

2019 Learning & Development Course Catalogue Four (4) for In-house Presentation

4

Business Etiquette / Selling / Customer Service Skills

NEW

New In-House Class Size

You can now sponsor in-house classes with as few as **six (6) participants**. Please contact us at **+852 28381182** for details.

Announcing our brand new 1-day 'Design Thinking Fundamentals'

This workshop gives an overview to Design Thinking, a 5-stage design methodology that provides a solution-based approach to solving problems. Adopting this methodology can enable managers and professionals design human-centric products and programs for both internal and external applications. **Please download from our website.**

NEW

We have prepared five (5) course catalogues to showcase our 90+ short courses currently available for inhouse presentation. They are :

Catalogue 1 : Leadership and Managerial Skills

Catalogue 2 : Personal Effectiveness

Catalogue 3 : Presentation/Communication/Writing Skills

Catalogue 4 : Business Etiquette/Selling/Customer Service Skills

Catalogue 5 : Project Management / Technical / Specialty Skills

Please download from our website.

NEW

New Series of Mini-sessions on Business English for Clear, Courteous and Convincing Communication

In a Wall Street Journal survey, successful companies rated clear communication as the number one competency required of their employees. Clear communication is built on structure, content and language.

The series of mini sessions on Business English trains the participants at all levels to firm up their language base and to optimise desired results in communication.

Please contact us for a proposal and a quotation.

NEW

English Consultancy for Corporate Communication

We design, compile or edit corporate communication

- Guide on corporate presentations
- Handbook on telephone service
- Handbook on service writing

Please contact us for a proposal and a quotation.

Executive Coaching Service

We offer one-on-one executive coaching service for expatriate and local staff. **Please contact us for a proposal and a quotation.**

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Business Networking Skills 在商業世界中的人脈建立技巧

MEDIUM: English / Cantonese / Putonghua COURSE CODE: BNS

A saying in the public relations industry goes, 'It matters more with how many people know you than with how many people you know.'

People who know and appreciate you will promote you and your business, which is the ultimate public relation. **In the programme, the participants will develop skills to win others' trust and support** in the following ways:

- Shape the positive networking mindset
- Maximise the benefits of networking
- Be aware of personal influence
- Strengthen personal presence
- Drive the networking process
- Master communication skills
- Adapt skills to networking channels
- Nurture and maintain network

Target Audience

This course is open to all.

Methodology

- Lecture
- Discussion
- Self-evaluation questionnaire analysis
- Exercises
- Case studies
- Role-play

Course Outline

1. Decode the Power of Networking

The participants will *build* the focus of their learning:

- Engage in a group activity
- Relate to the networking process
- View networking as a service extension to create promoters of their business

2. Make the 'What Can I Do for You?' Attitude Work

The participants will *review* how to follow the number one principle in networking about giving:

- Analyse their responses in the pre-course networking and influence profile
- Build confidence in taking initiatives to offer their ideas/skill/help
- Express values associated with their or company input
- Understand the attributes of a successful networker

3. Take Four (4) Essential Networking Steps

Through *exercises and role-play* on company-related scenarios, the participants will practise:

- Prepare conversation topics to get involved
- Approach someone to break the ice
- Deepen the relationship on commonality
- Follow up to maintain and grow the relationship

4. Engage Others with Credibility and Interest

The participants will *practise* the art of a good conversationalist:

- Enrich information with the magic word 'because'
- Connect with someone with active listening by catching the key words of interest
- Ask open-ended questions
- Speak in a sincere and tactful tone
- Develop peripheral vision
- Exude energy in body language
- Pace, calibrate and match to create rapport with different personalities

5. Role Play on Customised Networking Scenarios

The participants will *role play* scenarios based on company-related activities to practise the networking steps and engagement techniques. Some scenarios may include:

- Informal ad-hoc conversations
- Meetings
- Events

6. Explore Channels to Build Social Intelligence

The participants will *define* the techniques to suit the channels to build their social intelligence:

- Associations
- Business friends
- Personal friends
- Internal company circle
- Social media

7. Integration - Personal Networking Plan

The participants will *integrate* the programme learning and to plan their continued effort to maximize networking.

Business Etiquette Workshop

商務禮儀入門

MEDIUM : Cantonese COURSE CODE : BEW

In the business world, people with good etiquette are rewarded for possessing professional and good etiquette skills. Good business etiquette is the recipe for advancing one's career. Etiquette is a set of unwritten rules that apply to social situations, professional workplaces and relationships. Mastering good business etiquette is a valuable skillset that will make one stand out from others, enhance one's chances of success and smoothen customer relationship that ultimately help boost business bottom-line. **This program can help participants act professionally and exercise proper manners to create a memorable impression for business success.**

After attending this program, participants will be able to :

1. Dress in an appropriate and respectful manner for different business occasions
2. Apply business etiquette to convey subtle message and professionalism during interactions with clients
3. Demonstrate effective self-introduction, introduction of others and small talk
4. Successfully navigate a business lunch to build rapport with clients
5. Apply the action items to enhance personal professionalism

Methodology Lecture, demonstration, discussion ad reflection, role plays, checklists and case sharing

Target Audience Frontline staff and client-facing executives who need to meet with external parties including customers and business partners

Course Outline

1. The definition of professional behavior and standards for appearance

- Appropriate behavior in workplace
- Dress code for different business occasions
- Business body language and voice

2. Communication Etiquette – Saying and Doing the “Right” Things

- A dynamic self-introduction
- Introducing others
- Listening skills
- Telephone etiquette
- Email etiquette

3. Social skills required for business and social occasions

- Networking events
- Business meetings
- Business meal meals

4. Dining etiquette

- From casual buffets to formal dinners
- The norms of Western and Chinese dining etiquette

5. Conflict resolution

- Apply etiquette in difficult situations
- Tips for trickiest business entertaining situations

Etiquette Training for Technical Professionals

技術專業人員的禮儀培訓

MEDIUM : Cantonese / Putonghua COURSE CODE : ETP

Technical people receive technical training, but, often, what they need most is people skills. Good business etiquette is a valuable skillset that will make one stand out from others in the technical profession and thus help enhance one's chances of success.

During this down-to-earth program, participants will learn the secrets of people communication. **This program can help participants act professionally and exercise proper manners in the workplace in relations to professionalism and business etiquette.**

After attending this program, participants will be able to :

1. Explain what office etiquette is and why it is important
2. Dress appropriately to project a positive professional image
3. Develop and maintain business relationship and demonstrate proper use of business cards and handshakes
4. Soften blunt communication
5. Apply the appropriate tone, words and body language in communication
6. Apply the action items to enhance personal professionalism

Methodology Lecture, demonstration, discussion ad reflection, role plays, checklists and case sharing

Target Audience Engineers, Scientists, Information Technology, Telecommunication and other technical professionals who want to improve business etiquette and office communication

Course Outline

1. Identify etiquette errors versus what should be done (“format hard disk”)

- Basic appropriate business behavior
- The elements of personal branding

2. Choose the right clothes (“package the program”)

- Business formal
- Business casual
- Smart casual
- Dos’ and Don’ts

3. Develop a professional image and build a network (“use cookies and establish favorites”)

- Handshakes
- Networking with internal and external clients and colleagues
- Business cards

4. Telephone etiquette (“avoid crossed wires”)

- Telephone manners
- Nitty-gritty rules for using smartphones

5. Essentials of email etiquette (“manage mail”)

- When to use email
- Proper email etiquette

6. Plan the messages (“upgrade the system”)

- Know your audience
- Craft the message
- Choose the words
- Apply appropriate tone
- Manage non-verbal signals

The role of personal branding and networking in establishing and enhancing your company's corporate message

In today's competitive business world, projecting a positive, professional image as a representative of your company is vital to your company's and your personal success. Before selling a product or your company, you have to sell yourself first.

By utilising *role-playing*, *feedback sessions and discussions*, the seminar will provide the knowledge and skills required to conduct oneself more confidently in business and social occasions, build deeper relationships that focus on giving and sharing and building a professional, corporate image.

