

# *Business Skills Curriculum*

*PwC Training  
Catalogue*



*2016 - 2017*



## *Key to symbols used in the catalogue*



**Duration of training**



**Library tips**



**Recommended target  
audience**

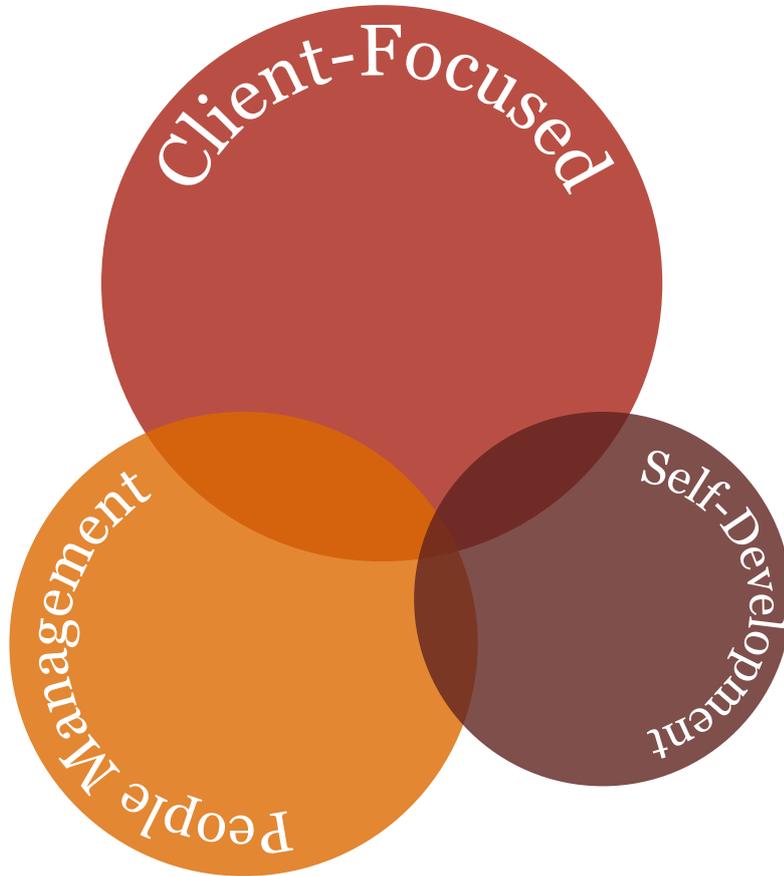


**Specifics**

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## ***Business Skills Curriculum***

**“No man was born wise”**



...being an expert is not enough. We have to understand each other as people, know our needs and pains, be able to ask the right question and present our ideas effectively. There are many variables in the confidence equation. And small improvements bring great benefits. Doing business is one part art and one part craftsmanship, the foundation that it's built on. It's not talent alone what makes a violin virtuoso, but also the willingness to learn, practice and perform. We believe that we can teach you good craftsmanship.

Your learning is our business, but your responsibility. The first step towards achieving it starts on the next pages.

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# List of Courses

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# *Client Focused*

**Work with the client**

**Sales & advice**

**Negotiations**

**Presentations**

“Never look down to test the ground before taking your next step; only he who keeps his eye fixed on the far horizon will find the right road.”

Dag Hammarskjöld, Swedish Diplomat

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# *Client Focused Selling*

## Finding the right chemistry



*2 days*



*Daniel Pink: To sell is human  
Andrew Sobel: Making Rain  
Charles H. Green: Trust-Based Selling*



*Recommended: all who have to  
sell professional services  
(accounting, legal, financial,  
IT)*

You're selling yourself every day, whether you like it or not – so why not relax while you're doing it? Selling is a craft and, as such, can be trained. In this training, we'll go through all the steps of a case study from identifying and contacting clients to opportunity diagnostics and a presentation of added value.

