



ClarkMorgan
Classic Solutions

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Welcome to ClarkMorgan



Opened in Shanghai in 2001, where it is still headquartered today, ClarkMorgan has become an industry leader, winning back-to-back CCH China Staff 'Training Firm of the Year' awards in both 2007 and 2008 and beating international and long established competition.

ClarkMorgan's motto of 'Evolving People' is aimed at your personal growth, and that of your team and organisation. We look forward to evolving with you!

Where Do You Want to Improve?

ClarkMorgan brings a multinational team of business savvy consultants and trainers together, and provides services to Fortune 500 and Global 1000 firms. ClarkMorgan is also active in supporting the non-for-profit sector in this region, launching Spark China in 2009, and founding the Chinese Association of Training & Development Specialists (CATDS) in 2012.

ClarkMorgan's motto of 'Evolving People' is as much aimed at your personal growth, and that of your team and organisation, as it is at our own organisation's evolution. For this reason, we research, publish and share our knowledge, within the region and globally.

How Do We Teach?



What is TAPE?

The TAPE system of training is based on Mumford and Honey's Four Learning Types research. The goal of each module is to appeal to the four ways that trainees absorb information.

Theory: The trainer delivers the learning concept to the trainees through visuals and explanation.

Application: The trainer shows how this concept is used in the real world through cases, stories, and live demonstrations for use in their work.

Practice: Trainees are given a structured activity to run through in order to activate and apply the concept. Activities that mimic real-life situations that the trainees face are used as much as possible.

Evaluation: The trainer evaluates the trainees performance in the activity and gives feedback and advice for further improvement. The trainees also have a chance to ask questions and evaluate.

Each of our 235+ modules include theory, application, practice, and evaluation to ensure the best level of retention.

Business Essentials

Business Essentials

A great team is dynamic, multi-skilled, and able to handle unique situations and challenges. In today's business environment, there are certain skills that are necessary for all employees to have. At ClarkMorgan, we call these Business Essentials. The courses in this series will help improve etiquette, critical thinking, and self awareness.

Courses in this Series:

Business Etiquette Fundamentals	<i>0.5 Day</i>
Communication Fundamentals	<i>2 Days</i>
Creative Thinking Fundamentals	<i>0.5 Day</i>
Meeting Fundamentals	<i>0.5 Day</i>
Problem Solving	<i>1 Day</i>
Stress Management	<i>0.5 Day</i>
Time Management	<i>1 Day</i>

Business Etiquette Fundamentals

Business Etiquette Fundamentals 0.5 Day

Whether it is setting a professional tone or maintaining relationships, business etiquette is vital to ones' success. This 'Business Etiquette Fundamentals' half-day course will ensure that your staff not only understand the importance of making a strong first impression, but have the skills to do so.

Modules in this Course:



Essential Networking Skills

By taking part in a simulated networking event, and discuss who left the most memorable impression and why.



Making a Strong First Impression

Appropriately greet fellow colleagues and customers and give them a sense of confidence through verbal and non-verbal cues.



Western Dining Etiquette

Project a professional image when entertaining Western clients in a restaurant setting. They will receive examples of the main differences between Chinese and Western dining etiquette in order to avoid cultural misunderstandings.

Communication Fundamentals

Communication Fundamentals 2 Days

Globalisation means that the ability to communicate effectively is vital to an organisation's success. This two-day Communication Fundamentals course provides a solid platform from which to build more specific verbal communication skills. Trainees will become aware that 'communication is the response you get', and utilise their verbal language to influence, motivate, support, and understand others.

Modules in this Course:



Business Etiquette Essentials

To leave a strong professional impression on others.



Understanding Communication Impact

Prepare communication based on thoughtful preparation and the considerations of how the other party might interpret the message.



Building Rapport – Mirroring and Matching

Quickly and easily build rapport with individuals based on an ability to mirror and match the individuals style and demeanor.



Building and Maintaining Relationships

Build and maintain valuable relationships with those around them.



Expressing Your Point with Clarity

To create a clear and coherent message based around one point.



Structuring Your Business Message

The PDA approach of communications to their spoken messages in order to save time and present in a logical structure.



How to be Assertive

To distinguish between passive, aggressive and assertive behaviour and suggest assertive responses to different situations.



Using Specific Language to Improve Understanding

Be able to use specific, appropriate word choice when writing emails, taking into consideration the recipient and content of the message.



Positive Language

To use positive language which easily builds rapport and creates a stronger more influential tone.



Task vs. Relationship Communication

To adjust their style of communication to emphasise the importance of the task, or to be more tactful.



Choosing the Right Form of Communication

To select the right form of communication that is best suited for the seriousness and content of their message.



Active Listening

To use both verbal and non-verbal cues to demonstrate good active listening skills.



Advanced Listening

Understand much more about a person than what they say. With this understanding, make better judgements about the a person's behaviour.



Perceptual Positions

Suggest solutions that are satisfactory to all parties after considering the situation from 1st, 2nd and 3rd perspectives.

Creative Thinking Fundamentals

Creative Thinking Fundamentals 0.5 Day

This half day course proves that Creative Thinking can be learned. Simple techniques can rewire the brain and make the impossible possible. This course aims to quickly teach the techniques, which can then be applied immediately to real life problems or creative challenges.

Modules in this Course:



Breaking Existing Assumptions

Clearly identify the assumptions which are constraining their thought process and is better suited to address them one by one.



