

Soft Skills Training Program

Offering by Jens Krumbiegel

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Dear Colleagues:

Another challenging year has passed and I decided to extend our training program by a number of seminars. Since you gave me the feedback that different regions have different needs and requirements, I decided to put this little brochure together so that you can decide which seminars might bring additional value to your regional organization. I am sure that you will be able to strengthen your local organization by using the tools offered in these trainings. Once again, I am dedicated to offer the best and most modern interactive approaches to trainings.

This brochure contains a brief summary of each seminar. If you are interested, please inform Jens Krumbiegel at jens.krumbiegel@invensys.com. There is no fixed schedule, if you get a decent amount of people together, the training will be delivered in your team. I will try to keep the group size at the most efficient working level but will also put certain country groups together if necessary. Of course, I will consider your schedule as much as possible. All training subjects are structured in a modular approach, meaning that you can include a 2-3 hour piece into your sales meetings for example, they can be cut in length or expanded depending on your choice.

This brochure concentrates on soft skill trainings. All these trainings are customized to Invensys Operations Management and are not generic trainings. The training time will be completely adjusted to your needs. The times listed here are suggestions only. Technical elements of our products are certainly included in the context (Software, Equipment, Systems). The methodology of all trainings is diverse, containing lectures, single and group exercises, discussions, role plays and videos.

Please make comprehensive use of these offerings in order to maximize your return.

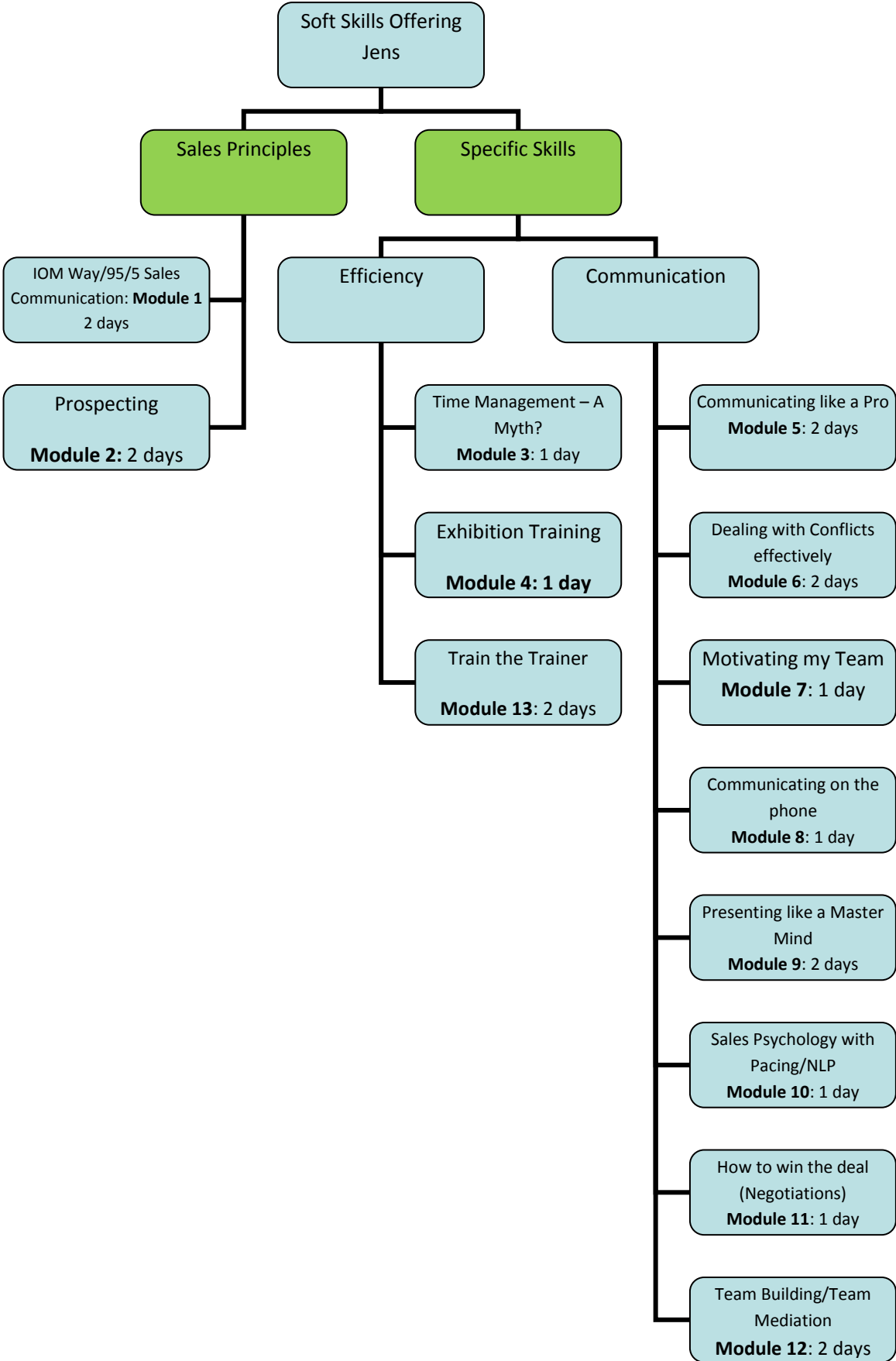
Other topics associated with management and sales are available upon request. One to one conversations with the participants where I give customized information for this employee can be integrated upon request.

