



TARGET

Beyond Language

Effective communication
demands mastery of both
skills and behaviors

TRAINING ON THE JOB – FOR THE JOB

Why should you invest in communication training?

Communication is how we share and transfer...

...decisions ...advice ...experience ...know-how ...opinions ...objectives
...policies ...benefits ...information ...data ...news ...instructions

Communication is how we...

...motivate others ...build commitment ...raise interest ...task and delegate
...feed back and feed forward ...ultimately improve

"You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere"
– Lee Iacocca

"Regardless of the changes in technology, well-crafted messages will always have an audience"
– Steve Burnett

"The ability to express oneself is perhaps the most important of all the skills a person can possess"
– Peter Drucker

Last but not least, good **communication** builds goodwill.

Today's businesses and organizations know that communication is essential for successful results. **Communication** needs to be effective and it needs to be trained and developed.

Effective **communication** is all about sending and receiving a message clearly and unambiguously. To do this, you must understand what your message is, who you are sending it to, and how it will be understood. You must also take into account the situational and cultural context surrounding your communication.

6 reasons why the need for effective communication has never been greater

- 1 The world's economy is becoming increasingly global. Your clients, suppliers, vendors and staff are increasingly drawn from a range of nationalities and cultures.
- 2 Trends towards flatter organizations mean we have to work with and manage people who are not formally our subordinates.
- 3 The move to matrix organizations means that decision-making processes are more complex.
- 4 Pressure on efficient utilization of resources means that many of us have multiple roles and interfaces at work.
- 5 Changes in management practices increasingly demand that we motivate people to obtain their cooperation and commitment.
- 6 Ineffective communication costs money and leads to misunderstandings, lack of information, poor performance and a negative impact on results.

How are Beyond Language solutions different from other Target seminars?

You may already know Target as an innovative provider of language solutions that help people do their jobs better in English. Through this work, we have often witnessed firsthand that while the language skills may be strong the business communication skills are not. Responding to our clients needs and requests, Target has developed and executed solutions which go beyond the language to the actual communication skills themselves.

Beyond Language solutions recognize that the skills and behaviors necessary for effective communication are universal. With this in mind, the focus is on developing and performing the essential communication skill itself. For example, if negotiation skills are perceived as a weakness, then negotiation skills are trained

Why train communication skills in English?

Running communication training in the language in which the skill is to be performed raises the program's effectiveness and relevance, and ensures optimal skill transfer to the workplace.

Will this improve my English?

Target's **Beyond Language** solutions are aimed at improving communication skills and behaviors. Language improvement is a secondary benefit. If the level of English is the primary barrier to effective communication, Target offers a range of services specific to your requirements.

Beyond Language solutions – How do they work?

Effective language and communication training cannot take place in a vacuum. Once Target has an appreciation of your business, your people, projects and processes, we can implement a relevant, transferable and results-oriented training solution.

Define – What do you want to achieve through the training? What do you want your staff to be able to do?

How we define:

- ▶ interview key stakeholders
- ▶ review critical incidents
- ▶ shadow best-practice examples

Measure – What can your staff already do in English? Who has/does not have a training need?

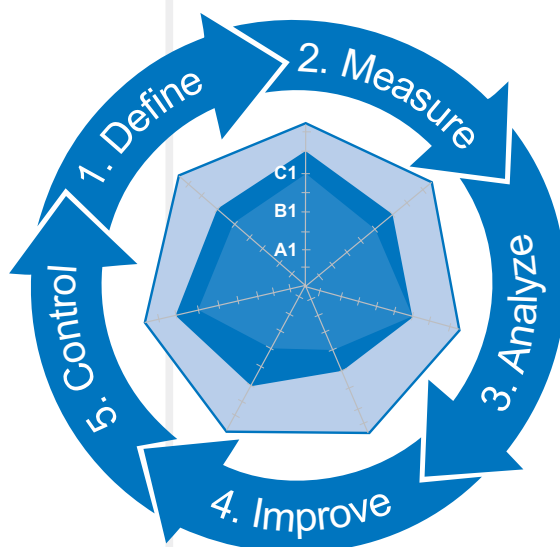
How we measure:

- ▶ assess samples of work
- ▶ observe in action

Analyze – How far is your staff from the target performance level? Within the constraints of time and budget, what is the optimal training solution?

How we analyze:

- ▶ assess the skills gap
- ▶ estimate required training volume
- ▶ establish priorities and agree time-bound goals
- ▶ reflect on the target audience
- ▶ select training format and method
- ▶ build training materials
- ▶ determine assessment strategy



Improve – The implementation phase typically involves a blended-learning approach, incorporating contact phases, workbooks, pre- and post-learning, email- and tele-coaching and e-learning. The content is purpose built and client oriented.

How we improve:

- ▶ introduce concept to participants
- ▶ deliver pre-contact training
- ▶ deliver tailored training
- ▶ initiate strategies for continued independent learning and personal development

Control – Constant feedback with participants, line managers and training departments ensures that the training is work relevant and effective. A chain of evidence can be displayed through assessing satisfaction, learning, behavior and results.