### **Key points of the training:**

- building relationships or selling – and what it means;
- not rocket science: the basic steps of selling,
- performing client diagnostics and presenting added value;
- Simulations and case study.



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## *The Trusted Advisor*

# *How Great Professionals Develop Breakthrough Relationships*



*1 day*



*Jaddish Sheth & Andrew Sobel:  
Clients for Life*

*David H. Maister, Charles G. Green &  
Robert M Calford: The Trusted  
Advisor*



*Recommended: all who seek to  
develop truly special  
relationships with their clients*

What separates extraordinary professional from ordinary ones? During this course you will learn how professionals can make the transition to a consultative, trust-based approach to develop long-term client relationships.

### ***Key points of the training:***

- Trust as a key element of building relationships
- Actions and skills for building life-long client loyalty;
- Simulations and case study.



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## ***Negotiation Skills***

**In life, you get what you negotiate, not what you deserve**



*2 days*



*R. Fisher: Getting to Yes  
Russel H. Granger: The 7  
Triggers to YES  
Paul Cherry: Questions that  
Sell*



*Recommended: all who want to  
learn foundations of  
negotiation and train key skills*

Negotiation is something we've been doing since childhood without thinking about it. How can we use that in our working lives? Let's try out several situations in which you'll be negotiating in pairs or in teams; you'll see yourself through different eyes and find your own negotiating style. Training pays off: negotiate a lower interest rate for your mortgage, enjoy a cheaper vacation or generate more revenue from work that you may have already finished.



### ***Key points of the training:***

- the philosophy and principles of negotiation;
- styles and strategies for negotiation;
- BATNA, ZOPA, parties' interests;
- AIKIDO technique in negotiation;
- Building the negotiation process;
- individual feedback during simulations and case studies.

# **Presentation Skills**

## What really matters

Your idea may be good, but that's not enough – it's also about the way you present it (...and sell it). The protagonist of a presentation is neither you nor PowerPoint. It's your audience, and your success depends on your ability to sustain attention and generate interest in the content, establishing good contact by drawing the audience into the story. Forget about charisma, it's craftsmanship. If you're nervous during a presentation, it's a good sign that it's important. To be able to tame your nervousness and hear applause at the end, you must be able to:

- recognise the needs of the audience;
- prepare a presentation that draws them into your story;
- be aware of verbal and non-verbal contexts of your communication;
- understand the nature of stage fright and learn to deal with it.



*1 or 2 days version*



*Alexander Kapterev:  
Mastercraft of Presentation  
Radislav Gandapas: Ready to Present!*



*Recommended:  
6-8 participants*



*Video recording and feedback*



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# *Presenting with Impact*

## How to change people's behaviour



*1 day or 2 day version*



*Paul Smith: Lead with a Story*



*Recommended:  
6-8 participants*



*Video recording and video analysis.*

*During a 2-day course: more time for and practice of Storytelling*

Delivering effective and powerful presentations is critical to business success.

It's about making an impact that influences your audience, whether you are an entrepreneur pitching investors, a business owner pitching a product to a retailer or potential customer, an employee presenting a new initiative, or a manager asking for budget or staffing resources.

What makes impact? 3 elements:

- Voice
- Body language
- Words

During this course you will learn how to “play” with the 3 mentioned elements in order to change people's behaviour and achieve your goals!



# *People Management & Leadership*

**Building Relationships**

**Coaching**

**Leadership**

**Motivation**

**Influence**

“A leader is like a shepherd: He stays behind the flock, letting the most nimble go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind.”

Nelson Mandela, South African politician

# *Building Relationships*

## The skills of people management



*2 days*



*Tim Sudder&Debra Lacroix: Working with SDI*

*Tim Sudder&Debra Lacroix: Have a Nice Conflict*



*Recommended: managers, team leaders and those who work with clients*



Knowledge from this course will help you to improve relationships, whether they are at work, at home, with friends and clients. It's been said that "It's not what you know, but who you know" that matters.

