



INNESSKIRK GLOBAL

Workshop Catalog 2012

Providing Solutions with **IMPACT™**

INTRODUCTION



INNESSKIRK GLOBAL

Thank you for your interest in the Innesskirk Catalog of Workshops. Innesskirk is recognized as an innovative training and human development partner. Our training programs start with pre-workshop engagement and assessment followed by an empowering workshop. Refusing to stop there, continuous post workshop delegate development is encouraged and reinforced using our IMPACT™ development methodology to provide the necessary catalyst providing lasting behavioral change.

Founded in 2002, Innesskirk has grown consistently from an advisory firm providing services to clients interested in private equity facilities for the development of real estate, company start-ups, and infrastructure ventures, to the firm before you providing high IMPACT™ global training services.

Our offerings include a full slate of training programs addressing key business issues: Inter-Departmental Development, Management and Leadership, Management Fundamentals, Sales Management and Senior Management. All Innesskirk courses are presented in an interactive workshop format to provide the best possible learning environment for a hands-on training experience. Our workshops use world-class materials such as relevant business simulations from the American Management Association, Individual, Team and Organizational benchmarking tools from Human Synergistics International as well as internally developed Innesskirk material.



This catalog includes summaries of Innesskirk workshops that can be conducted in one to three day increments, depending upon your organization's needs. Individually tailored to your requirements, these courses can be created as needed or you can select from our listed workshops when identifying your development program content. The course catalog continues to grow throughout the year, with our online catalog being the most current listing of available workshops.

INTRODUCTION

We are pleased to introduce the Innesskirk workshop catalog and hope that you find the content full of topics that are interesting and inspiring.



Delegates will discover the workshop format requires extensive interaction throughout the course. Action is fundamental to the success of the workshop with constant small or large group activities being the norm. Our activities require an open mind and a willingness to learn from others, as well as contributing to the team.

The most important attribute during the workshop is the delegates' willingness and commitment to start using the newly acquired insights to demonstrate new behaviors and habits. Our workshops are focused on actually delivering change; therefore, we continuously motivate delegates to think about ways they can adapt and apply the workshop material to their own situations. The result is that the workshop comes alive and has relevance to each delegate's daily activities.

Innesskirk Global is committed to helping implement positive changes through our IMPACT™ coaching sessions, as well as email and phone support. Together we will further advance delegates' leadership and management skills, creating more effective and efficient business behavioral styles fostering a less stressful work environment.

If you have any questions relating to the workshop material, please contact us. Our philosophy emphasizes the key element to personal development as being a proactive focus on setting goals.

At Innesskirk we are committed to your success and further development. Our key aim is to elicit positive IMPACT™ on performance; Improving Management Performance through Analysis Coaching and Training.

Hans Horlings
Managing Partner

Richard Scott Taylor
Managing Partner

MANAGEMENT TEAM

Our Management Team is supported by our experienced facilitators around the globe.



R. Scott Taylor, JD, founder and Managing Partner, is a licensed US attorney who has been providing business consulting services to senior executives and private equity entrepreneurs for over 10 years. Leveraging his legal, business management, sales and entrepreneurial acumen, Scott's workshops and team development programs provide a practical based environment structured to empower delegates to identify ways to promote synergy and sustainable behavior change.

Hans Horlings, MBA, Managing Partner, brings more than 15 years of direct management, training and consulting services experience to Innesskirk Global. His dedication to behavior change through assessment, training, post-course work-related projects and mentoring, has been fundamental in developing the methodology of the Innesskirk IMPACT™ program. Hans focuses on providing clients with an array of practical, experienced based training covering a wide variety of subjects.



MANAGEMENT TEAM



Joni Dunn, MBA, Partner – North America, brings extensive consulting, b2b sales and mentoring experience to lead Innesskirk's North American divisions, specifically the US market. Her expertise in financial services compliance, b2b sales and working with senior level corporate officers, provide clients a high level of assurance and satisfaction. Joni's goal is to facilitate training that fosters a more positive experience targeted at improving a delegate's professional and personal life.

Mickey Lalonde, H.B.P.H.E., Director of Canadian operations, brings extensive educational, corporate training and team development experience to Innesskirk. Mickey has an enviable track record of delivering the right results consistently supported by 20+ years of extensive demonstrated expertise in the areas of sales, training, management education, corporate consulting and publishing operations. Mickey's experience, coupled with an animated training style provides a rewarding environment for delegates.