How we control:

- ▶ assess stakeholder satisfaction
- ▶ review performance
- ▶ set up assessment centers
- ▶ conduct follow-up surveys and interviews
- ▶ enable participants to independently gather feedback
- ▶ review and report back 6 months later

Beyond Language – In action

	NEED	SOLUTION
Performance-based negotiations for purchasers	Purchasers working for the logistics arm of NATO wanted to sharpen their negotiation skills when working with powerful international suppliers under tight guidelines.	3 * 2-day seminars focusing upon effective negotiations across borders, the role of influencing skills in long-term relationships and the integration of performance-based contracting into the supplier relationship.
Effective sales presentations for investment banking	Key Account Sales Agents at a private investment bank needed to reflect on and improve their client presentation skills and handling of emotionally-charged questions.	Personal coaching leading to a 1-day workshop which emphasized performance under pressure. Peer and management feedback supported the learning.
Communication skills for the audit mission	A diverse group of assessors auditing European policy and funding needed to raise awareness of the impact of their communication styles when in the field.	A 2-day seminar focusing upon the cornerstones of effective oral communication and presentation, including practice and direct application throughout the audit mission.
Influencing across the matrix for project managers	Project Managers working in Russia and Scandinavia were increasingly finding themselves working in matrix structures with diverse international partners.	A 3-day workshop provided the opportunity for the Project Managers to understand and reflect on their own natural influencing styles, the environments they worked in and their partners.
Customer service skills for service agents	New and old-hand service agents at the custody and settlement division of a shares and securities marketplace needed to look at their customer contact in a fresh light.	3 * 2-day seminars focusing upon raising self-awareness of their service behaviors, polishing customer service at the front-line and practicing strategies to promote customer-centric communication.
Effective communication for virtual engineering teams	Specialists working for a multinational tire manufacturer were being restructured and assigned to virtual project teams, incorporating colleagues from the US, Europe and the Far East.	An interactive seminar approach focusing upon the knowledge and behaviors the specialists needed to understand and adopt on a day-to-day basis. Tools and techniques were presented and applied to their own unique situations and teams.
Training the trainer	Audio installation specialists were visiting this multinational's HQ to learn about new technologies and products with a view to taking this information back to their regions. They would be required to train colleagues and clients.	The 1-day workshop integrated theory, experience and practice. Participants identified the critical stages and situations of a typical training day, shared trainer and peer input and then practiced the skills in their unique scenarios.
Report writing skills for internal auditors	Auditors at a multinational reinsurance company were being sent on assignments around the globe. Report writing styles were inconsistent and recommendations had less impact than desired.	An upfront review of draft reports, a tailored 2-day seminar, and post-seminar coaching allowed participants to agree and practice report writing standards and choose more constructive language for recommendations.

Other Beyond Language solutions designed by Target include:

- Communicating difficult news
- Effective use of visual aids
- Assertive communication in the workplace
- Researching and understanding information
- Facilitation skills
- Time management

Your situation

Beyond Language solutions are relevant for your organization if you are involved in any of the following situations. You are:

- ▶ addressing a current need to improve the quality of communication
- ▶ seeking to develop high-potential employees
- ▶ on-boarding young professionals with excellent technical skills
- ▶ enabling experienced employees to take on new international roles and responsibilities
- ▶ moving into international markets
- ▶ restructuring your organization, either independently or as part of a merger or acquisition
- ▶ incorporating communication training components into your learning and development catalogue or Corporate Academy

Our solution – Beyond Language training

Effective communication demands the integration of language with the appropriate communication skill. Beyond Language describes Target's range of customized solutions aimed at fulfilling your communication training needs. Our success is based on 3 pillars.

EXPERIENCE

Practical – Target has been delivering practical training to diverse industries and functions since 1996. It was this proven track record that led to our clients asking us to deliver communication training for native and non-native English speakers alike. We have been delivering this Beyond Language training since 2004.

ATTITUDE

Tailored – We are committed to helping you, our clients, identify your general and specific training needs and then developing a program which closely reflects your unique reality. Our innovative attitude to designing tailored programs helps us to deliver enjoyable, effective and transferable training.

PASSION

Trainers – Our trainers combine their own professional experience gained in previous careers with a passion for training and development. We focus on changing behaviors as much as we do on sharing knowledge and ideas. Our enthusiasm motivates participants in and beyond the training room.

Your benefits

RELEVANT

Needs analysis – Working closely with key stakeholders, Target builds a picture of the required behaviors and the context in which they will be deployed. Interviewing, shadowing and sampling all contribute to the learning process.

TRANSFERABLE

Program design – Focusing on the essential communication skills in the context of their delivery ensures that the training is practical and transferable to your day-to-day work. This is driven by encouraging your staff to consider how they will continue developing once they leave the training room.

RELIABLE

Consistent delivery – Rolling out the training to the organization means that training plans, methodology and workbooks need to be carefully selected, reviewed and delivered at a consistently high standard. Our trainers are involved in the entire training cycle.

MEASURABLE

Starting with the end in mind – Appreciating that your training budget needs to yield results, Target encourages assessment strategies at all 4 Kirkpatrick levels (How satisfied were the participants? What did they learn? How has this learning impacted their behavior on the job? How has this behavior impacted your business success?). In particular, we are committed to returning to participants after the training to gauge how they have altered their behaviors and the results they have seen.



InCorporateTrainer®™

An innovative approach to corporate English training. Integrate learning into your workplace and achieve measurable results.

- trainer teams embedded on-site
- on-the-job training and support
- minimized loss of working time
- transparency and measurability

Coaching

The ultimate results-driven training measure: one goal, one participant, one trainer.

Plan, practice and perfect:

- presenting to potential investors
- negotiating with global suppliers
- facilitating international meetings
- communicating goals to regions

Seminars

Intensive, targeted training for industry and function-specific solutions incorporating blended learning.

- negotiating for procurement
- effective presentations for engineers
- telecons for software developers
- call-center skills for logistics

Beyond Language

Effective communication at an international workplace demands mastery of the language, the skills and the behaviors.

- influencing across the matrix
- performing in virtual teams
- managing people and projects
- optimizing customer-service

For more
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