

Attila's Training Modules

structured as 2-day trainings

at the end of the course participants obtain photocopies of flipcharts, video recorded scenes

I. Recruiting, Selection Interviews

- Reasons of the work force fluctuations
- Proven quality and knowledge probing principles
- Impacts of the wrong selected candidate
- How to behave during the interview
- Watchouts during the interview
- Different types of questions
- Properly selected questions structure and flow, the „B.A.R.“ principle
- Test: recognizing and sorting the basis questions types regarding the BAR principle
- Workshop: defining the critical knowledge/qualities of the ideal candidate
- Developing supplemental documents, quantification of the candidate's qualities (eliminating the emotional factors)
- The ideal process of evaluating/assessing the candidate's qualities
- Role playing the interview process in triads, structured feedback from the colleagues and analysis of the recorded video (in addition, the participant finally receives a copy of his/her recorded role play on USB flash disc)
- Practical tips from the trainer on further tools, techniques (developing the candidate's profile, effective referrals, activity management, „cold calling, etc.)
- Brainstorming: focusing on recruiting sources (principles, warm-ups, evaluating the end results)
- Written commitments to individually selected sources

II. Team Work

- Definition of The TEAM, how it differs from a general group
- The Ideal team
- Advantages of creating a team (from the perspective of a corporation, manager, individual member)
- Why teams fail?
- Team exercise: shipwrecked
- Team Success Factors (cooperation, trust, coordination, atmosphere, etc.)
- Improving team results (orientation, conflict, solidarity, inebriation, disillusion, acceptance)
- Team exercise: Knights of the Round Table
- Stadiums of team development
- Principles of setting team goals and objectives
- Focus on the objectives, team and individual
- Test: What kind of a leader am I? How to improve?
- The principle of psychological attraction/gravity
- Test: Belbin's questionnaire
- Potential communication threats within the team
- Failures in team work, interference
- Exercise: develop your own constitution (rights and duties)
- Team work tools (Collage, Brainstorming, etc.)
- Exercise: collage, handling redundancy of information, brainstorming – according to circumstances and client
- Evaluating the results with the whole group
- Approach of the team individuals to team work
- Team „in-door“ games: throwing balls to targets (planning, reality evaluation, corrections if needed, announcing the winner team)
- Exercise: assembling a square cut to pieces
the 1st group commands, the 2nd one executes the instructions
- Written commitment for the end of the training, to be checked at the beginning of the next one

III. The Art of Leading People

- Start to build upon the previous team work
- Colbe's learning cycle + out-door Exercise, confirming Colbe's theory in practice
- Who is a leader?
- Key attributes of a leader
- Different approaches– manager vs. Leader (Management By Objectives, Management By Walking Around)
- Goals and steps to lead people
- The difference between surface leader and the leader from within
- Steps towards Leadership from within
- The basis of leadership
- Test: self-reflection, evaluation and commitments for improvements
- Trust and connectivity
- 4 levels of leadership, differences on the highest levels from the perspective of goals, desires, priorities, attitudes, positions, expectations, philosophy, style, **organization growth**, etc.
- Action plan to develop leadership skills in the subordinate groups of the attendees
- Time and energy investment ala Pareto.
- Leaders and followers, who leads who and who attracts who?!, impact of the leaders' development on the followers
- The leader's strategy and working with his group
- Written commitment for the end of the training, to be checked at the beginning of the next one

IV. Effective Communication

- Test: capability of detailed reception – facts vs. deductions
- Evaluation of the test results, conclusions on our listening qualities
- Definition of communication, communication loop
- Basic forms of communication, where can errors arise, obstacles, key insufficiency of all people
- Test of empathy
- Internal dialog, picture of our own importance/dignity
- Test: finding errors, ideas for improvement /prevention
- How we gain information and how much can we retain/recall?
- The importance of modality in business
- Types of communication: aggressive, assertive, passive
- Exercise: on previous types of communication
- Exercise: eliminating the word of “problem” from our lives
- Pro-active and reactive language or the vocabulary of Losers and Winners
- Exercise: eliminating the negativity from the communication, verbal „kung fu“
- Basic principles of communication
- Empathy
- 6 levels of listening, where and how to implement it in practice
- Test: of listening
- Why people do not listen and how to manage to listen to us?
- Preferred expression ways (visual, auditive, kinesthetic, etc), possible exercise
- Informational content of selected communicational channels (verbal; non-verbal, etc.)
- Exercise: keep the „communication ball on the other side“ force and unrecognized/covered information into your message
- Basic question types, exercise: lead/manipulate the dialog by open ended questions
- Different question techniques in practice, the right structure of questions, which ensures positive answers
- Weaknesses of the human brain and to take advantage of it in practice
- Technique of: Stop, Sense, Analyze, Decide.
- Three questions of communication: who am I in my eyes; who is my partner in my eyes, and who am I in the eyes of my partner?
- Exercise and fun: decoding saying transformed into the language of science
- Body language via quiz from projected pictures