After attending this workshop, participants will be able to:

1. Project their company's corporate branding through an understanding of the principles of successful personal imaging
2. Define the importance of their appearance
3. State how body language influences professional image
4. Build rapport, business leads and relationships with effective skills in networking and small talk
5. Socialise gracefully at cocktail and business lunch
6. Demonstrate good dining etiquette with ease
7. Apply principles promoted in this seminar to your work environment "consciously"
8. Speak a precise and credible language
9. Practise active and empathetic listening
10. Give and get feedback to drive continued improvement
11. Be aware of own and others' communication behaviours
12. Adapt communication styles
13. Select suitable communication channels
14. Apply effective communication face to face, on the phone and via writing

Methodology

We use a multi-sensory approach to learning, which includes: *Discussion*, *Role-play*, *Dining etiquette practice session* and *Coaching*

Our process of facilitation is:

- Transfer knowledge and the best practices
- Apply the knowledge and build the skills through an activity
- Debrief the learning

Course Outline

1. Project a Positive and Professional Image

A *discussion* will occur in which participants discover the link between their personal image and the role they represent at their company. We will *discuss*:

- The identity and corporate branding of the company
- Image and personal branding
- The link between the company, your role and yourself
- Discover the five (5) ways in which you communicate your personal brand

2. Introduction to Small Talk

Participants will play a *game*, "The Talking Marathon" to introduce participants to the art of small talk. *Debrief* will follow on areas that were easy and those that were difficult.

3. Social Skills and Networking

Through *role-play and discussion*, the following will be explored and demonstrated:

- Building rapport
- Appropriate topics and topics to avoid
- Approaching someone
- Handling interruptions
- Deepening the conversation
- Leaving a group
- Doing follow-up
- Dealing with the person who doesn't want to talk
- Common conversational mistakes

4. Role-play on Networking Scenarios

The participants will *role play* approach and introductions in different scenarios which may include:

- Cocktail receptions
- Business lunch
- Property viewing

5. Business Etiquette

Through *discussion and role-play*, the participants will gain tips on:

- Introduction
- Handshake
- Name card handling
- Body language
- Emotion management

6. Dining Etiquette

The participants will explore dining etiquette through the following activities:

- *Discussion* on the universal do's and don'ts
- *Demonstration* of Western and Chinese dining etiquette
- *Practice session*

7. Dressing to Influence

Discover tips on dressing successfully to project your company's corporate image and yourself with confidence and success.

Topics include:

- Business dressing do's & don'ts for men and women
- Fashion Personalities
- Colour co-ordination and accessories
- Grooming
- Special occasion dressing
- The Total Look
- Upfront feedback

Personal Branding and Professional Image 如何建立職場個人品牌與專業形象

MEDIUM : Cantonese / Putonghua COURSE CODE : PBPI

We all agree that the first impression is everything when starting a great conversation in business, but how can you gain trust from customers or interviewers within minutes of first interaction? Is it important for your frontline staff to project the brand identity of your company? By mastering the art of professional business image and personal branding, one can adapt dynamically to meeting the needs in different situations and allowing oneself to dress and groom effectively to project one's image with confidence and professionalism. **This program can help participants recognize image details that distinguish oneself from the competition.**

After attending this program, participants will be able to :

- Understand the importance of visual image
- Be aware of the benefits of creating one's professional image for career and the company
- Be able to build a positive first impression through both inner and outer elements
- Be able to dress and groom well for different business situations
- Make an impactful first impression in business interaction
- Manage body language and vocal expression to create positive impression
- Apply personal image power-up advice to enhance personal professional image

Methodology Lecture, demonstration, discussion and reflection, role plays, checklists and questionnaires

Target Audience Anyone who needs to meet with external parties, including customers and business partners or job seekers who need to attend job interviews

Course Outline

1. The important of visual image

- What is professional image
- Align personal image and corporate image
- Cases sharing

2. Dressing right, dressing smart in every business occasion

- Introduction of dressing code for different business occasion : Business formal, Business casual and Smart casual

3. Business grooming standards

- Grooming tips from head to toe
- Personal hygiene and use of fragrance

4. Contemporary business dressing guides

- Dress details of formal suits, business casual and smart casual - Color, Styles, Fabrics, Correct fit
- Mix and match guidelines
- Accessories for different occasions

5. Use of body language and voice during business interaction and win trust from others

- Master five(5) tips to empower non-verbal communication - Posture & gesture, Energy level, Smile, Eye contact, Nod

6. Personal image power-up advice

- Facilitator will give constructive feedback to participant on professional business image which include color analysis, hair style and dressing style

7. Shopping Tips

- Purchase the appropriate clothing based on different styles, with price range recommendation

Professional Image and Social Etiquette Essentials 塑造專業形象及商務禮儀工作坊

MEDIUM : Cantonese / Putonghua COURSE CODE : PISE

在商業社會裡，第一印象的重要性是不容置疑的。我們如何能在短短幾分鐘的交談中取得客戶的信任？懂得塑造專業形象和個人品牌化可以幫助你應付不同的社交場合需要，營造自己獨特，自信和專業的外觀打扮。

商務禮儀是一些不明文的規矩和守則，應用於不同的社交場合，專業場所和人事關係。掌握正確的商務禮儀和技巧能讓一個人於同儕當中脫穎而出，繼而可以增取更多的機遇，也能減少人事上的矛盾。

這個課程能幫助學員深入了解形象及商務禮儀的細節，專業地掌握技巧 and 運用正確的方式，給予別人一個深刻的印象，踏出事業成功的第一步，令自己在芸芸對手中脫穎而出。

教學目標

透過課堂學習、討論、模擬練習、個案分析和角色扮演等，讓參加者掌握塑造專業形技巧並掌握商務禮儀，增強自信心和影響力，踏上成功路。

- 明白外觀打扮的重要性
- 意識到專業形象對自身的事業和公司發展的幫助
- 由內而外建立一個良好的第一印象
- 懂得於不同的商務場合作出合適的穿著打扮，運用正確的身體語言和聲調來營造正面印象
- 應用形象提升建議去鞏固自身的專業形象
- 自信和有效地作出自我介紹，互相介紹和短談
- 有效和圓滿地安排商務餐會，與客人建立良好關係

教學對象

經常與外界，客戶和業務夥伴接觸或任何對本課程感興趣的人士

課程簡介

1. 視覺形象的重要性

- 什麼是專業形象
- 個人形象與企業形象的互相配合

2. 精明地選擇衣著打扮出席不同的商務場合

- 不同穿著的標準
- 商務正裝
- 商務休閒
- 時尚休閒

3. 商務儀容標準

- 整體儀容貼士
- 個人衛生及生活習慣的配合

4. 時下商務穿著指引

- 各種穿著要求的細節包括: 顏色, 風格, 面料及合身剪裁

5. 混搭方法指引及不同場合的配飾佩戴

- 因應個人特質來混搭自己合適的衣物

6. 個人形象提升建議

- 導師會對學員提供專業建議，包括色彩分析，髮型和穿著風格
- 用專業和莊重的方式和客戶和同事交流

7. 在商務交流中運用身體語言和正確聲調贏得別人的信任

- 操控好5種非語言溝通技巧
- 自信和有效地作出自我介紹，互相介紹和短談

8. 塑造專業形象及建立人際網路

- 從與客戶握手至交換名片和怎樣識別禮儀上的誤區和正確的做法

9. 有效和圓滿地安排商務餐會，與客人建立良好關係

- 正統的西方及中餐的餐桌禮儀及有關的注意時項

10. 購買建議

- 提供購買合適衣飾的推介店舖和品牌，為個人塑造專業形象

6-Star Customer Service Excellence 六星級的待客之道

MEDIUM : English / Cantonese / Putonghua COURSE CODE : 6CSE

In a competitive business world where the demand is after the supply, building customer trust and maintaining their loyalty are the professionals' top priorities. They need to communicate their ability, attitude and discipline to meet and exceed their customers' expectations. Customer support should be provided consistently throughout the service process. In this programme, the participants will develop their service skills as follows:

1. Building rapport with customers
2. Delivering service to meet customers' needs
3. Negotiating for business results
4. Turning problems into opportunities

Methodology

Lecture, Role-plays, Discussion, Video

Course Outline

1. The Service Process

The participants will compare an eight(8)-step sale process to the service process. They will define how to meet customer expectations on a two(2) levels: Basic and Extra

2. Building Rapport

The participants will understand the impact of verbal, vocal and visual elements in the following communication channels: Face to face, On the phone and In writing

3. Listening to Identify Needs

The participants will view a *video* and followed with a *discussion* to:

- Define active listening behaviours
- Learn questioning techniques to probe information

4. Presenting with Confidence

The participants will *practise* through *exercises and role-plays*:

- A customer-oriented language
- Empathetic vocal elements
- Enthusiastic body language

5. Negotiating for Win-Win Solutions

The participants will *role play* situations requiring them to overcome objections by:

- Staying focused
- Choosing negotiation methods

6. Service Recovery

The participants will learn how to resell service in the following situations:

- Handling complaints
- Dealing with difficult customers

7. Networking with Customers

The participants will *discuss* ways to maintain their rapport with others by networking with:

- Internal customers to pool resources
- External customers to expand business

Professional Telephone Skills 專業電話禮儀及接待技巧

MEDIUM : English / Cantonese / Putonghua COURSE CODE : PTS

The purpose of this course is to provide participants with the skills involved in communicating over the telephone, from identifying the caller's needs, to presenting information. Both **internal and external callers** has been taken into consideration in the design of course coverage.