This course will help you to increase the knowledge of yourself and others. With that knowledge you will be able to build more productive and mutually rewarding and sustainable relationships. You can also anticipate and prevent some of the unnecessary conflicts and identify conflicts more quickly when it does happen, so you can do a better job of managing it and bringing it to productive solutions.

During the course you will cover:

- The SDI Language of Relationships
- Motivational Value Systems and how to recognize them
- How to motivate different people without money;
- How to give feedback that is accepted;
- Conflict sequence and ways to manage it

# Influencing Skills

## Influence, relationship and business



*2 days*



*R. Cialdini: Influence*



*Recommended: all who want to be heard and achieve their goals in communication*

In practice we often see a conflict of two opposing tendencies: to acquire business or sell your solution on the one hand and to maintain and develop good relationships on the other. Resolving it requires the appropriate application of your **influence** as well as knowing and deciding on when to push forward and when to retreat.

At the training, you will learn 4 styles that straighten your influence in a relationship. You will understand their benefits as well as risks. In several model situations, you will learn more about their consequences and realise that there is nothing preventing their use.

Power of the seemingly powerless grows out of their ability to apply their influence in their personal influence sphere.

It is useful to

- realise the diversity of persuasive styles;
- learn to consciously adapt your style to match the situation;
- understand the importance of non-verbal communication;
- abandon the myth of rational decision-making.

Those who give up their influence lose the freedom of choice.



## *Influencing with Impact*

### Influence through increased self-awareness, personal impact

This is a very interactive course thoroughly exploring how to communicate and interact more effectively thus build more successful relationships.



*2 days*



*Maryl Runion: Power Phrases  
Andrew Sobel: Power Questions*



*Recommended: all who want  
to advance in positive influence  
and impact on other people*



*Video recording and feedback*

#### **What is it in for you?**

- understand how your own attitudes affect others in both positive and negative ways
- learn the different situations and personalities that push others into behaving defensively
- learn how to use positive attitude to become a “linker” when communicating with clients and adapt to different situations and people
- learn how to use the “linker” to overcome challenging and conflict situations
- develop a physical skill set that helps engage, build rapport and actively listen in the moment
- learn how to influence and help other peoples’ decision making



## People Management & Motivation

### Dancing with the best



2 days



*Julie Atraw: The 4-Dimensional Manager*

*Edgar H. Schein: Helping*

*David Rock: Brain at Work*



*Recommended: managers, team leaders, HR*

The basic task of a manager is to create an environment in which results can be achieved. It's a highly creative activity that, however, relies on solid craftsmanship. The line between art and amateurism is drawn by good craft. The violin virtuoso must be able to read music; painters need to know how to mix colours; and managers must master the basic steps of leading others. It pays to know when to push stronger, when to let your partner work freely and when to really raise your voice. It's also useful to know how to avoid missteps and disrupt the team's rhythm.

At the training, you will understand some of the **basic steps of manager choreography**:

- What makes an effective manager;
- Own personality style and how it works with others;
- How team psychology works;
- The basics of human motivation;
- How to motivate without money;
- Interviewing Skills
- Feedback Skills



# Coaching Skills

## The basic cookbook of coaching



2 days



*Recommended: managers who want to develop their staff and to improve their performance ; professionals who want to become Trusted Advisors for their clients*



*J. Whitmore: Coaching for Performance  
M.Downey: Effective Coaching  
Tony Stoltzfus: Coaching Questions*

At the training, you'll learn the basics of the *coaching craft* that you will be able to build on. This is the basic “recipe” – we'll look at what is and what isn't coaching. We'll also see that it's not necessary to coach others all the time – in some situations, other approaches work better. When training coaching skills, we'll rely on the practical GROW model and learn to use it for better targeting of our questions.

The objective of the training is to help you:

- decide when to coach and when to use another style of managerial leadership;
- lead a coaching conversation in order to resolve an issue or facilitate development;
- use coaching questions in other contexts;
- listen – hear not just what people say, but also what they mean.