TABLE OF CONTENTS

BUSINESS CULTURE & BEHAVIOR MAPPING

1

Group Styles Inventory™
Leadership Impact®
Life Styles Inventory™
Management Effectiveness Profile System™
Management Impact®
Organizational Culture Inventory®
Organizational Effectiveness Inventory™

FINANCIAL COMPLIANCE & GOVERNANCE

3

Anti-Money Laundering Fundamentals *"New in 2012"*
Know-Your-Client (KYC) Fundamentals *"New in 2012"*

INTER-DEPARTMENTAL DEVELOPMENT

4

Bid-Tender & Contract Management
Finance for Non-Finance Managers
HR for Non-HR Managers
Investments for Non-Financial Professionals *"New in 2012"*
Legal For Non-Legal Managers *"New in 2012"*
Marketing for Non-Marketing Managers
Project Management for Non-Project Managers

MANAGEMENT AND LEADERSHIP

6

Change Management Essentials
Customer Focused Management
Leading High Performance Teams
Performance Management *"New in 2012"*
Professional Coaching Skills
Shaping An Effective Business Culture*
Strategic Thinking & Planning – Applied*
Stress Management and Analysis *"New in 2012"*

INNESSKIRK

**appropriate for multiple development programs*

TABLE OF CONTENTS

MANAGEMENT FUNDAMENTALS

8

Cultural Awareness
Developing Networking Skills
Effective Interviewing Skills
Efficient Time Management
Essential Management Skills
Managing Professional Meetings
Persuasive Business Writing
Presenting Your Case
Proactive Supervisory Skills
Problem Solving & Decision Making
Professional Communication
Professional Interpersonal Skills

SALES & NEGOTIATIONS

10

Advanced Negotiation Skills
Advanced Sales Skills
Commercial and Contract Fundamentals *"New in 2012"*
Engaging Your Customer – Retail Sales Fundamentals
Key Account Management *"New in 2012"*
Negotiation Fundamentals
Sales Fundamentals

SENIOR MANAGEMENT

12

Advanced Financial Analysis
Advanced Marketing – Branding *"New in 2012"*
Advanced Presentation Skills *"New in 2012"*
Crisis Management
PR and Media Relations
Senior Management Program – Case Specific
Shaping an Effective Business Culture*
Strategic Thinking and Planning – Identifying Strategy

**appropriate for multiple development programs*

BUSINESS CULTURE & BEHAVIOR MAPPING

Group Styles Inventory™ (GSI)

Analysis which enables team members to identify the interaction styles of their group, to analyze behaviors detracting from their effectiveness, and to initiate and to implement team-building strategies. Teams can use the Circumplex-based GSI with any of Human Synergistics' survival or business simulations or in conjunction with an actual problem-solving situation.

Leadership/Impact® (L/I)

Analysis of leadership effectiveness with feedback provided addressing the impact of the behavior and performance of others; the leadership strategies that account for this impact; and their personal and organizational effectiveness resulting from the behavior. Results are profiled on the Human Synergistics' Circumplex. The analysis is delivered in a 70 page report describing ideal leadership impact as seen by the leader, current impact on others, current effectiveness and a personal action plan for implementing change.

Life Styles Inventory™

Promotes self-awareness and personal growth based on the self-reports of one's thinking and behavioral styles. Others' reports enables organization members to harness the power of valid and confidential feedback on their personal styles. Results can be compared and contrasted to self-reports and come with self-development guides for further action plans for personal development. Results are profiled on Human Synergistics' Circumplex to show the relative strength of Constructive, Passive/Defensive, and Aggressive/Defensive styles.

Management Effectiveness Profile System™ (MEPS)

Assesses managerial skills and developmental needs based on self-reports and ratings by superiors, subordinates and peers. Feedback is provided on task, interpersonal, and personal competencies along with suggestions for strengthening those skills. Used often to analyze and plan skills development as part of a comprehensive competency based development plan.

Management/Impact™ (M/I)

Management/Impact is a full assessment that provides managers with insights on how they approach their work and the impact they have on people around them, as well as guidance in developing "facilitating" strategies, which have been proven to help organizations meet their goals. Management Impact measures 15 management responsibilities in task, people and personal domains. Results are presented to participants in a comprehensive, confidential feedback report that includes plots, Circumplexes, bar charts, tables, descriptive text, and recommendations for improving management effectiveness.

Organizational Culture Inventory® (OCI®)

Terms of shared behavioral norms and expectations are used by the OCI to provide valid and reliable measures of organizational culture. Results on the OCI Circumplex portray the current operating culture of the organization and can be compared to those on the OCI-Ideal, which represent the culture members view as optimal, to identify culture gaps and targets for change.