At the completion of the course, participants will be able to:

- Get a message across with clarity and tact
- Enhance working relationship through effective communication techniques
- Handle calls with confidence, enthusiasm and friendliness
- Project a professional image through choice of words and tone control

Benefits to the organization:

- Better public image
- Greater customer satisfaction

Benefits to the individuals:

- Reduced stress
- Improved professionalism

Training Activities

Discussions, exercises, demonstrations, role-plays, games, mini-lectures

Course Outline

1. Introduction

Through a *demonstration and discussion*, participants will learn:

- Use of the telephone in modern day business environment
- Significance of the first few minutes in communication
- Attitude and mindset of the communicator
- *Self assessment*

2. Communication Skills

Communication is more than telling the other party a message. Through a *game*, participants will learn the various aspects involved in communication, which will lead to a *discussion and practices* on:

- Active listening
- Finding out what the other party wants
- Getting your point across
- Managing your tone
- Handling callers with strong accents

3. Receiving a Call

Participants will watch a *video clipping* here, then *discuss and practise* work-related examples on:

- What to say after picking up the telephone
- Handling inquiries
- Questioning techniques
- What to do when the line is not clear
- Taking a message for others
- Transferring a call

4. Outbound Calls

Participants will watch *another video clipping* here, then *discuss and practise* work-related examples on:

- What to say after the line is connected
- Presenting your message with clarity
- Leaving a message

5. Handling Calls Under Stress

Most people nowadays are working under intense pressure. Through *discussions and role plays*, participants will learn:

- Techniques to control your emotions
- How to remain assertive without being offensive

Serving Customers from the Heart

以「心」為本的專業服務技巧

MEDIUM : English / Cantonese / Putonghua COURSE CODE : SCH

Customers are the reasons businesses exist. Every manager must recognize this fundamental truth in business. While professionals focus their services to the customers on the technical side, managers often need to deal with the customers' concerns, complaints, and even emotions.

The purpose of this workshop is to provide participants with the skills and tools to communicate with customers and handle their concerns effectively and professionally.

Training Activities

Discussions, exercises, demonstrations, role-plays, games, mini-lectures

What participants will learn

- Appreciate the need to provide quality customer service
- Think positively and develop a win-win mindset
- Recognize the positive intention behind an expressed dissatisfaction
- Respond positively to customers complaints
- Apply effective communication skills to achieve positive outcome
- Handle complaints and enquiries tactfully and sensibly

Course Outline

Through *discussions, demonstrations, role-plays, mini-lectures, simulation exercises, and games*, participants will learn the following concepts and skills:

1. Introduction

Most people will agree that customers are important to an organization. What they often fail to grasp is the true value of a customer. Through *discussions and a self-assessment*, participants will learn the following:

- Who is a customer?
- The golden triangle
- Why do we need good customer services?
- Types of customers
- Moment of Truth
- Cost of losing a customer
- Elements of professional customer services

2. Communicating with customers

Good customer service begin with effective communication. Through *a game and discussions*, participants will learn:

- The key areas of focus in communicating with customers
- Identifying customer's needs and wants
- Reading customer's unexpressed messages
- Recommending appropriate solutions
- Responding to concerns
- Key steps in communicating with customers

3. Dealing with complaints

Handling complaints is simply part of customer service. How we handle a complaint, however, determines if a customer will remain your customer. Through *case studies, videos, and discussions*, participants will learn:

- Why do people complain?
- Complaint is a gift
- Finding win-win solutions
- Key steps to handle complaints

4. Dealing with difficult customers

No one welcomes a difficult customer. Yet behind the behaviour of a difficult customer, there lies the key to dealing with them effectively. Through *group exercises, case studies, and discussions*, participants will learn:

- The threatened intents
- Controlling yourself
- How to be assertive without being offensive?
- Dealing with some common types of difficult customers
- Why are some customers difficult?
- Dealing with emotional reactions

Dealing with Difficult People and Replying to Complaints

有效地應付刁難顧客和回應投訴

MEDIUM : English / Cantonese / Putonghua COURSE CODE : DDPRC

Dealing with difficult people and replying to their complaints can be stressful. However to be successful, enterprises should view such challenging situations as a means to turn crisis into opportunities by rebuilding trust as well as establishing more personal relationship with difficult individuals. This training workshop will develop the participants' skills to deal with difficult people and reply to their complaints with efficiency, fairness as well as courtesy.

Objectives

The workshop will focus on developing the following skills:

1. Form an objective mindset in complaints handling
2. Drive the process with focus
3. Speak an assertive language
4. Create impact with body language and vocal elements
5. Manage emotions
6. Analyse difficult behaviours
7. Adapt communication style to difficult people
8. Learn tools to transform conflict
9. Respond to complaints in writing
10. Practise a business-like yet reader-friendly style

Target Audience Staff with functions on complaints handling

Methodology *Lecture, Discussion, Case studies, Exercises, Questionnaire, Role-play, Game*

Course Outline

1. Creating the Workshop Context

- Get energised, Set objectives, Form development plan

Methods: Game, discussion

2. Viewing Conflict and Managing Emotions

- Align beliefs in conflict handling and behaviours
- Understand emotional intelligence
- Learn biological switching to remain calm

Methods: Questionnaire, case studies and discussions

3. Drive the Communication Process

- Understand needs and wants through empathetic listening
- Decide on commitment
- Set expectations
- Confirm audience understanding
- Follow up

Methods: Discussion, case studies, role-play

4. Adapt Communication to Difficult People

- Define difficult behaviours arising from different personality profiles
- Know how to influence people by building commonality
- Build rapport with a suitable communication style

Methods: Questionnaire, cases studies, role-play

5. Gain Trust with the 3Vs

- Verbal, Vocal, Visual

Methods: Discussion, exercises

6. Transform Conflict

- Learn methods, Select methods, Practise methods

Methods: Discussion, case studies, role-play

7. Managing Conflict via Writing

- Build rapport
- Focus the main point
- Reestablish trust
- Wrap up with action plan or understanding

Methods: Lecture, exercises, case studies

8. Efficient and Courteous Language

- Factual and tactful tone
- Clear and concise sentence structure
- Correct grammar

Methods: Lecture, exercises

Customer Service and Complaint Handling

客戶服務與投訴處理技巧

MEDIUM : English / Cantonese / Putonghua COURSE CODE : CSCH

Complain are the best gifts customers can give to an organization. While complaints are rarely pleasant, they often carry a positive intention. Unfortunately, many organizations and customer service personnel have adopted a negative attitude towards complaints, which in turn lead to unnecessary conflicts, angers and even sabotage. To be able to handle complaints professionally and tactfully not only helps to resolve the issue at hand, but also raises the public image of the organisation.

The purpose of this course is to build an awareness of providing extra service in complaint handling and equip the participants with communication skills to leverage on the positive intention and turn a complaint into a win-win solution.

Training Activities

Discussions, exercises, demonstrations, role-plays, games, mini-lectures

What participants will learn

- Recognize the value of complaints to an organization
- Describe the roles of frontline personnel and management in complaint handling
- Identify the causes behind a complaint
- Demonstrate empathy
- Identify various channels for members to launch their complaints
- Respond positively to customers complaints
- Handle complaints and enquiries tactfully and sensibly
- Collaborate with other departments to address a complaint
- Learn from a complaint to prevent future occurrence

Course Outline

1. The benefits of great customer service

Through a *debate exercise and group discussion*, the participants will recognize the benefits of complaints to a public organization. Topics covered in this section include:

- You and your organization
- Moment of Truth
- The benefits of great customer service
- The value of complaints to a public organization
- The benefits of dealing with complain effectively with tact

2. The fundamentals of great customer service

Through a *self-evaluation questionnaire and discussions*, the participants will learn how to turn a problem into an opportunity:

- Developing a positive attitude
- Developing rapport
- Active listening
- Do's and don'ts in customer service
- Demonstrating empathy
- Identifying positive intentions behind a complaint

3. Telephone manner

Through an *audio sound track, demonstration and role-play*, the participants will acquire the skills to provide good telephone services, including:

- Receiving inbound calls
- Handling inquires
- Making outbound calls

4. Template for Effective Complaint Handling

Through an *exercise and role-play*, the participants will learn:

- A 7-step process to handle a complaint
- Acknowledging the complaint and its positive intention
- Exploring options for win-win solutions
- Seeking agreement
- Formulating action plan
- Seeking a mutually agreeable ground
- Expressing appreciation and support

5. Managing Difficult Customers

Through a *mini-lecture and discussions*, participants will learn about the mindset of a difficult customer/people and how to deal with one. Included in the discussions are:

- What is a difficult customer?
- Understanding threatened intents and their resulting behaviours
- Dealing with difficult customers
- Why will people become difficult?

