complemented by business acumen — or general knowledge of the “rules of engagement” in business.

This course sets the stage for maximising the performance of technical professionals by incorporating business management elements into their perspective. You will learn to leverage variables related to the business environment, business thinking, business interactions and business outcomes. The course provides you the opportunity to practice analysing business situations and applying

new skills to common business issues. You'll also become familiar with best practices in business etiquette, communications and conflict management.

Discover the value and impact of business skills and how you can apply them to achieve greater success. In this course, you'll learn to apply ESI's practical Mindset Model for interpreting different business situations, identifying goals, communicating effectively, and leveraging a variety of business “influencers.” You'll be introduced to typical financial measures used to measure business success. You'll walk away with a firm grasp of what you must be aware of to be successful in business, as well as a plan for personal development.

Course Outline

The Mindset Model

- Strategic perspective
- Operational perspective
- Interpersonal perspective
- Personal perspective
- The dynamic model

The Strategic Perspective

- Strategic influences
- Determine your strategy
- Identify vision
- Identify and analyse stakeholders
- Identify potential goals
- Set objectives and goals

The Operational Perspective

- Operational influences
- ESI's Operational Framework (OPF)
 - Products and services
 - HR/training
 - Marketing/PR
 - Customer service
 - Process/business rules
 - Finance/budgeting
 - Financial reports
 - Net present value
 - ROI and break-even analysis

The Personal Perspective

- Personal influences
- Organisational environment and culture
- Cultural challenges
- Business etiquette and politics
- Linguistic considerations
- Gender, ethnicity and class roles

The Interpersonal Perspective

- Interpersonal influences
- Structuring communications
- Communication and virtual teams
- Active listening
- Interpersonal relationships
- Mentoring and coaching
- Conflict and conflict management
- Cultural conflicts
- Managing stakeholders and their expectations

Participants will learn how to:

- Deliver persuasive communications
- Adapt your communication style to the receiver's style for greater impact
- Work and dialogue more effectively in small groups
- Select the most appropriate medium and structure for high-impact communication
- Implement techniques and strategies to create high-impact communication
- Plan your communications and meetings for maximum results

Programme Outline

Communication in the workplace is the means by which business gets done. Many communications, however, often fall flat and do not achieve the desired results or impact — causing misunderstandings, misinterpreted expectations and results, and unnecessary conflict.

This course will teach techniques for creating high-impact, meaningful communication with co-workers, clients and stakeholders. Through practical exercises, group discussions and case studies, you will learn how to determine your own communication style, identify the communication styles of your audience and adapt your delivery accordingly. This course will provide hands-on practice in crafting persuasive messages, facilitating dialogue and making powerful

communications. It will address common communication fallacies and ways to identify where a miscommunication has occurred. The course will also address issues related to communication in a virtual and global environment.

You'll walk away from the course firmly grounded in key communication techniques and possessing the additional tools necessary to apply these techniques to your work environment. You'll also be able to implement standard communication planning processes to ensure that every communication is high-impact and well-structured.

Course Outline

Communication Intelligence

- ESI's communication model
- Communication factors
- Emotional awareness
- What's my communication style?
- Communication styles

Planning Messages

- Planning Messages
- ESI's Communication Model
- ESI's communication planning process
- Audience analysis
- Overcoming objections

Message Structure

- Content
- Audience
- Purpose Storytelling
- Visual aids
- Different learning styles
- Persuasive oral communication

Message Delivery

- Preparation
- Rehearsing
- Q&A sessions
- Feedback
- Persuasive presentation skills

Effective Meetings

- Business meetings
- Trust
- Empathy
- Active listening
- Question types
- Dialogue (vs. discussion)
- Meeting facilitation

Participants will learn how to:

- Think in the present to prepare for the future
- Discover business problems and opportunities proactively
- Determine the root cause of business problems and opportunities
- Apply different types of thinking for improved analysis and problem solving
- Generate innovative responses to business problems or opportunities
- Assess possible responses accurately to select an optimal response
- Design and execute appropriate action plans

Programme Outline

Opportunities and problems are encountered every day as a regular course of business. But considering them with thoughtful and outcome-oriented approaches is not an everyday occurrence. Too often the same problems rear their heads over and over, or the solution doesn't quite work, or opportunities are identified once it's too late to pursue them.