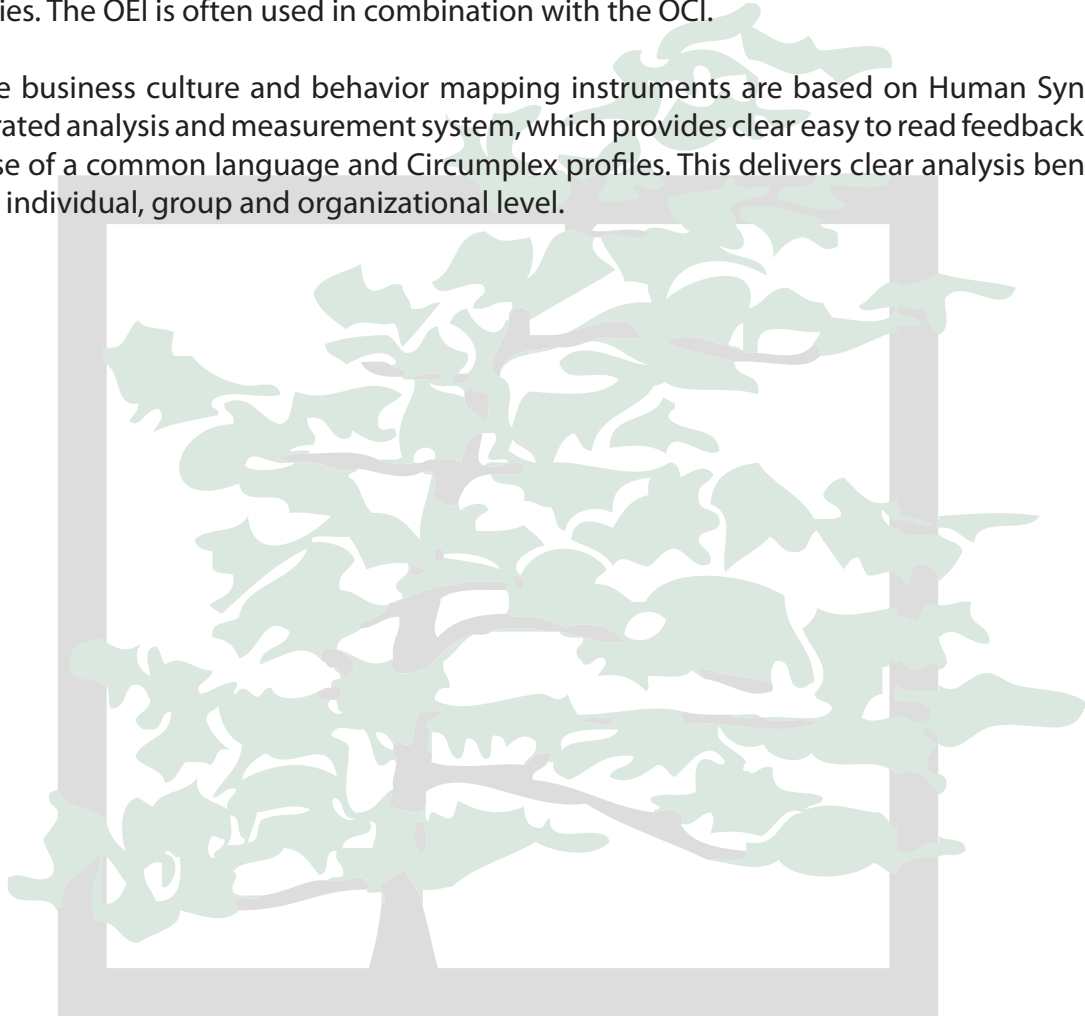
BUSINESS CULTURE & BEHAVIOR MAPPING

The OCI creates a benchmark measurement used to gauge organizational culture improvement initiatives and can be repeated to understand progress made. Reporting is comprehensive.

Organizational Effectiveness Inventory® (OEI)

Guides cultural transformation and organizational development programs by measuring and benchmarking levers for change, organizational structures, systems, technologies, as well as performance outcomes at the individual, group, and organizational levels. members' skills/qualities. The OEI is often used in combination with the OCI.

All the business culture and behavior mapping instruments are based on Human Synergistics' integrated analysis and measurement system, which provides clear easy to read feedback through the use of a common language and Circumplex profiles. This delivers clear analysis benchmarks at the individual, group and organizational level.