6. Learning from a Complaint

Through *discussions*, participants will discuss:

- What can a complaint teach us?
- How to collaborate with other departments to address a complaint to prevent future occurrence

Sales Presentation Skills

業務銷售簡報技巧

MEDIUM : English / Cantonese COURSE CODE : SPS

Objectives

1. Ensure you connect with the audience and create the right impression
2. Deliver stronger, more powerful presentations
3. Reduce your preparation time

Agenda

1. Opening Presentation
2. Connecting with the Audience
3. Delivery Skills Coaching: Eye Contact
4. Structuring the Presentation (2nd Presentation)
5. Delivery Skills Coaching: Voice
6. One-to-One Coaching
7. Final Presentation

Course Outline

1. Opening Presentation

- To warm up and see benchmark of the participants

2. Connecting with the Audience: the 6 steps to connect

- Defining your objectives
- Understanding the audience
- Developing the message
- Creating Visual Aids
- Rehearsing
- Presenting

3. Delivery Skill: Eye Contact

- Impact of Eye Contact
- Eye Contact to Connect
- The Dos and Don'ts

4. Structuring the Presentation: Presentation Structure

- Creative Opening
- Link
- Detail Agenda
- Powerful Ending

5. Delivery Skill: Voice

- Emphasis
- Pace
- Pause
- Volume

6. Creating Visual Aids: The Dos and Don'ts

7. Practicing

Psyche-Selling 銷售攻心術

MEDIUM : Cantonese / Putonghua COURSE CODE : PS

As you might have heard of them, the most common challenges faced by sales people in any country, and across nearly every industry, are as follow :

- Unable to generate enough high quality leads and prospects;
- Unable to get through gatekeepers to the key influencers and decision makers;
- Unable to communicate well to understand customers' hidden needs;
- Unable to manage the right relationships to win the sale;
- Unable to take full control and responsibility of the sales process;
- Unable to deal with customers' objections effectively and close the sale.

Having these concerns in mind, the "Psyche-Selling TM" programme is created as a result of 1-to-1 coaching with sales people from a variety of industries across 13 cities in Asia. This programme has been tried, modified, and re-tested to make sure that it delivers results for sales people, especially in the Asian context.

Program Objectives and Outcomes

By the end of the training programme, you shall be able to:

1. Be committed and motivated to achieve your sales goals;
2. Prospect and qualify for targeted customers;
3. Probe and gain customer insights by asking the right questions;
4. Follow through with the right buying influencers; and
5. Handle objections and other sales negotiations with ease.

Course Outline

1. Why Some Sales People Succeed While Others Fail

- What are some of the winning and losing ways in sales
- How to be committed and stay motivated to achieve goals and targets
- Exemplary behaviours and competencies of great sales people
- Using Word Pictures® to define what are some of the desired behaviours of good sales people in your organization

2. Prospecting and qualifying the right kinds of customers

- Understanding why customers buy and their mindsets
- What kinds of customers do we want to target
- At which level can we target
- Distinguishing between price vs. value
- *Brainstorming* on the ways to prospect for new customers

3. Communicating with Customers: Opening and ending your sales call

- How to state your meeting objectives that make customers interested in you
- How to communicate a concise benefit statement
- How to end your sales meetings

4. Sales communication: Gathering needs:

- Why do you need to ask questions
 - Asking questions that will make the customer want to answer
 - Active listening
 - Observing positive/ negative signals
- Exercise: Making a list of the questions to ask

5. Sales Communication Role Play: In-depth probing skills and exploring consequences

6. Negotiating to an optimal outcome

- How to handle price objections effectively
 - How to say "No" when you need to
 - Mitigating customers' concerns
- Role Play on objections handling

正如你可能瞭解的，無論在哪一個國家，包括幾乎所有行業在內，任何銷售人員所面臨的最普遍的挑戰如下：

- 無法約見高品質客戶；
- 不能接觸到決策人；
- 無法有效溝通以瞭解客戶隱藏的需求；
- 無法在銷售過程中妥善處理客戶人際關係；
- 無法全權對銷售流程負責；
- 無法逾越客戶方的壓力，不能簽單。

銷售攻心術就是針對對此類問題而開發的課程，它是一門建立在對亞洲13個城市各行各業銷售人員所進行的「一對一」輔導的實踐結果上。

本課程已經過多次嘗試、修訂和再實踐，以確保其對銷售人員的實用結果，尤其適用於亞洲商務環境。

課程目標和學員受益

在本課程結束後，學員將能夠：

1. 保持積極進取以實現銷售目標；
2. 探求並是自己符合目標客戶的預期；
3. 問「對」的問題以探求客戶需求；
4. 跟進決策影響者；以及
5. 以平和的心態應對異議和其它銷售談判。

課程簡介

1. 成功銷售與失敗銷售的區別

- 客戶購買與不購買的原因是什麼
- 在實現目標的過程中如何保持專注和保有活力
- 使用 Word Pictures® 來定義在你的公司中什麼才是優秀銷售人員應具備的行為

2. 如何篩選合適的客戶

- 客戶購買與不購買的原因是什麼
- 如何篩選合適客戶
- 如何管理你的銷售週期

3. 銷售溝通技巧：如何開頭與結尾

- 如何通過你提的會議目的已引起客戶對你的興趣
- 如何以簡易明瞭的方式陳述你所帶來的益處
- 如何確保高效的會議結尾

4. 銷售溝通：瞭解需求

- 如何提問以找尋客戶的需求
 - 如何深入探討客戶需求所造成的「痛」處
 - 積極的聆聽
 - 觀察積極 / 負面的回饋信號
- 練習：給問題列一張清單

5. 銷售以溝通演練：用提問來獲得深入的需求及探索客戶需求差距

6. 通過談判獲得最佳結果

- 如何有效地處理價格異議
 - 如何在需要的時候說「不」
 - 緩解客戶的顧慮
- 角色扮演：處理價格異議

Consultative Selling Skills

顧問式銷售技巧

MEDIUM : Cantonese / Putonghua COURSE CODE : CSS

By completing this curriculum, your sales people should be able to:

- Project an image of confidence and pride
- Sell their products and services rather than missing opportunities
- Hone in their ability to understand customer situation
- Matches the needs of the customers to the features and benefits that the products or services they are selling has to offer
- Presenting solution confidently and professionally
- Enhance their confidence to be able to negotiate
- Handle objections in professional manner

Target Audience All sales and sale-related staff

Methodology

The course will be implemented by a designated senior associate. All training modules have variations of the following:

1. *Ice breakers*
2. Input-concise concepts and theories, main focus is on practical demonstration of behaviours
3. *Team or individual activity* to reinforce input and increase ability to re-model behaviours
4. *Feedback from Team, Individuals & the Facilitator*
5. *Various "games/activities"* to enhance retention of the skills
6. The activities will either be *case studies* leading to *discussion and/or role-plays, or practical games* related to the sales skills and the process

Course Outline

1. Understanding the Dynamics of Selling

- Changing expectation
- Customers buying patterns

2. Finding your customers

- Identifying sources & potential customers
- Cold Calling
- Telephone approach/making appointment

3. Creating the initial 'WOW' Factor

- First point of contact - the Opening
- Initiating the conversation
- Helping the customers relax

4. Strengthening the Questioning Techniques (CASH)

- Two(2) Types of questions
- Four(4) models of questioning (CASH)
- Questioning with a purpose- the benefits

5. Understanding our Customers' Real Needs

- Identifying needs, opportunities and background informations to understand
- customers' circumstances
- Creating and Providing 'VALUE'
- Enhancing the 'URGENCY'

6. Recommending and Proposing the Solutions

- Presenting the differentiating product features and benefits

7. Resolving or Further Clarification

- Handling objections, stalling, put-offs and other negative attitudes of the customers
- and agreeing on beneficial solutions