Enjoy the brochure and of course the trainings...

Jens Krumbiegel

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Module 1 – IOM Way/ 95/5 Sales Communication

Target Group:	Sales staff
Trainer:	Jens Krumbiegel
Group Size:	max. 12 people
Duration:	2 days, specific parts can be included into your sales meetings
Equipment:	Please provide room, projector and flip-chart
Methodology:	Interactive & mixed, lectures, lots of exercises and active participation
Languages:	English or German
Requirement:	Motivation

Description of Seminar:

This will be an introduction into our sales methodology. It includes all aspects of the sales cycle, such as needs assessment, showing the benefit, overcoming objections and closing the deal.

We give you an overview of the 5 key beliefs, the INORDER Model including the tools: Call Plan, Moving off the solution, Business Opportunity Worksheet, Asking the right questions and the Player Map.

We will talk about good warm ups, active listening and the sales presentation. After this seminar, you will be able to sell our products according to our philosophy and approach.

"No only means no for about one hour" Jeffrey Gitomer

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Module 2 - Prospecting

Target Group:	IOM sales or sales support
Trainer:	Jens Krumbiegel
Group Size:	max. 10 people
Duration:	2 days, 9:00 – 17:00
Equipment:	Please provide room, beamer, TV and flip-chart
Methodology:	Interactive & mixed, lectures, lots of exercises and active participation
Languages:	English or German
Requirement:	Motivation

Description of Seminar:

This training deals with prospecting techniques that really work. The trainer uses his own profound experience in prospecting and will not teach you the usual techniques but some extraordinary ones that really make the difference.

This training is designed for various IOM positions. It is beneficial for sales people since they receive the tools for improving their customer relationships. In addition, inside sales as well as technical staff supporting the customer will benefit from this seminar because they receive proven communication techniques for offering proven IOM solutions.

More and more companies use gatekeepers in order to prevent sales people to get to the decision makers. This seminar will enable IOM sales people to get around secretaries and assistants. In addition, we are talking about ways how to get that first appointment by creating interest already on the phone.

Course contents include:

- Lead generation/cold calls: How to get the first appointment
- How to get around gate keepers
- Turning objections into deals and solutions
- Creating a professional image that reflects back to Invensys
- Building customer relationships, becoming a trusted advisor
- Using positive language
- Asking effective questions

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Module 3 - Time Management – A Myth?

Target Group:	Employees who want to improve their time management skills
Trainer:	Jens Krumbiegel
Group Size:	max. 12 people
Duration:	1 day, 9:00 – 17:00
Equipment:	Please provide projector and flip-chart
Methodology:	Interactive & mixed, lectures, exercises and active participation (group and single exercises)
Language:	English or German
Requirement:	Be motivated!

Description of Seminar:

This training is intended for everybody who wants to learn techniques for a more efficient and effective way to organize the day. The training is called Time Management – A Myth? - because participants can decide at the end of the seminar if they confirm it's a myth, bust the idea or say it's plausible under certain circumstances.