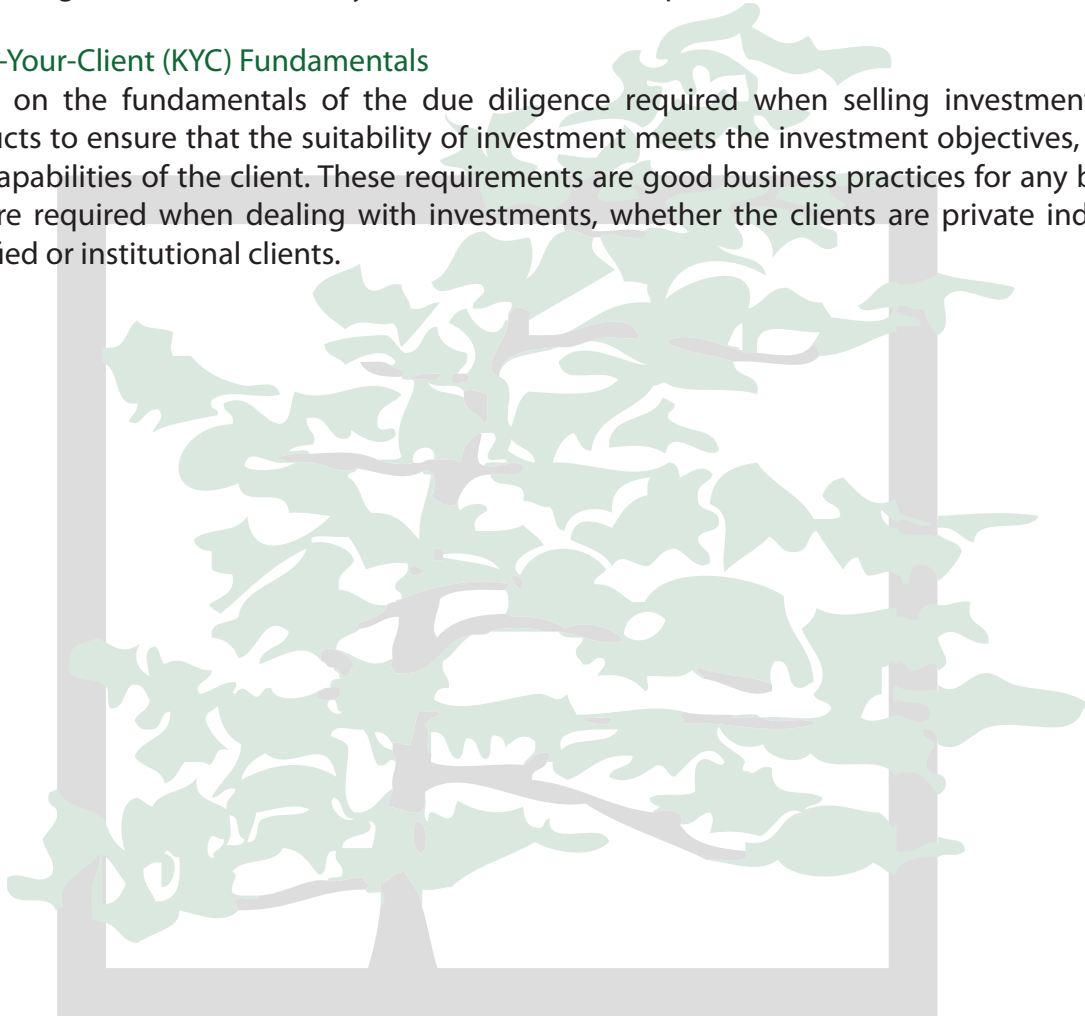
FINANCIAL COMPLIANCE & GOVERNANCE

Anti-Money Laundering Fundamentals

Basics of Anti-Money Laundering covering the requirements and implications for business from a global perspective including: Bank Secrecy Act, Customer Information Protection, Suspicious Activity Reporting, Office of Foreign Asset Control, and Financial Action Task Force on Money Laundering (FATF), also known by its French name, Groupe d'Action Financière (GAFI).

Know-Your-Client (KYC) Fundamentals

Focus on the fundamentals of the due diligence required when selling investment-related products to ensure that the suitability of investment meets the investment objectives, timeline and capabilities of the client. These requirements are good business practices for any business, but are required when dealing with investments, whether the clients are private individuals, qualified or institutional clients.



INTER-DEPARTMENTAL DEVELOPMENT

Bid-Tender & Contract Management

Workshop concentrates on a synopsis of the bid tendering through to the contract management process and completion. Starting with the Invitation to Tender or Request for Proposal, analyzing the requirements in the ITT either from the issuer or recipient perspective. Once the ITT/RFP process is complete, contract review, negotiation and management is the finalization of the process, as well as following up periodically to ensure the contract terms are being met throughout its term.

Related Workshops: *Commercial and Contract Fundamentals, Legal for Non-Legal Managers*

Finance for Non-Finance Managers

Overview of the most common financial tools used in businesses today, Finance is the language every manager should know and understand. Measuring performance in terms of finance is essential since managers are evaluated based on their department and company's commercial performance success.

Related Workshop: *Advanced Financial Analysis*

HR for Non-HR Managers

Summary of the most common Human Resources (HR) roles, practices and tools used in virtually every business, techniques and skills necessary to properly influence employees, including methods to evaluate and measure human performance, transform ineffective behavior and empower people to drive overall business performance.

Related Workshop: *Effective Interviewing Skills, Performance Management, Professional Coaching Skills*

Investments for Non-Financial Professionals

Review of common investments used in corporate financial strategies. Review of definitions and uses of stocks, bonds, mutual funds, ETFs, options, direct participation vehicles, registered and non-registered offerings.

Related Workshop: *Advanced Financial Analysis*

Legal for Non-Legal Managers

Summary of legal issues commonly seen in the corporate setting and fundamental contract law such as: vendor and employment contracts, negligence, property law and complications that can arise from inefficient due diligence in the contracting process.

Related Workshop: *Bid-Tender & Contract Management, Commercial and Contract Fundamentals*