8. Role-playing to practise the skills

Sales Coaching Workshop

專業銷售激勵訓練

MEDIUM : Cantonese / Putonghua COURSE CODE : SCW

Objectives

By completing this curriculum, your sales managers should be able to:

- overcome coaching fears and create receptivity to coaching
- building team support for coaching and skill improvement
- provide feedback in way that motivates and leads to a positive change
- help salespeople plan their objectives before a call
- observe salespeople and collect relevant information during the call
- use data after a call to determine what coaching is needed
- enhance the ability of sellers to better understand their customers

Methodology

All training modules have variations of the following:

- *Ice breakers*
- Input-concise concepts and theories, main focus is on practical demonstration of behaviours
- Team or individual activity to reinforce input and increase ability to re-model behaviours
- *Feedback from Team, Individuals & the Facilitator*
- Various "*games/activities*" to enhance retention of the skills
- The activities will either be *case studies* leading to *discussion and/or role-plays, or practical games* related to the sales skills and the process

Target Audience

All sales managers or executives that are aiming to develop the skills of their sales forces

Course Outline

1. Why Coach?

- Reinforcing skills
- Building a common language
- Demonstrating management commitment

2. What is Coaching?

- Skills Coaching
- Strategy Coaching
- Modeling
- Training

3. Barriers to Coaching

- Competing pressure
- Lack of reinforcement
- Inadequate models
- Fear of coaching

4. How to Coach?

- The Plan-Do-Review Coaching Cycle
- Know what to look for
- Observe the sales performance accurately
- Help make change happen
- The Call Plan Model

5. When to Coach?

- Types of calls that may not be suitable for coaching
- Types of calls that are suitable for coaching
- Selling or Coaching? (three key questions for deciding whether to sell)

6. Who to Coach?

- Four (4) types of salespeople
- Where to spend leadership time

7. Role-playing to Practise the Skills

The Art of Sales Coaching 銷售輔導技巧

MEDIUM : English / Putonghua COURSE CODE : ASC

Being an outstanding sales person and managing a sales team requires different sets of skills and attitudes altogether. Yet, many sales managers are not equipped with right tools to get better results from an otherwise talented sales team.

Hence, even when the Sales Manager puts in a lot of effort, the sales team's results can still be dismal. While being a sales manager will require some level of leadership and management skills, the leadership and management skills needed by sales managers will be drastically different from other managers.

As a Sales Manager, you are responsible to get your team produce top notch sales results for you, and you will almost be totally appraised by the performance of your team.

In fact, based on a 14-year worldwide research:

- Less than 15% of superstar/ top salespeople succeed in managing others
- Only 19% of effective new business developers are effective at maintaining long-term customers
- Less than 15% of key account managers are comfortable developing new businesses
- Nearly 65% of salespeople who fail could have succeeded in the right type of sales position for their skills
- 60% of sales position failures are related to individuals with the wrong skills for the position

Hence, using insights in what probably is the earliest leadership guidebook known in history, *'The Art of War'* by Sun Tzu, we can learn from time-tested observations of ancient battlefields and apply them in today's business battles.

Methodology

This programme consists of a lively series of short *participative lectures* conveyed using plain uncomplicated explanations. Learning will be facilitated through *role-plays, case studies and Sun Tzu's wisdom*. Ample seminar materials will be given to participants so that these will be a constant source of reference to them. Ample time will be allotted for *group discussion*.

Target Participants

This course is designed especially for Sales and General Managers who are keen to achieve better effectiveness in leading, motivating and managing a sales team.

成為一名優秀的銷售人員和管理一個優秀的銷售團隊所需是不同的技巧和態度，可許多銷售經理卻往往缺乏合適的技巧和工具來帶領一支優秀的團隊取得更好的業績。

相信您已經發現目前有很多行銷、銷售經理花了很多時間及精力投入工作，但他們所帶領的行銷團隊卻不是很理想。銷售經理這一崗位與其他領導崗位一樣需要一定水準的領導及管理技巧，然而這些技巧卻與其他領導崗位所需的大大不同。

身為行銷經理，您就必須為您的行銷團隊的業績負責。

事實上，一項在全球範圍進行了 14 年之久的調查研究顯示：

- 一流銷售人員中，不到 15% 可以勝任管理者的職責
- 高效業務拓展人員中，只有 19% 在維護長期客戶方面同樣有效
- 大客戶經理中，不到 15% 能夠游刃有余發展新的客戶
- 失敗的銷售人員中，將近 65% 在適合的銷售崗位上運用自身能力本可以獲得成功
- 失敗的銷售案例中，60% 是由銷售人員所具備的技能不合適該職位所造成的

《孫子兵法》作為歷史上最古老的領導力指南，是經過了無數古代戰爭檢驗的智慧結晶。而我們則可以從古人的智慧中汲取經驗，靈活的運用到現代商業戰中。

培訓過程

課程以實際行銷經歷為根據，通過輕鬆、實際、有效的研討方式，利用角色扮演、案例分析和孫子的智慧，讓您能夠把所學到的知識立刻運用在工作上。課程結束後，我們會將豐富的教學資源給到每一名學員，使其在學員今後的工作中不斷發揮作用。另外，課程中也會有充足的小組討論時間。

培訓對象

銷售經理、業務主管、客戶服務主管、資深銷售人員以及想成為卓越銷售團隊領袖的人士等等。

Course Outline

1. The Job of a Sales Leader

- Directs and controls others in a business unit
- Practical intelligence
- Analytic ability
- Training/ coaching in a structured setting
- Makes joint calls
- Makes formal presentations
- Takes initiative in a business unit
- Profit consciousness in a management role
- Focused on quantitative results

2. The Sun Tzu 5 Characteristics of a Leader/ General

- Intelligence: What is Intelligence vs. Wisdom
- Trust: How to Gain Trust and Respect from your team members
- Compassion: Unleashing the fullest potential of your team members
- Courage: The courage to make tough decisions
- Discipline: Practise, practise, practise
- *Case study and discussion*

3. Analysing the sales person's performance

- Understanding the strengths and weaknesses of each sales person based on their sales pipeline data
- Effective account and pipeline management
- Differentiating who are the hunters and who are the farmers
- Optimising the strengths of your sales team
- *Case study and discussion*

4. When to give instructions, and when to coach

- Differences between tasks and responsibilities at work
- Evaluative vs. Development Feedback
- GROW Coaching Model
- Setting CLEAR goals for sales people

5. How to Make Your Team Trust You

- *Trust-building game*
- Two(2) kinds of trust
- Why being honest and truthful is NOT enough to win the trust of your team
- Five(5) steps to build trust with your sales team

6. Coaching Your Team using the Seven Dimensional Thinking (I)

- Establish a common objective or goal
- Present the facts
- Look for the strengths
- Address mutual concerns
- Seek innovative, win-win solutions
- Understand each other's feelings
- Mapping the next steps

7. Coaching Your Team using the Seven Dimensional Thinking (II)

- Arrange the class into groups of 3 persons per group, 2 persons to *role play* and 1 person to be the *coach*
- There will be three (3) rounds of *role play* in using the Seven Dimensional Thinking in the role plays, with each team member playing different roles in each round
- Selected teams will be asked to *demonstrate* for all to see
- *Debriefing* will be given on how the coaching can lead to changes in sales behaviours that lead to better results

8. Dealing with sales people with bad attitude

- How to hold people accountable for bad attitudes with six rules that force them into compliance
- How to put attitude evaluations into your performance appraisal and disciplinary processes
- Help staff with bad attitude understand that their attitude is really a problem and maintain total control of the conversation without letting it get off tracks
- *Case studies and Role plays*

課程簡介

1. 銷售經理的職責

- 指揮並支配他人
- 學以致用的能力
- 分析能力
- 系統地培訓下屬
- 一起拜訪客戶
- 做正式的展示
- 主動性強
- 從管理的角度始終具有盈利意識
- 注重量化的結果

