

Training

Formats:

The following main formats are available:

- **'Training Shorts':** High impact training sessions of just 90 minutes, making them more convenient for busy professionals.
- **Seminars:** Interactive training for small groups, involving practical exercises to maximise learning.
- **Keynote presentations:** For larger groups, perhaps as part of an away-day or conference.
- **A career development programme:** A tailor-made rolling training programme including regular seminars and individual support, perhaps for a group of potential partners.

For maximum effect training sessions can be reinforced by:

- Short one-to-one coaching/practice sessions to help individuals put new approaches into practice
- A 'drip feed' of videos and on-line resources through 'Firm Academy'
- Perception surveys to provide teams or individuals with a powerful catalyst for change.

Target audience:

These sessions can be tailored for your firm's partners, professionals and business services staff at various levels. The list below indicates their suitability to each audience.

Content:

Phil selects best practice from the world's leading experts, adds his own slant, and presents in a way that is entertaining, engaging and directly usable in professional service firms.

The following inter-related subjects are available, structured into four sections:

Training Sessions	Partners	Fee Earners	Business Services
Personal achievement			
Achieving your goals in a world of distractions	C*	✓	✓
Innovation: How to have a great idea	✓	✓	✓
How to accelerate your learning	✓	✓	✓
Communication and influencing			
Developing professional presence	C*	✓	✓
Powerful influencing techniques	✓	✓	✓
Dealing with 'difficult' people and challenging situations	✓	✓	✓
Becoming a great (not just average) presenter	✓	✓	✓

Business development			
Getting value from business networking events	✓	✓	✓
Focused business development to promote your firm, your services and yourself	✓	✓	-
Turning contacts into clients through a low-pressure selling process	✓	✓	-
Dealing with client fee pressures	✓	✓	-
Leadership and getting the best from people			
Developing and leading a great team	✓	✓	✓
Effective people management	✓	✓	✓
Designing and delivering effective training	✓	✓	✓
How to carry out appraisals and performance discussions	✓	✓	✓

C* = available to partners as individual coaching sessions

Personal achievement

Achieving your goals in a world of distractions

We all need to be more efficient and effective in the face of growing demands on our time and ever-increasing distractions. This session covers:

- Why will power and good intentions are not enough (the good news is it's not your fault!)
- The distractions we inherit (self-doubt, fear, ego) and how to silence them
- How bold, even audacious, long-term goals can help you
- How to set and follow-through on your objectives
- Dealing with time-draining interruptions
- Managing upwards and handling demanding clients
- When to say 'no' and how to do so in a positive, non-confrontational, way
- Staying on track by developing good habits of achievement.
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Innovation: How to have a great idea

Your clients want you to deliver more value and to do so more quickly and at a lower cost. The only sane way to do all this is to think differently and innovate – in the services you provide, the way you deliver them and even in your business development. This session covers:

- How serious creativity can benefit you and the firm
- Yes, you are creative, even if you have forgotten how
- Seeing things differently
- Tapping into the ideas and different perspectives of others
- Defining a problem so that it can be solved creatively
- Applying a creative process using proven techniques to provoke your thinking
- Nurturing and testing out new business ideas.

How to accelerate your learning

To get ahead you need to learn faster than the quickening pace of change. Learning to learn may be the most important skill of all. This session covers:

- Recognising how you learn best and how to build on and supplement that
- How feedback can drive your performance – how to obtain and benefit from even seemingly unhelpful feedback
- Learning through listening and questioning
- Self-coaching - powerful questions to unblock your thinking
- Recognising the inner beliefs holding you back and how you can let go of them
- How to use social learning and other powerful sources of new knowledge
- What you need to know about learning new skills
- Stepping out of your 'comfort zone' and into your 'stretch zone' – it's where you learn best.