- How to implement in practice body language, how to transmit via this channel, mirroring. Possible exercises.
- Watch the eye movement and decode what the brain is doing
- Places at the table in business processes
- Communication games: possible postures and positions at everyday communication, obstacles of effective communication
- Objections.
- Techniques of effective objection handling: Escape **Empathy-Solution-Conformation** and **Feel Felt Found**.
- Forbidden reaction to objections.
- Workshop: the most frequent objections in your life and handling them
- Exercise: handling objections, pulling cards from a hat
- Exercise: translating our business vocabulary into the language of the client
- Written commitment for the end of the training, to be checked at the beginning of the next one

V. Motivation

- Self-reflexion and Exercise: what does motivate me the most?
- Motivation myth
- Motivation in practice, ideas of famous philosophers
- Motivation Obstacles
- Self-reflection: from the perspective of motivation from inside
- 4 pictures of motivating others
- The Maslow's Diagram
- Basics and recommendation to support motivation and the right environment
- Motivational discussion and exercise to this technique: Now-Will Be-Obstacle-With Benefit.
- Moral: definition, obstacles
- Basics of a successful leader
- „I messages” = **Background Empathy Action** (assertive criticism with a potential to improvement)
- Exercise: B.E.A. techniques
- Recognition and Appreciation. Technique, structure, reaction. Exercise and commitment to regular appreciation to your subordinates.
- Indoor games, activities.
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VI. Time Management

- Basics: Importance of planning, developing habits: mini test: Self-reflection
- **Time = life**, key steps of planning
- Results of surveys on planning and its impacts to the quality of our lives: form, content, details, ...
- Dream – wish – goal; life vision – mission, their importance and differences, examples
- Individual exercise: develop your own vision, mission (private, professional)
- Attributes of an effective goal (SMART, KISS, mile-stones)
- BOSTONs Matrix, description of quadrants
- Urgency and Importance.
- Self-reflection: individual list of everyday activities, sorting them into quadrants, workshop: developing effective action plans
- Devoting your managerial time to subordinates based on their results
- Spheres of interests, spheres of influence
- Test of effectiveness: necessity, competency, performance.
- Output diagram, effectiveness.
- Priority groups: A, B, C, D, E.
- Pareto's principle
- Realistic estimation of the planned time horizon
- Delegation
- Developing a sample action plan, quantification
- Daily planning
- Tools and techniques of planning
- Planning meetings and conferences
- Positive thinking
- Time-consumers: internal and external sources
- Develop a list of: own time consumers
- Assertiveness: the art of saying NO.
- Written commitment for the end of the training, to be checked at the beginning of the next one

VII. Sales/Business Skills

- Exercise and workshop: Description of an ideal salesman, professional
- Workshop: the most frequent mistakes in sales
- 5 steps of a business process
- Types of Sales
- Building relationship, rapport, reflection/mirroring
- Interest – interpersonal relations
- Understanding the client, the story of a drill, decoding the need of our clients ala DaVinci code
- The advantage of asking questions and question techniques, types, principles, effective use.
- Emotional levels of influencing people: AIDDA
- Clarification via SPIN questions
- The structure and asking questions „Now-Will Be – Obstacle – With Benefit“
- Dominant motives of buying, theory and Exercise to reveal the motives.
- 4 areas of interest: Primary interest-Buying criteria-Dominant motive of buying-other aspects.
- Exercise: 4 areas of interest.
- Needs of our clients - Technical parameters – Benefits – advantage.
- Exercise: benefits of our services/products and their advantages.
- Statements and facts. Differences and their importance in practice
- Exercise: develop 5 facts on the company, products/services on yourself.
- Competitive advantage, where and how can we differ?
- Presentational tools and techniques.
- Enthusiasm.
- Closing techniques.
- Forms of proofs
- Drama when demonstrating and showmanship.
- Techniques of gaining commitments, closing the sales.
- Exercise: develop specific scenarios to your specific professional everyday needs.
- Written commitment for the end of the training, to be checked at the beginning of the next one