2. 領導者、將者的五大特徵

- 智：智慧與智商的區別
- 信：如何樹立威信
- 仁：讓每一個下屬發揮他的潛能
- 勇：大勇與小勇的區別
- 嚴：嚴己寬人
- *案例討論*

3. 分析銷售人員的績效

- 通過銷售管道資料分析銷售人員的優劣勢
- 有效的客戶和管道資料管理
- 區分「獵人」和「農夫」
- 將銷售團隊優勢最大化
- *案例討論*

4. 什麼時候該指導，什麼時候該輔導

- 差事 和 職責 工作的區別
- 考核性 及 輔導性 的回饋
- GROW 輔導模式
- 給銷售隊員設置 CLEAR 目標

5. 如何讓你的團隊信任你

- 「信任建設」遊戲
- 兩種信任
- 為何誠實、真實不足以贏得你的團隊的信任
- 與銷售團隊建立信任的 5 個步驟

6. 運用「七維度思維」指導你的團隊（一）

- 設定一個共同的目標
- 用事實說話
- 評估強項
- 解決共同的問題
- 尋找創新、雙贏的解決方案
- 相互理解
- 規劃下一步

7. 運用「七維度思維」指導你的團隊（二）

- 將學員分為三人一組，其中 2 人進行角色扮演，另一人則進行輔導
- 運用七維度思維進行3輪角色扮演，每組中學員在每一輪中扮演不同角色
- *小組展示*
- 講解如何利用輔導來改變銷售行為，從而提高業績

8. 如何應對態度欠佳的高績效銷售人員

- 如何運用六大法則使其認識到自身態度的問題並改進
- 如何將態度分析結合進績效審查和獎懲機制中
- 態度欠佳的員工認識到問題的嚴重性
- *案例研究和角色扮演*

The Art of Sales Negotiations 銷售戰略談判

MEDIUM : English / Putonghua COURSE CODE : ASN

As you might have heard of them, the most common challenges faced when negotiating anywhere, are as follow:

- Unable to sufficiently prepare for negotiations
- Unable to establish any common understanding with the other party
- Unable to communicate effectively between the 2 parties
- Unable to structure deals that are perceived as win-win to both parties
- Unable to get your adversaries to abide by their agreements

Having these concerns in mind, "The Art of Sales Negotiations" programme is created as a result of 1-to-1 coaching with sales people from a variety of industries across 19 cities in Asia, based on the tried-and-proven techniques that has been applied to many business situations worldwide.

This programme has been tried, modified, and re-tested to make sure that it delivers results for sales people, including those in the Chinese context.

Objectives and Benefits

By the end of the training programme, you shall be able to:

- Plan and prepare your negotiations for optimal outcomes;
- Know your negotiating style and how to adapt it to your adversaries' and
- Get your adversaries to abide by their agreements

Methodology

This workshop consists of a lively series of short *participative lectures* conveyed using plain uncomplicated explanations. Learning will be facilitated through *exercises and case studies*. Ample seminar materials will be given to participants so that these will be a constant source of reference to them. Ample time will be allotted for group discussion.

Target Participants

This workshop is for sales and other people who face unique negotiation challenges in China or Asia, and are looking for practical ways to achieve better negotiating outcomes.

正如你可能了解的，無論在任何一個國家，幾乎包括所有行業在內，商務談判所面臨的最普遍的挑戰如下：

- 無法做好、做足談判的準備工作
- 無法與對方取得共識
- 雙方無法有效溝通
- 無法獲得雙贏的談判結果
- 無法讓對手遵守談判承諾

「戰略談判」就是針對對此類問題而開發的課程，它是一門建立在對亞洲19個城市各行各業銷售人員所進行的“一對一”輔導的實踐結果上。

本課程已經過多次嘗試、修訂和再實踐，以確保其對銷售人員的實用結果，包括應用於中國商務環境。

課程目標和學員收益

在本課程結束後，學員將能夠：

1. 做足準備已獲得最優談判結果
2. 了解自身的談判風格，並能夠迎合對手的風格做調整;以及
3. 讓對手遵守談判承諾

培訓過程

本課程包含一系列生動翔實的參與性講解，說明和解釋通俗易懂，練習和案例貫穿始終，學員還會獲得大量的講座材料，作為日後的常用參考資料。講座還將為小組討論作出合理的時間安排。本課程讓您能夠把所學到的知識立刻運用在工作上。

培訓對象

對自己此前所參加的所有談判培訓均感到不盡如人意、期望獲得具有實效、切實可行結果的經理及員工。

Course Outline

1. Sharing of experiences:

- What was one successful and one unsuccessful negotiation that you had experienced before?
- Describe an upcoming negotiation that you feel will be a tough negotiation

2. Common negotiation mistakes sales people make

- Not understanding your negotiation adversaries enough
- Having unclear negotiation targets and bottom lines
- Conceding way too much too quickly
- Unable to identify the negotiation the other party's real interest
- Unable to leverage or increase your bargaining power

3. Planning your negotiations:

- "Know when to fight, and when not to fight" -- Sun Tzu
- Setting your negotiation outcomes
- Setting your BATNA (Best Alternative to a Negotiated Outcome)
- Understanding the other party's BATNA and possible interests
- Identify and leveraging possible sources of bargaining power

4. Knowing yourself and your adversary

- Understanding the cultural and business background of the other parties
- How do you build trust in negotiations?
- *Role plays and discussion*

5. Negotiating with adversaries with different negotiation styles

- Understanding your own negotiation styles
- Reading your adversary's negotiation style
- Adapting your negotiation to your adversary's
- *Role plays*

6. Understanding Your Negotiation Process

- One-off negotiation
- Multi-stage negotiation
- Multi-party negotiation

7. Executing the multi-stage, multi-party negotiation

- Determining the probable stages in each negotiation
- Determining the objectives or milestones to achieve at each stage
- *Case study and discussion*

8. Finding out the other parties' needs and concerns

- Asking questions to get information
- Asking questions without making your adversary feeling uneasy
- Other sources of gathering information
- *Case Studies and Role Plays*

9. Presenting your case

- Presenting your case to your adversary's needs and concerns
- Getting your adversary's buy-in at each key point
- *Role-Plays*

10. Negotiating as a Team

- Using the Belbin Team Roles to map out what roles are required for your negotiation
- Define the roles of each team member for the negotiation
- *Role plays with multi-party negotiation*

11. How to gain commitment after an agreement is reached

- Structuring your deal such that your adversary will want to honour their agreement
- Structure ways to enforce the terms of agreement, or "punish" non-compliance
- *Case studies*

課程簡介

1. 經驗分享

- 您過去有哪些成功及不成功的談判經歷?
- 描述一個近期將進行的難度較高的談判

2. 常見的談判通病

- 不足夠了解談判對手
- 對談判目標及底線定義模糊
- 讓利太快
- 無法認清對方的真實意圖或想法
- 無法合理利用或增強你的談判籌碼

3. 計劃你的談判

- “知可戰與不可戰者勝”——孫子
- 設定你的談判結果
- 設定你的BATNA (在沒有獲得談判結果的最佳選擇)
- 了解對方的BATNA及談判意圖
- 擬定及運用你的談判籌碼

4. 知己知彼

- 了解對方的文化及商務背景
- 如何與對方建立互信?
- *演練及探討*

5. 如何與不同溝通方式的對手有效溝通

- 了解你個人的溝通技巧
- 解讀你的對手的溝通技巧
- 如何調整你的溝通方式以迎合你的對手的溝通方式
- *演練*

6. 了解你的談判流程

- 一次性的談判
- 階段性的談判
- 多方談判

7. 實施多階段、多方的談判

- 擬定整個談判的各個階段
- 擬定每個談判階段的目標以及里程碑
- *案例探討*

8. 了解你的對方的需求與顧慮

- 以提問的方式獲取信息
- 不讓對手感到不適的提問方式
- 其他蒐集信息的方式
- *案例及演練*

9. 提出你的要求

- 迎合對手的需求及顧慮來提出你的要求
- 在每個重點獲得對手的認同
- *演練*

10. 團隊式談判

- 使用貝爾賓團隊角色模式
- 指定每個隊員所扮演的角色
- *多方式談判案例與演練*

11. 如何保證談判結果的持久性

- 讓對方看到遵守諾言的憧憬
- 如何設定相關的“懲罰”措施
- *案例*

Key Account Management

大客戶管理技巧

MEDIUM : Cantonese / Putonghua COURSE CODE : KAM

In the new economy, it is inevitable to face tougher competition due to the fact that more and more companies employ technology as a mean to build their cutting edge. In order to excel in such business environment, the effective use of companies' resources in managing clients' expectation become a critical issue. Based on Pareto Principle, providing outstanding services to retain key accounts is vital. Turning this customer asset into value can be highly beneficial for a corporation.

The objective of this workshop is to provide the necessary understanding and skills to manage their key accounts effectively.

