BMG Boyer Management Group

Course Catalog

Helping our clients unlock the human potential of their organization.

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Discovery Based Training™ Solutions

from Boyer Management Group

Outstanding Value

Did you know that your company could be enjoying the benefits of highly effective training that captures your company's unique vision and values without the high cost-per-person training fees associated with most training programs? Most training companies make their money by selling you materials on a per-student basis and charging you an arm and a leg to customize materials for your company. The costs add up rapidly.

Boyer Management Group's approach is different. We create customized materials for you to reproduce as often as you like, with no additional fees.

Unique Design

Your company is unique. Off-the-shelf training teaches one-size-fits-all skills that may or may not apply to your business. We'll design programs that reflect your organization's policies and practices. We'll reinforce your company's vision and values in every course. Delivery can be your choice of: facilitator-led, virtual classroom, dynamic e-learning or static e-learning. We can provide the trainer or train your trainers. You decide what works best for you, and we'll deliver!

Discovery Based Training™

People learn best when they discover new things for themselves through practice and application. They get excited when they see real-world solutions to their day-to-day job-based challenges. Our programs immerse participants so there are no 'prisoners' or 'vacationers' in class. Material is fun, lively and will command their attention. Because they interact with the concepts and apply them in class, they have the confidence and desire to use their new skills immediately.

Highly Effective

Participants in *Boyer Management Group's* training programs will be able to immediately apply the practical skills they learn in class. To increase sales. To delight your customers. To make better decisions. To increase your profits. Our programs reflect the practical, hands-on experience of highly successful people, not the typical fluff-and-filler plus one or two good ideas. Our customers rave, and we'll be glad to have them speak to you about how our programs exceeded their expectations.

One Source

One training company calls them managers, another calls them supervisors, and a third calls them execs. Sourcing materials from different companies will confuse participants because each uses their own 'lingo.' *Boyer Management Group* offers a wide variety of topics, so you'll have a consistent look and feel to all of your training. We'll create any missing pieces that you'll need to complete your training library.

Measure Success

All our training programs come with a way for you to measure the effectiveness of each course. You can see exactly how well each participant is doing in mastering the skills taught, and can design personal development plans for each participant to ensure that they develop to their full potential.

This is a unique catalog containing topical details about each course offering. Why? Because many of our clients build their own custom courses by selecting topics of interest and need. Use the check-boxes in front of each topic to build a program that is right for you.

Complete Course Index

Hyperlinked for easy navigation

Management & Leadership Curriculum

Sales & *Sales Management* Curriculum - continued

Compliance Training

Interdisciplinary & Special Interest Training

Boyer Management Group is adept at creating specific curriculum to meet your needs. Every one of the courses in this catalog was at one time or another created to meet a client's specific objectives. If you don't see the exact curriculum you want, please explore the opportunity to have us create something tailor-made to meet your needs.

Courseware is available in the following versions:

- Facilitator-led
- Virtual Classroom
- Dynamic E-Learning
- Static E-Learning

Many of our clients have engaged us to develop their entire training curriculum and teach their internal training staff how to administer our programs. Under this approach, we license our copyrighted materials to each client to enable them to reproduce content (in part or in whole) without incurring additional fees.

MANAGEMENT & LEADERSHIP CURRICULUM

I. Leading Through People Series

Leading Through People Curriculum Overview.

This series of four two-day modules is designed to equip managers and supervisors with the skills necessary to hire, train, direct and develop the people who work with them. Individual modules can be customized to capture your organizations forms and processes. Each two-day module can also be used as a stand-alone course. Organizations wishing to implement this series typically allow 60 to 90 days between modules, completing the series over the course of a calendar year. Each course contains a pre- and post-training skills assessment that measures the effectiveness of the training, and is useful by the participant's supervisor in post-training coaching and individual development plans. **This is our most popular training series!**

Leading Through People I

Session Length: 2 Days

Target: All Supervisors and Managers

Prerequisites: none

This is the foundational course for building winning teams in every functional area. Better leadership attracts better teams, and better teams produce superior results. Topics include:

- What it Means to be a Manager and Supervisor
- A Self Assessment of Current Staffing Practices
- Hiring Talented People With Good Attitudes That Can Hit the Ground Running
  - The Shrinking Labor Force
  - The Cost Of A Bad Hire – tens of thousands of dollars lost on every bad hire
- Recruitment Process Overview
- Planning for a Successful Recruitment
- Sourcing Winners – They're Everywhere! - you just have to know where to find them!
- Screening Responses –separate the contenders from a sea of pretenders
- Skills, Knowledge & Talent – which of these can and cannot be taught
- Interviewing Effectively
  - Lawful and Unlawful Questions
  - Behavioral-Based Interview Questions
  - Conducting the Interview
- Selecting and Securing The Right Candidate – landing winners in today's market
- New Hire Paperwork – what's required
- A New Employee's Launch Plan – developing an orientation plan that works
- How To Teach Job Skills Effectively – a five step method that guarantees results
- Assigning Work To Employees
- Reporting & Documentation – the who, what, where, when, why and how of effective record keeping and avoid the legal headaches of documentation
- How To Perform A Meaningful Performance Evaluation
- What Motivates Our Staffs – how to do the things that create positive team spirit
- Helping Employees to Solve Problems
- How Teaching, Coaching, Counseling and Disciplining Employees Equip and Correct Performance
- Coaching Employees – the basics of coaching
- Counseling Employees – the basics of counseling
- Progressive Discipline – providing appropriate discipline when situations warrant it

Leading Through People II

Session Length: 2 Days

Target: All Supervisors and Managers *Prerequisites: LTP1*

Building upon the foundational skills of MTP I, participants will learn how to put their leadership skills to the most effective use in this hands-on program. Topics include:

- Leveraging Staff Strengths – identify and utilize the strengths of each Employee
- The Impact of Behavioral Style – implement DiSC© strategies to lead your staff
- The Impact of Learning Style – understanding how each Employee best learns is valuable insight into how to best teach new skills
- What is Leadership? – people follow leaders…they merely work for managers
- The Four Levels of Leadership – progressing towards a Results-Oriented and Development-Focused leadership
- Leadership and Behavioral Style, Communications Styles and Receptivity To Feedback – the ways to effectively apply leadership in your business unit
- Groups, Teams, and Team-Oriented Leaders – How great leaders lead their team to great performances.
- Understanding Motivation – how to create the environment for your Employees to achieve the best they are capable of
- Effective Communications Skills For Leaders – learning how to be a better listener and speaker enable leaders to provide effective feedback to their staff.
- How To Provide Feedback – feedback is one of the most effective methods of coaching Employees
- Leading Productive Meetings – as a supervisor or manager you lead meetings frequently with staff and interdepartmental teams. Learn how to do it better, with more productive results than ever before.
- Utilizes One DiSC© Assessment for Each Participant

Leading Through People III

Session Length: 2 Days

Target: All Supervisors and Managers *Prerequisites: LTP2*

This module focuses on the 3-P's of successful organizations: problem solving, planning and project management. Avoid making costly and time-consuming mistakes while achieving better results more efficiently in less time. Topics Include:

- Growing Into A Results-Oriented Manager – the skill set required for effective management
- C.A.R.E.© – the different roles we play in planning, problem solving and project management
- Using C.A.R.E.© to Unlock Success – for team planning, problem-solving and project management
- The Fundamentals of Planning
  - The GNIRTS formula ensures consistently successful outcomes
  - Engaging your staff in the planning process
  - Measuring success
- Problem Solving Skills - properly define the problem and then solve it
  - Properly defining problems
  - Performing a root-cause analysis to find the real reason(s) for a problem
  - Unlocking the team's creative problem-solving power
  - Delegating parts of the Action Plan to your staff
  - Keeping problems from revisiting
- The Fundamentals of Project Management
  - Defining projects – size, scope, quality, budget and timelines
  - Developing and implementing a project plan
  - Project Management tools
    - GANTT and PERT charts
  - Completing projects and measuring success
- Utilizes One CARE© Assessment for Each Participant

Leading Through People IV

Session Length: 2 Days

Target: All Supervisors and Managers

Prerequisites: LTP3

Participating supervisors and managers will build upon the skills taught in MTP 1, 2 and 3 while gaining additional skills in Coaching and Counseling their staff members. Topics include:

- The Objectives Of Staff Development – how and why do we do it
- Fundamentals of Coaching, Counseling and Progressive Discipline – strengthening our grip on the foundational principles to build effective teams
- Learning Differences Among Employees – unlocking the skills of the different types of learning and learners on your team
- Using DiSC© To Coach Employees – how do we overcome the tendency to coach in our own DiSC© style and coach Employees in the most effective way?
- Using DiSC© To work more effectively with people under stressful situations
- Two Views Of The Same Performance – when the Employee's and their manager's view of their performance don't match
- Using DiSC© To Counsel Employees – maintaining constructive counseling even during difficult counseling situations
- Topgrading – how to have a team made up of A Players by developing B & C Players into A Players
- Workshop – hands-on scenario solving to build skills in:
  - Coaching and Counseling employees
  - Working with others in normal and in stressful situations
- Utilizes One Hay group LSI™ Learning Styles Indicator Assessment for Each Participant

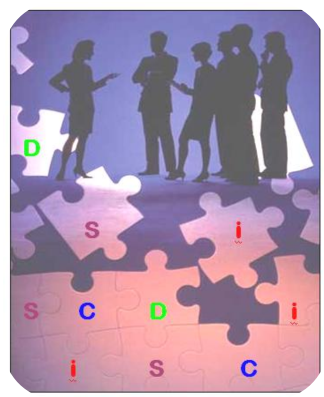
II. Topical Management Courses

DiSC® – Unlocking the Power of Our Team

Session Length: ½ day

Target: Work Teams and Supervisors and above

Prerequisites: none



The most successful people are those who understand themselves, understand others and situations, and then adapt their approach to others and situation in order to maximize their effectiveness. This highly interactive workshop will *absolutely improve working relationships* and productivity across the entire organization as participants learn to unlock their talents in new and exciting ways. All participants take an on-line assessment and receive their own personal report, plus selected management reports. This is simply the most effective workshop of its kind! Topics Include:

- The Four Levels of Competence
- DiSC®: A Tool to Better Manage Our Relationships and Our Staff
- Strengths and Overuses of Behavioral Types
- Using DiSC as a Supervisor to More Effectively Manage Your Staff
- Your Personal Game Plan for Increased Effectiveness
- Tools provided: on-line DiSC® assessment; customized DiSC reports, team reports and management reports; a personal 60-day development plan and a *People-Smart™ Plan* template

Becoming an Effective Coach

Session Length: 4 hours

Target: Supervisors and above

Prerequisites: none

Leadership guru Marcus Buckingham calls coaching one of the most essential skills to develop talented people. Yet few managers truly excel in this skill. This four-hour workshop provides some breakthrough techniques in mastering the fine art of coaching. Topics Include:

- Coaching Basics: what makes a coach effective?
- The Five Steps of Teaching and how They Relate to Coaching
- Three Great Coaching Questions and Coaching Best Practices
- Effective Communications Skills to Deliver Coaching that Sticks
- Giving Feedback
- Coaching Workshop – practicing the skills

Creating a Coaching Culture

Session Length: 2 days

Prerequisites: Becoming an Effective Coach, DiSC: Unlocking the Power of My Team

Target: Supervisors and above *Pre-Work is Required*

- *Class sizes are limited to allow for one-on-one facilitation by skilled coaches*

Nearly everyone agrees that coaching is an important skill that contributes to the top and bottom lines of any growing organization. Yet most organizations have not created coaching as a culture, where managers and supervisors are skilled developers of the talent in the organization. This high-impact two-day session takes a deep dive into how to institutionalize the process. It is a highly interactive workshop that includes pre-work. Topics Include:

- Why Create a Coaching Culture?
- Current Coaching Practices in Our Organization
- Observations from a Typical "Coaching" Session – what is working and not working (and why / why not)
- What Specifically is "Coaching?"
- The Coaching Leadership Development Model
  - Assessment – Challenge – Support
  - ASC Elements, Tools, Approaches and Job Aids
  - Producing Results
  - Getting the Job Done Right While Developing Those Around You
- Leading the Feedback Session – how to coach effectively with honest, open dialog with A-S-I
- Assess – the specific situations where you have observed the coachee
- Specifics – the specific behaviors observed
- Impact – the impact the coach observed from mentor's approach or behavior
- The Role of Emotional Intelligence in Coaching
- The Role of Body Language in Coaching
- Delivering Feedback Effectively
- Approach to Coaching Self-Assessment
- Getting Unstuck – what to do when you and/or your coachee meet a barrier to the coaching process
  - Situational Strategies and Tactics
  - Levels at Which to Coach
- Using DiSC to Aid Your Coaching
  - Complement or Conflict Interactions?
  - Personal DiSC Applications to Improve My Coaching Effectiveness
- Session Debrief – My A-Ha Moments
- My Coaching Competencies Self-Assessment
- Tools Provided:
  - Coaching Points to Ponder
  - Active Listening and Inquiry Skills
  - Questioning Tools
  - Techniques of Active Listening
  - Structuring the Coaching Session
  - Emotional Intelligence and Coaching Competencies
  - Body Language and Coaching
  - Impactful Words to Use When Coaching
  - A Dozen Do's and Don'ts of Effective Feedback
  - My Approach to Coaching Self-Assessment
  - Dealing With Difficult Situations
  - Do's and Don'ts of Coaching Interactions
  - Great Questions to Ask

A half-day version of this program is available for non-supervisors to develop peer coaching skills.

