



TARGET

Seminars

Intensive English training
for industry- and function-specific
solutions.

Secure effective transfer through
targeted content, supported
by blended learning.

ENGLISH TRAINING ON THE JOB – FOR THE JOB

Target Seminars at a glance

YOUR SITUATION

You have identified a clear need for training. For example:

- ... staff are concerned that their English skills impact their ability to perform a particular task (e.g. presenting to clients, running audits, writing specifications).
- ... staff are uncomfortable when their field of operation demands that they work in English (e.g. service centers, HR, logistics, finance).
- ... management cannot allocate the right staff to the right role due to a lack of language skills.
- ▶ You want training to have an immediate operational impact.
- ▶ You are looking for relevant, practical training solutions which reflect your staff's situation.
- ▶ You find that busy schedules, limited availability and geography make traditional weekly training impractical.
- ▶ You have a limited training budget that needs to be used effectively.
- ▶ You expect a clear and transparent approach to training assessment.

OUR SOLUTION

Target seminars

- ... are tailored to meet your specific training requirements (DMAIC analysis)
- ... reflect your workplace situations (authentic training material)
- ... lead to immediate performance improvements (intensive training)
- ... consist of contact blocks (1-5 days) enhanced by pre- and post-seminar blended learning
- ... are focused on industries (e.g. finance, automotive, insurance, IT)
professions (e.g. purchasing, project management, development, customer support)
communication skills (e.g. presenting, report writing, negotiating)
language levels (assessment according to CEFR)
- ... minimize administration while maximizing accountability (proprietary systems)
- ... offer an optimal cost-benefit solution

YOUR BENEFITS

▶ Effective

The optimal use of your training budget. Target seminars combine skills and language – we integrate the skills your staff need to do their job effectively and the specific language required by their profession or industry. The exact balance is flexible and is determined by your situation.

▶ Results

The smooth and immediate transfer of learning to the workplace. This is achieved by establishing clear performance goals at the start and by developing training that reflects your staff's workplace reality.

▶ Measurable

Effective assessment. We ask: 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?

Target Seminars – proven track record

Communication Skills

communicating across distances
communicating bad news
communicating features & benefits
communicating in a crisis
communicating in virtual teams
communicating upward
correspondence
contract management
customer service
effective emails
facilitating
giving feedback
influencing
interviewing
leading meetings
leading virtual teams
presentations
making & handling complaints
managing people
negotiating
negotiating in teams
participating in meetings
project management
public speaking
report writing
running effective teams
audience-centered sales presentations
tasking & delegating
teleconferences
telephoning
working across borders
writing technical documentation

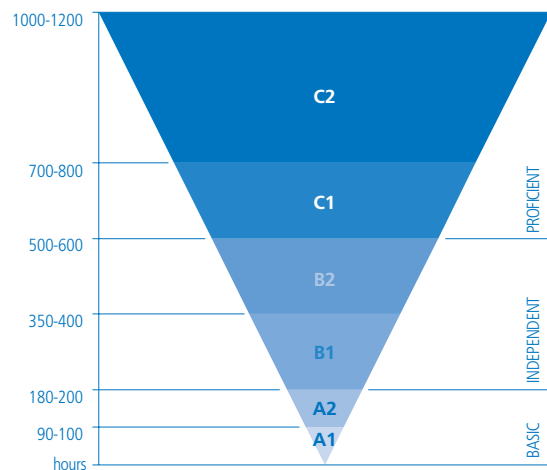
Roles and Functions

audit	business administration
call centers	corporate communication
controlling	
software developers & testers	
engineering	executives
finance & accounting	
human resources	HRD
IT support	legal
key account management	
marketing	order management
procurement	product management
production	project management
public relations	purchasers
quality management	
research & development	
resource management	sales
senior management	service desks
team assistants	testing
works councils & unions	

Industry

automotive	aviation	
banking	chemicals	
communications		
conglomerates	construction	
consultancy	electronics	
energy	engineering	
environmental	retail	
financial services		
security	food & beverage	
government & institutions		
healthcare	hospitality	insurance
IT	media	legal services
logistics & shipping	manufacturing	
oil & petroleum	packaging	
power generation & distribution		
process automation		
software & hardware		
training & consultancy		
transportation	utilities	

CEFR-Level at a glance



The Common European Framework Reference for Languages (CEFR)
Based on Association of Language Testers in Europe guidelines

Target Seminars – 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?