VIII. Typology

- Test: discover the system in the chaos of numbers
- Goal and purpose of typology, how to use it in practice
- Exercise: Discover your typology from test, evaluation and graphic interpretation of the result
- Extra-/intro- version, orientation to tasks/people
- 4 types by Hippocrates, short description
- Typology in practice,
- Group workshops: detailed description of individual types
- The voted speakers of each group present the results in front of the group
- How to deal with each type in practice?
- Additional, more detailed attributes, fulfilling via group workshop
- How to understand myself?
- Perspective of: life, work, partnership, ideal environment, needs, etc.
- Behavior in team, preferences, goals,
- How to influence people in practice?
- How to invite each type to meetings?
- How to communicate with each type?
- Handling objections according to types
- Exercise: solve the pre-defined exercises from the trainer
- Mutual communication between all types
- Strengths and improvement areas by types
- Self-reflection: another test typology test.
- Exercise in triads: role plays: salesman-client-observer. Both the salesman and the client are simultaneously learning and practicing in this case. The observed provides structured feedback.
At the end the trainer video tapes all public role plays, provides feedback and copies of the role-plays to all actors.
- Written commitment for the end of the training, to be checked at the beginning of the next one
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IX. Activity Management, coaching

- Theory of activity management: self- and of the subordinates
- Life cycle: think-know-act-reach-have.
- Planning, implementation, evaluation, correction, reporting, feedback qualified comments to results, developing an action plan
- Supporting tools, score cards and techniques
- Techniques to introduces the process into practice, „selling it“ to subordinates
- Workshop: indentify the key activities, define the effective ones and non-effective activities, set standards, and quantify the processes.
- Exercise: filling in data into score cards and simulating real life
- Exercise: commenting the activities and results
- Workshop: develop sample action plans for the sample score card
- End result: gain public commitment to activities from the participants
- Offline work: participants deliver their own complete weekly reports (numbers, plans, comments, action plans and action plans for improvement) via email to the trainer.
- After a month the participants publicly present their own monthly activities, reached results, comments, learning and action plans. The group and the trainer provide feedback.
- **Coaching and leading principle: GROW**

X. Negotiation Skills – not certified yet

- Opening the course, overview, introductions, Expectations, Norms
- **Definition of negotiation** (Film clip: Civil Action), what would we NOT consider negotiation?
 - **Basic concepts of negotiation techniques** (Dimensions of a negotiation, Acceptance area, Agreement area, Convertibility).
- **Familiarization** with the concepts of negotiation via **Exercise: Alpha** Computer, (due to time aspect, the negotiations are conducted in parallel, comparing the results by couples on FCH)
- **Converting dimensions. Role play** on converting dimensions : Buying a car (2 pairs conduct the negotiation so that they have no contact with one other; comparison of the two negotiations). Feedbacks
- The **BATNA concept**. Familiarization with this concept.
- **Concept of bargaining positions and interests**. Separating the real interests from the information masking them and putting this skill into practice via Ronalrio group exercise, followed by discussion (to include all the material covered so far), the concept of negotiating interests-position.
Approaching the recognition of bargaining positions and interests from a practical perspective. (Film analysis: Civil Action).
- **Possible outcomes of negotiation** from the perspective of the negotiator: Matrix of a business relationship / satisfaction of interests.
- The **steps of effective or successful negotiations** (Preparation, Establishing contact, Familiarization with positions and standpoints, recognition of interests involved, Harmonizing interests or search for a solution, Agreement, Closure + Follow-up).
- **Analysis of a case study** in groups of 2 or 3, Approaching the material studied so far from a practical perspective through the use of a case study
Tips and tricks how to gain time during a negotiation
- Complex **situational exercises**, Approaching the information studied so far from a practical perspective, Use of specially chosen situational exercises, work in pairs (every participant should have at least one chance to negotiate!), Group discussion.

XI. Negotiation Skills Advanced – not certified yet

- Opening the course, overview, introductions, Expectations, Norms
- **Revision** as Quiz: (Basic concepts of negotiation, Dimensions of negotiation, BATNA, Concept of position & interest, Outcome of negotiation, Steps of a negotiation, Tricks on how to gain time)
- **Negotiation strategies** (Ducking, Smoothing, Pushy, Win-win – film analysis, group works)
- **Negotiation tactics** (Subservient, Dominant, Cooperative – presentation, film analysis)
- **Rules of cooperative behavior** during negotiation
- **Handling difficult negotiation partners** (who uses pushy strategy and dominant tactic)
- **Role Plays** – video-taped, based on Nr. of participants and time frame (practice the conscious application of negotiation strategies and tactics and how to handle difficult partners)
- **Negotiation tricks** (How they are applied, How they can be identified and avoided – film analyses)
- **Advices for negotiations** (before, during, after – incl. group work)
- **Situational exercises** (Identify and handle negotiation tricks), possible video recording based on Nr of participants and time frame
- **Summary, Close-Up, Gaining commitments from participants, Feedbacks, Evaluation of the course**