Leadership Development Program

Session Length: 2 Days

Target: Supervisors and Managers

Prerequisites: none

What do the world's best managers do differently? Based on extensive research by the Gallup Organization, this two-day workshop considers the four essential skills that World-Class managers have mastered. Based on the New York Times best selling business books, *First, Break All The Rules* by Marcus Buckingham and *Topgrading* by Branford Smart, PhD. Topics include:

- A Blueprint for Leadership
  - The Role of Leadership in the Organization
  - A Model of Competency
  - What Great Managers Do Differently
- Recruiting Talented People With Great Attitudes Who Can Hit The Ground Running
  - Selecting the Best People
  - Selecting for Talent - you can teach skills and knowledge, but you must hire for talent
  - The Cost of a Bad Hire
  - An Overview of the Staffing Process
  - Some Legal Considerations (EEOC, ADA, AA, BFOQ, Lawful & Unlawful Questions)
  - Requisitioning the Position
  - Sourcing Candidates
  - Screening Candidates (Resumes, Applications, Screening Process)
  - Interviewing Candidates (Behavioral-Based Interviewing, Body Language)
  - Selecting the Best Candidate
  - Extending the Job Offer
  - Starting the New Employee
- Setting Expectations by Defining The Right Outcomes With Employees
  - The Role of the Organization's Mission, Vision and Values
  - Key Performance Indicators
  - New Hire Orientation
  - Vision Casting
  - Expectation Setting With the Performance Management Program
  - Assigning Work to Employees
- Creating The Environment For Motivation – effective tools that create a climate of motivation
  - How World-Class Managers Release Each Employee's Potential
  - How World Class Managers Manage Around Employee Weaknesses
  - Providing Continuous Feedback
  - Recognizing Good Performance
  - Practicing Effective Communications Skills
  - Leading Productive Meetings
  - Career Pathing
  - Skip-Level Meetings
  - Keeping Talented People
- World Class Managers Develop Their People – help your people be all that they can be
  - Teaching New Skills
  - Coaching Employees
  - Career Development Planning
  - Topgrading
  - Performance Management – Programs, process, forms
  - The Four Levels of Leadership
  - Succession Planning
  - Counseling and Progressive Discipline

Fundamentals of Operational Performance

Session Length: 2 Days

Target: All Supervisors, Managers, Directors and Vice Presidents *Prerequisites: none*

Facilitated by Corporate Trainer and Senior Financial Officer

This course is especially designed for organizations that have moved out of the high growth ramp-up stage and into the maturing operator stage. It teaches participants how to make operationally sound decisions, de-mystifying Profit and Loss Statement, Reports, EBITDA and the key drivers and metrics behind EBITDA. Topics include:

- Our Challenges and How We Got Here – a snapshot of the issues shaping our business
    - Industry and company growth and projected growth
    - Core strategy and current tactical approach to the market
    - The rise of personal accountability and better decision-making
    - A close look at the Key Drivers (Financial Metrics) of our business
    - Our challenge: growing the business when the market is flat
- The Concepts and Processes We Must Master
    - Lessons from a household budget
    - The company's Top 20 expenses
    - Understanding the company's P&L
    - A closer look at each Key Driver (Financial Metric)
    - Understanding Revenues
    - Understanding Expenses
    - Understanding EBITDA
    - The Inter-relationship between the Key Drivers
    - Case studies

- Planning and Analyzing
    - The five steps of planning
    - Tools to measure and monitor results
    - Trendicators, trend analysis and leading indicators
    - Reports workshop – analyzing actual results
- How Specifically Do I Positively Impact My Own Operational Area
    - Linking Key Drivers, what drives them in each department, and action plans
    - Developing a specific plan to positively impact EBITDA - workshop
    - Three disciplines in executing effective plans
        - Step 1: monitoring progress closely against the plan
        - Step 2: keep doing the things that are working well
        - Step 3: adjust to the negatives
    - Properly defining problems
    - Solving the Problem
    - Accountability for my plan
- Appendix and Tools
    - Glossary of selected financial and operational terms
    - Expense inventories
    - More on EBITDA
    - Key Metrics by Department – what drives the drivers by department
    - Report Analysis Grid
    - EBITDA Impact Worksheet

This module is custom designed for each client company!

Understanding the P&L and Key Drivers

Session Length: 2-4 hours

Target: Supervisors – Vice Presidents & Directors *Prerequisites: none*

Gaining alignment around an organizations' performance goal is accomplished by establishing a foundational understanding of how the organization's key drivers (including EBITDA) interrelate on the company's P&L. Topics Include:

- How Does a P&L Work?
- Revenues and Expenses
- The Organization's Top Five Key Drivers – gaining a firm working knowledge of each one
- How Does a Change in One Affect all of the Others?
- Achieving EBITDA

Compensation Training for Managers

Session Length: 4 hours

Target: All Supervisors and Managers *Prerequisites: none*

Can be provided as a facilitated or self-administered practical 'how-to' guide. How is the Company's Compensation and Salary Structure administered on a daily basis to ensure that we attract and retain the best and brightest individuals? Topics include:

- The Building Blocks of Our Compensation Program
- How We Arrive at a Salary For a Job
- How Our Salary Structure Works
- Employee Performance Evaluations
- The Three-Month Rule
- Compensation Forms
- Compensation Events Action Grid
- Compensation Policy Overview

Conducting Meaningful Performance Evaluations

Session Length: 4 hours

Target: All Supervisors and Managers *Prerequisites: none*

Can be provided as a facilitated or self-administered practical 'how-to' guide. The annual Employee Performance Evaluation can either be a terrific tool that both guides and chronicles an Employee's development in his/her job, or the most dreaded event of the year. Learn how to conduct meaningful evaluations that Employees look forward to!

- Our Performance Evaluation Philosophy
- Performance Management 101
- Scoring an Annual Performance Evaluation
- Adding Appropriate Comments to an Annual Performance Evaluation
- The Self-Evaluation
- The Evaluation Process and Timeline
- Holding The Evaluation Discussion With Your Employee
- Events That Affect the Timing of an Annual Performance Evaluation
- Sample Forms, Job Aid and Policy section

Ethics Training for Supervisors

Session Length: 2.5 hours

Target: all Supervisors and Managers *Prerequisites: none*

In 1998 the federal government ruled that all companies, whether public or private, must provide their employees with ethics training. An organization's *standards of conduct* and *code of ethics* are the tools that guide employees to do the right things in the workplace. How well a company communicates these areas goes a long way towards increased productivity and the living out of corporate values Topics include:

- How Did We Get Here? A candid look at the events driving the requirements to live out workplace ethics
- Our Code of Ethics – a review of both the what and the why of the organization's code of ethics
- Standards of Conduct: Government Contracts, Subcontracts and Non-Government Agencies
- Situations and Scenarios – working through specific case studies allows employees to apply the organization's *code of ethics* and *standards of conduct* to real life situations
- Your Role as a Supervisor and Manager – what are your responsibilities, liabilities and most vulnerable areas

Note: This training requires annual re-certification for all Managers and Supervisors

Sexual Harassment Awareness For Supervisors

Session Length: 2-3 hours

Target: All Supervisors and Managers *Prerequisites: none*

Did you know that according to the Supreme Court, every supervisor and manager is *personally liable* for adhering to the law regarding sexual harassment? Learn how to recognize the early warning signs to prevent it, and how to deal with a sexual harassment complaint. Topics include:

- What Is Sexual Harassment?
- What Makes Sexual Harassment Illegal?
- How Should We Deal With Sexual Harassment?
- Company Policy On Sexual Harassment
- A Closer Look At Sexual Harassment – understanding *quid pro quo* and *hostile environment* harassment
- What Is The Worst That Can Happen? – understand what the courts say
- What Are the Supervisor's Responsibilities? Where you may be personally liable!

Note: This training requires annual re-certification for all Managers and Supervisors

Effective Leadership Skills For Non-Supervisors

Session Length: 1 Day

Target: Non-Supervisory Personnel that are assuming a leadership role in the organization *Prereq's: none*

There are key people in your organization that need to practice effective leadership because of the roles they play. Perhaps these are individuals targeted to move into a supervisory position, or professionals that manage parts of the enterprise other than people. How will you prepare them to be effective leaders? Topics Include:

- Leadership, Supervision and the Role I Play in the Organization
- Using Behavioral Styles to Work More Effectively With Others (DiSC)
  - Who is the Real You?
  - Why the Golden Rule Doesn't Work
  - Identifying People's Behavioral Styles from Their Speech and Actions
  - Understanding and Leveraging My Behavioral Strengths
  - Understanding and Managing Around My Behavioral Weaknesses
- Developing the People Around Me
  - Coaching My Peers
  - The Three Coaching Questions
  - Developing My Coaching Plans
- Being a Leader When Conflict Arises
  - Understanding the Causes of Workplace Conflict
  - Are You a Victim of Getting Hooked?
  - Three Responses to Workplace Conflict
  - Climbing the Empathy Ladder to De-Fuse Conflict
- Working With People Outside My Department
  - The People I work With Outside My Department
  - Professionalism, Conduct and Dress
- Reporting and Documentation
  - How to Document
- Time Management & Prioritization
  - The Urgent Vs, the Important
  - The D.A.T.A. Tool for Time Management
    - D is for Discipline
    - A is for A-B-C Prioritization
    - T is for To Do List
    - A is for Attitude
  - Managing Stress on the Job
    - What Causes Workplace Stress?
    - What Things Stress Me Out?
    - Specific Strategies for Managing Stress
- My Action Planner

Successfully Managing Incidents

Session Length: 1 Day

Target: All personnel that are managing events and programs in the field for their organizations

Prerequisites: none *Originally written for the healthcare and pharmaceutical industries*

More and more organizations are including event-, trade show and venue-marketing as a standard way to do business. You have on-site representatives that must make split-second correct decisions as to handling unexpected incidents that arise. Whether your organization conducts employee events, events and programs for clients and their invited guests, public and private seminars, trade shows and the like, incidents arise that require successful management to ensure safety, avoid risk and liability, and to protect the image of the organization and its clients. Topics Include:

- A Thorough Review of Your Organization's Incident Escalation Policy
    - The Types of Incidents That Occur (Medical emergency, Assault, Disorderly Conduct, Disturbance During Event, Harassment/Sexual Harassment, and Threats to Safety)
    - The Warning Signs of Potential Incidents
    - An Incident Response Model
    - Responding to Emergency and Non-Emergency Situations
    - Developing Your Personal 'Emergency Response Chain'
    - Four Things Not to Do When Responding to an Incident
    - Notification of Client and Supervisor, and Incident Reporting
    - Handling the Media and Legal Inquiries
- Tips & Techniques to Effectively Handle Incidents
    - Preparation is the KEY Preventive Step
    - Understanding and Responding to Conflict
    - Red Flag Words and Phrases That Increase Conflict
    - Climbing the Empathy Ladder to De-Fuse Conflict
    - Knowing When to Call Up the Chain and When to Handle Yourself
- Handling Situations and Scenarios - Workshop
    - The Unwanted Visitor
    - Bad Behavior After Hours
    - Making Lemonade Out of Lemons – disruptions at the venue
    - A Medical Emergency
    - Exhibit Booth Behavior
- Tools and Policies
    - An Incident Escalation Policy
    - A Microsoft-based Electronic Incident Report

BMG works with your legal and HR Departments to develop and implement an incident escalation policy that makes sense for the way you conduct your event marketing functions.

