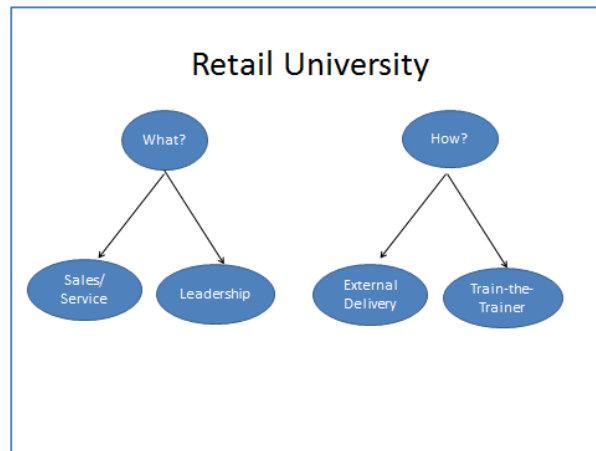


RETAIL UNIVERSITY

EM-Power (or your company name) specializes in driving retail results by creating a winning sales, service and leadership culture. This retail culture is created by combining observation, coaching, knowledge transfer and skills development in the following way.



WHAT IS YOUR CONTENT FOCUS?

Retail University has two focus areas:

- **Building a Sales and Service Culture (modularized or run as one longer session)**
 - Approaching and Building Rapport
 - Identifying Customer Needs
 - Recommending the Best Solution (FAB)
 - Overcoming Customer Concerns (Three A's)
 - Expanding the Sales (TAB)
 - Building a Long-Term Customer Relationship

- **Enhancing Leadership Effectiveness (each subject its own workshop)**
 - Build your Executive Presence
 - Coach for Performance
 - Build an Effective Team
 - Interview for Quality
 - Manage Conflict
 - Manage Priorities
 - Manage Meetings
 - Manage Change
 - STEP into Leadership
 - Self-Leadership from the Inside Out

RETAIL UNIVERSITY

WHAT IS YOUR CONTENT FOCUS?

Most Programs are customized to the Client Context in the following Way:

- If relevant (normally for sales training programs), an acronym is created geared to brand identity and selling culture.
- Brand-specific messages, purpose, target consumer are included to understand in detail the selling context.
- Brand-specific activities and examples are included.
- Brand-specific font, graphics, photos and images are used.
- The customization process includes:
 - o Creation of a design document to initially outline content, flow and learning principles.
 - o Design of slides to guide overall program flow.
 - o Writing of Participant Guide for use during the workshop and to act as a reference guide.
 - o Two pilots (for larger roll outs)

HOW WOULD YOU LIKE TO DELIVER THIS CONTENT?

- **External delivery by a qualified facilitator.**

Advantages	Potential Limitations
<ul style="list-style-type: none">• Consistent quality• Less pressure on internal resources• Often better for smaller organizations	<ul style="list-style-type: none">• Less internal ownership• Less relevant stories and examples• Tends to be more expensive for larger groups.

- **Train-the-Trainer Approach.**

Advantages	Potential Limitations
<ul style="list-style-type: none">• Greater internal ownership of content• More “project champions”• More relevant stories and examples• Often more economical for larger organizations	<ul style="list-style-type: none">• More time needed to develop internal resources• Takes time to build content fluency• May lose fluency if they do not run sessions often enough• Can be costly for smaller organizations

RETAIL UNIVERSITY

HOW WOULD YOU LIKE TO DELIVER THIS CONTENT?

Train-the-Trainer methodology:

- Course is piloted once for group of primary stakeholders and the second time as a final draft for the target audience.
- Project Champions are selected (usually from the first two groups). They can be selected from a mixture of subject matter experts and management personnel.
- Course materials are finalized, and a detailed Training Guide is written. The Training Guide provides detailed information about the course process, flow, objectives, learning points and activities.
- Project Champions take part in a Train-the-Trainer program (normally 1.5 to 2 times the length of the actual program) where they facilitate part of a module, receive feedback and discuss in detail challenges and tips for running the program effectively.
- Programs are then delivered internally using Project Champions, which enables buy-in and continuity. The company owns the Intellectual Property and does not pay a royalty.
- (Ideally, Project Champions also participate in the FOCUSED Facilitation session to learn and practice group facilitation skills.)

RETAIL SALES TRAINING

Objectives

At the end of this training program, participants will be able to:

- Describe the Brand and understand how this might influence the sales process.
- Understand the attributes and expectations from the Brand Consumer.
- Approach the consumer in the most effective way to build the initial connection by using the knowledge of movement analysis.
- Personalize the initial welcome and engage the consumer in a conversation.
- Identify the complete consumer needs by asking open, closed and follow-up questions, pausing, listening actively and paraphrasing.
- Present the product in a way that is aligned with the Brand Consumer.
- Overcome any consumer concerns and turn them into buying possibilities.
- Recommend additional products to offer a more complete solution.
- Complete the sales conversation in a positive way to exceed consumer expectations.
- Build a sustainable long-term relationship with the customer.

