

“ TOP LEVEL SELLING & NEGOTIATING ” WORKSHOP

For everybody required to sell to senior managers, negotiate major contracts and develop top level relationships – at home and abroad.

EXECUTIVE SUMMARY

Why many fail at top level

- Seen as short sighted deal-makers
- Intimidated by top decision makers
- Not getting on the “CEO-wavelength”
- Missing top managers’ motivations and decision-criteria
- Unaware of underlying cultural differences
- Mishandling the emotional parts of negotiations

What you will achieve

- Being accepted as an “equal partner” at top level
- Dealing with top managers’ “big picture” focus and short attention span
- Quickly establishing personal credibility
- Overcoming political/emotional issues, also cross-culturally
- Building profitable relationships

WORKSHOP HIGHLIGHTS

- How top managers decide
- How to get top level appointments
- Relationship strategies
- Tactics for the four negotiation stages
- Personal skills, style and impact
- Guidelines for cross-cultural communication

TRAINING METHOD

- 4-day residential intensive workshop.
- 100% learn-by-doing and personal coaching.
- Max. 12 participants.
- 2-3 experienced international trainers.

METHODS

- **Learn-by-doing:** You will be on both the *selling and buying side* of challenging case-studies and role-plays, with revealing trainer-, group- & video-feedback.
- **Personal advice sessions :** 2-3 sessions with your trainers to deal with more individual issues, get feedback on your personal style and effectiveness, plus get advice on at least one of your real customer cases.
- **Pre-training questionnaire:** This will help us adapt the training to your needs.
- **Post-training advice:** You have access to your trainers for free advice concerning specific sales tasks, by phone or e-mail, for three months following the workshop.
- **Language:** You should have a working knowledge of English, though fluency is not required. The trainers are multilingual and can help in case of language problems.
- **Numbers:** Two or three experienced international trainers for max. 12 participants.

Your Unique Benefit: Only the Heinz Goldmann Foundation can give you the first-hand experience of over 300 personal top level negotiations per year.

TOOLS

- **AOSTA™:** plan and checklist to use in your job.
- **EMMA™:** communication formula for every different counterpart.
- **Goldmann Cross-Cultural Profile™:** discover your own profile and compare it to the Goldmann database of 20 nationalities.
- **Goldmann Manager Type Compass™:** the fast-track to understand top managers.
- **Learning Log** – your personal “take-home-and-use” learning points.
- **Your Action Plan:** a very pragmatic way to make sure you work on your key development areas.

PROGRAMME OUTLINE

The following points will be covered, with varying priorities based on specific participants needs:

YOUR PERSONAL IMPACT AT TOP LEVEL

How your personality can be perceived by top executives – How your attitude and behaviour (language, body-language, eye-contact, etc) influences your personal credibility – The balance between politeness and assertiveness.

YOUR MINDSET AND ATTITUDE IN TOP LEVEL SELLING

Do you have the top level negotiator mindset? Do you go into key sales meetings with the right attitude? Are you prepared to challenge your beliefs? Do you think “out of the box”? Do you understand what empathy can really do for you? Do you sell products or concepts?

HOW TO MANAGE AND DEVELOP PROFITABLE RELATIONSHIPS

Your preparation: The 5 point AOSTA™ plan for managing your key customer relationships - Assessing mutual negotiating positions using the Two-Way SWOTT.

STAGE “0”: APPROACH AND APPOINTMENT

How to get top level appointments – Approaching top level customers at conferences, receptions, events, etc – How to create interest in 90 seconds – How to get past assistants on the phone.

STAGE 1 NEGOTIATIONS: UNDERSTANDING TOP LEVEL CUSTOMERS’ NEEDS

How you present and position yourself and your company – How to sell visions and strategies rather than solutions and products – Intelligent exchange of information – Active listening – Finding out what your counterpart really values – Rational needs and emotional needs – Identifying “out-of-the-box” opportunities – How to overcome bad history and negative attitudes.

TOP LEVEL MOTIVATIONS

The Goldmann Manager Compass™ - Four manager types and their motivations – How to identify your counterpart and adapt your argumentation – What to say and what to avoid.

CROSS-CULTURAL COMMUNICATION

The Goldmann Cross-Cultural Profile™: a mentality assessment in seven dimensions – Self-assessment to determine your own profile – The Goldmann database of national manager profiles – The danger of stereotypes and general dos and don’ts – The real impact of cultural differences in top level negotiations – How to bridge the gaps – Cross-cultural mindsets and strategies that work.

SETTING OBJECTIVES AND SELECTING STRATEGIES

Deciding your negotiation vision and objective - Determining your wishes and musts – Selecting the right strategy to reach your objective – When to use top-down, bottom-up and all-out strategies.

STAGE 2 NEGOTIATIONS: PRESENTING YOUR PROPOSAL AND REACHING GENERAL AGREEMENT

How to present at top level – How to handle boards and committees – Teamwork in top level selling – Finding the true reasons behind challenges and objections – Real customer-oriented solutions – Using the right arguments – Adapting the level of detail vs concepts – How to handle top executives who are not technical specialists – How to react to impatience and arrogance – How to secure the move to the final stage.

STAGE 3 NEGOTIATIONS: REACHING FINAL AGREEMENT AND COMMITMENT

Seven closing techniques that work at top level – What it takes to close a negotiation – The four items that always need to be resolved – How to be assertive without being perceived as aggressive – What it takes to reach a real win-win solution – How to respond to typical top manager “games” – When and how to make concessions – How to handle price issues at top level – How to ensure commitment and implementation.

PRESENTING YOUR COMPANY TO A BOARD OR EXECUTIVE COMMITTEE

How to make a difference when you are asked to “come and present your company” – Establishing your corporate and personal credibility – The three biggest mistakes to avoid at top level – How to handle pressure and sceptical attitudes – Why you should throw out your standard company presentation!

IMPLEMENTATION AND PERSONAL DEVELOPMENT

Key advice for each participant: what to *keep* (present strengths), what to *drop* (weaknesses) and what to *add* (new strengths) – Commitment to personal action plans.

PRACTICAL POINTS

Schedule:

| | Morning session | Sports / Leisure | Joint Lunch | Afternoon session | Joint Dinner |
|-----------|-----------------|------------------|---------------|-------------------|---------------|
| Monday | - | - | - | 16.15 – 20.15 | 20.30 – 21.30 |
| Tuesday | 8.30 – 12.15 | 12.30 – 13.15 | 13.30 – 14.30 | 14.30 – 19.30 | 20.00 – 21.00 |
| Wednesday | 8.30 – 12.15 | 12.30 – 13.15 | 13.30 – 14.30 | 14.30 – 19.30 | 20.00 – 21.00 |
| Thursday | 8.30 – 12.15 | 12.30 – 13.15 | 13.30 – 14.30 | 14.30 – 19.30 | 20.00 – 21.00 |
| Friday | 8.30 – 12.45 | - | 13.00 – 14.00 | - | - |

There will be various after dinner activities, e.g. personal advice sessions and case-study preparation.

Sports/leisure: To have fun and keep fit, we will do some sports (e.g. volley-ball), before lunch, inside or outdoors depending on the weather.

Venue: The workshops are held at a first class hotel near Geneva, providing a relaxed training environment.

Enrolment: Just fill out and fax the registration form.

Questions: Please call or e-mail if you have any questions:

Phone: +41- 22 – 786 0771

Fax: +41 -22 – 786 0773

E-mail: Goldmann@GenevaPartners.net