Becoming a More Effective Communicator

Session Length: 5 hours

Target: All Company Supervisors and Managers *Prerequisites: none*

Effective supervisors are effective communicators. This practical workshop is designed to equip supervisors and managers with the keys to effective communications in order to better perform the critical parts of their function. Topics include:

- Self-Assessment – How "Open" Am I?
- How Others See My Communications Effectiveness
- Identifying My Vulnerable Areas
- Setting Expectations – What People Need to Know
- Essential Communications Skills – Listening and More Effective Delivery
- Developing Skills to Improve Giving and Receiving Feedback
- Helping Employees to Solve Problems
- Creating More Effective Documents
- Takeaway Tools:
    - Selling Ideas, Gathering Support and Motivating Listeners
    - Better E-Mail Etiquette
    - Writing for Business

Congratulations! You've Been Promoted!

Session Length: 2-3 Hours

Target: Individuals preparing for, or who have recently been promoted to supervisor *Prerequisites: none*

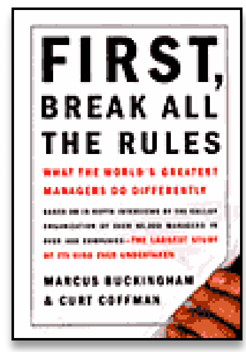
You've worked hard, honing your skills for this moment. Suddenly you are cast into a brand new supervisory role, and the same folks with whom you've worked shoulder to shoulder are low looking to you for leadership. You are still the same person you've always been, but everyone's perception of you has changed at the moment you moved up to supervisor. Now you are faced with an exciting, albeit scary road ahead. There is a fine art to moving up in the organization and becoming the leader that your team will look up to. This workshop focuses on the art of becoming an effective leader – designed for the aspiring or first-time supervisor. Topics Include:

- How Leadership and Supervision Differ
  - Supervisors are Appointed to the Job; Leaders are Made on the Job!
- So, What Changed All of a Sudden?
  - Taking the Appropriate Action
  - Holding Your "Buddies" Accountable
  - Maintaining a Sense of Humor Without Crossing the Line
  - Gossip: The Great Enemy of Trust
  - Avoiding "cc Hades"
  - Becoming and Remaining Open and Accessible
- Self Assessment: How Am I Really Doing?
- My Action Plan for Improving My Leadership Skills

What the World's Best Managers Do Differently

Session Length: 2-3 hours

Target: All Supervisors and Managers *Prerequisites: none*



Two 25-year landmark studies in effective management by the Gallup Organization culminated in a series of NY Times Business Book Bestsellers. This workshop distills the wisdom from *First, Break All The Rules* with practical applications to today's workplace. Two hours may just change your culture! Topics include:

- The Four Levels of Competency
- Selecting for Talent, Not Just for Knowledge and Skill
- Setting Expectations by Describing Outcomes, Not Steps
- Focusing on Strengths and Managing Around Weaknesses
- Developing Staff by Having Smart People Think
- Takeaway Tools:
  - A Selection of Talents – how to identify those critical to each role in the organization
  - Role Inventory – if you don't do this first, you will make more hiring mistakes
  - My Staff's Motivators – truly effective managers understand what motivates each staff member
  - Twelve Predictive Questions – these will identify if you have a turnover problem waiting to happen

Setting and Accomplishing Goals

Session Length: 2 hours

Target: All Supervisors and Managers *Prerequisites: none*

Regardless of the individual duties performed by each staff member, the specific and attainable goals that you establish help to direct activates to achieve departmental and company goals. Learn how to go about setting expectations and goals that staff members willingly buy into. Topics include:

- Setting Expectations
  - What People Need to Know
  - The Consequences of Mismatched Expectations
- Setting SMART Goals and Objectives
  - Turning a Goal Into a SMART Goal
  - Exercise: Developing a SMART Goal
  - Setting Annual Performance Expectations With Your Employees
- Takeaway Tool: SMART Goal Planning Template

SENIOR LEADERSHIP/BOARD COMPETENCIES

Effective Strategic Planning

Session Length: full day

Target: Supervisors to CEOs & Boards

Prerequisites: none

A recent survey by The McKinsey Quarterly of senior financial and strategic executives worldwide indicated most organizations follow a formal process of strategic planning. Over the past several years the discipline of strategic planning has fallen out of favor because some organizations have experienced failure in their strategic plans. Analysis of why these organizations are not able to achieve successful results from their strategic planning efforts is rooted in a failure to properly execute the planning process or its necessary follow-up. This program is designed to equip those who participate in the strategic planning process with insights and tools that will deliver effective strategic plans.

Topics include:

- Why Strategic Planning?
- Exploding Five Popular Myths of Strategic Planning
- Assembling Your Strategic Planning "Team"
- The GNIRTS Planning Formula
- Strategic Planning Logistics
- Strategic Planning Pre-Work
- The Importance of Alignment
  - Interpersonal Alignment
  - Vision Alignment
  - KPI & Key Metrics Alignment
- Strategic Planning Methodology and Approaches
  - Analysis, Ideation and Brainstorming
  - Workgroups
  - Project Plan Commissioning
  - Project Plan Creation
  - Project Plan Approval
  - Project Team Assignments
  - Impact on Mission Statement
  - Strategic Planning Follow-Up
  - Progress Reporting
- Appendix of Helpful Strategic Planning Tools
  - Strategic Plan Logistical Checklist
  - Strategic Planning Pre-Work Tools
  - Strategic Planning Analysis Tools (SWOT, SSC&F, and Balanced Scorecard)
  - Project Planning Template
  - Strategic Planning Follow-up Template
  - Top Ten reasons Why Strategic Planning Fails

Effective Strategic Planning

Session Length: 4 hours

target: Supervisors to CEOs & Boards

Prerequisites: none

This is a more concise version of ESP1, but contains all of the tools and templates found in ESP1. This program is ideal for organizations desiring an introduction to the process of strategic planning, with some degree of interaction with the different facets and stages of developing and implementing a strategic plan.

Expert facilitation of your organization's strategic planning is available from BMG. Our clients rave about how effective we've enabled their strategic planning to become.

Talent Acquisition Strategies in Turbulent Times

Session Length: 3 hours

Target: Business Owners, Principals and Senior Managers *Prerequisites: none*

Today's turbulent times are not over, and the coming perfect storm "Weather-making Macro Trends" will have a significant impact on how your organization attracts, focuses and retains the talented people required to grow your organization. The coming decade will witness a significant drain of the talent pool, seismic shifts in the demographics of the workplace, and more jobs than there are for people to fill them. It is said that the times of greatest turbulence provide times of great opportunity. How will you prepare your organization to effectively deal with your talent acquisition needs in the months ahead? Topics include:

- ❑ The Volatility Index
- ❑ The Eight Weather-Making Macro Trends That Will Change the Face Of the Talent Pool
- ❑ The Cost Of a Bad Hire
- ❑ Employee Performance Evaluations
- ❑ The Talent Acquisition Process
- ❑ Specific Talent Acquisition Strategies
- ❑ Talent Acquisition Workshop
- ❑ Complimentary Whitepaper

Performance Management Made Simple℠

Session Length: half or full day

Target: Business Owners, Principals and Senior Managers *Prerequisites: none*

How does your organization address the need for employees to deliver consistently excellent results? All too often the approach taken is a combination of different legacy programs, software, policies, procedures, and the like, which may address some of the important aspects of this area, but leaves some significant holes. BMG's Performance Management Made Simple™ model approaches the topic from a holistic perspective, and enables you to incorporate your effective programs and practices with industry-leading best practices to give you the tools necessary to deliver a strong ROI to your bottom line, while developing and retaining highly talented people. Topics include:

- ❑ The BMG's Performance Management Made Simple℠ Model and Overview
- ❑ The Cost Of Turnover
- ❑ The Establish-Coach-Counsel-Discipline Cycle of Staff Development
- ❑ How to Equip Employees for Success
- ❑ How to Identify, Measure & Correct Performance Gaps
- ❑ Implementing a PMMS℠ Program
- ❑ Optional: Supervising Behavioral-Based Performance – utilizing DiSC® to more effectively manage people; includes custom DiSC® Report Deck and Management Reports
- ❑ Optional: PMMS℠ Performance Appraisal software – off-the-shelf and ready to go standardize template that is fully user customizable; enterprise license or single user

Evaluating Your CEO/President

Session Length: 2 hours

Target: Boards of Directors *Prerequisites: none*

Most organizations hold annual performance evaluations for all of their staff…with the exception of the CEO. According to the National Association of Corporate Directors (NACD), all organizations should assess their CEO annually, and establish meaningful goals and objectives with him or her for the upcoming year. We'll not only teach you the fundamentals of CEO evaluations and how to implement them effectively, but provide you with a license for our CEO♦Eval℠ Software for easy implementation. Topics include:

- ❑ NACD Best Practices for CEO Evaluations
- ❑ CEO Evaluation Areas
- ❑ Establishing Meaningful Goals and Objectives
- ❑ CEO♦Eval℠ Template for Evaluating Performance
- ❑ Implementing the Evaluation
- ❑ CEO♦Eval.℠ Software – with license, ready to use but fully customizable; customization optional

BMG will assist you in developing and implementing effective senior management performance evaluations.

EXPERT STRATEGIC PLANNING FACILITATION

Boyer Management Group has provided strategic planning facilitation for organizations large and small, public and private. **Bottom line: our clients emerge from this intensive two or three-day offsite workshop with a session-developed written game plan of high-impact projects that are ready for immediate execution by a fully aligned team.**

Strategic Planning Workshop

Session Length: 2-3 days offsite

Target: Senior Management Team *Prerequisites: none*

The most successful organizations in the world are those that are effective planners. They are disciplined to meet periodically to map out the strategy necessary to move them forward, to improve their market share, revenues and bottom line. To do this effectively requires an accurate assessment of the current and anticipated market conditions, competitors, and opportunities for improvement. Most of all, it requires a fully-aligned team that is committed to move elegantly towards the common strategies and tactics that emerge from a planning session.

All too often, the good intentions of a senior team dissolve into inaction because no specific project plan was developed, agreed upon, and put into action. This is where Boyer Management Group adds value, keeping each session moving productively to produce an actionable set of project plans that have defined deliverables, measurable performance metrics, and are ready for immediate implementation. We utilize only seasoned corporate executives who are skilled strategic planners to facilitate the workshop. An outside facilitator enables organizational leaders to focus on the business of their business. Deliverables include written project plans and project tracking.

A typical strategic planning workshop follows a format such as:

- Aligning / Team Building Session
- The State of The Business, Marketplace and Identified Opportunities
- Creating Vision: Aligning Around The Goals
- Workshop 1: Organizational Self-Assessment: What is Working, What is Not Working
- Workshop 2: Determining Our Strategic Projects for Development
- Workshop 3: Tactical Plan Development
- Workshop 4: Creating Action Plans for Each Project
- Workshop 5: Alignment and Agreement Over Each Project Plan
- Workshop 6: Next Steps for Implementation

Defining our Mission and Vision

Session Length: 4-6 hours

Target: Senior Management Team *Prerequisites: none*

Many companies with talented people, a winning product or service, and a favorable business climate still struggle to achieve success because the organization's is not operating as a cohesive unit. Like an engine badly in need of a tune up, the organization moves in a series of fits and starts and, as a result, is never fully able to take advantage of market conditions and the sales and profit opportunities available to it. *Building a Winning Team* brings together the leadership and management of the organization for the purpose of identifying the company's mission and aligning the organizations' staff to achieve the mission. In the process stronger team bonds are formed, which will facilitate productive relationships between managers and supervisors.

- What is Leadership?
- The Four Levels of Leadership, Leadership Behavior & Leadership and Team Alignment
- Building a Mission Statement
- Determining Our Core Competencies, Our Target Customers & Core Values
- Creating Our Mission - Workshop
- Institutionalizing Our Mission

CUSTOMER CARE & MANAGEMENT CURRICULUM

Customer Care & Customer Care Management Curriculum Overview.

The courses in this catalog are available for immediate implementation or customization to fit your specific needs. Each course is available with a Participant's Workbook, A Completed Leader's Workbook, a Session Leader's Guide, Appendix, and in some cases, Pre-work and a Follow-Up Survey. Each course can be provided on a single CD-ROM using Microsoft Word, Excel and/or Adobe PDF to allow you to access the content and print out copies of workbooks, guides, etc.