INTER-DEPARTMENTAL DEVELOPMENT

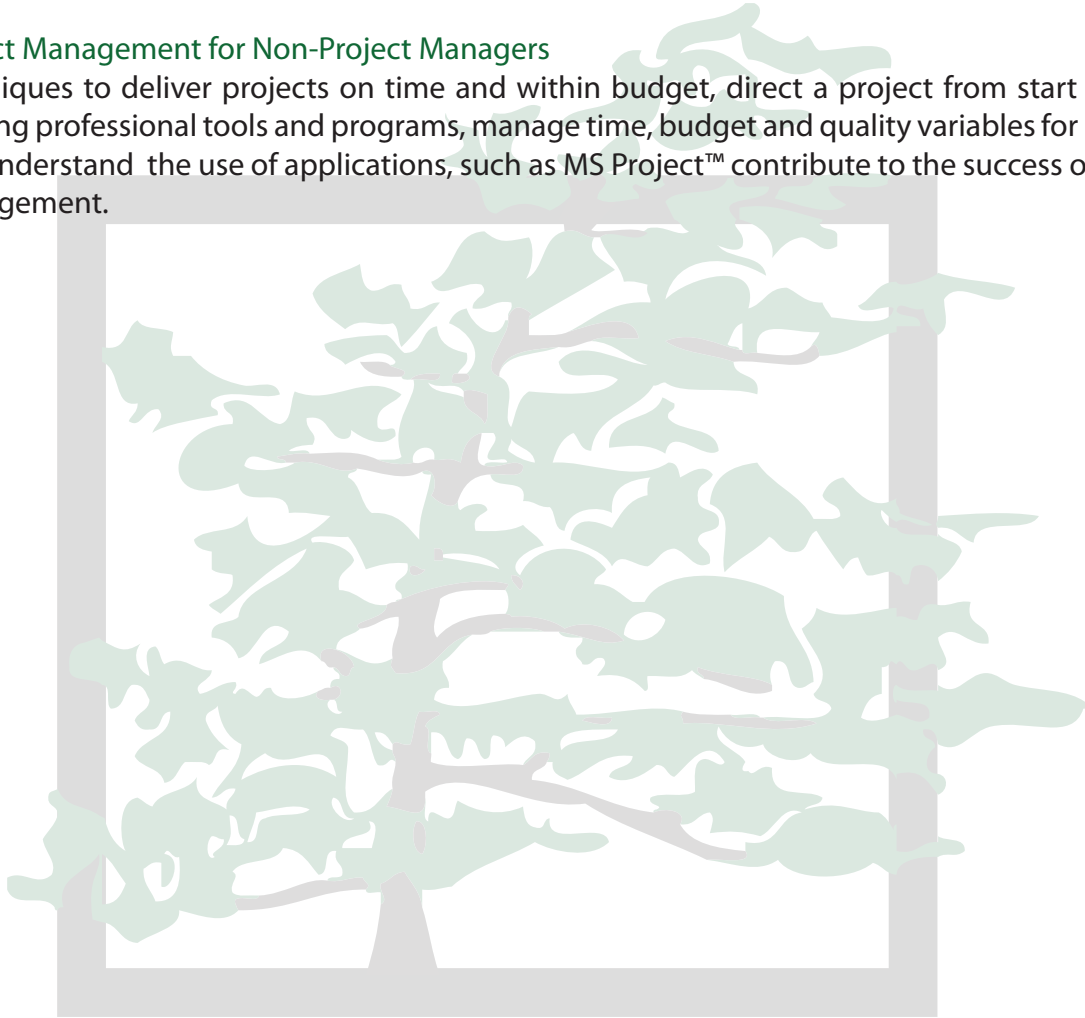
Marketing for Non-Marketing Managers

An overview of the marketing function, marketing terminology, concepts and activities, this workshop demonstrates the differences in operational and strategic marketing tasks, including differences between marketing, sales and brand management and the value of the marketing function as part of long-term business success.

Related Workshop: *PR and Media Relations*

Project Management for Non-Project Managers

Techniques to deliver projects on time and within budget, direct a project from start to finish utilizing professional tools and programs, manage time, budget and quality variables for projects, and understand the use of applications, such as MS Project™ contribute to the success of project management.



MANAGEMENT AND LEADERSHIP

Change Management Essentials

An overview of approaches to steer a company and its people through major change initiatives, understand the driving forces of change, guiding personnel to accept and embrace change as part of a positive growth experience and processes to take a lead role in the changing process as an internal change agent.

Customer Focused Management

Key customer care management and leadership skills, deliver consistent professional customer experience, deal positively with customer challenges, complaints and difficult customers, viewing them as opportunities for improvement and methods to identify key customer needs and expectations to deliver proactive services.

Leading High Performance Teams

High performance teams are able to leverage extraordinary results from ordinary people. Follow these essential team development steps, principles, skills and behaviors to lead and build high performance teams. Tools and techniques address key team development issues to raise the performance of existing teams and create enthusiasm, drive, commitment and trust.

Related Workshop: *Performance Management, Professional Coaching Skills, Essential Management Skills*

Performance Management

Workshop focuses on tools and strategies used for performance management of individuals, teams and organizations. Behaviors required by managers to engage staff and to increase self-development and motivation. Course includes an introduction of systems essential to the success of any performance development implementation.

Related Workshop: *HR for Non-HR Managers, Leading High Performance Teams, Professional Coaching Skills*

Professional Coaching Skills

The emphasis of this workshop is developing skills that allow managers to accept coaching assignments with confidence, prepare effective coaching plans, establish and communicate clear policies. It also allows for the development of timeline milestones and expectations as well as practicing skills to convey the benefits of coaching to the individual, the team and the organization.