This course presents a structured approach for handling problems, opportunities and decisions that ultimately will help you save time, maximise expertise and more effectively select and implement potential solutions. The course addresses the five types of critical thinking needed in business environments: strategic thinking, tactical thinking, analytical thinking, innovative thinking and implicative thinking. It also teaches a proven five-step process for responding to business problems and opportunities.

Through exercises you'll practice using these different thinking approaches to achieve maximum results. You'll also have the opportunity to apply these concepts to a specific problem or opportunity from your own business environment, share newly learned approaches with classmates, and give and receive feedback on those approaches.

Course Outline

ESI's Critical Thinking Model

- Analytical thinking
- Strategic thinking
- Tactical thinking
- Innovative thinking
- Implicative thinking

Problem/Opportunity Identification and Analysis

- ESI's Problem/Opportunity Response Process
 - Identification and analysis
 - Environmental scan
 - Response exploration
 - Response selection
 - Response implementation
- Active vs. passive problem/opportunity identification
- "As is" vs. "To be"
- Tools and techniques for problem/opportunity identification
- Process flowcharting
- Root cause analysis

Environmental Scan

- What is an environmental scan?
 - Internal scan
 - External scan
 - Stakeholder scan
- Business architecture
- Your business processes/business rules

Response Exploration

- Tools and techniques for exploring new and unique responses
- Other innovative thinking approaches

Response Selection

- Filtering
- Clustering
- Voting
- Capability and value analysis
- Response prioritisation matrix
- Decision trees
- Implications analysis

Response Implementation

- Communicating the optimal response
- Gaining acceptance by stakeholders
- Managing expectations
- Saying "no" to high profile stakeholders
- Building an action plan
- Ensuring ownership and commitment

Participants will learn how to:

- Utilise ESI's Mindset Model to understand how finance and accounting influence management decisions
- Ask the right questions to successfully create, present, monitor and manage a budget
- Persuasively negotiate for financial resources
- Communicate financial information and results to stakeholders, executives, colleagues and project teams
- Correlate budget success with its presentation in financial reports
- Recognise the relationships between primary financial statement line items by calculating and examining relevant financial ratios

Programme Outline

In a global business environment, employees are increasingly tasked with responsibilities outside of their traditional job roles. Finance is the fastest growing area where senior managers are looking to department staff and leaders for insight, understanding and recommendations. Without understanding the fundamental links between budgets and finance, many struggle to show senior managers how their projects or departments contribute to the organisation's bottom line.

This course will help you understand the "macro" big picture and "micro" line item context and trends of finance—as well as the mechanics of developing budgets. It will give you the necessary tools to make sound financial decisions for your business unit. Whether your goal is to stay on budget, increase overall cost savings or meet specific profitability targets, real-world exercises will help you become familiar with standard financial documents, and use budget and estimating methods and

tools more effectively. Specifically, you'll review and discuss commonly used financial metrics to not only understand the numbers, but also to explore the not-so-obvious financial impacts of typical operating decisions and actions—from a project to organisational level.

After completing this course, you will know how to gather, compile and prioritise financial data to develop, execute and manage a budget. You will also be better able to communicate financial and budgetary information, have greater confidence in assessing finances, and participate more effectively in the business decision-making process.

Reminder: Participants who have taken *Financial Considerations for Business Decision Making* should not take *Budget and Financial Management*.

Course Outline

Strategic Focus and Drivers

- Identifying and examining strategy
- Business trends
- Mergers and acquisitions
- Aggressive asset management
- Outsourcing
- Legislative and regulatory scrutiny
- Balanced scorecard

Managing Stakeholder Expectations

- Identify and analyse stakeholders
- Getting buy-in

The Basics of Finance

- Financial basics
- Accounting
- Costs, profits and profitability
- Financial statements
- Balance sheets
- Income statements
- Cash flow statements

Budgeting Skills

- Budgeting basics
- Budget cycles
- Budgeting processes: planning, approving, managing and reporting
- Budget elements
- Gather and categorise
- Prioritise
- Develop initial estimates
- Compile and total estimates
- Perform tradeoffs
- Finalise initial budget for approval

Presenting a Budget for Approval

- Communicating budgets to decision makers
- Negotiating for resources

Managing and Reporting Budget and Financial Results

- Monitoring performance
- Variances
- Earned value technique
- Taking corrective action
- Budget reporting
- Closing out budgets
- Revenue recognition

Participants will learn how to:

- Improve the performance of others
- Delegate work successfully
- Provide focused feedback to improve future performance
- Work through difficult performance issues
- Apply a structured coaching and mentoring model to guide you through the coaching and mentoring processes
- Apply techniques for evaluating performance

Programme Outline

Do you find yourself with too little time — and with too few resources with the necessary knowledge and skill to do the work that needs to be done? Are resource or performance issues creating roadblocks to your own success, and to the success of others? Imagine the benefits you and your organisation would realise if you could apply proven techniques to achieve the results you want — whether you have formal authority or not.