The first part of the training contains my own approach to Time Management, which I call the four weeks technique. It is impossible to change his time management in one day; therefore, I developed the four weeks technique so that everybody will be able to improve and to use the ideas step by step within a month's time frame. The first week which I call the week of reflection contains ideas to analyze the current situation of the participant, such as the current amount of tasks, time wasters etc. During the second week which I call the week of goals, participants will form their own personal goals, whereas the third week, the week of self organizing contains the techniques necessary to execute the ideas of the first two weeks, such as dealing with conflicting priorities, managing workflow and interruptions etc. The final week, the week of success, ties all elements together.

The second part of the training contains certain special tools, the first one being Outlook, where I will show you how you can use Outlook from a time management perspective. The second one is a speed reading technique that will already speed up your reading after 10 minutes – and this is a promise.

“Yesterday is a canceled check; tomorrow is a promissory note; today is the only cash you have - so spend it wisely”

Kay Lions

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Module 4 –Exhibition Training

Target Group:	Employees who are attending a trade show
Trainer:	Jens Krumbiegel
Group Size:	max. 12 people
Duration:	1 day, 9:00 – 17:00
Equipment:	Please provide projector and flip-chart
Methodology:	Interactive & mixed, lectures, exercises and active participation (group and single exercises)
Language:	English or German
Requirement:	Be motivated!

In recent years, I offered a one day training on preparing employees for representing Invensys on our booth at the SPS/IPC Drives in Nuremburg and theACHEMA in Frankfurt. I can adjust this training to any trade show. I start with an overview of the exhibition, what happened last time and what is the main focus for this year. Afterwards, we discuss the expectations and I will give hints on how to address prospects on the booth, how to communicate with people, what to do and what to avoid. Role plays will round up this training.

*"We are continually faced by great opportunities brilliantly disguised as insoluble problems."
Lee Lococca"*

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Module 5 – Communicating like a Pro

Target Group:	Employees who want to improve their communication skills 2 trainings are available: for managers or regular staff with content catering to the special requirements of these groups.
Trainer:	Jens Krumbiegel
Group Size:	max. 12 people
Duration:	2 days, day 1: 9:00 – 17:00 – day 2: 9:00 – 16:00
Equipment:	Please provide projector and flip-chart
Methodology:	Interactive & mixed, lectures, exercises and active participation (group and single exercises)
Language:	English or German
Requirement:	Be motivated!

Description of Seminar:

Good Communication skills are essential.

Being an effective communicator takes real skill. Communication skills have to be developed, honed and added to on an on-going basis. They are the heart of interpersonal skills and the greater your awareness of how it all works, the more effective your communication will be.

To be effective in business, you have to communicate well. To be a good manager, you have to communicate exceptionally well.

Here we look at basic communication dynamics, learning skills to improve your communication, using effective communication to improve and promote interpersonal relationships, creating an effective communication strategy.

When you look at communication, presentation skills are not all there is to it. Far from it. Everyone communicates differently and sees the world differently. The greatest skill you can have in order to instantly and significantly improve your communications skills is to understand the other person's point view and how they see the world. Then you can adjust your own communication to take that into account.

In detail, you will learn how to prepare important conversations, get the most information from your conversation partner by asking the right questions and to listen actively. In addition, you will learn how to deal with difficult conversations and to apply constructive criticism without discouraging the other. In order to round off the picture, you will learn how to communicate

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across different cultures.

“Don't talk about people, talk with them”
Steffen Glückselig

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Module 6 - Dealing with Conflicts Effectively

Target Group:	Employees who want to improve their conflict management skills 2 trainings are available: for managers or regular staff with content catering to the special requirements of these groups.
Trainer:	Jens Krumbiegel
Group Size:	max. 12 people
Duration:	2 days, day 1: 9:00 – 17:00 – day 2: 9:00 – 16:00
Equipment:	Please provide projector and flip-chart
Methodology:	Interactive & mixed, lectures, exercises and active participation (group and single exercises)
Language:	English or German
Requirement:	Be motivated! Taking the communication course as a prerequisite would be advantageous

Description of Seminar:

Do you sometimes feel that you are not managing conflicts very well? Instead, do you sometimes feel that you mis-manage conflict and make the situation worse? Conflict in teams is inevitable and could even be beneficial but ONLY IF it is managed according to correct conflict management principles. On this course, you will learn exactly how to handle conflict situations and difficult people.