Constructing Improvements

Conduct a quick and successful feedback session that elicits positive and negative aspects as well as areas for improvements.



Improving Fast with Structured Evaluation

Conduct a quick synopsis of the situation and provide recommendations on how to improve it.



Stimulating Thought

To utilize prompts in order to initiate more productive brainstorming and problem solving sessions.

Meeting Fundamentals

Meeting Fundamentals 0.5 Day

Meetings can often run overtime and as a result many agenda items don't get adequate coverage or don't even get covered at all. This half day course aims to provide meeting hosts with skills that can ensure meetings are more productive and efficient.

Modules in this Course:



Keeping the Meeting Moving Forward

Be able to focus the meeting on the goals and reduce inefficient use of time.



Projecting Authority

Be able to open a meeting confidently and clearly, establishing his expertise from the beginning.



Planning Clear Agenda Items

Create a simple agenda with the necessary information to conduct a successful meeting.

Problem Solving

Problem Solving 1 Day

The ability to identify and solve problems, while understanding the importance of stakeholders and an organisation's role within a global context is vital for managers today. This one day course teaches skills that can reduce what might otherwise seem huge, overwhelming, or excessively complex.

Modules in this Course:



Detecting Underlying Issues

Identify key forces at work, both for and against specific initiatives and come up with a clear plan on how to utilize or deal with them.



Generating Comprehensive Solutions

Create action plans related to the biggest obstacles to solving a problem.



Identifying Causes - Fishbone Analysis

Be able to conduct a cause and effect analysis using the fishbone tool.



Identifying Solutions

Identify the factors that are within their control and thus increase their level of pro-activeness.



Maximising Your Results – Pareto Principle

To identify those activities which greatly contribute to their work life success and create an action plan.



Problem Clarification - The SMO System

Accurately define a problem and clarify how to approach it.



Proactively Presenting Solutions

Assess a problem and present concise recommendations on how to resolve the issue.

Stress Management

Stress Management 0.5 Day

Stress management isn't all about yoga and deep breathing. There are practical and easy to implement methods that can significantly reduce workload, create clarity from confusion, and ultimately bring back enjoyment at work. This training will have a significant impact on improving employee engagement and reduce staff sick leave.

Modules in this Course:



Creating a Stress Management Plan

Generate sources of stress and how to combat them or remove them as stressors from their current work/life routine.



Refusing a Request

Understand how to politely and confidently refuse an unreasonable request from an internal or external customer.



Creating Effective Habits

Be able to modify their negative habits and create new and effective habits that contribute to their goals.

Time Management

Time Management 1 Day

For many companies, staff salaries represent a significant overhead cost for their operation. Two ways to increase the return on this human investment is to improve both the innovation and productivity that each employee delivers daily. This course focuses on building productivity through more efficient use of time, the management of interruptions, and creatively using 'hidden' time in our daily and weekly calendar.

Modules in this Course:



Introduction to Time Management

Learn three fundamental steps to begin their journey into increased productivity.



Handling Procrastination

Learn to instead of giving into the urge, force themselves to spend at least a few minutes working on the task.



Handling Interruptions

Learn practical ways of handling interruptions, whether it is a notification interruption or a people interruption.



Developing a Time Management Toolkit

This toolkit teaches the trainee how to improve their productivity and efficiency and do more in less time.



Creating Effective Habits

Trainees will be able to modify their negative habits and create new and effective habits that contribute to their goals.

Business Writing

Business Writing

Your team is separated geographically and across multiple time zones. Effective email writing is critical to your organisation's success, since it will reduce lead-times and errors, and increase quality of service and product through the reduction in confusion. ClarkMorgan has designed two business writing programs tailored for global business.

Courses in this Series:

Business Writing Fundamentals *2 Days*

Writing Sales Emails *1 Day*

Business Writing Fundamentals

Business Writing Fundamentals 2 Days

This two-day course provides a solid platform from which to build more specific written communication skills. The course will help trainees understand the impact their written communication has on influencing colleagues, subordinates, superiors, customers and suppliers, while increasing the speed of completing tasks. The selected modules take the trainees through a step-by-step approach that is easy to follow and also very practical by including sample emails that are relevant to business scenarios. This program is ideal for business professionals of any non-native English background.

Modules in this Course:



Ten Email Commandments

To identify the fundamental rules of email communication.



Understanding Written Impact

Improve the impact of their written message on the reader.



From Immature to Professional Language

Use language that is suitable and corresponds to their position and language ability while demonstrating professionalism.



Starting with the Goal in Mind

Clearly think through their intentions and devise a goal and direction in accordance with their intentions.



Clearly Expressing Details

To use the SMO system to increase understanding.



Writing Concisely

Express their meaning in the most efficient manner.



Direct vs Indirect Language

Understand when and where it is appropriate to use direct language and adjust one's approach based on the content.



Creating Your Own Message Structure

To write a clear and coherent message based around one key point.



Structuring Your Business Writing with PDA

Apply the PDA approach of communications to their written messages in order to save time and present information in a logical structure.



Positive Language

To use positive language which easily builds rapport and creates a stronger more influential tone.



Handling Written Complaints

Reply to written complaints using a structured approach that builds confidence and pro-actively handles the issue.



Email Aesthetics

Improve the visual appeal of their emails to make them more readable.