Delighting Customers

Session Length: 2 days

Target: all Customer Contact Employees *Prerequisites: none*

What does it take to delight customers? Our "moments of truth" happen every time we pick up the phone or meet customers face to face. Simply *solving their problems correctly* falls short of delighting them. Learn how to exceed customer's expectations in this practical, hands-on module. Topics include:

- Our Customer Care Standards – specific to your organization, along with practical applications and how Customer Care Reps will be monitored to follow the Standards
- What Do Customers Really Want?
- How Do We Communicate? Learn effective methods that build long-term customer relationships!
- Telephone Etiquette – stuff mother never taught you but will delight your customers every time.
- Questioning and Listening – learning the right questions to ask and honing your listening skills is key to successful Customer Care calls.
- Closing The Visit or Call and Follow-Up – learn the steps and secrets!

Industry Specific Versions:

Delighting Our Visitors – *Version for the hospitality & tourism industry*

Delighting Our Patients – *Version for the healthcare industry*

Delighting Challenging Customers

Session Length: 2 days

Target: all Customer Contact Employees *Prerequisites: Delighting Customers*

How can you deal effectively with the most challenging customer personalities? Place lots of tools in your toolkit to deal with customers like Belligerent Ben, Frankie The Flirt and Chatty Cathy. Learn how to succeed in practically every challenging customer situation in this practical, hands-on module. Topics include:

- Why Are Some Customers Challenging? Different customers present a wide range of challenges. Discover some of the common reasons customers can present challenges.
- Seven Deadly Customer Service Killers. Recognizing attitudes and approaches that cause customers to become more challenging – and learning how to overcome them – is step one to delighting challenging customers.
- Delighting Challenging Customers Toolkit. Learn the fine art of using the tools of empathy, leading, acknowledgement, active questions and eight others to delight customers in challenging situations.
- A Gallery Of Challenging Customers. Meet Profane Paul, Say It Again! Samantha, Cynthia Superior and seven other 'types.' Learn the tactics and strategies of dealing effectively with each type.
- Where You Lead, They Will Follow – Developing the skill and confidence to lead in any situation is essential if you are to delight all customers.

Delivering a WOW Solution

Session Length: 2 hours

Target: all Customer Contact Employees *Prerequisites: none*

This is a terrific refresher course of customer contact staff at all levels. Topics include:

- What do Customers Expect, Anyhow?
- Offering WOW Solutions
  - The WOW Formula
  - Making a Customer for Life
  - Looking Inside Your WOW Toolbox
  - The Key is a Balanced Solution

From Start To Finish: Successfully Managing A Customer Contact

Target: All Employees with Customer Contact *Session Length: 4 to 6 hours*

Prerequisites: Delighting Customers, QA 101, Delighting Challenging Customers

How do you manage a customer contact from start to finish? What tools are available to assist you? Find out the answers to these and other questions! Topics include:

- What customers like and dislike about the way their calls are handled
- Lessons from our own experience calling into service providers
- Causes of the poor service levels we dislike
- What are our standards for Customer Service?
- Identifying the correct resources to successfully manage each contact: Intranet, CRM system, P&P Manuals
- Call Transfer techniques
- Troubleshooting problems and Trouble Ticketing
- Standards and methods for effective written communications with customers

Calming the Irate Caller

Session Length: 1.5 - 2 hours

Target: All Customer Service Employees *Prerequisites: Delighting Customers*

In any business mistakes happen and people get upset. A critical skill for all customer contact staff is to know how to turn an irate caller into a satisfied Customer. Topics include:

- Why Do Callers Get Irate?
- Dealing With Six Types of Difficult Customers
- Handling Things Right – Turn Anger into Smiles

Quality Assurance 101

Session Length: 4 hours

Target: All Customer Service Employees *Prerequisites: Delighting Customers*

The purpose of this module is to familiarize Customer Service Employees with the goals, role and function of the Quality Assurance Department. Topics include:

- What Is Quality?
- Meet Your Quality Assurance Team, Their Goals & Mission
- The QA Call Monitoring Program
- Coaching Employees One On One

Customer Retention 101

Session Length: 4 hours

Target: All Employees with Customer Contact *Prerequisites: Delighting Customers, QA 101*

A practical look at why customers stop doing business with you and steps that can be taken to keep customers from wanting to leave. Topics include:

- What is the value of a customer?
- The cost to keep a customer vs. the cost to get a new customer
- What is one save per Customer Service Rep per day for a whole year worth?
- Why do customers leave?
- Churn reduction starts before the customer starts doing business
- Understanding the reasons behind the reasons
- Developing strategies to counter every reason we can affect
- Playing from strength: Client's strategic advantages
- Skills-building in saving customers who want to leave

Collections 101

Session Length: 4 hours

Target: All Customer Service Employees. Prerequisites: Delighting Customers, QA 101, Billing 101

The purpose of this module is to familiarize Customer Service Employees with the goals, role and function of the Collections Department. Topics include:

- How Collections fits into the big picture at our company
- What every Customer Service Employee should know about Collections
- Our collections schedule close-up for consumers and businesses
- Collections Do's and Don'ts

Improving Our Customer Relationships

Session Length: 4 hours

Target: all Customer Contact Employees

Prerequisites: none

This is a terrific refresher course of customer contact staff at all levels. Topics include:

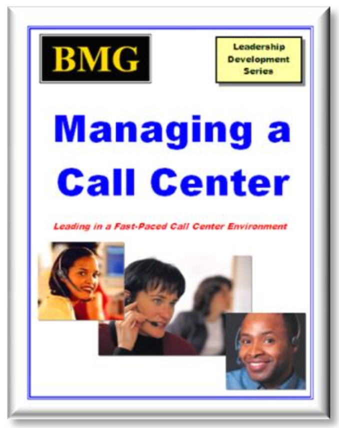
- ❑ Perception is Reality: A Case Study in Professionalism
- ❑ The "Elements of Communication"
  - ❑ Tragic and Triumphant Words and Phrases
- ❑ The Magic "Two-Five" – the 25 seconds to connect with each caller or guest
- ❑ Getting Hooked or Unhooked
  - ❑ Triangulation Technique to Avoid getting Hooked
  - ❑ Mirroring our Customers
  - ❑ The Future Costs of getting Hooked
- ❑ Negotiating the Double Win
- ❑ Six Steps to Resolving Resistance
- ❑ Scenario Solving Role Plays

Managing A Call Center

Target: All Customer Service and Call Center Managers, Directors, VPs *Session Length: 2 days*

Prerequisites: Managing Through People I & II

Successfully transforming today's high turnover culture prevalent in most customer service organizations into a high performance and high retention culture requires the adoption and implementation of best practices. Drawing on the classic New York Times bestsellers *First Break All The Rules*, *Topgrading*, *Good to Great*, *Developing the Leader Within You* and *The One Minute Manager*, *Managing a Call Center* will equip your management team to run a best-practices call center. Topics include:



- ❑ Benchmarking
  - ❑ Understanding and Applying Benchmarking Best Practices
- ❑ Using the Customer Management System to Make Informed Decisions
  - ❑ Reports and Screens in CRM System
  - ❑ Analyzing My Current Login/Logout Report
  - ❑ Staffing and Schedule Adherence
  - ❑ What Factors Affect the Abandon Rate, AHT and Average Speed of Answer?
  - ❑ The Psychology of Incoming Calls
  - ❑ How Service Level and Quality Work Together
  - ❑ Average Handle Time – Friend of Foe?
- ❑ The Human Side of Call Center Management
  - ❑ An Overview of the Current labor Market
  - ❑ What Precipitates Employee Turnover?
  - ❑ Qualities of an Effective Call Center Manager
  - ❑ Selecting Talented Customer Service Representatives With Great Attitudes
  - ❑ Interviewing Candidates
  - ❑ Setting Expectations With Your Staff
  - ❑ How Effective Managers Create a Motivational Environment
    - ❑ Managing By Wandering Around
    - ❑ Using Feedback to Motivate
    - ❑ Releasing Staff Potential and Managing Around Weaknesses
    - ❑ Stress and Its Impact on Motivation
  - ❑ Developing Your Staff Through Teaching and Coaching
    - ❑ What Exactly is "Coaching?"
    - ❑ Coaching 'Special People'
  - ❑ Topgrading: Getting 'A' Players Onto the Bus and 'C' Players Off
    - ❑ Allocating Time Between Staff Members - How the World's Best Managers Spend Their Time
  - ❑ Monitoring Quality
- ❑ Call Center Management Reading List
- ❑ Daily Action Plans
- ❑ Appendix – Over 40 pages of highly effective tools

SALES & SALES MANAGEMENT CURRICULUM

Sales and Sales Management Training Curriculum Overview.
The courses in this catalog are available for immediate implementation or customization to fit your specific needs. Each course is available with a Participant's Workbook, A Completed leader's Workbook, a Session Leader's Guide, Appendix, and in some cases, Pre-work and a Follow-Up Survey. Each course can be provided on a single CD-ROM using Microsoft Word, Excel, and/or Adobe PDF to allow you to access the content and print out copies of workbooks, guides, etc.

I. B2B Sales Channel

Professional Business Selling Skills I

Session Length: 2-3 days

Target: Business To Business Sales Personnel *Prerequisites: none*

This is the *sales primer* for all B2B Sales Account Execs! Whether you are new to wireless or sales, or an experienced pro, this course provides the most effective methods to handle customers and transactions in face-to-face selling to businesses, corporate and governmental customers. Topics include:

- ❑ Our Sales Strategy For Successful Account Execs
- ❑ Effective Communications Skills – without them, you cannot succeed
- ❑ The Sales Cycle – how to make the sales funnel work without a clog
- ❑ Lead Generation – how to have more leads in less time
- ❑ Prospecting to Securing Appointments – hot, warm and cold prospecting
- ❑ Preparation for Appointments – have a full arsenal ready to go on every call
- ❑ Opening an Appointment – do it right, because first impressions last
- ❑ Performing A Needs Assessment –the most critical skill for successful sales
- ❑ Presentation Skills For Needs-Based Selling – building great benefit statements
- ❑ Cost Justification – learn how to make our company the best value in wireless
- ❑ Winning Proposals – learn how to write and present great proposals
- ❑ Dealing With Customer Resistance – the second most critical sales skill
- ❑ Closing The Sale – close more often, and more sales in each close
- ❑ Post Sale Follow-Up Program – increase your sales by at least 25%

Professional Business Selling Skills II

Session Length: 1½ - 2 days

Target: All B2B Sales Personnel *Prerequisites: PBSS1*

Securing your first few lines in a corporate account is like finding a few nuggets of gold scattered in front of a gold mine. If you proceed properly, you can uncover all of the treasure within! Topics include:

- ❑ The Fundamentals of Account Development
- ❑ Gathering Information on Your Corporate Accounts
- ❑ The Key Players and the Roles Each Plays
- ❑ Assessing Opportunities and Risks in Each Corporate Account
- ❑ Account Profiling
- ❑ Corporate Account Penetration Strategies and Tactics
- ❑ Effective Relationship Building Within An Account
- ❑ Human and Business Level Selling
- ❑ Eliminating Resistance Before It Occurs
- ❑ Growing With Your Accounts As A Highly Valued Partner

People-Smart Selling

Session Length: 1½ days

Target: All B2B Sales Personnel *Prerequisites: PBSS1 & 2*

With so much at stake with each account, how can you develop an approach with each client that allows you to sell to them in a way that they would like to be sold to? Based on the widely acclaimed DiSC Personal Profile System™, People-Smart Selling will equip you with a proven strategy that will maximize your results with each client:

- ❑ Why the Golden Rule is Likely to Fail in Up To 75% of Your Accounts
- ❑ Understanding Each Person's Unique Behavioral Style
- ❑ Strengths and Weaknesses of Each Style
- ❑ Identifying Clients by Their Behavioral Style
- ❑ How to Sell to Clients in the Way That They are Most Comfortable Being Sold to
- ❑ People-Smart Client Account Penetration Planning
- ❑ Practicing People-Smart Account Strategies and Tactics
- ❑ Includes One DiSC™ Assessment for Each Participant
- ❑ Assorted Job Aids Provided

S.W.A.T. For Top Accounts

Session Length: 2 days

Target: All B2B Sales Personnel Handling Major Accounts *Prerequisites: PBSS2*

Pre-Work required: competitive research, account records, sales projection tool

Becoming a top producer often means taking on the assignment of the company's most important accounts and prospects. To excel with these accounts and prospects means mastering Special Weapons and Tactics.