Related Workshop: *Essential Management Skills, HR for Non-HR Managers, Leading High Performance Teams, Performance Management.*

Shaping an Effective Business Culture

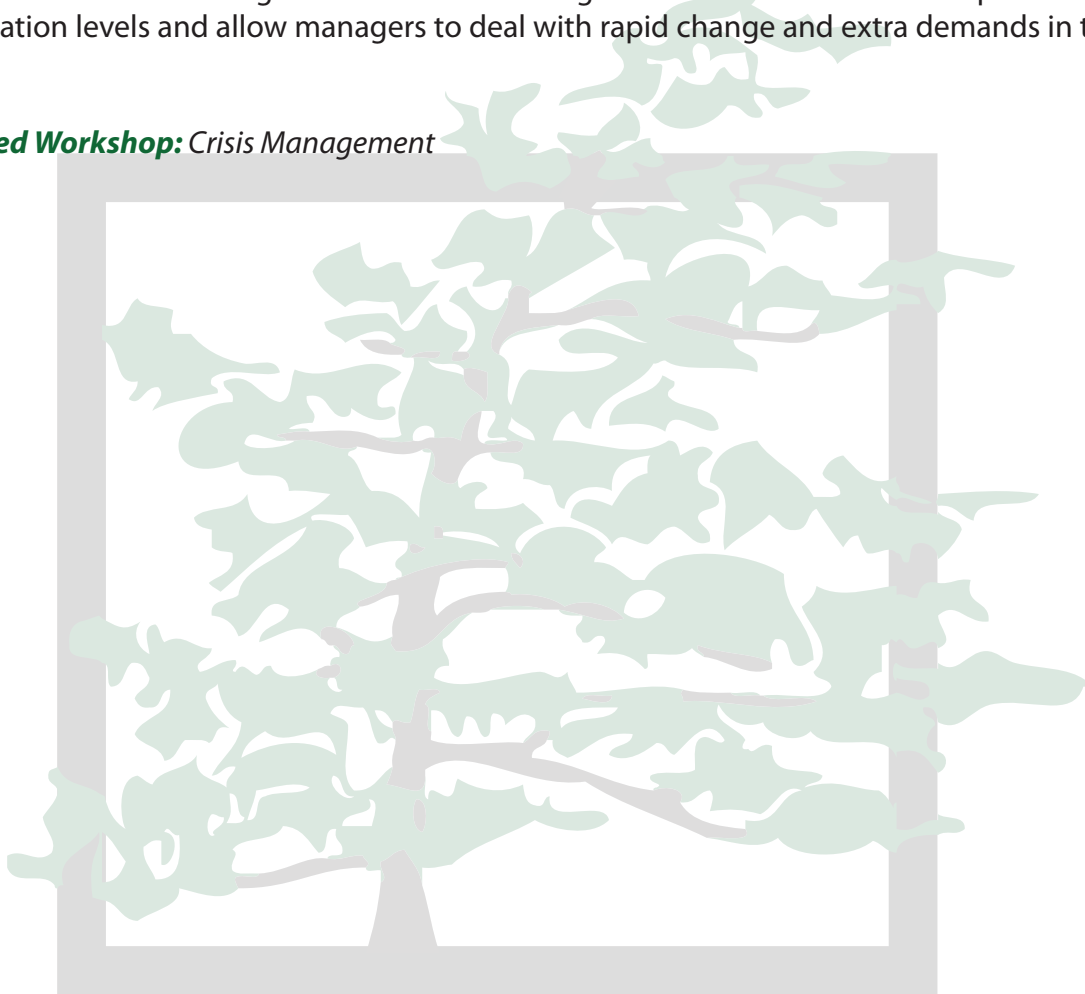
Managing culture is among the most important challenges facing organizational leaders. At

one extreme are the managers who create cultures that provide clear competitive advantages for their organizations. At the other extreme are the managers who, perhaps inadvertently or unknowingly, promote cultures that drive their companies out of business.

Stress Management and Analysis

Managing work related stress is a management skill which is often undervalued and sometimes ignored. This workshop offers a comprehensive personal analysis of stress variables and methods to reduce stress for managers. The effective management of stress will enhance productivity and motivation levels and allow managers to deal with rapid change and extra demands in the work place.

Related Workshop: *Crisis Management*



MANAGEMENT FUNDAMENTALS

Cultural Awareness

Build a foundation and practice for the development of a positive organizational culture. Understand and adapt to cultural differences by encouraging the identification and open discussion of individual cultures. The Focus is on encouragement of Emirati and Middle Eastern nationals to understand common western business culture by looking at attitudes and breaking down stereotypes.

Managing Professional Meetings

The ability to run effective and professional meetings is an integral management and leadership skill. Workshop includes, among other things, skills to consistently deliver an effective meeting, preparation of requisite materials for a professional meeting, recognizing requirements from a meeting leader before, during and after a meeting and the importance of writing effective meeting invitations, agendas and minutes.

Persuasive Business Writing

Workshop focuses on the skills needed to write business letters, reports, meeting minutes, agendas, invitations and memos for maximum effect. Managers are often required to write proposals, technical reports, emails and memorandums.

Effective Interviewing Skills

Approaches to prepare and conduct an on-target perfect interview, effectively identify and use different interviewing styles, the use of panel interview techniques, and the use of competency and behavior-driven interviewing techniques.

Related Workshop: *HR for Non-HR Managers*

Developing Networking Skills

Both managers and executives acquire knowledge, skills and tools to effectively manage their personal image and develop higher level skills to build new relationships through effective networking.