Writing Sales Emails

Writing Sales Emails 1 Day

This one day course provides specific written email communication skills associated with sales and selling. The course will help trainees understand the impact their written communication has on influencing clients, customers, and suppliers, while increasing the response and success rate. The selected modules take the trainees through a step-by-step approach that is easy to follow and also very practical by including sample emails that are relevant to business scenarios. This program is ideal for sales professionals of any non-native English background.

Modules in this Course:



Email Consulting

The trainee and the trainer will consult together on real world emails to improve their content and structure.



Avoiding Redundant Language

Gain an ability to write succinct and clear messages that are easily read and demonstrate their professionalism.



Enquiry to Suppliers

Create a clear and well written letter that asks for specific and necessary information from a supplier.



Persuasive Writing – Emotional Impacting

Be able to craft an email using the emotional impacting technique that appeals to the readers feelings rather than logic.



Confirming a Client Order Via Email

Understand how to clearly communicate a client order and maintain the professional expectations of the organisation.



Explaining Price Increases Via Email

A systematic approach to responding to client requests in order to provide accurate information while preserving the relationship.



Web Resources – Business Writing

Be able to utilize the resources on the internet to create more meaningful business correspondence.

Cross Cultural

Cross Cultural

Asia's rise, which has been driven by China, is an opportunity for businesses around the world. Understanding China and its idiosyncrasies of doing business is the first step to a successful business strategy. ClarkMorgan has designed two cross cultural programs that help bridge that understanding. Trainers have lived in multiple countries and are veterans of doing business in the 'world's largest market'.

Courses in this Series:

Understanding China *1 Day*

Working Globally *1 Day*

Understanding China

Understanding China 1 Day

China is part of every multinational's supply chain. Whether it's manufacturing of components, assembly of finished products, providing outsourced technical support, or growing from a niche to a major consumer market, China is critical to a company's success. It's ironic that it is so misunderstood.

This one-day Understanding China course will equip new arrivals with the necessary skills that will allow them to hit the ground running. Trainees will be exposed to the cultural challenges of working in the world's largest market, with respect to staff, customers, and suppliers. Trainees will also learn tips and tricks that will build goodwill, reduce tension, and build respect from the Chinese that they engage.

Modules in this Course:



Great China Quiz

Establish the understanding levels of participants and warm-up the audience.



Identifying Key Cultural Influences

Identify key Chinese cultural influences on common Chinese day-to-day behaviors and develop personal strategies to overcome them.



Understanding Cultural Differences

Understand the forefather of cultural identifiers and use the information as a baseline to apply to current working conditions.



Building Strong Intercultural Relationships

Gain the understanding of the approaches that are best suited to building relationships across cultures, forging relationships and building bonds.



Dealing with Day-to-Day Frustrations of China

Identify real life stress causing situations in China and formulate strategies to cope with these specific scenarios.



Benchmarking Yourself Against Global Leaders

Be able to identify key leadership characteristics, how they differ from company, culture, and recognize how their own leadership style matches that of the organization.



Web Resources & Further Reading for China

Receive links and recommendations of online and written material that will help facilitate their further study.

Working Globally

Working Globally 1 Day

Today's teams are working virtually, with team members located around the world and in different time zones. It is no surprise that many employees feel isolated, unsupported, and engagement levels are low.

This one-day Working Globally course will equip trainees with strategies for communicating effectively with peers from different cultures, develop their influencing skills, and ultimately build empowerment. All five modules are designed by expatriates who have been living and working internationally and who understand first hand the challenges of working globally.

Modules in this Course:



Communication Challenges

The module looks at nine communication challenges when working globally and managing remotely.



Cultural Differences

Today, it is not uncommon for line managers to be located internationally and office colleagues to be in different teams. This module focuses on tactics for overcoming this feeling of isolation.



Technology Barriers

This module helps identify the preferred communication format of your recipient to ensure a message is understood when working globally.



Distance and Isolation

Physical and mental distance play a part in working globally. Today, it is not uncommon for line managers to be located in far-flung locations, and the physical colleagues within the office to be part of completely different teams. This module deals with this modern day phenomenon as well as the time zones that separate the workplace.



Building Trust and Relationships

Trust is built with integrity, openness, competency, empathy, and consistency. Demonstrating these values remotely can be challenging, but not impossible. This module builds a process for developing trust when working globally.

Functional Skills

Functional Skills

To perform in individual departments, staff need to develop their functional skills. These courses are focused on specific job functions and are tailored to build specific competencies that allow a department to excel.

Courses in this Series:

Customer Service Fundamentals	<i>1 Day</i>
Interview Skills	<i>1 Day</i>
Project Planning	<i>0.5 Day</i>
Project Management	<i>2 Days</i>
Project Risk Management	<i>0.5 Day</i>
Train The Trainer (TTT)	<i>2 Days</i>

Customer Service Fundamentals

Customer Service Fundamentals 1 Day

In business-to-customer (B2C) customer service, it's important to know that the rules are not universal. What might be considered polite in one culture, may be very rude in another. Take, for example, personal space, the use of probing questions, and providing advice may be completely different. Understanding these differences, and being able to adapt to the specific customer, are vital in providing high class service.

Modules in this Course:



Reflective Language

Create speech patterns that the recipient is more comfortable hearing.



Customizing Your Communication Style

Quickly identify someone's meta-programs and communicate in a way that appeals to them.



Generating Valuable Emotion

Take complex and difficult situations and create more positive outlooks through the use of reframing.



Handling Complaints Face to Face

Approach and resolve a client issue when confronted in a face to face setting.