- ❑ A Realistic Snapshot of My Role as a Major Account Manager or Senior Account Executive Within My Company – what is required to sell at this level
- ❑ Understanding My Accounts
  - ❑ Key Players – their functions and roles; strategies and tactics for each role
  - ❑ Corporate Offices versus Single Locations
  - ❑ A-B-Cs of Total Account Potential; Core, Growth and Drag Accounts and strategies for each
  - ❑ Developing Effective Account Profiles
- ❑ Account Planning and Management Tools
  - ❑ Monkey Management – enlisting account support across the organization
  - ❑ Using the Sales Funnel Tool – developing accurate sales projections
  - ❑ Account Contact Management System – ensuring timely contact
  - ❑ Developing Specific Account Plans – eliminate ready-fire-aim account plans
- ❑ Building Positive Relationships With Key Players
  - ❑ Personal- and Business-Level Selling
  - ❑ Understanding Customer Buying Styles
  - ❑ Identifying Customers by Their Preferred Buying Style
  - ❑ People-Smart Selling – strategies and tactics for selling to customers in their preferred buying style
  - ❑ Workshop – Developing People-Smart Account Penetration Plans
- ❑ More Special Weapons and Tactics for Top Accounts
  - ❑ Responding to Bids, RFPs and RFQs; Selling to Committees

Business-to-Business Sales Essentials™

a BMG Learning Family Solution℠

Target: All B2B Management, Sales, and Customer Contact Staff *Prerequisites: none*

B2B Sales Essentials℠ **(B2BSE℠)** is a **Learning Family Solution**℠ consisting of:

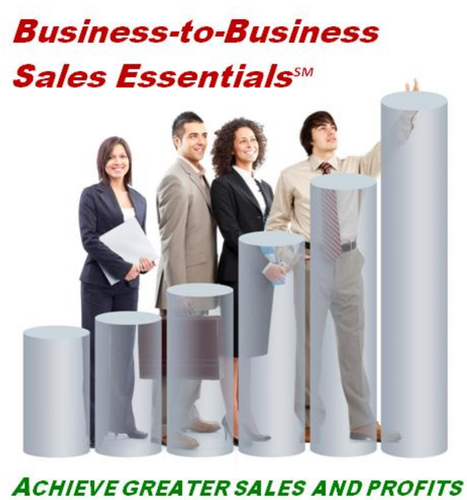
- A *Knowledge-Based* assessment which measure the participant's **awareness and understanding** of the best practices of business-to-business selling
  - Option: complete online
  - Option 2: Taken and scored in a proctored environment
- A Development Guide, a self-paced tutorial providing guidance for effectively applying the first 10 competencies, 63 sub-competencies and 363 best practices covered in the B2BSE℠ assessments
  - Provided electronically with a license limited to personal use by participants in the B2BSE℠ training program
  - Includes Action Planner and associated templates
- Interactive training modules, each covering applicable B2BSE™ competencies
  - Facilitated "live training" through choice of a virtual classroom for distributed workforces or in a standard classroom setting
  - Modules may be taken singly or in any combination
  - Some customization to enable specific industries to experience relevant exercises and examples
- Management consulting services associated with B2BSE: on-site interpretation; organizational development; customization; one-on-one coaching; sales management solutions

Having been utilized to train sales teams generating *billions of dollars* in B2B sales over the last ten years, *B2B Sales Essentials*℠ answers the following questions for B2B sales managers and their organizations:

- Does my team have a *clear knowledge and understanding* of the best practices associated with high performance business to business selling?
- Does my team *consistently apply* the best practices associated with high performance B2B selling as observed by the people who know them best?
- How am I addressing the *performance gaps* of my sales team in critical areas like prospecting, handling objections and closing?
- How can *new and improved selling strategies* be infused in our existing approach?

B2B Sales Essentials℠ consists of the following essential sales and sales leadership competencies for B2B sales professionals:

1. Preparedness and B2B Sales Organizational Skills
2. Prospecting
3. Successful Initial Appointments
4. Conducting a Needs Assessment
5. Presenting Solutions to Uncovered Needs
6. Developing and Presenting Proposals
7. Effectively Handling Prospect Resistance
8. Closing Sales Professionally
9. Following Up Sales Effectively
10. Territory and Account Management Skills
11. Indirect Distribution
12. Delighting Customers in B2B Sales
13. Social Media & LinkedIn for B2B Sales
14. Managing Through People I℠ for B2B Sales Leaders
15. Managing Through People II℠ for B2B Sales Leaders



Please see the detailed curriculum on our related brochure, *B2B Sales Essentials℠ Professional Development Programs.*

B2B Boot Camp Series

Intense, remedial workshop training that is designed to assist participants in mastering fundamental selling skills. Each of the one-day boot camps focuses on a critical skill area:

Prospecting *Boot Camp*

Session Length: 1 Day

Target: All B2B Sales Personnel ◆ Prerequisites: PBSS1 ◆ Pre-Work: sales productivity analysis, sales plan

Many sales professionals struggle with keeping their pipeline full of highly qualified prospects. This one-day class is designed to build the essential skills to allow B2B sales professionals to sustain success in booking appointments with highly qualified prospects. Topics include:

- ❑ The Sales Process for Account Executives
- ❑ My Total Call Universe – understanding personal selling ratios and monthly sales goals
- ❑ Setting SMART Goals Specifically for Marketing
- ❑ The GOLDLEADS Lead Generation and Account Management Program
- ❑ Suspects, Prospects and Prospect Quality – how to raise the quality of your prospects
- ❑ Four Steps to Prospecting Success
  - ❑ Effective preparation and successful introductions
  - ❑ Creating interest in making an appointment
  - ❑ Closing prospects on appointments
  - ❑ Handling resistance and dealing with the gatekeepers
- ❑ A Call Summary Flowchart – an effective tool for successful call mapping

Needs-Based Selling for Successful Appointments *Boot Camp*

Session Length: 1 day

Target: All B2B Sales Staff ◆ Prerequisites: PBSS1 ◆ Pre-Work required: competitive analysis of current market

What separates the sales professionals who struggle to achieve the goal and the superstar is often found in how effective the sales professional is in leading the Needs Assessment. Not only is a thorough knowledge of one's own products and services required, but you need to know enough to sell for your competitor:

- ❑ Developing Expertise in Your Own and Your Competitor's Offerings – a live assessment of what each participant knows about their own and competitor's offerings
- ❑ Following a MAP to Prepare for a Successful Appointment (Tools and techniques)
- ❑ Opening and Owning Your Appointment
- ❑ Conducting a Needs Assessment
  - ❑ Effective questioning techniques to dig beneath the surface to uncover needs
  - ❑ Eliminating the barriers to effective needs assessments
  - ❑ Leading the discussion about competitors
- ❑ Developing a Prospect Profile – (account profiling tool)
- ❑ Live Needs Assessment Workshop

Successful Presentations and Handling Resistance *Boot Camp*

Session Length: 1 Day ◆ Target: All B2B Sales Personnel ◆ Prerequisites: Needs-Based Selling

Pre-Work required: customer objection analysis, competitive analysis

When competition and market conditions have created a customer perception of commodity pricing, top sales professionals create value in the mind of their customers through presentations that precisely fit customer needs while handling all types of resistance. Topics include:

- ❑ FAB and the Presentation Formula
- ❑ Recognizing Buying Signals
- ❑ Using Presentation Tools Effectively
- ❑ Is My Product or Service Seen as a Commodity?
  - ❑ Developing Differentiators that Offset Commodity Pricing Mentality
  - ❑ Measuring My Own Price Resistance
- ❑ Why Customers and Prospects Resist
- ❑ Six Steps to Solving Resistance (and One Way Never to Deal with Resistance)
- ❑ The Ways Prospects Express Resistance (Indifference, Skepticism, Confusion, Drawbacks, and Price)
- ❑ Handling Tough Objections Workshop – handling every difficult objection that the seminar's participants have encountered

Business Sales / B2B Channel Management

Session Length: 2 Days

Target: All B2B Sales Supervisors, Managers and B2B Market/Area Managers
Prerequisites: Leading Through People I & II are strongly suggested

This important workshop is designed to build upon the management principles found in the Leading Through People series and look at their proper and effective application in the business sales/direct sales environment. Topics include:

- A Template for Success
  - The Characteristics of Great Business Sales Managers
  - The Top Ten Things Great Business Sales Managers Do Differently
  - The Priorities of A Business Sales Manager
- Staff Management
  - Identifying the Ideal B2B Salesperson
  - Staffing My B2B Sales Team
  - Training My Staff
  - Coaching, Counseling and PIPs in the B2B Sales Channel
  - Topgrading and Ranking My Staff
  - Allocating Time Between Staff Members

Business Sales Management (Continued)

- Sales Management
  - Managing My Time Effectively
  - Achieving and Exceeding The Sales Plan
  - Where Will My New Sales Come From?
  - Effective Account Planning
  - Helping My Account Execs Manage Their Time
  - Takin' It To The Streets With Ride-Alongs
  - How To Call For Help From Your Boss
  - Conducting Sales Meetings
  - Using Sales Reports Effectively
- Operations Management
  - Understanding Key Financial Indicators
  - Understanding Gross Profit
  - Controlling My Operating Expenses
- Includes an Appendix with many practical tools and forms for managing a B2B sales force and business/direct sales channel more effectively

II. Indirect (Third Party) Distribution Sales Channel

Partnership Selling to Independent Retailers 1

Session Length: 4-5 hours

target: Manufacturer's Sales and Marketing Personnel *Prerequisites: none*

Manufacturers are battling for shelf space with competitors who have targeted the same independent retail distribution channel as they have. Success depends on much more than who can provide a low price. Independent retailers are looking for suppliers who will partner with them and help them to maximize their profitability. PSIR1 is designed to equip the manufacturer's sales representatives with the necessary skills to open the door to profitable relationships with the independent retailers in the supply chain:

- Suspects, Prospects and Prospect Quality – how to focus on warm and hot prospects
- The GOLDLEADS System of Managing Accounts – account management made simple
- Four Steps to Prospecting Success – improve your closing ratios when setting up appointments
- Opening and Owning Your Appointment – foundation building for a successful appointment
- Conducting The Needs Assessment – the single most important selling skill, regardless of product or service!
  - Getting to the root of customer needs
  - Breaking down the barriers when directing the needs assessment

Partnership Selling to Independent Retailers 2

Session Length: 4-5 hours

Target: Manufacturer's Sales and Marketing Personnel *Prerequisites: none*

Manufacturers are battling for shelf space with competitors who have targeted the same independent retail distribution channel as they have. Success depends on much more than who can provide a low price. Independent retailers are looking for suppliers who will partner with them and help them to maximize their profitability. PSIR2 is designed to equip the manufacturer's sales representatives with the necessary skills to open the door to profitable relationships with the independent retailers in the supply chain:

- ❑ Revisiting Needs Assessments – mastering this critical skill
- ❑ Presenting Solutions to Uncovered needs – tailoring your presentation to maximize its impact
- ❑ Cost Justification – how to sell value at a higher price than have to sell for less margin
- ❑ Handling Resistance – Why customers resist and how to de-fuse their resistance
- ❑ Closing the Sale – and keeping it closed
- ❑ Developing Your Territory – a systematic approach to maximize customer retention and productivity

Indirect Sales Channel Management

Session Length: 2 Days

Target: All Indirect Channel Supervisory Personnel (all levels)

Prerequisites: Leading Through People I & II are strongly suggested

This important workshop is designed to build upon the management principles found in the Managing Through People series and look at their proper and effective application in the business sales/direct sales environment. Topics include:

- ❑ Our Strategy for Indirect Distribution
  - ❑ The Power and Challenges of Indirect Distribution
- ❑ Indirect Distribution Basics
  - ❑ The Authorized Dealer Program
  - ❑ Working in Partnership With Your Dealers
  - ❑ Profiling Your Dealers
  - ❑ The PIPE Roles People Play in a Dealership
  - ❑ Measuring the Performance of Your Dealers
  - ❑ Priorities of the Indirect Sales Manager
  - ❑ Prioritizing Dealers and Allocating Your Time Effectively (Core, Growth & Drag Strategies)
  - ❑ Topgrading Your Dealers
  - ❑ Getting the Right Dealers on the Bus (and the Wrong Ones Off)
- ❑ Territory Management & Dealer Visitation
  - ❑ Preparing for a Dealer Visit
  - ❑ Holding Productive Dealer Visits
  - ❑ Dealer Visitation Schedule & Planning
  - ❑ The Priorities of the Best Indirect Managers
  - ❑ Maintaining a Consistent Visitation Schedule
- ❑ Gaining Dealer Mindshare
  - ❑ What DO Dealers Want?
  - ❑ Knowing Your Competitors
  - ❑ The Battle for Shelf Space
  - ❑ Positioning SunCom vs. the Other Carriers
- ❑ Dealer Merchandising & Advertising
  - ❑ Ten Key Elements of Merchandising
  - ❑ Helping Your Dealers to Target Their Advertising
  - ❑ Leveraging the Company's Advertising Program
  - ❑ Putting it All Together: Planning for Success
- ❑ Dealer Personnel Development
  - ❑ Dealer Training Basics
  - ❑ Three great Laws of Learning
  - ❑ Structuring a Dealer Training Session
  - ❑ Factors to Consider When Training Dealer Personnel
  - ❑ Coaching: How to Make Training Stick
- ❑ Dealer Channel Expansion
  - ❑ Determining Where You Need Dealers
  - ❑ Prospecting for Potential New Dealers

Organizing All of It: The Dealer Visitation Binder and Mini Modules (training curriculum)

Harnessing The Power of Indirect Distribution

Session Length: 2 Days

Target: All Indirect Account Personnel *Prerequisites: none*

Managing *indirect distribution* is one of the most challenging sales management assignments. Learn the secrets to motivating large national retailers, regional dealers and local independent agents to provide world-class representation of our company's products and services. In an age of non-exclusive distribution relationships it is critical to our success that we build a business partnership with our dealers that sets us apart from other carriers. Topics include:

- Our Company's Strategy for Indirect Distribution
- The Power of Indirect Distribution - add just one more sale per day per outlet
- What Are the Challenges Presented by Indirect?
- Indirect Market Segments (agents, retailers, etc.)
- Indirect Distribution Basics
  - Becoming a Valued Business Partner with our dealers
  - Effectively profiling our dealers
  - How to deal more effectively with the key players in each account
  - Measuring the performance of our dealers (reporting)
- Core, Growth and Challenge dealers
- Territory Management and Dealer Visitation
  - Holding productive dealer visits; dealer visitation schedule and planning
  - The urgent versus the important
  - Consistent visitation scheduling and dealer visitation reports
- Gaining Dealer Mindshare: Shelf Space and Competitors
- Merchandising, Advertising and Promotions
  - Merchandising basics and pictorial review of effective merchandising
  - Leveraging our co-op advertising and increasing dealer participation in our promotions
  - Business planning with dealers
- Dealer Personnel Development
  - Training basics – a brief tutorial on training people
  - Structuring a dealer training session
  - Conducting effective training
  - Coaching: how to make training stick
- Dealer Channel Expansion
  - Determining where we need dealers
  - Prospecting for new outlets
  - Expanding existing dealers
- Tools: A book of over 30 'instant' half-hour training sessions plus forms and job aids

People-Smart Selling – Indirect Channel Version

Session Length: 1½-2 days

Target: All Indirect Sales Channel Personnel ◆ *Prerequisites: Harnessing the Power of Indirect Distribution*

In today's world of non-exclusive dealers, the success of a particular carrier depends largely upon how the dealer's personnel like doing business with you. That means that relationship building with each dealer is crucial. How can you develop an approach with each dealer that allows you to work with them in a way that that maximizes your results? Based on the widely acclaimed DiSC Personal Profile System™, People-Smart Selling will equip you with a proven strategy and assorted job aids that will maximize your results with each dealer:

- The Importance of 'Connecting' With the Key People at Each Dealer Location
- Why the Golden Rule is Likely to Fail in Building Relationships With Most of Your Dealers
- Understanding the DiSC Behavioral System
- Relating to Different People More Effectively
- Combinations of Behavioral Styles
- Strengths and Weaknesses of Each Style
- Identifying Dealer Personnel by Their Visual and verbal Behavioral Styles – Video Exercise
- Interacting With Dealer Personnel In The Most Effective Way For Each Unique Person
- Who Are My Challenging Dealers
- People-Smart Strategies and Tactics for Each DiSC Type
- People-Smart Dealer Penetration Planning
- Practicing People-Smart Account Strategies and Tactics
- Utilizes One DiSC™ Assessment for Each Participant

III. Retail Channel Sales

Retail Sales Skills I

Session Length: 2 days

Target: Retail Sales Personnel *Prerequisites: none*

This is the *sales primer* for all retail sales personnel! Whether you are new to retail, wireless or sales, or an experienced pro, this course provides the basic skills to achieve more sales with happier customers in your retail store. Participants practice their skills during numerous role-plays. Topics include:

- What Does "Retail" Mean? – and who buys retail
- Building The Perfect Retail Salesperson
- Our Sales Strategy For Company Retail Stores
- Successful Retail Sales Start With The Right Planning – building a foundation
- Greeting Our Customers Effectively
- Developing Rapport With Customers – people buy from people they like & trust
- Performing A Needs Assessment – the most critical skill in selling
- Presenting Solutions To Needs and Wants – FAB and benefit statements, techniques
- Dealing With Customer Resistance – the second most critical sales skill
- Closing The Sale – close more often, and more sales in each close
- Accessories and Delivery – no sale is complete without this step
- Post Sale Follow-Up Program – increase your sales by at least 25%

Retail Sales Skills II

Session Length: 8-12 hours

target: Retail Sales Personnel *Prerequisites: Retail Sales Skills I*

A follow-up for all retail personnel who have completed at least six months of sales service in a company store. Topics include:

- Delighting Customers is All That Matters, Regardless of the Circumstances
- Getting Prepared to Delight Retail Customers
    - Manners, Appearance and Professionalism
    - Perspective – Yours, theirs and reality are the three views of a situation
    - Stop Signs to the sale – recognizing and dealing with verbal and non-verbal stop signs
- Delighting Customers Even When Delivering Challenging Messages
    - Presenting negative news is all in the presentation
    - Issues that keep the customer from saying YES
    - Six steps to resolve customer resistance
- Delighting Customers Who Have Post-Sale Concerns
    - Why customers vent at salespeople
    - What customer expectations are all about
    - Climbing the Empathy Ladder to resolution – a critical skill
    - Transitioning into an action plan – being SATISFIED simply will not cut it!
- Action Plan (tool)

Merchandising 101

Session Length: 4 hours

Target: Retail Sales and Supervisory Personnel *Prerequisites: Retail Sales Skills I*

Merchandising has been called the silent salesperson. Learn how to put this round-the-clock resource on your payroll! Customized to each client. Topics include:

- Why Retailers Spend Billions on Merchandising
- Ten Essential Elements of Merchandising
    - Emotion, Color, Elevation, Angles, Pricing & Signage, Neatness, Cleanliness, Creativity, and Visibility
    - In-store Applications of Each Element
- Seeing Your Store Through the Eyes of Your Customers
- Supporting Our Advertising Program
- Merchandising Tips and Ideas
- PowerPoint Visual Merchandising Slide Show

Maximizing Sales Opportunities In Your Store

Session Length: 2-3 hours

Target: Retail Store Sales and Supervisory Personnel *Prerequisites: Retail Sales Skills I*

You have a fine location, well merchandised and fully stocked. How can you further leverage your retail customer base, market area and store traffic to maximize your sales? Topics include:

- How to Generate Referrals from Customers and Sales from Networking
- The sales Follow-up Program and Working Your Customer Base
- Creating Sales Opportunities With People Who Did Not Come to Buy
- Turn Retail Down Time Into Prospecting T
  - Preparation for successful prospecting
  - Creating interest In visiting the store
  - Prospecting practice
  - Successful introductions
  - Closing customer visits

Retail Store / Retail Channel Management

Session Length: 2 Days

Target: All Retail Store Supervisors, Managers and Retail Channel Managers

Prerequisites: Managing Through People I & II are strongly suggested

This important workshop is designed to build upon the management principles found in the Managing Through People series and look at their proper and effective application in a retail store environment. Topics include:

- A Template for Success
  - The Characteristics of Great Retail Managers
  - The Top Ten Things Great Retail Managers Do Differently
  - The Priorities of A Retail Store and Channel Manager
- Mastering Staff Management
  - Consistently Selecting the Best People
  - Staffing My Store
  - Talent, Knowledge and Skills
  - Interviewing Candidates
  - Training My Staff
  - Consistent and Effective Coaching
  - Topgrading and Staff Development
  - Allocating Time Between Staff Members
  - Monkey Management
- Mastering Sales Management
  - Managing My Time Effectively
  - Achieving and Exceeding The Sales Plan
  - Getting The Most Out of My Sales Programs
  - Using Sales Reports Effectively
  - Conducting Sales Meetings
  - Sales Management Tips & Techniques
  - Effective Managers are Effective Schedulers
- Mastering Operations Management
  - Understanding a Profit and Loss Statement
  - The Financial Terms of Wireless
  - Churn, ARPU and Revenues
  - Understanding Gross Profit
  - Controlling My Operating Expenses
  - Sales Operations Reviews
- Includes an Appendix with many practical tools and forms for managing a store and retail sales channel more effectively

IV. Telemarketing Sales Channel

TeleSales 101

Session Length: 2 days

Target: Telephone Sales Employees

Prerequisites: none

This is the *sales primer* for any direct marketer who sells via the telephone. There is a world of difference between selling face-to-face and over the telephone! Learn today's most effective telesales methods. Topics include:

- Tele-sales Concepts
- Our Telephone Personalities – how our callers visualize us
- How Our Words, Delivery and Body Language Affect Our Message
- Effective Listening Skills – active and interactive listening
- Effective Questioning Skills – questions are our friends
- Tele-sales Environments – technology collides with customer behavior
- Tele-sales Etiquette – how to handle any customer on the phone
- A Nine Step Sales Formula To Deliver Sales Success – time is precious on a phone call, so learn to make every second count AND close more sales more often with the nine-step formula
- Working Well With All Customer Personalities
- Turning Complaint Calls Into Sales

V. Non Channel-Specific Sales Training

Competition Workshop

Session Length: 1.5 hours

Target: All Sales and Customer Retention Personnel

Prerequisites: none

How does the company stack up against the competition and how do we remain the best value in each market we serve? You must know your competitors to win. Learn who your competitors are and how to position your company against all competitors. Topics include:

- Who are Our Competitors?
- What Are The Differences Among Competitors?
- What Are The Differentiators Between Competitors?
- How To Evaluate The Competition
- Your Role In Gathering Competitive Information
- Mystery Shopping Exercise

Building Value: Selling Against Price & Competition

Session Length: 4 hours

Target: All Sales and Customer Retention Personnel

Prerequisites: core sales course

Anyone who has ever heard a customer say, "It costs too much," "I can get if for less," or "Brand X is better" will want to take this training. Learning how to position what we offer as an exceptional value is a world of mediocre competitors is your takeaway for the investment of a few good hours of learning. Good refresher course for anyone encountering this kind of resistance. Topics include:

- How Customers Make Buying Decisions
- How To Use Differentiators To Build Value – learn how to make the differences between what we offer versus other wireless providers work in your favor.
- Developing Your Own Strategic Advantages – simply knowing the differences is not enough, you must know how to wield them with deadly accuracy!
- Dealing With The Price Objection – after your learn five devastating techniques, you'll beg your customer to bring up the price objection so you can close them.
- Dealing Effectively With Competitors – knowing your adversaries in the marketplace is the first step in making them always the last choice.

COMPLIANCE TRAINING

Sarbanes-Oxley. The US Supreme Court. Federal Sentencing Guidelines. The amount of legislation coming from Washington and the state houses each year can seem overwhelming. It has created the need to keep your organization compliant with things like preventing harassment, discrimination, sexual harassment, ethics violations, workplace violence and the like. Did you know that certain types of compliance training are mandated by federal law and certain agencies are tasked with assuring that your organization remains compliant? Boyer Management Group can assist you in this key area with a suite of compliance offerings that can be tailored to fit your workgroups.

Both Employee and Supervisor versions are available for each topic.

