



TARGET

Coaching

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

Plan, practice and
perfect.

ENGLISH TRAINING ON THE JOB – FOR THE JOB

Your situation

Negotiating, running meetings and presenting are integral parts of your work. You do them well... but in English?

Language should not be a barrier to your performance on an international stage. Your partners base their decisions on the message you give them. If this message is unclear, inconsistent or ambiguous, you may not get the result you require.

You will benefit from Target coaching when...

- ... you have a working knowledge of English. (minimum CEFR B1)
- ... you have a specific task to perform in an international context.
- ... you want the confidence to do the best job you possibly can.
- ... you believe a superior performance in English will positively impact your business.
- ... you are under time pressure.

Our solution

Target Coaching is a powerful training approach which ensures you maximize your impact when operating in English. Working on a 1-to-1 basis with a specialist language- and communication coach, you will:

▶ **Define your goals**

What result are you looking for?
What constitutes success?

▶ **Accept your reality**

You don't need "perfect" English to deliver a clear message.
Effective delivery is a powerful business tool; perfect English alone is not.

▶ **Practice, practice, practice**

Knowing what to do is one thing, being able to do it is another.
Controlled repetition turns theory into practical competence.

▶ **Build confidence**

Knowing that you can perform at the practical level means you can focus on your work, not on your English.

Your benefits

When it is time to perform, you will be competent, confident and convincing. Target Coaching ensures you are able to manage critical tasks effectively in the international business environment.

Move forward with confidence and control

How does it work?

3 steps to close the performance gap –
step-by-step and face-to-face

Plan

Match the message to the audience

- clarify what you want to achieve
- use language that you and your business partner are comfortable with
- anticipate areas of possible misunderstanding
- prepare answers to possible questions and objections

Practice

Controlled practice is the key to a successful performance

- learn and practice key vocabulary and phrases
- accept that errors will occur (but ensure that they don't lead to misunderstandings)
- build confidence and fluency by rehearsing critical phases of the event
- watch and listen to yourself in action – you are your greatest critic

Perfect

Confidence lets you concentrate on your work, not your English

- fine-tune your performance based on concrete feedback
- finish with confidence so your personal style shines through

Coaching in Action – Three challenges overcome

| THE CHALLENGE | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | 2 | 3 |
| <p>The manager of a service department was invited to speak at the international POWERGEN trade fair. Customers, suppliers, and competitors would all be present.</p> <p>Speeches were to be submitted in advance and follow a tightly-controlled time schedule.</p> <p>How could the manager present the company, products and solutions in the very best possible light without crossing the line into sales?</p> | <p>The Managing Director (MD) and major shareholder in a rapidly growing telecoms business faced a hugely important meeting.</p> <p>An American venture capitalist had shown an interest in investing heavily in the company but still had to be convinced that this was the right partner.</p> <p>The MD was given the opportunity to put his case forward at a meeting.</p> <p>How could the MD best win the confidence and commitment of the venture capitalist?</p> | <p>After distinguishing herself in the manufacturing field, this manager was promoted to a new position with global responsibilities.</p> <p>The new role would be performed almost exclusively in English in a largely virtual environment. Additionally, the manager was being brought in at short notice and had limited time for training and preparation.</p> <p>How could the manager best prepare herself to hit the ground running and get off to a good start in the first 100 days?</p> |
| THE TRAINING SOLUTION | | |
| Plan | | |
| <ul style="list-style-type: none"> ▶ Developing a clearly structured presentation and building effective visual aids ▶ Preparing for diverse questions from customers and competitors alike | <ul style="list-style-type: none"> ▶ Analyzing the interests of the American investor to anticipate his questions ▶ Selecting data which would best support the key messages from the vast volumes of information available ▶ Developing an opening speech that would set the appropriate tone | <ul style="list-style-type: none"> ▶ Reflecting on the key tasks needed for the new job ▶ Identifying the critical phases, such as introductions, setting expectations, building relationships in a virtual environment, facilitating conference calls |
| Practice | | |
| <ul style="list-style-type: none"> ▶ Ensuring suitable tone ▶ Keeping to the strict time limit ▶ Highlighting key messages ▶ Preparing for aggressive competitor questions ▶ Raising self-awareness of body language | <ul style="list-style-type: none"> ▶ Working with a coach with relevant US business experience ▶ Establishing the key message ▶ Writing the presentation to reflect the message and the investor ▶ Practicing structuring and signposting the presentation ▶ Anticipating key questions before preparing and practicing added-value responses | <ul style="list-style-type: none"> ▶ Reactivating English knowledge ▶ Preparing for anticipated situations and reactions of staff and partners ▶ Balancing input, controlled practice and simulations ▶ Building confidence through real-plays |
| Perfect | | |
| <ul style="list-style-type: none"> ▶ Receiving feedback through trainer and peer observation ▶ Organizing a final test run with a live audience | <ul style="list-style-type: none"> ▶ Making a “live” presentation with video feedback ▶ Playing “what if” to build confidence through preparation | <ul style="list-style-type: none"> ▶ Creating a reference toolbox of language phrases and tips ▶ Recording performance in real-plays for the manager to use as later reminders |
| THE OUTCOME | | |
| <p>The day of coaching resulted in an effective and successful 30 minute presentation – and an increase in inquiries regarding lifetime extension solutions.</p> | <p>The two days of coaching helped to secure long-term investment and a prosperous future for a growing firm.</p> | <p>The four days of coaching supported the successful transition into a new global role. From the first day in the new job, the focus was on learning the new responsibilities and organizational structure.</p> |

Behind the scenes - An interview with the coaches

Target is often asked what we mean by coaching and how coaching differs from traditional language training. We asked 3 of our coaches how they see the differences and why they feel coaching solutions are so successful.