Agenda

	Brand Identity <ul style="list-style-type: none">▪ Understanding our Brand▪ Our Consumer
	Introduction <ul style="list-style-type: none">▪ Individual Introductions▪ Material and Personal Service: Moments of Truth▪ Objectives and Agenda
	Begin the Relationship <ul style="list-style-type: none">▪ Build Rapport Using Energy▪ Recognize Body Language▪ Use Varied Approaches
	Identify Consumer Needs <ul style="list-style-type: none">▪ Identify Needs Using Open and Closed Questions, Pausing, Listening and Paraphrasing▪ Recognize Moments of Truth to Ask Follow-Up Questions
	Recommend the Optimal Consumer Solution <ul style="list-style-type: none">▪ Present the Product Effectively using FAB▪ Link Product to Brand Identity▪ Overcome Consumer Concerns Using the Three A's
	Include Additional Products <ul style="list-style-type: none">▪ Leverage Additional Products Using the TAB Technique▪ Close the Sale
	Exceed Expectations <ul style="list-style-type: none">▪ Complete the Interaction▪ Continue the Relationship

FOCUSED FACILITATION

Objectives

Through this interactive workshop, participants will be able to:

- Understand the role of the facilitator in managing task and group process elements.
- Recognize and overcome any anxiety when facilitating learning.
- Structure the content of the session to achieve desired results.
- Build an interactive group process and engage the audience in the learning journey.
- Use experiential learning to raise awareness and practice skills.
- Learn how to strengthen verbal and non-verbal communication skills when facilitating.
- Use visual aids for maximum impact.
- Resolve challenging situations more effectively.
- Build an action plan to capitalize on the skills introduced.

Agenda

	Introduction <ul style="list-style-type: none">▪ Introductions, Objectives and Agenda
F	Facilitate to Learn <ul style="list-style-type: none">• Defining the Role of the Presenter and Facilitator• Understand Adult Learning Principles – Dale’s Cone of Learning• Balancing Task and Group Process – Content and Activity
O	Overcome Nerves <ul style="list-style-type: none">▪ Your Stress Signals▪ Activity: Winner/Loser Tapes
C	Create Your Content <ul style="list-style-type: none">▪ Purpose and Audience Analysis▪ Structure: TEACH to Learn
U	Use Facilitation Skills <ul style="list-style-type: none">▪ Facilitation Skills
S	Select Experiential Learning <ul style="list-style-type: none">▪ Types of Activities▪ Activity: Pros and Cons of Activities
E	Employ Presentation Skills <ul style="list-style-type: none">▪ Words, Delivery and Body Language
D	Deliver using Visual Aids <ul style="list-style-type: none">▪ Types of Visual Aids▪ Activity: Dos and Don’ts
	Practice Activities <ul style="list-style-type: none">▪ Five Minute Practice Sessions▪ Managing Challenging Situations

BUILD YOUR EXECUTIVE PRESENCE

Objectives

At the end of this training program, participants will be able to:

- Understand the communication process.
- Assess current strengths and potential weaknesses when communicating.
- Clearly articulate their point of view using relevant, accurate and necessary words.
- Provide emphasis and meaning using appropriate voice intonation, emphasis and pace.
- Apply effective and suitable body language to enhance verbal messages.
- Build rapport in order to smooth an effective two-way conversation.
- Use questioning, listening and paraphrasing skills to better understand the other person's perspective.
- Negotiate win-win outcomes by using assertive communication.
- Summarize key ideas and actions in order to avoid misunderstandings.

Agenda: Day One

S	<p>Introduction: Setting the Scene</p> <ul style="list-style-type: none"> • Individual Introductions • Pairs Exercise: Communication Context • Objectives and Agenda
S	<p>Defining the Communication Process</p> <ul style="list-style-type: none"> • Pairs Exercise: Communication Challenge • Understanding the Communication Process
S	<p>Send Your Message Positively</p> <ul style="list-style-type: none"> • Team Exercise: Communication Dos and Don'ts • Words We Use • Way We Say the Words: Content and Activity • Body Language: Content and Activity • Individual Exercise: Preparing Your Message
S	<p>Stimulate a Two-Way Conversation</p> <ul style="list-style-type: none"> • Team Exercise: Personal Shopper • The BEST Technique • Begin the Interaction Positively • Establish the Other Person's Needs <ul style="list-style-type: none"> - Ask open and closed questions - Pause - Listen actively - Ask follow-up questions • Summarise Using Paraphrasing • Take the Next Steps • Pairs Exercise: Acting as a Thinking Partner