Improving Customer Experience

Be able to create a story outlining desired customer service behavior that highlights a positive past experience of a customer and the actions that lead to that experience.



Tailoring Your Message to the Client

Analyse a customer's unique identifiers and craft communication that is appropriate.



Transitioning Undesirable Behavior

Stop negative behavior from persisting, then leading the person into a more positive frame of mind.

Interview Skills

Interview Skills 1 Day

Effective interview skills can reduce time to onboard, improve the quality of the candidates hired, and ensure that unsuccessful candidates become advocates, not enemies, of your business. This course develops the proven skill sets for any HR or line manager responsible for hiring staff to pick the best candidate every time.

Modules in this Course:



Eight Key Interview Problems

Be able to take steps to mitigate the eight most common problems in interviews.



Making the Interviewee Feel Comfortable

Simple measures when a candidate arrives in order to set the right tone for the interview and create a comfortable environment.



Giving a Professional Interview Introduction

Quickly introduce themselves and their organization to make the interviewee feel at ease and comfortable.



Discovering Candidate Experience

Be able to apply the STAR system to an interview and elicit valuable information as a result.



Asking Tough Interview Questions

Be able to ask questions that help determine a candidate's ability and suitability for a position within your firm.



Using the Interview Balance Sheet

Measuring the strengths and weaknesses of a candidate, and draw a conclusion about the suitability of a candidate.



Selling Your Company to the Candidate

Be able to effectively convince a candidate to join your firm.

Project Planning

Project Planning 0.5 Day

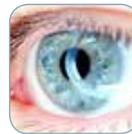
This course is designed for middle and senior managers who need to become more competent at being able to share their deciding on the correct project and sharing that vision clearly. This course also will show you how to weigh risk and the appropriately response.

Modules in this Course:



Deciding on a Project

Differentiate between whether a project is necessary and feasible will help you allocate resources in ways that add value.



Visualize Your Plan – Storyboarding

Visualise your actions before you begin will give you an overview that can help you ensure you achieve your goal.



Planning Your Project Risk Response

Once risk has been quantified, planning how to properly respond if the prioritized risks turn into issues becomes essential to helping ensure project success.

Project Management

Project Management 2 Days

Not every manager needs to be a qualified Project Manager Professional (PMP), but every manager needs project management skills. This course is designed for middle and senior managers who need to become more competent at leading teams and delivering on important projects.

Modules in this Course:



Intro to Projects and Project Management

Differentiate between a project, a routine process, and what makes projects and project management unique.



Identifying Potential Project Assumptions

Use several tools to spotlight project assumptions that can positively or negatively affect project success.



Identifying Project Constraints

Identify and focus on project constraints that need to be considered for successful project completion.



Identifying Potential Project Stakeholders

Be able to identify potential stakeholders and begin the process of managing them.



Analysing Project Stakeholders

To define and identify what a stakeholder is, and determine their interest and impact on a specific project or initiative.



Managing & Communicating With Key Project Stakeholders

To strategize several ways to manage key project stakeholders and how to communicate with them.



Creating Business Objectives

Create goals that impact the business through the use of ClarkMorgan's SMARTTEST approach.



Systematic Approaches to Human Resource Planning

Forecast the needs of their team and plan projects and hiring in line with strategic objectives.



Managing Project Scope

An overview of what project scope is, differentiate between product and project scope, and know of some basic tools to manage scope.



Managing Project Risk

Risk (both positive and negative) are eternal components of every project. By learning about the four different ways of managing risk, you will be able plan on how to act when these risks turn into issues.



Clarifying Project Roles and Responsibilities

Reply to written complaints using a structured approach that builds confidence and proactively handles the issue.

Train The Trainer (TTT)

Train The Trainer (TTT) 2 Days

The Train the Trainer course is designed to prepare trainees to be able to build their own training materials, prepare course structure, and present confidently. This course is suitable for technical and non-technical trainers.

Modules in this Course:



Key Training Dos and Dont's

Be able to identify the correct behavior expectations when conducting and a training.



Introducing Yourself to Build Credibility

To use language and specific attributes to build their own credibility on the topic for which they will speak.



Ensuring Everyone is Learning

Identify key types of learners and tailor a training plan to match the needs of their trainees.



Icebreakers & Energizers

Create icebreakers and energizers that create an environment of warmth and welcoming for new trainees.



Effective Training Design

Learning to use the TAPE methodology to create training material that appeals to all four learning types.



Increasing Depth of Cognitive Learning

Create training plans that reach the appropriate level in order to generate the desired level of behavior change.



Providing Effective Feedback

Be able to deliver feedback in a constructive manner.



Keys to Great Training Facilitation

Learn how to structure the physical and emotional environment in order to maximize training results.



Creating Anecdotes to Engage the Audience

Identify the criteria of a good anecdote, create one, and then deliver it effectively.



Creating Compelling Case Studies

Learn how to write credible case studies that relate to the audience's lives and create discussion points to elicit conversation.



Tailoring Training Materials

Be able to take existing materials and adapt them to a new and unique audience in order to improve their effectiveness.



Making Technical Training Fun

Be able to take technically heavy information and make it interactive and engaging for their trainees.



Trainer Web Resources

Be able to effectively use internet resources to build and plan trainings.

Project Risk Management

Project Risk Management *0.5 Day*

This course is designed for middle and senior managers who need to learn about Risk Identification, Quantification, Planning, and Control. They will gain an understanding of how to effectively manage risk throughout the entire life of a project, and combat risk with appropriate action.