Objectives

Upon completion of this workshop, participants are able to:

- Understand the role and responsibilities of a Major Account-based Manager
- Identify the steps in leading to successful Major Account management
- Develop and Analyze Customer's business issues
- Create dynamic business solutions
- Extend opportunities for growth within the account
- Enhance Account Management Strategies
- Analyze the key Customers to identify their primary source of competitive advantage

Course Outline

1. Introduction to Strategic Major Account Management

- The role and responsibilities of strategic major account managers
- Managing the planning dilemma
- Identify the level of trust and commitment

2. The Account Planning Process

- Gathering information from key accounts
- Critical questions about key accounts
- Account history checklist

3. Analyze the situation of your key account

- Use of SWOT analysis
- Analyze the politics within the key account
- The Competitive Matrix

4. Expanding Business

- Analyze opportunity for business expansion
- Set account vision
- Assessing opportunities for the account

5. Develop objectives and strategies for the key account

- Brainstorming opportunities
- SMART principles in setting business improvement objectives
- Account planning

Influencing and Negotiating for Win-win

達致雙贏的影響力及談判策略

MEDIUM : English / Cantonese / Putonghua COURSE CODE : INWW

Companies often need to negotiate in order to get the best terms when they purchase materials or sell products. People at work also need to negotiate with one another over shared resources, departmental interests, or ways to do things.

The purpose of this course is to provide the knowledge, skills and techniques to influence and negotiate with others in work situations.

Methodology Discussions, mini-lecture, games, simulated exercises, case studies, role play

What participants will learn

At the completion of the course, participants will be able to:

- Select a proper strategy to negotiate given a position and situation
- Prepare for a negotiation
- Apply the principles of influence into negotiation
- Negotiate persuasively to create value and develop long term relationships
- Reach agreement with others

Course Outline

1. Understanding influencing and negotiation

We all need to influence and negotiate with others at work from time to time, be it with our colleagues, vendors or customers. This module introduces some fundamental concepts relating to influencing and negotiating with others to generate win-win solutions that can make both parties happy.

Through an *ice-breaking game and discussion*, participants will learn:

- The nature and basis of influence and negotiation
 - Common pitfalls and mistakes
 - Why good negotiation is a type of problem solving
 - Developing a win-win mentality
- The session will end with an *assessment* of the negotiation styles participants typically use.

2. Preparing yourself

Many negotiations ended with sub-optimal solutions because of the lack of preparation. This module focuses on what and how to prepare for a negotiation session.

Through a *case study*, participants will learn:

- How to develop a "magnetic personality"
- Knowing what you want and why
- Identifying what is negotiable and what is not
- Stakeholder analysis
- Understanding your counterpart

3. Psychology of Influence

Be able to influence the negotiation counterpart is an important skill for any negotiator. This module focuses on the psychology behind influence and how to apply it in negotiations. Through *case studies and discussions*, participants will learn:

- How to enhance one's ability to influence
- The need for "why"
- Speed of trust
- Principle of reciprocity
- Perception of fairness
- Using good news and bad news

4. Interacting: Collaborative problem solving

Negotiation is basically resolving a common problem together with your counterpart. This module focuses on how to resolve problems collaboratively with others to generate win-win solutions.

Through *discussions, role plays and exercises*, participants will learn:

- How to present yourself as an ally, not an opponent
- How to propose solutions for the benefit of both sides' interest
- The STAR model
- Exploring your alternatives
- How to express your concerns as a mutual problem
- How to address concerns positively and constructively
- What to do after reaching an agreement

Negotiation Workshop for Merchandisers : Ensuring the best deal every time 推銷談判策略工作坊

MEDIUM : English / Cantonese / Putonghua **COURSE CODE :** NSW-M

Merchandisers often need to negotiate with suppliers in order to get the best terms for the buyers they represent. At times they may also need to negotiate with buyers to facilitate a deal. Well-conducted negotiations can create the best value for all parties concerned. Nevertheless, people often fail to negotiate properly because of lack of confidence, preparation, or effective negotiation skills.

The purpose of this course is to provide the knowledge, skills and techniques for merchandisers. The course will examine an effective strategy in price negotiation, as well as the process and techniques involved in persuasive communication.

Audience Merchandising professionals

Methodology *Discussions, mini-lecture, games, simulated exercises, case studies, role play*

What participants will learn

At the completion of the course, participants will be able to:

1. Select a proper negotiation strategy
2. Prepare for a negotiation
3. Present an offer
4. Respond to objections

Course Outline

1. Understanding Negotiation

The course will begin with a *game and discussion* that illustrates the following concepts:

- Why negotiation is never just about price
- The negotiable zone
- The negotiation cycle
- Some tips from master negotiators

2. Preparing for a negotiation

Through a *case study, discussions and exercises*, participants will learn:

- Finding out your client's needs and wants
- Put yourself into the client's shoes and think like them
- Understanding your value drivers
- Preparing what to share and what not to share
- Identifying your best and walkaway positions
- Preparing your Gold, Silver and Bronze offers
- Preparing to answer those questions that are bound to be asked

3. Interacting with your client

Through a *simulated exercise, discussions and role-plays*, participants will learn:

- Presenting yourself as an ally instead of an opponent
- Building up your confidence level
- Presenting your offer with confidence
- The STAR approach to respond to an objection or counter-offer
- Exploring alternatives with your client
- Reaching an agreement

4. Simulated exercise with feedback

Win-Win Negotiation Skills 雙贏談判技巧

MEDIUM : Cantonese / Putonghua **COURSE CODE :** WINWIN

Negotiation skills are vital and the key success factors to all kinds of businesses nowadays. **This training program will help you understand your own and others' negotiation styles, and apply practical techniques. This will enable you to produce win-win result in various negotiation situations.** By taking part in actual *business cases analysis and role plays*, participants can experience the negotiation process from a different angle and enhance their personal set of skills.

Methodology

All training modules have variations of the following:

- *Ice breakers*
- Input-concise concepts and theories, main focus is on practical demonstration of behaviors
- *Team or individual activity* to reinforce input and increase ability to re-model behaviors
- *Feedback* from Team, Individuals & the Facilitator
- Various *games/activities* to enhance retention of the skills
- The *activities* will either be *case studies leading to discussion* and/or *role-plays, or practical games* related to the sales skills and the process

Target Audience

Suitable for those who want to enhance negotiation skills in order to achieve excellent performance in career path

Course Outline

1. Key factors in negotiation process
2. Applying various tactics and techniques to suit circumstances
3. Defining negotiation issues and alternatives
4. Listening and asking quality questions
5. Making and getting meaningful compromises
6. Breaking negotiation deadlocks
7. Understanding causes of conflicts
8. Strategies and process for resolving conflicts

Executive Coaching 企業教練服務

Sample 1: Leadership Coaching

MEDIUM: English / Cantonese / Putonghua

The Leadership Coaching programme adopts the Harrison Assessment concept of balancing one's dynamic and gentle traits to exert the highest influence. The coach will aim to optimize team leaders' behavioural competencies to drive, develop and motivate team members to deliver desirable and sustainable results. The coachee will sharpen and deepen their leadership skills consistently involving any communication. The objective of leadership coaching is to induce behavioural change such that leaders will accelerate their task and people management skills.

Methodology

The format for coaching sessions will be designed to meet different specific goals. The progress will be tracked periodically, for example, by email on a monthly basis. In between coaching sessions, coachee can telephone the coach for specific assistance.

The programme follows a three-step process:

- *Self-awareness building*
- *Awareness of team members' profile*
- *Coaching activities*

The exact number of sessions required depends on the coachee's current and expected levels of performance.

Related experience

Our executive coaches have years of positive experience coaching and teaching relevant courses. Most coaching assignments require knowledge and skills in both areas.

Sample 2: Presentation Skills Coaching

MEDIUM: English / Cantonese / Putonghua

Coachee will sharpen and deepen their presentation skills consistently in his/her communication. The development focus is as follows:

- Strengthen good practices through accumulated learning, reflections and feedback
- Be audience-centric – learn to suit the audience needs and style
- Plan with a purpose and headline – apply our exclusive Diamond Plan
- Select content – vary illustration methods to match topic and audience style
- Organise content – use a step-by-step template
- Simplify content and language
- Show professional presence in body language
- Engage audience with vocal impact
- Be credible in Q and A
- Be motivated to master the 'How' in continued learning

Methodology

A. Pre-Workshop Activities

i. Coachee's Input Collection

- Coachee will complete a *questionnaire*:
- To build his/her awareness of learning needs based on a *checklist* of workshop topics
 - To rate his/her current competence level
 - To target his/her desired competence level

ii. Participant's Preparation

- The coach will assign topics for the coachee's *presentation role-play*
- The coachee will prepare the content before each session

B. Workshop Activities for 3 sessions

- *Video*
- *Exercise*
- *Role-play*
- Tips on presentation models and style
- *Feedback* based on a presentation checklist

New Series of Mini-sessions on Business English for Clear, Courteous and Convincing Communication

提升商業英語溝通技巧

— 清晰、有禮、令人信服的溝通藝術

MEDIUM: English / Cantonese / Putonghua

In a Wall Street Journal survey, successful companies rated clear communication as the number one competency required of their employees. Clear communication is built on structure, content and language.