Ethics: The Foundation of Our Business

Session Length: 1.5 hours

Target: all Personnel *Prerequisites: none*

In 1998 the federal government ruled that all companies, whether public or private, must provide their employees with ethics training. An organization's *standards of conduct* and *code of ethics* are the tools that guide employees to do the right things in the workplace. How well a company communicates these areas goes a long way towards increased productivity and the living out of corporate values Topics include:

- How Did We Get Here? A candid look at the events driving the requirements to live out workplace ethics
- Our Code of Ethics – a review of both the what and the why of the organization's code of ethics
- Standards of Conduct: Government Contracts, Subcontracts and Non-Government Agencies
- Situations and Scenarios – working through specific case studies allows employees to apply the organization's *code of ethics* and *standards of conduct* to real life situations

Annual certification required by the Federal Sentencing Guidelines

Understanding & Preventing Workplace Violence

Session Length: 1 hour

target: all Personnel *Prerequisites: none*

Over 1 million workers annually are the victims of non-fatal workplace violence, with an estimated 6 million workers the recipient of threats, harassing or intimidating behavior. Declared a national epidemic by the Centers for Disease Control, workplace violence is a serious threat to maintaining a safe work environment. Educate your employees on how they can help prevent workplace violence. Topics include:

- An Overview of Workplace Violence
- Workplace Violence by the Numbers
- Factors that May Increase the Possibility of Workplace Violence
- Each Employee's Role in Violence Prevention
- Workplace Violence Policy and Procedures

Understanding & Preventing Sexual Harassment

Session Length: 1.5 hours

target: all Personnel *Video Portion for Scenarios* *Prerequisites: none*

In 1998 the US Supreme Court mandated that companies and organizations educate their employees about the illegality of sexual harassment. Yet over 2 million workers annually file sexual harassment claims at the federal, state and organizational level. The courts routinely award punitive and compensatory damages in the tens of millions of dollars, making sexual harassment prevention education an absolute must for your organization. Topics include:

- What is Sexual Harassment
- What Makes Sexual Harassment Illegal
- Video Scenarios – When is the Line Crossed to Become Sexual harassment?
- How Should We Deal With Sexual Harassment – Policy & Procedures

Understanding & Responding to Workplace Conflict

Session Length: 1 hour

target: all Personnel *Prerequisites: none*

Conflict in the workplace occurs whenever the ideas, interests or behavior of two or more individuals or groups clash, and it may involve employees, customers and stakeholders. This course teaches participants about the causes, responses and personal accountability related to managing workplace conflict. Topics include:

- What is Workplace Conflict?
- What are the Root Causes of Workplace Conflict?
- What are the Signs of Your Being 'Hooked?'
- What are the Three Responses to Workplace Conflict?
- Climbing the Empathy Ladder to De-Fuse Conflict

Understanding & Managing Workplace Stress

Session Length: 1 hour

target: all Personnel *Prerequisites: none*

Over 1 million workers annually are the victims of non-fatal workplace violence, with an estimated 6 million workers the recipient of threats, harassing or intimidating behavior. Declared a national epidemic by the Centers for Disease Control, workplace violence is a serious threat to maintaining a safe work environment. Educate your employees on how they can help prevent workplace violence. Topics include:

- What is Workplace-Related Stress?
- What are the Causes of Workplace Stress?
- How Do You Recognize the Signs of Workplace Stress in Yourself and Others?
- How to Effectively Manage Workplace Stress

Orchestrating Successful Teams Through Diversity

Session Length: 3 hours

target: All Employees *Prerequisites: none*

When are we strongest? When we work together as a team of individuals with unique differences, coming together and leveraging the strengths that each team member contributes. One of the core values of successful organizations is respect for all members of the team. Topics include:

- What Is Diversity?
- What Makes Us Different?
- Understanding and leveraging Our Strengths
- Overcoming The Barriers Of Diversity
- Working Together As A Team
- Optional: DiSC Assessment ad Behavioral Styles – a powerful tool to get diverse people working as a team

INTERDISCIPLINARY & SPECIAL INTEREST TRAINING

Boyer Management Group is adept at creating specialty training for most areas of a business. If your company or organization has a particular training need, consider having us design a course to meet that need!

I. Essential Career Search Skills and Education

From Classroom to Career

Session Length: 44 classroom hours

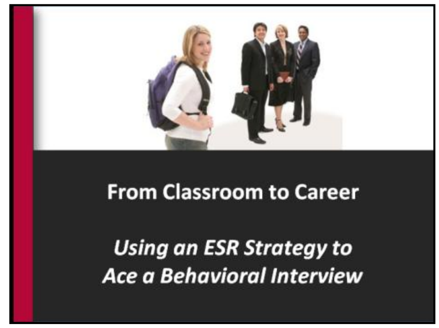
target: College and University students

Prerequisites: none

BMG created a program aimed at helping college students prepare for their working careers. The program was implemented at a large (35,000-student) university system in the Southeastern US as an accredited 4-credit course required for graduation by all students. It was taught in a classroom setting, using multimedia over a 22-session (2 hours per session) curriculum (88 hours of homework). Curriculum includes the use of the *Graduate Employment Preparedness Assessment℠* as both a pre-assessment and post-assessment to measure learning outcomes for the class. The program has subsequently been modified to expand or contract to accommodate the specific needs of individual institutions. Ideal for 2- and 4-year college programs, graduate schools, trade schools, adult education, state institutions, and anywhere teaching people the best practices of an effective career search is needed.

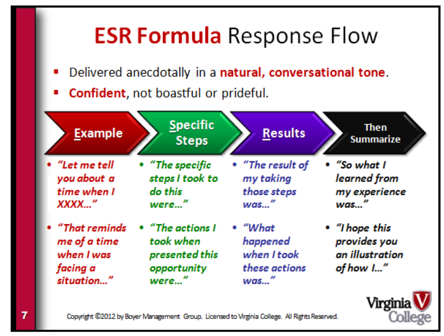
Modular topics include:

- **Unit One: Personal Career Preparedness**
  - What is Expected of You in this Program
  - How Employers Fill Open Positions
  - Career Search Process and Timeline
  - A Visual Demonstration of What You Will Face in the Job Market
  - Enhancing Your Resume With Volunteer Opportunities
  - Etiquette and Professionalism for Today's Job Seeker
  - Professional Attire and Image
  - Professionalism – Dressing for the Workplace
  - Building Your Personal, Professional Brand
  - Intro to GEPA℠ – Sample Questions
  - Completing the GEPA Assessment℠ (Instructions & Assessment for baseline)
  - Understanding Your Score on the GEPA Assessment℠
  - Using the GEPA Development Guide℠
- **Unit Two: Career Research**
  - Identifying Potential Employment Fields
  - Identifying Prospective Employers
  - Identifying Potential Employment Opportunities
  - Actively Seeking Internships (Externships)
  - Job Fairs & On-Campus Interviews
  - Effectively Utilizing Your Campus Career Services Center
  - Identifies Relevant Experience Translatable to a Career
- **Unit Three: Career Search Preparation**
  - Building Your Professional Online Profile
  - Creating an Effective Paper & Electronic Resume
  - Burning Glass (or alternative Online Resume Vendor)
  - Building Your Career Search Database (Manual and Online)



- Mailing and Emailing Resumes and Cover Letters
- Posting for Opening and Completing Online Applications
- Developing and Utilizing References in Career Search
- Using Padfolios and Portfolios in Your Career Search

- **Midterm Exam – 1 hour essay format**
- **Unit Four: Interview Preparation**
  - Conducting Pre-Interview Research
  - What to Bring With You on a Job Interview
  - Phones and Pages in an Interview
  - Tell Me Your Story: Preparing a One-Minute Introduction
  - Essential Soft Skills for Effective Interviewing
  - Answering Unlawful or Inappropriate Interview Questions
  - Using an ESR Strategy to Ace a Behavioral Interview
- **Unit Five: Effective Interviewing**
  - How You Will Be Evaluated in Your Interview
  - Arrival for a Scheduled Interview
  - Opening the Interview and Building Rapport
  - Modeling Effective Listening Skills in an Interview
  - Body Language – What it Says About You
  - Effective Speaking Skills in an Interview
  - Answering Interview Questions Directly and Concisely
  - Asking Effective Questions During Your Interview
  - This is My Story Role Play and Video Exercise
  - Providing Appropriate Documentation to Your Interviewer
  - Closing Your Interview Effectively
  - Conducting an Effective Telephone Interview



- **Unit Six – Interview Follow-Up**
  - Sending Thank Yous Immediately Following Each Interview
  - Managing Your Interview Follow-Up Strategy
  - Continuing to Build Your Professional Network
  - Negotiating Offers of Employment
  - Responding Appropriately to Employment Offer Letters
  - Responding Appropriately to Letters of Decline
  - Handling Rejection

- **Unit 7: Workplace Effectiveness**
  - Workplace Effectiveness – How You'll Be Evaluated on the Job
  - Ethics, Legality, and Corporate Social Responsibility
  - Problem Solving and SMART Goals
  - Career Stoppers and Stallers
  - What's Wrong Here – Critiquing The Office
  - How to Succeed in My Company – Guest Speaker
- **Final Exams**
  - Retake of Graduate Employment Preparedness Assessment℠ (compare to baseline GEPA℠)
  - Mock Interview with Video and Peer Feedback

Colleges and universities utilizing this curriculum report extraordinary success with improved student placement into meaningful career opportunities following their graduation. Contact BMG to learn how your institution can connect its graduates to their careers with *From Classroom to Career* by BMG.

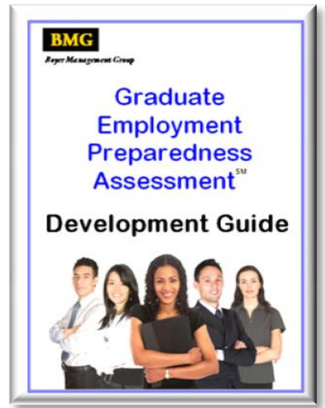
The Graduate Employment Preparedness Assessment℠ (GEPA℠)

a Learning Family Solution℠ *Prerequisites: Internet Access*

target: college and trade school students, recent grads, fist-time job changers, those exiting military service, and government agencies specializing in workforce preparedness

The *Graduate Employment Preparedness Assessment*℠ is a **Learning Family Solution**℠ consisting of:

- A *Knowledge-Based* assessment which measure the participant's **awareness and understanding** of the best practices of effective and successful career searches
  - Taken and scored online; with a personalized feedback report
- A 110-page Development Guide, a self-paced tutorial providing guidance for effectively applying the 5 competencies, 41 sub-competencies and 248 best practices covered in the GEPA assessment
  - Accessed online; downloadable
  - Includes Action Planner, sample templates and associated checklists
  - Can be used as a course textbook
  - Ideal as a how-to guide to effective career searches



The *Graduate Employment Preparedness Assessment*℠ answers the following questions for persons desiring to enter the workforce:

- How do I get a *better job faster*, in *my field of interest*, and at a *better compensation* level?
- How can I *most effectively* put my college degree, military training or trade school expertise to work for the right employer?
- With unemployment rates near 20%, how can I *stand out* in a sea of qualified candidates *as the best person* for the job?
- What *specific steps* do I need to take to prepare for every phase of an effective career search?

The *Graduate Employment Preparedness Assessment*℠ measures the following five essential competencies of an effective career search:

1. **Career Research** – begin the process of identifying the right career options
2. **Career Search Preparation** – create the essential materials and portfolio required for an effective career search.
3. **Interview Preparation** – everything necessary to interview with poise and confidence
4. **Effective Interviewing** – opening the interview and winning the job
5. **Following Up an Interview** – executing an action plan to land the ideal opportunity

The online portions of the *Graduate Employment Preparedness Assessment*℠ are built on the Measured Success™ platform, a powerful and comprehensive platform that hosts online assessments and training. Measured Success™ processes in excess of ***150 million assessments*** worldwide each year and has been a finalist for the SIIA- Software & Information Industry Association's prestigious 2009 CODiE award. Measured Success™ is a registered trademark of McCann Associates.

II. New Employee Orientation

Welcome To The Team!