Modules in this Course:



Identifying Potential Project Risk

Be able to use several tools to spotlight potential project risks.



Quantifying Potential Project Risk

How analyzing the different risks according to the two criteria of impact and probability help determine the management method.



Controlling Your Project Risk Response

Revisiting your Risk plans, especially after a risk turns into an issue, is essential to keep your projects on track.

Leadership & Management

Leadership & Management

The leaders and managers of today operate in person and virtually to manage staff across multiple geographies, differing ethnicity, and a huge range of cultures and personality types. A huge number of tools are required to build and maintain strong teams, and help those teams reach their potential. ClarkMorgan has designed leadership and management skills training programs that are immediately practical, and have a global relevance.

Each program includes selected TAPE modules that improve learning and retention by focusing on learning styles of trainees. Each TAPE module includes examples of the skill in action, and allows trainees to practice – individually, in pairs, and in small groups.

Courses in this Series:

Developing Strategic Thinkers	<i>1 Day</i>
Improving Staff Communication	<i>1 Day</i>
Management Fundamentals	<i>2 Days</i>
Managing Change	<i>1 Day</i>

Developing Strategic Thinkers

Developing Strategic Thinkers 1 Day

The Developing Strategic Thinkers course aims to provide valuable tools for your staff to identify, analyse, create, and develop ways to manage their ideas and departments in strategic ways that are in alignment with organizational goals. These tools are essential to having all levels of the company realize how each part interacts and impacts the running of the corporation. This course serves as an introduction to MBA levels of analysis.

Modules in this Course:



Effective Planning

Prevent and eliminate confusion, and create plans that point to specific actions.



Understanding the Big Picture

Be able to complete a PESTLE analysis of their organization and correctly identify different factors that might affect future change.



Understanding Market Position - SWOT Analysis

Be able to use the SWOT analysis to help determine their firms position in the market.



Evaluating Alternatives By Weighted Analysis

To determine criteria for an optimal outcome and compare existing choices against that criteria.



Maximising Your Results

Identify those activities which greatly contribute to their work life success and create an action plan on how to strengthen their effectiveness.



Systematic Approaches to Human Resource Planning

Forecast the needs of their team and plan projects and hiring in line with strategic objectives.

Improving Staff Communication

Improving Staff Communication 1 Day

Developing a “TALK” culture is a vital tool for staff of your organisation. We first begin with understanding the 90's generation and moving into their motivation factors. Then this course will help you learn how to properly motivate, influence, and persuade, making your organisation more effective and knowledgeable.

Modules in this Course:



Understanding the 90's Generation

Understanding the characteristics will help you improve communication and teamwork.



Motivating the 90's Generation

The top five employer attributes for the 90s generation are good reference for future career, competitive base strategy, high future earnings, clear path for advancement, and professional training and development.



Improving Company Communications

The technique is a simple reminder of the actions that need to be undertaken to ensure your company is communicating.



Influencing Peoples Behaviour

A very effective way of influencing them is through making small changes to the environment or the process.



Improving Relationships with Difficult People

There are a number of fascinating psychological phenomena that, by using these, specifically the Franklin effect, you can improve your chances of success.



Obtaining Buy-In to Change Persuasion Through Involvement

It is far more effective to persuade through involvement. Empower your staff by getting their feedback and input on a proposed change before implementation.

Management Fundamentals

Management Fundamentals 2 Days

The Management Fundamentals course aims to introduce essential skills that are valuable to managers at all levels. From improving people skills to managing day-to-day operations, this course explores aspects of behaviors and thinking that have been identified as best practices in effective and efficient organizations. This course is designed for current managers who have had no prior formal management training or who will be soon in supervisory positions.

Modules in this Course:



Creating Business Objectives – SMARTTEST

Create goals that impact the business through the use of ClarkMorgan's SMARTTEST approach.



Identifying Critical Success Factors

Be able to analyse their department and team and determine where their energy should be spent in order to create the largest impact.



Identifying Key Staff Motivators

Be able to match employees to key motivation types that will better assist them in management of each individual.



Creating a Well Balanced Team

Recognize how different personalities contribute to the success of a team and compose a team that is best-suited for success.



Identifying Skillsets

Map out their team using pre-determined criteria and better understand where the strengths and weaknesses lie.



Delegating Effectively

Be able to determine when and how to delegate tasks in order to minimize time spent on non-value added activity, and to empower younger team members.



Clarifying Project Roles and Responsibilities

Identify who and to what extent different stakeholders should be involved in a specific task or project.



Creating Accountability Through Structured Feedback

Develop a feedback routine that ensures a solid flow of communication between staff and management.



Empathising Through Experience

Effectively use the feel, felt, found approach to coach and guide their subordinates in a positive direction.



Five Common Approaches to Conflict Resolution

Determine when and where the five different methods of managing conflict can be used in order to create an optimal resolution.



Creating Deeper Self Awareness

Identify the views they have towards themselves and how those differ from those views held by their peers.



Benchmarking Yourself Against Global Leaders

Be able to identify key leadership characteristics, how they differ from company, culture, and recognize how their own leadership style matches that of the organization.

Managing Change

Managing Change 1 Day

Change is a natural component of business strategy and viability. However, the process of change is often de-motivating for staff and results in a loss of productivity due to misalignment of tasks and confusion over responsibilities. This Change Management course provides valuable tools for senior managers prior to launching change within their organisation.