In detail, you will learn about conflict solutions, conflict chances and how to notice conflicts. In addition, you will learn how to intervene in conflicts and to address them in a proper way. Moderating conflict conversations, giving critical feedback and dealing with emotions will round off the topic.

“It’s not important what happened, it’s important how you deal with it”
Walter Kohl

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Module 7 - Motivating my Team

Target Group:	Managers who want to improve their motivational skills
Trainer:	Jens Krumbiegel
Group Size:	max. 12 people
Duration:	1 day, 9:00 – 17:00
Equipment:	Please provide projector and flip-chart
Methodology:	Interactive & mixed, lectures, exercises and active participation (group and single exercises)
Language:	English or German
Requirement:	Be motivated! Taking the communication and conflict management course as a prerequisite would be advantageous

Description of Seminar:

You want to motivate your team but don't know the right tools to do so?

In this course, you will learn how to motivate your team members in almost any situation. We talk about motivational basics, requirements of motivation and central motivators. You will learn about self motivation as the foundation to motivate others and how you can create an environment of motivation. Leading and appraising employees will round off the topic. By the end of the day, this will not only help you to become a more effective manager but will also improve the performance of your team.

“People often say that motivation doesn't last. Well, neither does bathing - that's why we recommend it daily.”

Zig Ziglar

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Module 8 – Communicating professionally on the phone

Target Group: Employees who want to improve their communication skills on the phone
The training can also be catered to sales where I will put an emphasis on sales techniques, such as questioning, getting around the gate keeper etc.

Trainer: Jens Krumbiegel

Group Size: max. 12 people

Duration: 1 day

Equipment: Please provide room, projector and flip-chart

Methodology: Interactive & mixed, lectures, lots of exercises and active participation

Languages: English or German

Requirement: Motivation

Description of Seminar:

The phone skills and techniques that your team members use are essential to our image and its bottom line. Our customers deserve top notch telephone customer service. Anything less and you are missing out on a golden opportunity to develop long term, loyal relationships with customers and potential customers.

Employees learn how to answer the phone in a friendly manner, how to ask for name and reason of the call and to connect the caller to the right person.

They learn how to say professionally that the person is not available, how to arrange callbacks or how to leave messages. Positive etiquette will be strictly observed. Also in difficult situations such as complaints, we will act professionally and customer oriented. For the training in German language, we will also work on English phone conversations.

The training can be adjusted to various departments, e.g. sales, service, administration, tech support etc.

Examples from the content (depending on target group and specific course content):

- The first impression on the phone is decisive: How to pick up the phone and act with respect
- Basics of communication on the phone
- Basics of service and customer oriented phone calls – transferring to the right person
- Filtering phone calls: How do I use positive language if the employee doesn't want to be disturbed or is not available
- How do I identify unwanted callers and reject them positively

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- Phone messages
- Voice and body language on the phone
- Goal and customer oriented phone conversations
- Active listening
- Effective use of questioning techniques, leading the conversation
- Offering professional help on the phone

“One good reason why computers can do more work than people is that they never have to stop and answer the phone”

Unknown.

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Module 9 - Presenting like a Master Mind

Target Group:	Employees giving presentations internally or externally
Trainer:	Jens Krumbiegel
Group Size:	max. 12 people
Duration:	2 days
Equipment:	Please provide room, projector and flip-chart
Methodology:	Interactive & mixed, lectures, lots of exercises and active participation, video
Languages:	English or German
Requirement:	Basic experience with MS PowerPoint

Description of Seminar:

Giving presentations is a key skill required in today's business world, especially for Invensys Operations Management employees. This seminar will enhance your presentation techniques providing the tools, enabling you to convince your audience in a competent and confident manner. It addresses the sales force as a target group but also Invensys Operations Management employees in marketing and related departments giving presentations frequently on an internal as well as external basis. After this training you will be able to present and transport the value and benefits of Invensys Operations Management to various audiences in a competent way.

We will do plenty of exercises including individual and team presentations. You will learn to cope with stage fright and get pointers as to do if you get stuck. Furthermore, you will learn how to deal with unexpected circumstances and to organize your presentation in a structured and efficient way. Some exercises will be documented by video cam, which also allows you to improve your skills. Finally, we generate sophisticated PowerPoint slides that are really convincing.