How would you describe what you do as a Target language coach?

[Nathan Wale] I support people who are determined to perform to the best of their ability in specific situations. Before we begin, I sit down with the client and help them to define concrete goals for the coaching. Together, we then come up with a roadmap of how we would like to achieve these goals. For me, coaching is about helping them to effectively and confidently communicate their expert knowledge using the language that they have.

Who typically asks for coaching from you?

[Tony Norman] Normally executives or specialists who have a specific task to do in English which is urgent and important.

[Tracie Marquardt] That's right; they are typically people with a very concrete goal for a very concrete situation or event. These people have high professional standards and also often already have a good level of English. They come to us because they don't want their less-than-perfect English to dilute their performance. A recent example is a department leader who had to present her financial results to a large multi-cultural audience. A single day's coaching helped her to get the message across, in her own style and in a professional manner.

And how does this work?

[NW] Let me answer generally, then give you a concrete example: I meet with the client and find out what they do, how they do it, and where they feel they need to improve. It's then a case of breaking down their goals into bite-sized chunks. We practice individual sections - providing input and fine-tuning where necessary - and then we put it all back together again. It is a technique we call process-based coaching.

That sounds interesting. Can you give us an example?

[NW] Sure. Last month I coached a purchaser who was about to start working with best-cost country suppliers. In this case he had the luxury of a 6-week time window, so he opted for a series of single-day coaching sessions; each session being dedicated to one aspect of the new role. In each coaching session we sat together and turned his tasks into concrete goals – for example one of the tasks he knew he'd have to do was to negotiate terms and conditions. The goal he set himself for that day was "developing ways to help me negotiate with cable suppliers who have a much lower level of English than I do". We then real-played this and quickly agreed to focus on how he checked comprehension from their side. He would also need to show his own understanding and learn to use simpler words and structures – dumbing down isn't easy. Finally we recorded this so he could refer back to it at later date. ►



Tony Norman

A member of the European Mentoring and Coaching Council, with 40 years of experience in international management training and consultancy, Tony is the inspiration behind Target's approach to language coaching.



Tracie Marquardt, C.A.

Having already spent some years as an InCorporateTrainer[®]™ and Program Manager with Target, Tracie implements specialist seminar and coaching solutions, with a focus on auditing and financial services.



Nathan Wale

In addition to the trainer- and client-management aspects of his role as an InCorporateTrainer[®]™ and Program Manager, Nathan enjoys pouring his energy into coaching senior executives for key events.

Why do they want coaching and not other approaches such as a seminar or extensive 1-1?

[NW] There are a number of reasons – but I guess it comes down to time: coaching makes the best possible use of the time the client has available. This time is dedicated to achieving a specific, personal goal. The results are immediately and completely transferable to the task at hand. Another time factor is linked to availability: typically a coaching client has an urgent need and a full schedule. They want to be able to determine when and where the training takes place. Only coaching offers the necessary levels of flexibility and relevance.

What does the client need to bring to the coaching?

[TM] Commitment, determination and a clear idea of what they want to achieve.

[TN] That's right. We are most effective when the client brings an urgent and concrete need.

What makes an effective coach?

[TN] Well, there are a lot of things the coach needs. An ability to build rapport is a must. We need to be genuinely interested in what the client does and ask questions to help them understand what they really want to achieve during the coaching. An effective coach guides the client to consider the fundamental questions, such as "How do I want the audience to feel after the presentation? What is my primary goal? What are the key messages? What is the benefit I need to get across?"

[TM] Yes, being able to help the client to formulate achievable goals is a key skill. I'd also add tenacity. As a coach I need to push the client and not be afraid to say "that was good, but let's do it again." I find that this technique is a very powerful tool.

Apart from process-based coaching, what other techniques do you favor?

[TM] Depending on the skill being practiced, I may incorporate video or audio recording into the coaching. This lets the clients see or listen to themselves in action, evaluate their performance and then consider the impact they have on others. Concrete feedback is key.

[TN] Where appropriate, using tried and tested tools such as Gallwey's GROW [Goal – Reality – Options –Way forward] also helps. GROW is particularly helpful when dealing with clients who are overwhelmed by what's ahead of them.

What would you most like clients to do once the session has finished?

[NW] I'd like them to let me know how it went on the day.

[TM] I couldn't agree more. Asking the client to reflect on what went well and what they might do differently next time round is the ideal way to round off a coaching program. It's also helpful for my own development to get them to reflect on the coaching session not just directly after we've finished but after they've put it into practice.

[TN] Tell their colleagues if they were impressed with the coaching approach and the results.

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

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

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