XII. Presentation Skills 2-3 Days – not certified yet

Program Item	Goal	Method
Training Start <ul style="list-style-type: none"> • Program overview, Introduction • Rules & Expectations 	Clarification of Goals, forms and methods of the training Training = personal investment	Presentation Introduction ins pairs
Communication during the Presentation <ul style="list-style-type: none"> • Forms of communication • Communication channels & their importance • Verbal comm. – vocal comm. – body language • Elements of the verbal channels, frequent mistakes, rules 	Get familiar with the basic forms of communication during the presentation. Have a basic understanding of the topic.	Interactive presentation Exercise.
Body Language <ul style="list-style-type: none"> • View, Eye Contact, Mimics • Gestures and their importance • Postures and movements during the presentation • Distances (zones) • Film Analysis 	Get familiar with the basic rules of Body Language to deliver an effective presentation.	Interactive presentation Demos and discussions
Preparation for presentations <ul style="list-style-type: none"> • Stress management • Preparation of the room –tips, advices • Mind Maps Tool 	Get familiar with the importance of different preparation types.	Interactive presentation Individual exercises
Developing a presentation <ul style="list-style-type: none"> • Diamond Structure • Timing – control over time & of myself • Parts of the Diamond • Exercising the Presentations 	Get familiar with different structures of presentations	1. Interactive. presentation 2. Individual presentations with video recording „ <i>My success from the previous period</i> “
Parts of the Diamond <ul style="list-style-type: none"> • Introduction, Content, Body/Main part • Summary, Closing 	Learn the basic elements of the presentation.	Interactive presentation
Final Exercises <ul style="list-style-type: none"> • Individual final presentations 	Checking the progress, readiness and ability to improvise.	Individual presentations on a topic given by the Trainer, followed by structured feedback from all observers.
Summary <ul style="list-style-type: none"> • Preparation of specific tasks for the 2nd day of the Training • Summary of the 1st Day 	Closing the program, gaining feedback.	

2ND DAY

Program Item	Goal	Method
Refreshing the main points from the 1st Training Day	Refreshing the basics of presentations skills.	Throw the ball– who has the ball, asks questions
Handling the Audience <ul style="list-style-type: none"> • Active & Passive participants • Handling Objections • Questions 	Improve the ability to handle difficult participants.	Interactive presentation
The content of the Presentation <ul style="list-style-type: none"> • ABC Rule • 7±2 Principle • Different Presentation Structures: chain - tree - flower 	Learn and exercise the rules of developing presentations, how to make notes.	Interactive presentation Individual exercises
Individual Presentations	Delivering all the individual presentations (Existing presentation for a real client) with video recording to gain feedback on the topic, content and delivery style.	1. Individual present. with video recording, followed by analysis 2. Verbal-written-video feedback
Summary <ul style="list-style-type: none"> • Preparation for the 3rd Day • Summary of the 2nd Day 	Closing the program, gaining feedbacks	

3RD DAY

Refreshing main points from the previous Training Days	Refreshing the knowledge from the Training, emphasizing the value of practical application, main benefits.	Quiz
Technical Support Tools <ul style="list-style-type: none"> • Flipchart • PowerPoint & Projector • Printed Materials • Rules and Frequent Mistakes 	Gain practical skills, tips and ideas to utilize the available technical support tools.	1. Interactive presentation 2. Team Work
Presentation of Benefits <ul style="list-style-type: none"> • Technical Descriptions vs. Benefits 	Learn and exercise the technique of transforming the technical description into Benefits of each client type.	1. Interactive presentation 2. Individual exercise
Individual presentation	Delivering the existing presentations (topic determined by the Trainer, with limitations to use ONLY Flipchart, NO PPT!) with video recording. to gain verbal-written-video feedback on the topic, content and delivery style.	1. Individual presentation with video recording and analysis 2. Verbal-written-video feedbacks.
Summary <ul style="list-style-type: none"> • Preparation for the Follow-up process - continuity • Closing and evaluating the Training 	Closing the program, gain feedbacks.	Written feedback from all participants on the whole Training