Session Length: 1-3 hours

Target: All Employees (as part of new hire orientation) *Prerequisites: none*

This is the *first course* that new employees should take. A new employee's first exposure to their employer establishes the foundation for a successful and effective career. *This course is custom written for each company or organization* and provides the new employee with an overview of the organization and introduces the new employee to the company's vision, values and culture. Topics include:

- Company History, Mission Statement and Business Strategy & Philosophy
- What is an Employee?
- Meet the Management Team
- Our Company's Distribution Strategy – who we sell to and how we do it
- Our Commitments to Customers, Technology and Employees
- Employee Benefits (Optional)
- Employee Handbook (Optional)

Our Systems, Standards & Organization

Session Length: 1-2 hours

Target: All Employees (as part of new hire orientation) *Prerequisites: none*

How does the company fit together and what systems does it use to operate? This module provides an essential understanding of how we operate. Topics include:

- How is the Company Organized – how each department functions and inter-relates
- Administrative Systems – identifying all of the admin systems that are used within the company
- Overview of 'Prime' Systems – specific to each organization, an overview of the manufacturing, technical, distribution or other systems that make up the core products or services provided by the company
- Management and Financial Systems – Management Reporting, HRIS, Payroll, Accounting, MIS, Trouble Reporting
- Interfacing Within The Company
- Departmental Standards

III. Becoming A World-Class Trainer

Train-The-Trainer

Session Length: 4-6 hours

Taught as a stand-alone course or in conjunction with any BMG course

Target: All Trainers and Facilitators *Prerequisites: none*

This workshop is designed to turn the 'prisoners' and 'vacationers' that show up to a training seminar into eager 'explorers,' boosting skills retention by as much as 60%!. Topics include:

- Prisoners, Vacationers and Explorers – how to get all participants involved quickly
- How Different People Learn New Things
- Facilitate Learning Techniques
  - The Art of Asking Questions; Questioning Techniques
  - Stimulating Interaction and Excitement
  - Building and Using Flipcharts
  - Dealing with Distracting Personalities
  - Keeping Class 'On Schedule' and Flowing Smoothly
- Twelve World-Class Training and Facilitation Tools and Job Aids

IV. Human Resources

The Human Resources Curriculum was written for companies desiring to train its Human Resources staff in implementing key HR programs. In each case Boyer Management Group developed the policy, procedures, forms and assisted the client in their implementation. The audience of each course included members of management along with HR and Office Managers.

Compensation Administration

Session Length: 8 hours

Target: all Personnel *Prerequisites: none*

Customized for each client. May be taught by the client's HR Manager (after *Train the Trainer* training). How is the Company's Compensation and Salary Structure administered on a daily basis to ensure that we attract and retain the best and brightest individuals? Topics include:

- Compensation Program Overview
- Compensation events requiring action and associated forms
- Compensation philosophy and fundamentals
- Associate-Based Events Requiring Admin Action
- Hires/rehires of Associates
- Merit increases, Advancement. Promotion, Demotion and Transfers
- One-Time Bonus, Stock Awards and Perks
- Off-cycle Increases
- Changes in Associate Status or Shift
- Performance Improvement Plans, leave of Absence, Worker's Comp
- Suspension, Termination, Death and Severance
- Calculating Merit Increases; Proper Communications
- Position-Based Events Requiring Admin Action
- Creation of New Position, Bonus Plan or Commission Plan
- On-Call Pay
- One-time Increase to Job Group
- Elimination or Transfer of Position
- Job Reassessment
- Changes to Bonus or Commission Plans
- Assorted Job Aids and forms
- Compensation Policy – optional development of a comprehensive compensation policy
- Compensation Training for Staff (Optional) – a tutorial for supervisors

Benefits Administration

Session Length: 8 hours

Target: all Personnel *Prerequisites: none*

Customized for each client. May be taught by the client's HR Manager (after *Train the Trainer* training). How are the company's array of benefits administered in the field? What are the processes, policies and procedures needed to provide world-class benefits administration to our Associates? Topics include:

- Enhancements and Changes for the New Benefits Year
- Open Enrollment for Benefits, Benefits Enrollment and Administration
- Ongoing Administration of Benefits
- Dependent defined
- Change in Family Status, Associate hours, Name and Address changes
- Associate hire, transfer, separation, rehire, disability and death
- Leaves of Absence, Workers Compensation, Income Protection
- 401(k) Administration
- Employee Stock Purchase Administration
- COBRA and FSA Administration
- Billing Administration
- Employee File Administration
- Frequently Asked Questions
- Job Aids and forms
- Benefits Policy – optional development of a comprehensive benefits policy

Staffing Administration

Session Length: 8 hours

Target: all Personnel *Prerequisites: none*

Customized for each client. May be taught by the client's HR Manager (after *Train the Trainer* training). When the need arises to add high-quality Associates to SunCom's staff, what steps does Human Resources take to fill the openings? What processes, policies and procedures are implemented to assure that consistently excellent candidates are considered? How do the Hiring Manager and Human Resources work together in the process? Topics include:

- The Pre-Selection Phase
- Job Analysis Questionnaires, Job Descriptions and Job Requisitions
- Open Position Tracking
- Selection Kits and the Recruitment Phase
- Internal Job Posting and External Recruitment
- Using Monster.com
- The Candidate Screening Phase
- Resumes and Resume Databases
- Pre-Screening via telephone
- The Interview Phase
- Interviewing, Second and Final Interviews
- Selection of Final Candidate
- The Offer Phase - verbal offers, background checks and offer letters
- Closing the open position
- Job Aids and forms
- Staffing Policy – optional development of a comprehensive staffing policy, compliant application form
- Staffing Training for Staff (Optional) – a tutorial of benefits, changes, etc. – target: supervisors

Becoming a More Consultative HR Professional

Session Length: 8 hours

Target: all HR Personnel *Prerequisites: none*

HR is no longer just "personnel." You are called upon to build strong relationships that you can leverage to assist the organization in becoming more productive. This session establishes a new service-oriented paradigm for Human Capital for the 21st century. Topics include:

- A New Mandate: Consultative versus Non-Consultative Approaches
- DiSC: A Tool to Build More Effective Relationships
  - Understanding Behavioral Styles
  - A Closer Look at Your Own Pattern
  - Working With Your Own Report to Increase Personal Effectiveness
- Listening and Questioning Skills to Build Confidence
  - Building Rapport Through Active Listening
  - Effective Listening Starts with Great Questions
  - Changing Direction: Introducing Your Agenda
- Helping Internal Customers to Solve Problems
- Following Up To Show You Care

Becoming a More Consultative HR Administrator

Session Length: 8 hours

Target: all HR Administrators *Prerequisites: none*

Learn how HR Admin staff can become adept at delivering WOW results every time. Inject new passion and enthusiasm into your critical support role. Topics include:

- HR Admin is a Foundational Role in the Organization
  - Excellence, Consistency and Being Proactive
  - Being a Positive Point of Contact and Thinking Outside the Box
  - Being Creative and the WOW Factor
- Everyday Creativity
- DiSC: A Tool to Build More Effective Relationships
  - Understanding Behavioral Styles
  - A Closer Look at Your Own Pattern
  - Working With Your Own Report to Increase Personal Effectiveness

IV. Essential Life Skills Development Series

Time Management for the Professional

Session Length: 1 Day

Target: all Sales Personnel *Prerequisites: none*

This program addresses the unique needs and effective time management practices of salespeople in all sale channels. Topics include:

- Time: The Ultimate Depleteable Asset
  - Perfect Equality and the Pareto Principle (80/20 Rule)
  - The Urgent Versus the Important
  - Personal Productivity Time Zones
- DATA: The Building Blocks of Sales Productivity
  - D is for DISCIPLINE
  - A is for A-B-C Prioritization
  - T is for TO DO List
  - A is for ATTITUDE
  - Applying DATA to My Sales Channel and Schedule
- Time management Tools and Technology
  - Manual or Electronic? You Make the Call!
  - What to Look for in Your Choice
  - Microsoft Outlook: More Than Just E-Mail
  - Organizing Your Work Area
  - Making Voice Mail Work for You
- Dealing With Time Management Challenges
  - Dealing With Procrastination
  - Dealing With Interruptions
  - Dealing With Missed Deadlines and Lateness
- Planning and SMART Goals
  - SMART goals
  - Turning My Business Goal Into a SMART Goal
  - Developing an Action Plan for My SMART Goal
  - Implementing MY Sales Follow-Up Plan
- A Selection of time management tools for the sales professional

C.A.R.E.: Becoming a More Effective Planner

Session Length: 2 hours

Target: All Employees, especially teams and workgroups *Prerequisites: none*

What does it take to become a more effective planner? This workshop uses the *Innovate With Care Profile®* from Inscape Publishing to unlock the dynamics of workgroup planning in teaching the fundamentals of how individuals and teams can work together to achieve more successful outcomes from projects. Topics include:

- The *Innovate With C.A.R.E. Profile®* - self-assessment and scoring
- The Five Roles of Effective Planning: Creator, Advancer, Refiner, Executor and Facilitator
- Applying C.A.R.E. to My Own Planning Role(s) – what are my strengths and weaknesses and how can I leverage the strengths of the team to produce exceptional results?
- Applying C.A.R.E. to My Team – where will members of the team complement and conflict with one another
- Project Action Plan – ensuring that each project or assignment gets off to the right start through effective planning that incorporates C.A.R.E.
- Tools provided: *Innovate With C.A.R.E. Profile®* for each participant, project action plan template

Presenting Your Ideas More Effectively

Session Length: 3 hours

Target: All Employees who need to present ideas and persuade others *Prerequisites: none*

This 2-part workshop is designed to be done over two 1.5-hour sessions, with pre-work. Participants learn how to get buy-in to their ideas while providing constructive feedback to the ideas of others. Topics include:

- The Importance of Presenting Your Ideas Effectively
- Four Steps to Move Ideas Forward
- Presenting Ideas to Skeptical People
- Preparing to present Your Ideas
- Idea presentation Workshop – Practice and Feedback Sessions

Leading Productive Meetings

Session Length: 1.5 hours

Target: All Employees, especially those who lead meetings *Prerequisites: none*

How can you ensure that the meetings you lead are fast-paced and productive, and attendees come away knowing their time participating was well-spent? Some efficiency experts believe that up to 10% of company time is wasted annually because of poor meeting leadership. Increase your organization's effectiveness in this area! Topics include:

- The Anatomy of a Meeting – what is needed to make a meeting effective?
- Inviting the Right Participants – and, is there a better alternative to taking valuable people out of their workflows than holding a meeting?
- Preparation – an often overlooked step that when missed, makes meetings ineffective
- Getting off to a Strong Start – effective openings, agendas, introductions and meeting objectives
- Holding the Meeting – how to accomplish the meeting's objectives and effective use of brainstorming, case studies, participation, simulations, role plays and other tools to gain participant involvement
- Closing the meeting – ensuring that action steps are assigned, next-steps are agreed upon, and participants commit to accomplishing the work
- Tools provided: *Working with Visual Aids* and a *Meeting Planning Guide* template

Everyday Creativity and Passion - Workshop

Session Length: 1.5 hours

Target: All Employee, all levels *Prerequisites: none*

We're called upon every day to utilize our creativity and passion to accomplish our objectives. Yet many people fall into work habits where they do the 'same old same old' passionless tasks. This workshop uses an inspiring video by renowned National Geographic photojournalist DeWitt Jones to illustrate how to turn the ordinary into the extraordinary by challenging participants to look at their current assignments in a new, exciting and different way. Topics include:

- Creativity – the ability to look at the ordinary and see the extraordinary
- It's a Matter of Perspective – are you injecting the 'new' into each day, or are you settling for the 'same old same old?'
- There's More than One RIGHT Answer – applying this principle to the most mundane tasks
- Reframing Problems Into Opportunities – take you two biggest problem areas and turn them into opportunities
- Placing Yourself in the Position of Greatest Opportunity
- Becoming PASSIONATE About Change – it really is up to me!

Loss Prevention In My Retail Store

Session Length: 4-6 hours

Target: all Retail Store Personnel *Prerequisites: none*

The purpose of this module is to familiarize retail store employees with the safety and loss prevention procedures for their stores. Custom written for each client to capture specific policies, procedures and practices. Topics include:

- Employee, Customer & Store Safety
- Store Opening & Closing Procedures
- What To Do In Case Of Robbery
- What To Do In The Case Of A Bomb Threat
- Preventing Fraud In Our Stores

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- Wireless Handsets and Devices
- Wireless Products and Services – all products, all services
- Fundamentals of GSM and CDMA
- Selling Wireless Data I & II
- Preventing Wireless Fraud
- Retail POS Systems
- Billing 101: Navigating the Billing System
- Section 255 – telecom services for persons with disabilities
- Wireless Roaming
- Credit and Activations I & II
- Navigating Our Customer Relationship Management System

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