Modules in this Course:



Key Mistakes in Change Management

Be able to identify the key mistakes made in change management and strategies for avoiding them.



Helping Others Deal With Change

Recognize the six stage cycle of dealing with change and be able to create strategies to handle others more effectively.



Creating a Plan for Communicating Change

Be able to create a plan for communicating change effectively



Five Resistors To Change

Identify the five resistors to change and develop strategies how to overcome them.



Delivering Difficult Messages

Be able to present difficult messages in the most positive way.



Aligning your Team's Skills to Change

To more accurately assess current abilities, current job requirements, and future requirements for their staff.

Presentation Skills

Presentation Skills

Presentation skills are vital to every role within an organisation. Effectively delivering a key message, and inspiring an audience to take action, is a skill that few have, but all need. Furthermore, the variety of situations where presentations are delivered requires a wide breadth of skills that ensures the audience is fully engaged and walks away with a memorable take-home message. After all, when it comes to presentations, it's not what the presenter says but what the audience remembers.

Each program includes selected TAPE modules that improve learning and retention by focusing on learning styles of trainees. Each TAPE module includes examples of the skill in action, and allows trainees to practice – individually, in pairs, and in small groups.

Courses in this Series:

Advanced Presentations	<i>1 Day</i>
Persuasive Presentations	<i>1 Day</i>
Presentation Fundamentals	<i>2 Days</i>
Technical Presentations	<i>1 Day</i>

Advanced Presentations

Advanced Presentations 1 Day

The ability to present on-the-fly and to a highly knowledgeable audience is sought after by all professionals. This Advanced Presentations course aims to embed skills necessary to make any meeting or presentation more effective and ultimately create buy in.

Modules in this Course:



Arousing Interest

To start their presentation by grabbing the audiences attention.



Customising Your Message to Key Stakeholders

Be able to customise their presentation to key stakeholders.



Planning Your Presentation

Become familiar with the process of planning and structuring their presentations.



Using Stories

Be able to deliver a memorable story.



Dealing with Distractions

Be able to handle distractions that appear throughout the course of a presentation.



Maintaining Audience Interest

Be able to use a variety of methods to re-engage the audience when their attention starts to slip.



Adapting Presentation Style to Your Message

Be able to customise their delivery style to suit audience reactions.

Persuasive Presentations

Persuasive Presentations 1 Day

This course is designed for senior managers and directors who are required to initiate change through their presentation. This may be done to a small audience or an audience of thousands. The goal, however, is the same – persuasion.

Modules in this Course:



Stakeholder Analysis

Be able to identify necessary modifications to their presentation.



Structuring an Argument

Use structure to increase the persuasiveness of their presentation.



Presenting Information in a Persuasive Manner

Use six different methods of presenting information in order to influence people internally and externally.



Handling Objections

Be able to handle objections from the audience.



Adapting to Audience Reactions

Be able to customise their delivery style to suit audience reactions.



Using Body Language to Increase Influence

Gain the ability to use appropriate body language in order to support their message and their content.



PPT Companion

After reading this companion booklet, trainees will be able to create a clear and visually appealing PPT.

Presentation Fundamentals

Presentation Fundamentals 2 Days

This is a presentations course for junior and middle level managers from mixed functions with previously limited presentation experience. This course aims to teach the basics using universal examples and cases.

Modules in this Course:



Confidently Beginning Your Presentation

Reduce the impact of nervousness while building credibility with the audience.



Audience Analysis

Be able to better identify specific criteria that allows them to craft a customised and targeted message.



Common Presentation Structures

Be able to select a suitable structure for your presentation.



Using Technology

Be able to enhance the impact of technology on their presentations.



Handling Nerves

Some tools to stop worrying and focus instead on preparing solutions and positive actions.



Building Rapport with the Audience

Be able to build rapport with the audience.



Body Language

Gain the ability to use appropriate body language in order to support their message and their content.



Volume, Tone, Speed, Pauses

Use variations in their voice that creates change, draws the listeners attention and creates a more engaging message.



Making A Strong Conclusion

Be able to clearly summarise their key message while creating energy and encouraging the audience to take action.



Handling Difficult Questions

Be able to retain confidence and avoid being nervous while answering questions for which they do not know the answers.



PPT Companion

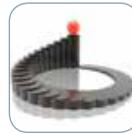
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Technical Presentations

Technical Presentations 1 Day

The Technical Presentations course looks to increase the vividness and memorability of technical presentations, many of which are too data driven and uninteresting, which leads to losing the audiences' focus and attention. During this day, trainees will learn how to analyse their current styles of presenting technical information and spotlight ways to make them more vivid, exciting, and understandable. This course is designed for individuals who often present technical information to their peers and in cross functional and cultural situations.

Modules in this Course:



Identifying Understanding Levels

Be able to customise their message for different levels of understanding.



Planning Your Presentation

Become familiar with the process of planning and structuring their presentations.



Simplifying Your Message

Be able to present complicated information in a manner that is easy to grasp.



Professionally Presenting Visual Information

Be able to use visual aids to express complex information.



Volume, Tone, Speed, Pauses

Use variations in their voice that creates change, draws the listeners attention and creates a more engaging message.



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Sales & Negotiations

Sales & Negotiations

Sales are arguably the most important function of an organisation. And yet, few sales people are truly qualified. There are degrees in accounting, engineering and marketing, but to-date, no degree in sales. Consequently, most salespeople do not employ a structured, proven approach to sales. ClarkMorgan's four sales and negotiation skills training programs help all levels of the sales process, from the front line 'hunter', to the key account 'farmer', and the manager overseeing the entire operation.