The series of mini sessions on Business English trains the participants at all levels to firm up their language base and to optimise desired results in communication. The takeaways include:

1. Speaking

- Precise yet tactful wording
- Exclusive audience-focused structure
- Practical application in presentation, conversations and instructions

2. Writing

- Correct, concise and courteous language
- Reader-friendly and updated models
- Practical application in email, proposals and reports

3. Reading

- Key ideas focus
- Thoughts association
- Content summary

4. Listening

- Attention process
- Questioning techniques
- Response methods

Target Audience

Basic, intermediate to advanced levels are offered to suit the needs of junior to senior staff who would like to develop or drill their English proficiency.

Group training or individual coaching are offered.

Duration and Methods

Four to eight sessions with the following activities:

- *Models for practice and application*
- *Exercise*
- *Role-play designed based on company's scenarios*
- *Feedback based on competency checklist*

English Consultancy for Corporate Communication 英語顧問服務 — 企業溝通技巧

MEDIUM: English / Cantonese / Putonghua

We design, compile or edit corporate communication

- Guide on corporate presentations
- Handbook on telephone service
- Handbook on service writing

Please contact us for a proposal and a quotation.

Please contact us for a proposal and a quotation

CATALOGUE 1

Leadership and Managerial Skills

Managerial Skills and Leadership

- Leadership Skills Workshop 領導力訓練工作坊
- Influential Leadership Workshop 成為激勵人心的領導者
- Innovations in Leadership 變革型領導力
- Survival Skills for Managers and Supervisors 管理人員必備的生存技能
- Managing People for Win-Win Results 雙贏思維的管理策略
- 21st Century Sun Tzu Leadership 21世紀的孫子兵法領導策略
- Leading a High Performance Team 領導高績效團隊的法則
- Five (5) Practices of an Influential Leader 五個習慣令你成為成功領導者
- Delegation Skills Workshop 管理者的權責分配技巧

Change Management

- Mastering Strategy and Turning Strategy into Results 掌握策略並將策略轉化為成果
- Change Management/Managing Change 管理變革與創新
- Adapting to Change 面對職場上改變的適應力

Team Development

- Coaching and Motivating your Work Team 如何訓練及激勵你的團隊
- Developing Team Effectiveness and Collaboration 建立團隊效能與協作能力
- Personality Styles in Team Communication 性格分析：把握團隊溝通技巧
- Personality Styles and Team Work 性格取向與團隊合作
- Building a High Performance Team 如何建立卓越的團隊
- Nurturing your Team 培育你的高效能團隊

Coaching and Mentoring Skills

- Coaching and Feedback Skills 管理者必學的指導與反饋技巧
- Key to Engaging Your Workforce 吸引優秀員工的關鍵
- Mentoring Skills 如何成為下屬的導師

Team Building

- Sample Team Building Program 團隊建設方案 (示例)

CATALOGUE 2

Personal Effectiveness

Interviewing Skills

- Interviewing Skills to Recruit the Right Candidate 篩選出關鍵人才的面試技巧
- Successful Interviewing 成功的甄選面試技巧
- Interviewing Skills Workshop 甄選面試技巧工作坊

Creativity

- 7 Thinking Tools for Generating Extraordinary Ideas 7種思維工具助你想出獨到點子
- Creative Problem Solving 創意解難技巧訓練
- Creative Thinking and Innovation 啟發創意思維與創新
- Problem Solving and Decision Making 有效地解決問題和制定決策的法則
- Creative Problem Solving and Decision Making 運用創造力解決問題和制定決策
- Innovation 123 創新123：創新及設計思維工作坊
- Analytical Thinking and Problem Solving 分析思維法與解難技巧
- Innovative Thinking and Problem Solving 創新思維法與解難技巧

Time Management

- Time Management for Work-Life Balance 作好時間管理 – 實踐工作與生活平衡
- Time and Task Management 時間與日程管理
- Managing your Time and Priorities 管理和優先化您的時間

Conflict Management

- Managing Conflict and Disagreement 衝突和分歧管理工作坊
- Managing Conflicts in the Workplace 如何解決職場衝突
- Handling Difficult People 處理刁難客戶的技巧

CATALOGUE 3

Presentation / Writing / Communication Skills

- Influencing Others without Formal Authority 令人心悅誠服的非權力性影響力
- Influencing Skills to Power Up Persuasion 提高影響力以加強說服力
- Presentation and Communication Skills 職場演講與溝通技巧
- Storytelling for Effective Presentation 以故事連繫聽眾 – 故事式的演講技巧
- Persuasive Presentation Skills Workshop 說服式演講技巧工作坊
- Presentation Skills Workshop 專業演講技巧工作坊
- Effective Business and Email Writing 商務文件及電郵寫作技巧
- Persuasive Proposal and Report Writing 提升建議書和報告的說服力
- DiSC® Training DISC®工作行為取向及性格分析工作坊
- Assertiveness Skills 堅定自信技巧訓練
- Embracing Feedback 提高接受反饋能力：從批評得到進步
- Effective Meeting Skills 提升會議效率的技巧
- Proactivity and Assertiveness 保持積極性與堅定自信技巧
- Public Speaking Skills 專業演講技巧訓練
- Effective Communication Strategies 有效管理溝通策略
- Effective Communication and Interpersonal Skills 人際關係與有效溝通技巧工作坊
- Communicating and Writing Clearly to Get Results 清晰地溝通和寫作以達成目標
- Effective Communication and Interpersonal Skills in The Workplace 職場人際關係與溝通技巧

CATALOGUE 5

Project Management / Technical / Specialty Skills

- Web Marketing Fundamentals 網絡營銷基礎
- Cloud Computing for Business and IT Professionals 為企業和IT專業人員而設的雲端計算課程
- Cloud Computing Systems - Analysis and Testing 雲端計算系統 - 分析與測試
- Web Application Security : Hacker Attacks and Defense Web應用程序安全：黑客攻擊和防禦
- Web Application Testing : Principles & Practice Web應用程序測試：理論與實踐
- Project Management Workshop 項目管理工作坊
- People Interaction in Project Management 在項目管理中掌握人際關係
- Project Management for Busy People 給大忙人的項目管理工具與技巧
- Stress Management Workshop 壓力管理工作坊
- Interviewing Skills to Recruit the Right Candidate 篩選出關鍵人才的面試技巧
- Successful Interviewing 成功的甄選面試技巧
- Interviewing Skills Workshop 甄選面試技巧工作坊
- Finance for Non-Finance Executives 非財務主管也要懂的財務管理技巧
- AI & World of Work 人工智能時代下的人力資源策略



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About CEL

Communications Engineering Limited specialises in providing world-class quality Management Skills, Personal Effectiveness, Information Technology and Specialty Training. CEL targets new entrants and seasoned professionals in all business sectors. For more than 25 years, CEL has developed an excellent reputation for delivering real-world value-added training. The clientele includes many Fortune 500 multinational enterprises, public and private sectors of Greater China and throughout the region.

Our carefully-designed course schedule targets to provide continuing, comprehensive and structured suites of courses that meet career development needs of professional staff at all levels. Our current pool of experts are drawn globally from Hong Kong and abroad, allowing us to offer the best combination available in terms of technology, expertise and versatility.

The On-Site Option

If there are a group of staff in your organization interested in taking any of these CEL courses, why not consider the On-Site option? We can readily tailor courses to your specific needs, send an expert instructor to your workplace, and help cut costs. If you are interested in organising any of the topics as in-house on-site or off-site training, and for more information about this service, please contact Miss Mak at CEL at Hong Kong telephone number **+852 2824 9978** or at email cel@celhk.com for a quotation and proposal.

Trainer Information

All public and in-house programs are delivered by Senior Trainers/Consultants of CEL. Please contact CEL for trainer profile(s) if needed. Please contact CEL for quotation if your are interested in organising any of the topics as in-house on-site or off-site training.

Versatility + Quality + Bespoke Services

Should you have some topics in mind but cannot find them in our in-house catalogues, you are welcome to inquire if we are able to source/ customise such training programs for you. All in-house programs will bear the same high level of quality which underpin all of our public offerings.