Professional Communication

Focus on the importance of continuous communication professionally and effectively, the value of effective listening, speaking and writing and delivering better results from every communication.

Efficient Time Management

Workshop emphasizes prioritization, delegation, methods to make and keep commitments and using time efficiently. Create the habit of using the power of efficient time-management techniques every day.

Essential Management Skills

Tools and techniques which deliver an excellent foundation for existing or new managers assist in long-term success for anyone in a management role. Learn key management and leadership skills

MANAGEMENT FUNDAMENTALS

required to be an outstanding manager. Appreciate the importance of communication, coaching, mentoring, motivating and inspiring employees, building and leading high performing teams, time management, resolving performance issues and delegating tasks with confidence.

Related Workshop: *Leading High Performance Teams, Professional Coaching Skills*

Presenting Your Case

Convincing and influencing others; allowing them to visualize your point of view while gaining their support. This workshop combines both an understanding of proper structure and delivery of a formal presentation, as well as exploring the value of ad-hoc communication and influencing initiatives. Every successful manager must possess the skills to structure, create and deliver a convincing message.

Related Workshop: *Advanced Presentation Skills*

Proactive Supervisory Skills

Workshop emphasizes skills necessary to lead, motivate, inspire and develop team members, understand the leader's role and responsibilities, gain enthusiastic cooperation for new challenges, communicate effectively and organize time and workload.

Problem Solving and Decision Making

A foundation to develop alternative courses of action, systematically evaluate problems and consistently make effective decisions, crucial skills to involve others in the development of alternative resolutions of business problems. The workshop also covers techniques to discover the root cause of a problem to prevent common mistakes, focusing on symptoms, rather than making decisions which eradicate the problem.

Professional Interpersonal Skills

Known as "People Skills" or "Emotional Intelligence," the workshop focusses on being aware of one's behavior and the direct or indirect impact it has on others. These skills and behaviors are unquestionably imperative for outstanding managers, supervisors, or team members. The emphasis is placed on skills to build stronger relationships, work in teams to contribute successfully, and people skills.

SALES & NEGOTIATIONS

Advanced Negotiation Skills

An intensive program addressing key negotiation aptitudes focusing on upper-level sales negotiation techniques, including topics such as; understanding internal and external personal negotiation styles, positively managing and prevailing in deadlock situations.

Prerequisite Workshop: *Negotiation Fundamentals*

Advanced Sales Skills

Address key Sales Management and Sales Leadership issues to take a sales person to the next level. The program continues to build on the skills introduced in Sales Fundamentals, recognizing personal selling strengths and weaknesses, closing sales faster and more effectively using different closing techniques and enhancing relationships with key accounts.

Related Workshop: *Sales Fundamentals*

Contract and Commercial Fundamentals

Focus of this program is on reading and understanding commercial contracts, commonly included terms and clauses used in contracts that can cause issues. Workshop includes an understanding of common legal contract language, basics of legal requirements to ensure validity as well as enforceability of commercial contracts and agreements.

Related Workshop: *Bid-Tender & Contract Management, Legal for Non-Legal Managers*

Engaging Your Customer – Retail Sales Fundamentals

Program addresses key sales skills necessary in establishing loyal customers and improving the overall customer shopping experience. Learn to engage prospective customers without being overly eager or pushy. Use questioning techniques to gather information to increase sales; Get introduced to value-based sales and methods to effectively overcome objections.

Key Account Management

Customer research and understanding of classification systems; tools to effectively manage key account needs and expectations; introduction of systems and strategies to follow-up and keep in touch with key accounts; and methods to forecast and set sales targets for key accounts.

Negotiation Fundamentals

Basic tools for beginning sales personnel, including topics such as accepting a negotiation challenge with confidence, effective preparation for virtually any type of negotiation - salary, resource, pricing, etc., understanding the possible outcomes and effective communication required during all types of negotiation.

Related Workshop: *Advanced Negotiation Skills*

Sales Fundamentals

Beginners' skills to understand the fundamentals of the sales process, prepare effectively, identify client needs, recommend win-win solutions, anticipate the 'close' of a sale, use effective closing methods, make significant improvements to the current sales process and become a more professional sales person.



SENIOR MANAGEMENT

Advanced Financial Analysis

Workshop takes a more in-depth look at business statements and accounts. Particular emphasis is given to analyzing accounts for anomalies, comparing accounts over time, understanding industry trends and how accounts differ within different types of organizations. Comparisons are made using financial ratios, common industry ratios and other key performance measures. Comparing investment analysis using financial indicators like Payback Period, Discounted Cash Flows, Net Present Value and Internal Rate of Return.

Related Workshop: *Finance for Non-Finance Managers*

Advanced Marketing and Branding

Long term business success is achieved through use of strategic marketing and branding essentials. This workshop focuses on setting and implementing a marketing and branding strategy as part of the overall corporate strategy. Internal branding, use of latest product and service branding, and marketing techniques and tools to gain a competitive advantage, are discussed.