Coaching and Mentoring for Improved Performance will teach you how to apply a powerful behavioural coaching and mentoring model and a set of integrated tools that will improve the quality, efficiency and effectiveness of your coaching with lasting results — whether with direct reports, peers or those in more senior positions. Through practical exercises, group discussions and case studies, you will determine what work can be assigned and to whom based on current performance levels and work load. You'll also learn how to delegate work with improved clarity and efficiency in order to establish a strong foundation for success.

As a participant, you will gain techniques for delegating work with the appropriate level of instruction and guiding others' progress on the work assigned, focusing on the most suitable type of help people need in order to be successful.

You'll learn how to evaluate results of the finished work and to provide focused feedback that helps sustain performance in the future.

During class, you will assess your own personal coaching style and learn how to leverage that style. You will learn how to more effectively deal with the typical and very challenging realities faced by coaches and managers in all types of organisations. And, you will also have opportunities to assess and discuss your own real-life coaching issues in a practical, highly engaging and thought-provoking environment. You will come away from this course with a structured approach for improving the performance of others — and, ultimately, a tool for raising the effectiveness for all those who work with you.

Course Outline**Why Coach?**

- Benefits of coaching
- Impact of coaching
- ESI Mindset Model
- Coaching Statement of Purpose
- Coaching and mentoring

Coaching and Mentoring Model

- Determining the appropriate style
- Coaching styles
 - Direct
 - Advise
 - Entrust
- Coaching actions
 - Delegate
 - Guide
 - Evaluate

Preparing to Coach

- Assessing personal coaching style
- Assessing learning styles
- Setting expectations
- Creating a plan

Coaching

- Applying appropriate approaches
- Delegating tasks
- Guiding performance
- Evaluating performance
- Providing feedback
- Handling performance problems effectively

Job and Career Coaching

- What's the difference?
- Job proficiency and job mastery
- Techniques to manage performance

Participants will learn how to:

- Become a change agent
- Leverage organisational change for positive outcomes
- Help others deal with change
- Create a business case for an organisational change
- Consider other perspectives that impact change initiatives
- Apply a framework to plan and lead organisational change

Programme Outline

Are you experiencing anxiety or uncertainty stemming from a merger, acquisition, outsourcing, plant or base closure, staffing change or some other organisation change? Too often, change initiatives fail because of poor planning, resistance to change, and lack of vision and communication. With constant change occurring in most organisations, a better understanding of how organisational changes come about, how they are planned, and the challenges inherent in the change process will facilitate smoother transitions and organisational effectiveness.

This extremely interactive course provides an overarching approach for making change happen in organisations and helps participants embrace a mindset that welcomes organisational change. This course addresses how to assess whether change is necessary, as well as what needs to be changed and how to build a business case for a change. Based on that, you will explore how to develop and articulate a compelling vision and strategy for change. The course will teach

you how to engage support for change from stakeholders, as well as how to develop a successful communication plan that is key to any successful change initiative. Particular emphasis is placed on the emotional reactions to change and how to help people support change.

During class, you will work through real-life change scenarios and have the opportunity to plan for change and understand the impact of change from multiple perspectives. You will gain a better understanding of how you personally handle change and use strategies and tips to help others cope with change. You will come away from the course able to apply the framework, tools and approaches for leveraging the inevitable change that occurs every day in today's business environment.

Course Outline

Change Defined

- ESI's Mindset Model
- Effects of change
- Resistance to change
- Core values inventory
- Framework for change

Being a Change Agent

- Assessing personal strengths
- Identifying personal barriers
- Being inspired by change

Need for Change

- "As is" and "to be" gap analysis
- Deciding what needs to change
- Developing a business case for change
- Prioritising changes

Organisational Readiness

- Engaging support
- Articulating a compelling vision
- Gaining sponsorship

- Assessing stakeholders
- Identifying key roles and responsibilities
- Process and plan a case for change

Planning for Change

- Creating the change team
- Communication plan
- Strategy for change
- Measures and milestones
- Articulating the case for change