Communication and influencing

Developing professional presence

Some professionals, though not the best in their field, have a magnetism that draws people in and gets their attention. Conversely, some real experts fail to get people to take their ideas seriously. What really is 'professional presence' and how can you develop and use it? This session covers:

- An assessment of the impact you make and how to transform this through a few simple changes
- Projecting confidence when under pressure by creating (not faking) confidence
- Making a positive impression in meetings – choosing your moments and getting attention
- How to use body language – posture, gestures and eye contact – to project authority and engage
- How your voice – pace, pauses, volume and intonation – can be used to make a powerful impression
- The elements that build (or damage) the trust on which professional relationships depend
- Constructing your message for maximum impact
- How to say 'I don't know' in a way that will enhance rather than diminish your credibility.

Powerful influencing techniques

Being right is not enough. You have to convince others - be they clients, contacts, or colleagues – to change or to take action. You probably already have well-developed influencing skills but can you afford to be missing some advanced techniques? This session covers:

- Why 'telling' people what to do, though occasionally necessary, should not be your default style of influencing
- Using the techniques of 'persuasion' and 'consultative selling' in practical situations
- How a coaching style, using 'high gain' questions, can help
- 6 tools used by the masters of influence and how you can apply them in professional situations
- How to influence different types of people
- How to turn examples into powerful stories that influence people at an emotional level
- Countering 'that will never work' and other put offs.

Dealing with 'difficult' people and challenging situations

Professionals and their clients work under high pressure, which can bring out the worst in people. Yet approaches that work well with one person may not work with another. As a professional you need to be able to handle difficult behaviours under pressure. This session covers:

- Words to use and words to avoid in dealing with difficult people
- Different types of 'difficult' behaviour and how to deal with each
- Taking ownership of situations and providing reassurance without over-committing
- Controlling your feelings and developing an inner confidence in daunting situations
- How to handle clients who are emotional (angry or upset)
- Using questions to understand, to build empathy and to help people see solutions for themselves
- What to say when you are (or may be) in the wrong.

Becoming a great (not just average) presenter

Some presenters are poor, some are great, but most are just plain mediocre. Being excellent at presenting has enormous benefits for professionals and it is a skill that just about anyone can master (and more easily than they may realise). This session covers:

- How to prepare quickly (in a fraction of the time that most people spend)
- How to present without relying on a script or wordy PowerPoints
- Powerful openings and endings
- How to structure your presentation – what to put in and what to leave out
- Channelling natural nervousness and turning it into positive enthusiasm
- How to craft and tell stories that will resonate with your audience
- Engaging your audience through your eye contact, gestures and voice
- Getting maximum business development benefit from seminars and conferences.

Business development

Getting value from business networking events

A structured approach to networking events can turn what is often a waste of time into a fruitful source of business contacts and productive professional relationships. This session covers:

- Selecting the best events to attend and what you need to do in advance
- Networking in a no pressure, low stress way that is totally professional and non-pushy
- What introverts and extroverts need to know to be effective networkers
- Mastering the three stages of networking at events:
 - Engaging people in conversation
 - Keeping a conversation going and using questions to show interest and to establish follow-up opportunities
 - Moving on, rather than getting stuck with the same people
- How to impress without having to 'sell'
- Answering the question 'what do you do?' in a way that turns people on not off
- How to make it easy to follow-up your new contacts
- Using LinkedIn professionally to stay in touch.

Focused business development to promote your firm, your services and yourself

The most important word in successful professional service marketing is 'focus'. Deciding where to focus is therefore an essential, though not easy, decision from which all other marketing and business development should flow. This session covers:

- Why focus is so essential to successful marketing and business development
- 3 dimensions and how to decide where to focus:
 - Target audiences - market sectors, demographics, geographical, role-specific
 - Niche - the services you bring to your target audience
 - Uniqueness - 4 distinctive stages from pioneer to commodity
- The implications for client acquisition, pricing, and service development and delivery
- Tools, both traditional and on-line, to build reputation and relationships
- Benefiting from existing client relationships
- Alternative growth strategies to expand from your initial area of focus.