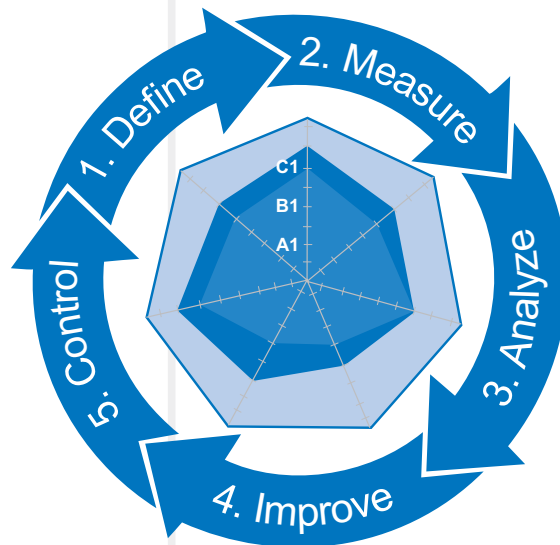
How we measure:

- ▶ conduct placement testing
- ▶ interview and carry out oral assessments
- ▶ assess samples of work
- ▶ observe in action

Analyze – How far is your staff from the target performance level? What is the optimal training solution?

How we analyze:

- ▶ assess the skills gap
- ▶ estimate required training volume
- ▶ establish priorities and agree time-bound goals
- ▶ 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, client oriented and can be supported with purpose-built audio materials.

How we improve:

- ▶ organize logistics (e.g. participants, venue)
- ▶ introduce concept to participants
- ▶ deliver pre-contact training
- ▶ deliver tailored seminar
- ▶ deliver post-contact training
- ▶ share strategies for continued independent learning

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
- ▶ report to management
- ▶ track key metrics

Seminars – behind the scenes



Client: Project Management department **Industry:** Oil & Gas **Need:** Some projects are experiencing problems – deadlines, quality, etc. Senior management are unhappy with the clarity of the status reports being presented by their project managers for these projects **Outcomes:** Project managers can ... consider management's needs ... structure presentations to support clarity of message ... present bad news clearly and proactively ... present with greater confidence **Communication skills:** Presenting upwards to management. Presenting news with clarity

► **Training Solution:** 2-day seminar supported by pre- and post-seminar blended learning

Overview of Training Content

	Day 1	Day 2
Block 1	<ul style="list-style-type: none"> • Introductions and individual goal setting • Selecting a concrete past or future project status presentation for practice • Participants explain context and content of their presentation • Trainer ensures key terms and vocabulary are known 	<ul style="list-style-type: none"> • Summary vs Conclusions – models and language input • Practice and feedback with own example • Handling questions (Reflect, Respect, Respond, Review) with hot-seat practice
Block 2	<ul style="list-style-type: none"> • What is a presentation? Understanding the medium and its strengths/weaknesses • How do I make my project status presentation effective? • Focus on WIIFM & audience analysis – What do my managers need to know? What do I want to achieve? 	<ul style="list-style-type: none"> • Individual preparation supported by trainer and peer coaching
Block 3	<ul style="list-style-type: none"> • Building my introduction - (Purpose, Process, Pay off) • Clarifying typical language for introductions • Practice and feedback with own example 	<ul style="list-style-type: none"> • Delivery – each project manager to present status report • Video recorded for feedback • Guest audience (senior manager) offers hot feedback
Block 4	<ul style="list-style-type: none"> • Language for structuring, sequencing and emphasizing • Tools for presenting bad news (SARAH, PRISM) • Practice and feedback with own example 	<ul style="list-style-type: none"> • Review key learning points & achievement of individual goals • Identify next steps to support transfer
Evening-program	<ul style="list-style-type: none"> • “Engineering Challenge” – team activity focusing on fluency and mini-presentation 	

* Day 2 / Block 1

Activity: Handling questions (Reflect, Respect, Respond, Review) with hot-seat practice **Objective:** Meet and master the 4R model so project managers can build rapport through effectively managing questions

Method: Participants (ppt.) share experiences and problems when dealing with questions in a presentation. If necessary, introduce idea that questions should be seen as an opportunity to build a relationship and reinforce key points (10 mins.) • Present the 4R technique and an example (10 mins.) • Brainstorm typical language for each stage, followed by spot checks on comprehension and usage (15 mins.) • In pairs, participants practice with each other (15 mins.) • “Hot-seat” activity where each ppt. is grilled by peers (10 mins.) • Reflections as a group on the tool and how they will use it in their next presentation (5 mins.) **Materials and equipment:** Workbook p 23-26 • Participant's own presentations • Optional - Audio recorder (or video camera)



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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