Implementing Change

- Changing business process
- Coaching and supporting the transition
- Helping others transition
- Preparing an implementation plan
- Sustaining organisational change
- Implementing the case for change

Participants will learn how to:

- Use competitive and collaborative negotiation strategies with success
- Recover a stalled negotiation using breakthrough techniques
- Adjust your negotiating style to match the preferences of the other party
- Deactivate the impact emotions and focus on finding agreement
- Apply negotiation skills for efficient cost and schedule performance
- Plan strategies to effectively develop and manage collaborative relationships critical to your project

Programme Outline

Negotiation is an invaluable skill for any project manager. Not only do you negotiate agreements with vendors and contractors, but also you must effectively negotiate with stakeholders, customers, and team members throughout the life of a project. This three-day highly interactive experience covers the dynamics, processes, and techniques of internal and external negotiation situations faced by project managers.

Short on lecture and long on practice, this course provides participants the opportunity to experience one-on-one negotiation. Participants will learn how to analyse their own and the other party's negotiation style, diffuse conflict and turn it into an advantage, and negotiate more effectively.

Participants will also learn how to negotiate for efficient cost and schedule performance and achieve successful results on time.

Participants will receive coaching and feedback from the instructor and the other participants.

By the end of the course, participants will have explored the dynamics of both the competitive and collaborative models of negotiation as well as some of the implications of team negotiations. Participants will have not only new skills, but they will have had experience in using them in realistic situations. To ensure they maintain and build these new skills, the course includes use of a Professional Development Plan designed to assist participants in capturing key points of learning and integrating this new knowledge into their professional lives.

Course Outline

Negotiation in the Project Environment

- Stakeholder analysis
- Negotiating with key stakeholders
- Negotiation and the triple constraint
- Issues throughout the project life cycle

Natural Tendencies in Negotiation

- Negotiating from positions
- Transformation of goals
- Destroying trust
- Need to win
- Emotional reaction

Developing the Best Alternative to Negotiated Agreement (BATNA)

- Defining BATNA
- Determining the need to negotiate
- Strengthening the BATNA
- Using BATNA
- The other party's BATNA

The Two Major Schools of Negotiation: Competitive and Collaborative

Competitive Negotiation:

- Determining primary and secondary issues
- Establishing the maximum and minimum positions
- Defining the conflict range
- Assessing the negotiation range
- Influencing the other party

Understanding and Developing Your Negotiation Style

- Myers-Briggs Type Indicator® (MBTI) and communication style
- Personality preferences and style
- Temperament Theory and collaboration

Collaborative Negotiation:

Creating Win-Win by Exploring Differences

- Clarifying interests
- Developing options
- Establishing criteria

Negotiating Within the Team

- Identifying interests
- Defining the process
- Determining roles

Negotiating Between Teams

- Establishing an approach
- Monitoring the dialogue
- Clarifying all interests

Preparing to Negotiate Your Project

- Analysing your situation
- Predicting the other party's situation

Dealing with Conflict in Negotiation

- Insight from MBTI®
- Sequence of strengths as conflict escalates

Breakthrough Strategies to Get Past "No"

- Managing emotional content
- Reframing vs. reacting
- Building a golden bridge
- Educating vs. escalating

Maintaining and Building Your New Skills

- Personal Action Plan
- Other useful strategies for long-term gains

Participants will learn how to:

- Avoid the management “dead zone” lurking in every process redesign project
- Facilitate a paradigm shift within your organisation
- Set realistic “stretch targets” for the transition
- Evaluate the organisation culture’s readiness for change
- Maintain a constancy of purpose despite declining morale and hostile attitudes in some stakeholders
- Assess the effectiveness of current processes
- Reinvent effective processes for the future

Programme Outline

To survive in the twenty-first century, organisations must become lean, flexible, innovative, and customer-driven. To do this, most companies need to analyse and redesign core business processes. They must abandon old ideas about how organisations should be managed and rethink how to do things faster, better, cheaper—or whether to do them at all.

Business process analysis and design, also called business process innovation, can tremendously improve an organisation’s productivity, profitability, responsiveness, and customer satisfaction. In pacesetting organisations, fast, efficient processes have become a primary vehicle to leverage intellectual capital for competitive performance.

Participants will learn practical techniques for designing critical processes in corporations, government agencies, and non-profit organisations at this valuable course. They will get answers to fundamental questions about process innovation: what it is, what benefits it affords, and why it necessitates rethinking an organisation’s use of information technology and management control mechanisms.