Turning contacts into clients through a low-pressure selling process

Most partners and professionals could get much better results through a slightly more structured approach that is effective without being pushy. This session covers:

- Structuring a selling process suited to you, your services and your clients
- Why the fact-finding phase is the most important, what you need to know and how to find out
- Using 'high-gain' questions to help clients recognise the value you can provide
- Combining features, benefits and success stories into a compelling proposition that is highly convincing
- When and how to use handouts and visual aids
- Handling questions and dealing with objections
- Dealing with 'we will think about it' and other put offs
- Why 'closing' techniques do not work with professional services and what to do instead.

Dealing with client fee pressures

Clients expect excellent value and many are suspicious of the bill-by-the-hour approach traditionally used to price professional services. A different approach can deliver value for clients and profitability for your firm. This session covers:

- Four different types of professional service and why they need to be priced differently
- Reasons to avoid time-based billing, and the conversations you need to have about alternative pricing
- Using a sequence of questions to help clients recognise the true value of your services
- Why under-charging is as bad as over-charging and what to do if you under- or over-assess fees
- Fixed fee agreements and how to use them
- Using guarantees as a positive selling point and to build trust
- How fixed-price, low risk products can be used to win new clients
- Pre-empting and dealing with objections about fees.

Leadership and getting the best from people

Developing and leading a great team

Successful professional service firms are a myriad of overlapping teams (client teams, practice groups, offices, sectors, projects) meaning that a 'command and control' approach does not work. Instead, professional leaders at every level need to be adept at quickly forging teams with a clear focus. This session covers:

- How to engender the essential elements that define great teamwork:
 - A clear sense of common purpose and shared values to which people are committed
 - Having people play to their complementary strengths
 - Open and honest communication
- What great leaders do (and don't do) to create a high-performance culture
- The main stages of teamwork and how to quickly progress your team through them
- Leadership vs management and four leadership styles you may need to master to meet the needs of the team
- Behaviours you should not tolerate within the team and how to deal with team conflict
- Formats for effective team meetings and other ways to ensure good communication.

Effective people management

Getting things done through other people is essential to develop them, for efficient working and for your career progression. But many professionals suffer from not delegating enough, micro-managing, or finding it difficult to give meaningful feedback. This session covers:

- What good people managers do, and don't do, and what you can learn from them
- What really motivates junior staff?
- Delegating such that people take full ownership and deliver good quality work
- Why it is beneficial for people to receive your feedback, and how you need to deliver it – both praise and where improvement is needed - so that it will be well-received
- Using coaching techniques to develop people and raise performance
- Dealing with practical situations.

Designing and delivering effective training

A growing number of professionals are being asked to share their knowledge – both within their firm and with clients – through training. As an additional challenge, they are expected to do so in ever shorter seminars. This session covers:

- The latest approaches in designing and delivering effective training
- How people learn new knowledge, skills and attitudes – and how each demands a different approach
- Accelerated learning and adapting to different learning styles
- Using a range of learning activities before, during and after training
- Fine-tuning your presentation and facilitation skills for training
- How to use visual aids and alternatives to 'death by PowerPoint'
- Dealing with audience questions and 'difficult' participants
- Evaluating training effectiveness.

How to carry out appraisals and performance discussions

Whilst they are no substitute for good day-to-day people management, appraisals offer an excellent opportunity to get people aligned, motivated and performing at a high level. Yet without care, the appraisal process can be wasteful or even damaging. This session covers:

- Best practice tips on each stage of the performance review process:
 - Preparation
 - Scene setting
 - Reviewing performance & giving feedback
 - Setting objectives & planning future development
 - Closing motivationally
 - Following through / ongoing support
- Qualities of effective goals and a framework for setting SMART objectives
- Some common situations and how you might deal with them
- How to convey difficult messages about career opportunities and progression
- Applying the appraisal process without the appraisal becoming just a form-filling exercise
- Where to turn for advice.