## Team Coaching Skills



*2 days*



*Recommended: team leaders,  
all who work with groups*



*J. Whitmore: Coaching for Performance  
D.Clutterbuck: Coaching the team at work*



Any team - both internal and client-is creating a certain system which “is much more than a sum of its parts” (Aristotle). While facilitating team meetings you need to be aware of yourself, your preferences while facilitating and the preferences of the group members (their coaching styles). You need to facilitate /coach the team with the wider system in mind, be aware of some invisible dynamics and help the team notice, name them and find the way forward. After the course:

- Be able to coach /facilitate a team with ORID technique;
- Increase awareness of your own style and as well as the styles of others
- Learn and exercise how coaching/facilitation works when you have the whole system in the back of your mind (organization, clients, environment)
- Get more awareness what impact you make as a team coach and how to consciously impact others according to your intention
- Learn some useful team coaching techniques that can be a base to increase team energy and efficiency.

# *Self-Development*

**Communication**

**Personal Efficiency**

**Time Management**

“When you improve a little each day, eventually big things occur. Don’t look for the big, quick improvement. Seek the small improvement one day at a time. That’s the only way it happens – and when it happens, it lasts.”

John Wooden, basketball coach

## ***Communication Skills***

Your guide through the labyrinth of understanding and agreements

Communication is a journey. We can take the thorny path or the smooth paved road. One thing is clear: we choose our way leading to agreement and mutual understanding ourselves. Good communication requires three things: knowing where I am, where I am going and how I will get there. This simplicity must be discovered in a labyrinth of prejudice, false assumptions, our own laziness, unfounded fears or merely our ignorance.

At the training, you will learn:

- How to become a good listener;
- How to ask effective questions;
- How to set rapport;
- How to run a small talk;

We spend a lot of time on the quality of verbal and non-verbal expressions. We'll also look at good team agreements and decision-making mechanisms. Every day we see proof that investment in the art of communication pays off very well. For your company and for yourself.



*1 or 2 day version*



*T. Harris: I'm OK, You're OK  
K. Blanchard: The One Minute Manager*



*Recommended: all who want to improve their listening and skills*



# Managing Yourself in Time



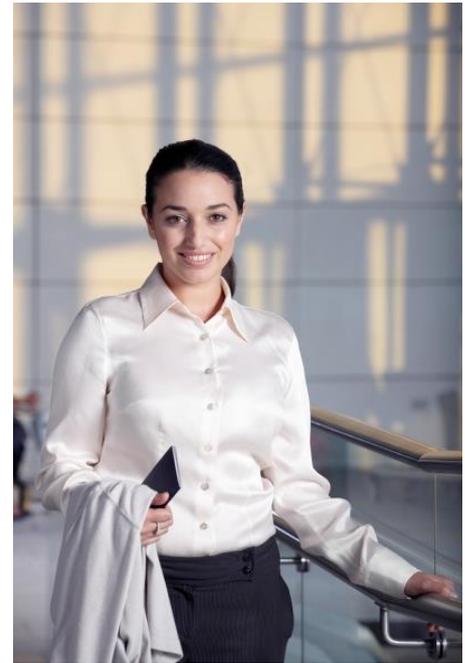
*1 day and 2 day versions*



*David Rock: Brain at Work  
Charles Duhigg: The Power of Habit*



*Recommended: all who want to be more productive, have work life balance, be happy at work and in life*



Can you manage time or rather manage yourself in the limited resource that time is? We believe the latter. During the first day of the course you will learn:

- Goal setting;
- Techniques for prioritising;
- Planning actions;
- Keeping work/life balance;
- Techniques for overcoming procrastinations;
- Your own attitude with time: biological clock and work style;
- New scientifically proven approaches for self management;

During the second day of the course you will learn a number of practical advice and techniques for overcoming stress and for positive attitude that should help you to be more productive at work and not only.

- Old and new habits that serve you;
- What if you do not have a strong will power?
- Resources that will make you healthier, happier and more productive.