The courses have been run across Asia Pacific, including Beijing, Melbourne, Shanghai and Sydney, and each program includes selected TAPE modules that improve learning and retention by focusing on learning styles of trainees.

Courses in this Series:

Negotiation Fundamentals	<i>1 Day</i>
Sales Fundamentals	<i>2 Days</i>
Sales Manager Fundamentals	<i>0.5 Day</i>
Writing Sales Emails	<i>1 Day</i>

Sales Fundamentals

Sales Fundamentals 2 Days

Although the definition of a sale is simple enough, the process of turning someone into a buyer can be very complex. It requires you to convince someone with a potential interest that there is something for them in making this interest concrete – something that merits spending some of their hard-earned money.

This course will give participants a basic sales process, plus some basic sales tools, that they can use to seal the deal, no matter what the size of the sale.

Each module is based on the ClarkMorgan TAPE methodology, which ensures that trainees are guided as they practice the new skills, and are evaluated before moving onto the next module.

Modules in this Course:



Analyzing Your Prospects

Be able to effectively identify the four elements that influence a sale and assess where they are with current prospects.



Building Rapport – Mirroring and Matching

Gain the ability to quickly and easily build rapport with individuals based on an ability to mirror and match the individual.



Understanding Deeper Motivations

Be able to differentiate between a want and need.



Needs Audit

Be able to conduct a needs audit of a customer.



Understanding Your Competitive Advantage

Be able to generate a list of credible and objective items that your organisation is able to offer to the customer.



Creating a Unique Selling Proposition

Be able to identify and create a unique selling proposition (USP) which can be used to build a sales and marketing campaign for their product or service.



Writing Your Cold Call Script

Be able to follow a clear set of guidelines that helps to create a more confident and professional impression over the phone.



Developing Client Relations – Checking

Understand the importance of constantly communicating with clients and prospective clients.



Discovering Deeper Needs

Be able to ask questions in a systematic approach in order to reveal the real needs of the person they are communicating with.



Information Collection for Sales Meetings

Be able to take the necessary steps in order to be fully prepared for any scenario that might happen during a sales call.



Reaching Agreement

Be able to identify a clear link between firm feature and customer need.

Negotiation Fundamentals

Negotiation Fundamentals 1 Day

The Negotiation Fundamentals course aims to introduce important negotiation strategies and tactics that will ultimately lead to increasing revenue and profit. Negotiations are learned from an early age, but using these systematic tools to analyse negotiation encounters and implement effectively will improve the outcomes. This course is designed for individuals who need to master basic tools to increase their negotiation results.

Modules in this Course:



Introduction to Negotiations

Participants will learn key information, vital to preparing and executing a successful negotiation.



Eight Guidelines to Negotiations

Better understand the key components and behavior required during negotiations.



Understanding Leverage and its Components

Quickly assess their position and amount of leverage in a negotiation and create a clear strategy based on this assessment.



Traits of an Effective Problem Solver

Be able to identify the necessary steps to achieve a "problem solving" state of mind.



Tactics of a Negotiation

Be able to identify common approaches to negotiations and determine how suitable they are to current negotiation needs.



Managing Your Emotions

Learn methods to control and alleviate stressful emotions during negotiations.



Advanced Listening for Negotiations

Participants gain an understanding of how to better perceive the other parties' needs during a negotiation.

Sales Manager Fundamentals

Sales Manager Fundamentals 0.5 Day

The challenge of managing a sales force is growing ever more difficult as managers are responsible for managing team members across multiple cities, countries, and regions. Today, your team could be located across Shanghai, Stockholm, San Francisco, Singapore, and Sydney, with a huge variation of personalities between them. This course aims to prepare new team leaders and managers of global sales forces.

Modules in this Course:



Attributes of a Top Sales Force

Be able to identify the qualifications of a good sales person, and create clear metrics to measure their activity.



Building Influencers – KOLs and KII

Develop Key Opinion Leaders (KOL) and identify current Key Internal Influencers (KII) who will assist in building goodwill.



Understanding the Marketing Mix – The 4 P's

Be able to link marketing activities to one of the 4P's and also understand where P's might be weak against competition.

Writing Sales Emails

Writing Sales Emails 1 Day

This one day course provides specific written email communication skills associated with sales and selling. The course will help trainees understand the impact their written communication has on influencing clients, customers and suppliers, while increasing the response and success rate. The selected modules take the trainees through a step-by-step approach that is easy to follow and also very practical by including sample emails and reports that are relevant to business scenarios. This program is ideal for sales professionals of any non-native English background.

Modules in this Course:



Email Consulting

The trainee and the trainer will consult together on real world emails to improve their content and structure.



Avoiding Redundant Language

Gain an ability to write succinct and clear messages that are easily read and demonstrate their professionalism.



Enquiry to Suppliers

Create a clear and well written letter that asks for specific and necessary information from a supplier.



Persuasive Writing – Emotional Impacting

Be able to craft an email using the emotional impacting technique that appeals to the readers feelings rather than logic.



Confirming a Client Order Via Email

Understand how to clearly communicate a client order and maintain the professional expectations of the organisation.



Explaining Price Increases Via Email

A systematic approach to responding to client requests in order to provide accurate information while preserving the relationship.