Participants will leave the course prepared to begin business process analysis and redesign with realistic expectations and sound strategies that provide a foundation for success.

Course Outline

Defining Business Process Innovation

- A working definition
- A model for process invention
- A business process innovation roadmap
- Why organisations are stuck with worn and broken processes
- Six guidelines for success

Learning by Looking Backward: A Historical View

- The evolution of organisations, the revolution of productivity
- Deciding when to redesign a process
- Leaping the curve of process change
- Making the case for process innovation

Process Analysis and Redesign as a Business Strategy

- An enterprise model for change
- Analysing your current change strategy
- Process Measurements
- The economic value-added of process innovation
- Establishing and prioritising customer requirements
- Strategic Process Capability

The Process-Centered Organisation: Leadership and Change Acceleration

- The management “dead zone”
- The change acceleration model
- Process innovation and leadership styles
- Recruiting the process design team

Analysis and Evaluation of Current Systems and Processes

- Assessing organisational readiness
- Mapping the existing processes
- Measuring hidden and visible process costs
- Process Analysis Tools
- Assumption Busting

Functional Process Diagnosis

- Symptoms of process disease
- Cause-and-effect analysis
- Improve it, fix it, or obliterate it?
- Picking “low-hanging fruit”

Designing the Optimal Process

- The return on investment (ROI) of process redesign
- Breaking away from the old process
- Templates for process reinvention
- Process design tools
- Developing the desired process
- Linking the new process to the customer
- Analysing the risk of change and the consequences of doing nothing
- Anticipating barriers and identifying accelerators
- Highlighting communication tactics and the “rule of 50s”

Overcoming Resistance to Change: The Silver Bullet

- Making the benefits real
- Dealing with fear and anxiety
- Don’t wrestle the crocodiles, drain the swamp
- Common costly mistakes and how to avoid them
- Celebrate success

Participants will learn how to:

- Properly prepare yourself to deliver a dynamic presentation
- Develop a theme and map out the flow of your presentation
- Use group exercises in the most effective way possible
- Affectively use PowerPoint or other presentation software
- Deal with presentation anxiety in the best way possible
- Use the presentation style best suited for the situation
- Deal with any obstacle that may arise
- Properly handle the question-and-answer session

Programme Outline

Do you have to make presentations at pre-proposal conferences, industry days, in front of source selection advisory boards, to internal pre-negotiation review boards or at other gatherings? Are you responsible for the oral presentation of your firm's proposal in negotiations with the government or other gatherings in the course of your duties? If so, this course is for you! If you don't have these responsibilities yet, this course will help you move along your career path. Programme and technical personnel will benefit from this course as well.

How do you prepare yourself to deliver the most effective presentation possible? We'll take you through each of the steps necessary to make your most effective presentation. You will learn how to plan your presentation by determining the basics, introducing group exercises,

developing a theme for your presentation and determining the flow from beginning to end. You will learn essentials for delivering an effective presentation, including tips for dealing with presentation anxiety, choosing a style most appropriate for your presentation and dealing with the difficulties you may encounter during your presentation. You will also learn some techniques for handling the question-and-answer period in the best possible way.

This course is designed to provide you with the fundamentals necessary to deliver an effective presentation and have the most optimum outcome. Whether you are new to delivering presentations or have some basic experience but feel you need to improve your abilities, you will gain invaluable presentation skills.

Course Outline

Planning the Presentation:

The basics

- Who
- What
- Where
- When
- Introduction of the group exercise
- Theme development
- The opening
- The body of the presentation
 - Topical approach
 - Proper sequence
 - Basic theme
 - Smooth transitions
 - The closing

Delivering the Presentation:

Effective use of PowerPoint/presentation software

- Delivering your message
- Selling your presentation

The importance of practice

Tips for dealing with presentation anxiety

- Common ailment
- Manifestations
- Ways to manage/reduce anxiety

What's hot and what's not in presentations

Presentation styles

- Methods used to identify key points and decisions
- Top gripes of evaluators
- Top likes of evaluators

Four presentation styles

- Reading
- Memorising
- Impromptu
- Extemporaneous

Three Vs in your presentation

- Verbal
- Vocal
- Watch the nonverbals

Dealing with difficulties

- Common difficulties
- Logistical support problems
- Environmental distractions
- Argumentative audience members
- Having a plan of action
- Points for "grace under pressure"

Handling the question-and-answer session

- Preparing for questions
- Taking questions
- Answering questions



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