In addition, we will cover the following issues:

- Creating efficient presentation visuals, charts and handouts
- Talking about alternatives to PowerPoint
- Analyzing the audience
- Talking technical when your audience isn't
- Body language
- Effective scripts
- The logic tree and learning from the best in the industry
- Starting without any preparation time
- Dealing with different personality types
- Using humor

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Module 10 - Sales Psychology with Pacing/NLP

Target Group:	Sales staff
Trainer:	Jens Krumbiegel
Group Size:	max. 12 people
Duration:	1 day
Equipment:	Please provide room, projector and flip-chart
Methodology:	Interactive & mixed, lectures, lots of exercises and active participation
Languages:	English or German
Requirement:	Motivation

Description of Seminar:

This seminar will change the way you see your conversational partner. NLP is the abbreviation for Neuro-linguistic programming and is considered an advanced communication method. Pacing is a part of NLP and allows you to mirror your customer in order to establish a higher degree of trust. In summary, with the help of NLP tools, you will be able to improve rapport with your conversational partner. Research has shown that these tools and techniques will increase sales by almost 20 %. Companies, such as General Motors or DuPont have already established these tools in their sales training programs. With exercises, you will find out what your customer really wants, why he wants it and how he demonstrates that through his body language and eye movements. You can even find out if your partner is really saying the truth. In a final role play, we are practicing these psychological tools.

In general, we will cover the following issues:

- VAKOG: classification of people
- Eye moving patterns
- Meta Programs
- Active Listening
- Suggestion techniques
- Anchoring
- Body Language

Even if you have never heard about these concepts, I will guarantee that it works.

“If you never change your mind, why have one?”

Edward de Bono

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Module 11 - How to win the deal/Negotiations

Target Group:	Sales staff
Trainer:	Jens Krumbiegel
Group Size:	max. 12 people
Duration:	1 day
Equipment:	Please provide room, projector and flip-chart
Methodology:	Interactive & mixed, lectures, lots of exercises and active participation
Languages:	English or German
Requirement:	Motivation

Description of Seminar:

This training is quite diverse. It contains elements based on a seminar that was conducted by the leading organization in negotiating trainings “Dr. Karrass” in an internal training for Wonderware. I offer an adjusted training catered to the needs and requirements of Invensys Operations Management. I also cover typical objections from the customer side and show ways of how to close the deal.

Sales people and managers know this situation. They are stuck in the negotiation process and far away from a win-win situation. But it does not have to stay like that. We develop techniques necessary for overcoming most typical obstacles.

Typical scenarios include:

- Sales negotiations – Learn how to close the sale at the best price and terms possible, while still building positive, long term relationships with your customers.
- Differentiate between person and issue
- Other business negotiations – Learn to improve the outcome of any negotiation that has a measurable impact on profitability.
- Typical objections
- Closing techniques

“The single most powerful tool for winning a negotiation is the ability to get up and walk away from the table without a deal” Dr. Karrass

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Module 12 – Team Building/Mediation

Target Group:	Teams and/or Team Leaders
Trainer:	Jens Krumbiegel
Group Size:	max. 12 people
Duration:	1 or 2 days
Equipment:	Please provide room, projector and flip-chart
Methodology:	Interactive & mixed, lectures, lots of exercises and active participation
Languages:	English or German
Requirement:	Motivation

Description of Seminar:

There are two typical scenarios for this training. Scenario 1 is for team leaders who want to learn efficient tools on how to lead their teams effectively. We discuss different approaches to team leading and see in many different practical rounds how a team can be led efficiently.

Scenario 2 would be a mediation situation where a team has internal difficulties. In this case, I would step in as a mediator and show effective methods so that the group is able to help themselves.

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Module 13 – Train the Trainer

Target Group:	Trainers
Trainer:	Jens Krumbiegel
Group Size:	max. 6 people
Duration:	2 days
Equipment:	Please provide room, projector and flip-chart
Methodology:	Interactive & mixed, lectures, lots of exercises and active participation
Languages:	English or German
Requirement:	Motivation

Description of Seminar:

This training combines presentation, communication and conflict solving skills. We see first which skills are most important for trainers, check on the strengths and weaknesses of each participant and then develop the necessary improvements.

Some exercises will be analyzed with the help of the video camera with the direct benefit for each participant to see where improvements are necessary.

We talk about best practice such as interactive trainings, training rules and how to deal with more challenging participants. Creating effective powerpoint slides and flipchart rules are also part of the training.