Web Resources – Business Writing

Be able to utilize the resources on the internet to create more meaningful business correspondence.

Team Building

Team Building

ClarkMorgan's Team Building events are designed to incorporate all aspects of having an interactive, engaging, and fun experience. We create each one to meet the individual needs of the customer, whether based on function, location, culture, industry, or anything else we can discover. Through an intensive collaboration with the key stakeholders, we modify our universal offerings and develop new activities when needed.

ClarkMorgan has been trusted by multiple international companies to run their programs every year, in locations ranging from Beijing to Bangkok. These can be small, intimate gatherings to events with several hundred people. From a two hour icebreaker to a multi-day strategy and change management forum, we can even match goals and make everyone's experience memorable and effective.

Activities + Alignment = Teambuilding

Categories in this Series:

Icebreakers

Teamwork

Communication

Problem Solving

Activities in Team Building:



2 Truths 1 False

Each person is required to make three statements about themselves. Two of them are true and one of them is false. The speaker's coworkers then have to guess which statement is the false statement.



Aircraft Activity

Each group competes in a project to create an aircraft based upon information at the beginning. As time and resources are extremely limited, and authority is not clear, people will need to influence and persuade for a successful project.



Balloon Juggling

A team starts by juggling one balloon, which quickly becomes 10. As the task becomes more complex, the rate of failure increases. Goal one is to see improvements in process. The second goal is to communicate effectively between an 'observer' and the other team members.



Bamboo Challenge

This activity tests the groups' abilities to communicate and cooperate in order to achieve a common goal.



Blind Polygon

Team members put blindfolds on. Facilitator places the rope in the middle of the circle. The group is instructed to form perfect square with each team member holding on to the rope.



Bridge Building

Two tables are positioned a distance apart on either side of a "River". Using only the resources provided and without crossing the river themselves, teams must design and construct a bridge.



Cardboard Rickshaw

Each team is required to build a rickshaw that is able to hold up a person for a specific amount of time. The winner(s) will be the one that navigate the course in least amount of time. Rickshaws can also be judged on beauty.

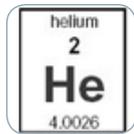
	Icebreaker	Teamwork	Communication	Problem Solving
2 Truths 1 False	✓		✓	✓
Aircraft Activity		✓	✓	✓
Balloon Juggling		✓	✓	✓
Bamboo Challenge		✓	✓	✓
Blind Polygon		✓	✓	✓
Bridge Building		✓	✓	✓
Cardboard Rickshaw		✓	✓	✓

Activities in Team Building:



Egg Drop Challenge

This activity tests the groups' abilities to communicate, innovate and cooperate in order to achieve a common goal in a competition style atmosphere. The winner is the unbroken egg from the highest height.



Helium Stick

Place the helium stick on top of the outstretched fingers. The challenge is to lower the stick to the ground while keeping everyone's fingers touching the stick.



Inner Circle - Outer Circle

Trainees share facts about themselves. Once they share that information they then have a better understanding of that person.



Name Tag Trade

Before they give someone else their name tag they will share 3 facts about themselves. Once they share that information, they trade tags and 'become' the other person. They repeat this until time runs out.



Nuclear Waste Challenge

Each team is given a bucket of 'Toxic Waste'. Using only the materials provided, each team works together to transfer the 'Toxic Waste' to another location while maintaining a certain distance from the waste.



Photo Hunt

Each team has to take a photo of as many objects on the list as possible. Each correct photo is worth one point. At a given time all the teams gather together and the photo hunt is over.



Picture smART

As a single group the participants must complete a large, pre-designed painting. Each participant is given a small piece of the larger painting with an outline of their section.

Icebreaker

Teamwork

Communication

Problem Solving

		✓	✓	✓
		✓	✓	✓
✓			✓	
✓			✓	
		✓	✓	✓
		✓	✓	✓
		✓	✓	✓

Activities in Team Building:



2 Puzzle Squared

The group will be broken into 4 groups and put into separated in a specific part of the room. Their goal is to form a completed square picture. Participants must watch other groups to ensure success.



Shape Advertising

To create a one-minute advertisement that links the shape with both the company and the teams' personalities. Each group then presents and further discussion occurs.



Take as Much as You Need

Without telling them any of the details of the activity, pass around the bag of candy and tell them to 'take as much as you need.' Once everyone has taken some, have each participant share one thing they learned or one thing they are going to do different.



The CEO Game

The goal is simple, bring the "Vision" of the CEO to market, as accurately as possible, under the time limit.



Through the Paper Challenge

Each group (or Individual) will be given a single sheet of A4 paper and a pair of scissors and have to devise a way of cutting the sheet of paper so that it creates a ring - without any breaks large enough to fit over a person and step through.



Toothpick and Straw Tower

Participants are broken into teams and given toothpicks and straws. Under a strictly enforced time limit teams compete against each other to build the tallest tower.



Warp Speed

Start by throwing the ball back and forth from person to person so that everyone in the group gets it at least once, and it ends up back at the first person. Continue until the group attains the elusive "warp speed!"

	Icebreaker	Teamwork	Communication	Problem Solving
Puzzle Squared		✓	✓	✓
Shape Advertising	✓	✓	✓	✓
Take as Much as You Need	✓		✓	
The CEO Game		✓	✓	✓
Through the Paper Challenge	✓	✓	✓	✓
Toothpick and Straw Tower		✓	✓	✓
Warp Speed	✓	✓	✓	✓





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