Related Workshop: *Marketing for Non-Marketing Managers, PR and Media Relations*

Advanced Presentation Skills

This workshop helps develop the skills required to present to larger audiences and to deliver public presentations. Focus is on powerful presentation skills and structuring a presentation which will persuade people and keep the audience interested. Senior managers are often judged based on their public presentation skills, self and tutor analysis through the use of video will make people aware of current flaws and builds confidence in this important skill.

Related Workshop: *Presenting Your Case*

Crisis Management

Concentrates on the skills necessary to create a plan, pinpoint vital information and evaluate key managers and information carriers within your organization. Delegates will be ready to implement systems and strategies which will enable the business to remain operational, while protecting the organization's reputation, key business assets, employees and other stakeholders.

Related Workshop: *Stress Management and Analysis;*

PR and Media Relations

Senior Managers gain knowledge and skills to effectively manage their personal image as well as the organization's image, its products and activities, by forming solid networks and through strategic communication planning.

Related Workshop: *Marketing for Non-Marketing Managers*

SENIOR MANAGEMENT

Senior Management Program – Case Specific

Develop senior management teams in organizations. The focus of these programs is strategic in nature and touches on leadership effectiveness and impact on others, organizational culture interventions and team building. The program is followed by individual executive coaching.

Strategic Thinking and Strategy Implementation - Applied

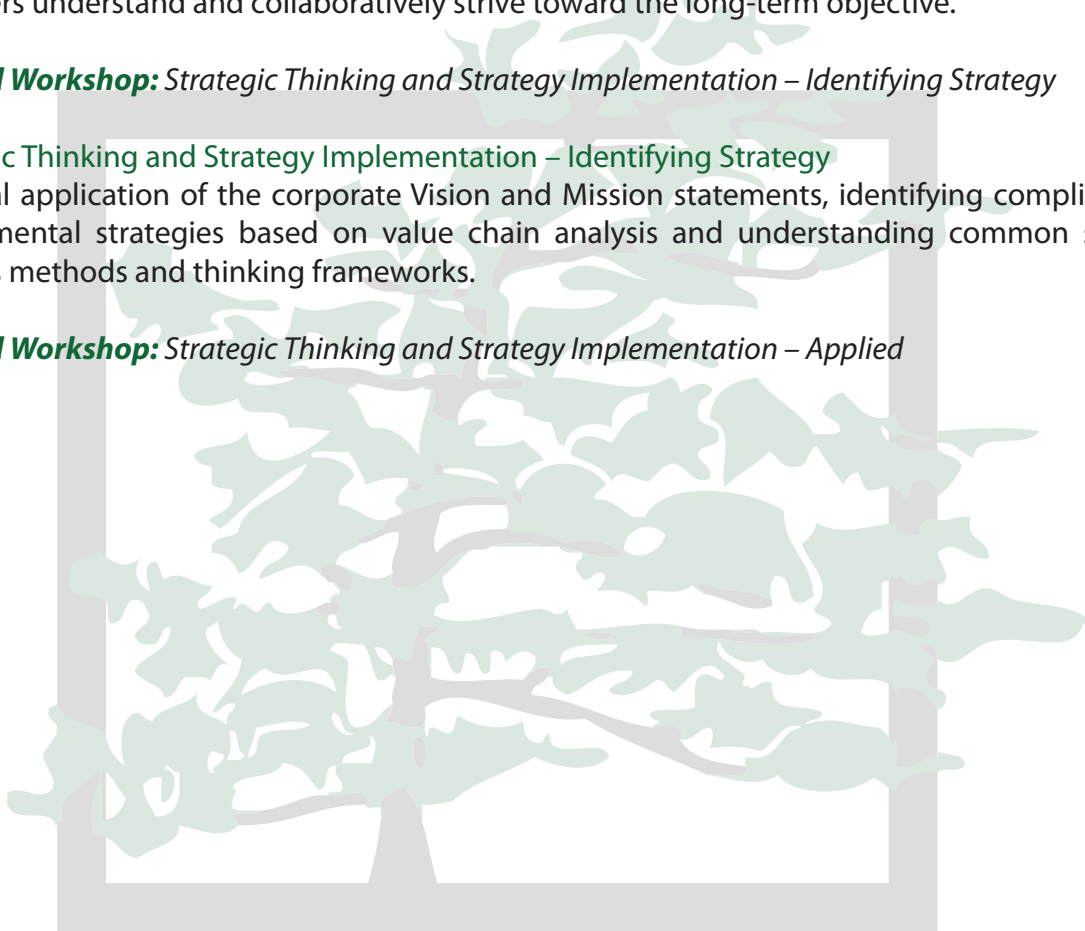
Workshop concentrates on tactics to make strategic thinking a management trait, to steer the company and its personnel to better performance, as well as develop and promote a common vision and mission. Building strategy into a standard practice ensures that all departments and members understand and collaboratively strive toward the long-term objective.

Related Workshop: *Strategic Thinking and Strategy Implementation – Identifying Strategy*

Strategic Thinking and Strategy Implementation – Identifying Strategy

Practical application of the corporate Vision and Mission statements, identifying complimentary departmental strategies based on value chain analysis and understanding common strategic analysis methods and thinking frameworks.

Related Workshop: *Strategic Thinking and Strategy Implementation – Applied*





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