BUILD YOUR EXECUTIVE PRESENCE

Agenda: Day Two

	Introduction <ul style="list-style-type: none">• Questions Day One• Agenda Day Two• Team Exercise: Skills, Knowledge and Techniques
S	Set Realistic Expectations <ul style="list-style-type: none">• Pairs Exercise: Awareness• Team Exercise: Assertive Communication• Recognising the Three Styles of Communication• Steps in Assertive Communication• Team Exercise: Applying Assertive Communication• Pairs Exercise: Negotiating a Challenging Situation
S	Skills Application <ul style="list-style-type: none">• Individual Presentations: Leadership• Practice• Feedback
	Your Key Learning <ul style="list-style-type: none">• Performance Development Model• Your Learning Points: Personal Skills and Strengths Assessment
	Summary and Action Plan <ul style="list-style-type: none">• Key Learning and Personal Commitments

COACH FOR PERFORMANCE

Objectives

At the end of this training program, participants will be able to:

- Define coaching and its benefits.
- Understand the characteristics of effective coaches.
- Assess current performance levels by observing team members.
- Define and provide more effective positive and developmental feedback.
- Build individual commitment and ability by using Ask and Educate coaching skills.
- Apply the GROW coaching approach.
- Decide a personal action plan for implementing proactive coaching.

Agenda

	Introduction <ul style="list-style-type: none">▪ Introduction/Ice-Breaker▪ Defining Coaching and Its Benefits▪ Objectives/Agenda
	Assess Performance Level <ul style="list-style-type: none">▪ Awareness Exercise: Observing Team Members▪ Observation Guidelines▪ Performance Development Model▪ Activity▪ Learning Log
	Give Feedback <ul style="list-style-type: none">▪ Awareness Exercise: Throwing Balls▪ Feedback Overview▪ Positive Feedback: Content and Exercise (PRECISE)▪ Developmental Feedback: Content and Exercise (PROTECT)▪ Summary Learning Points▪ Learning Log
	Coach <ul style="list-style-type: none">▪ Awareness Exercise:▪ Define Ask and Educate Coaching▪ Ask and Educate Coaching: Application I and II
	Coaching Practice Activity <ul style="list-style-type: none">• GROW Coaching Model• Coaching Demos• Learning Log
	Summary and Action Plan <ul style="list-style-type: none">▪ Exercise: Our Learning Points▪ Action Plan

BUILD AN EFFECTIVE TEAM

Objectives

At the end of this session, participants will be able to:

- Understand the characteristics of an effective team.
- Comprehend the different stages in team development.
- Link team strategy to the Company Brand by establishing guiding principles.
- Build trust in order to establish open and honest communication.
- Identify how to drive team performance by writing effective team objectives.
- Implement succession strategies to facilitate future team development.
- Establish an action plan to build future team performance.

Agenda

Introduction	<ul style="list-style-type: none">• Team Awareness Activity• Introductions , Objectives and Agenda
Setting the Scene	<ul style="list-style-type: none">• Definition of Team• Stages of Team Development: Content and Activities
Forming	<ul style="list-style-type: none">• Overview: Team Forming• Word Search: Our Brand Identity• Team Exercise: Establish Team Guiding Principles• Learning Log
Storming	<ul style="list-style-type: none">• Overview: Team Storming• Awareness Activity – Trust• Building Blocks of Trust• Team Exercise: Building Trust• Learning Log
Norming	<ul style="list-style-type: none">• Overview: Team Norming• Awareness Activity: Video• Objective Setting: Guidelines and Activity• Team Exercise: Card Sort• Team Exercise: Allocating Team Actions• Learning Log
Performing	<ul style="list-style-type: none">• Overview: Team Performing• Succession Planning• Learning Log
Summary and Action Plan	<ul style="list-style-type: none">• Key Learning Points• Team Action Ideas

INTERVIEW FOR QUALITY

Objectives

At the end of the session, participants should be able to:

- Overcome common potential interviewing challenges.
- Define the key skills and behaviors required for their open position (s).
- Be able to ask effective interview questions in order to correctly identify role-related behaviors.
- Listen actively and recognize Moments of Truth.
- Identify when to probe to gather specific information about behaviors.
- Evaluate candidates fairly.
- Practice interviewing skills in a safe environment.
- Decide an action plan for implementing effective-interviewing skills.

Agenda

	Setting the Scene <ul style="list-style-type: none">• Ice Breaker• Exercise: Interviewing Pitfalls• Objectives and Agenda
A	Arrange the Interview <ul style="list-style-type: none">• Decide Performance Criteria• Target the Interview Process
C	<ul style="list-style-type: none">• Conduct a SUPER Behavioral Interview• Defining Behavioral Interviewing• Team Exercise: Behavioral Interviewing Questions• S: Set the Scene• U: Understand and Recognize Moments of Truth• P: Probe for Detailed Behaviors• E: Explain Job Role and Provide Information• R: Review Next Steps
E	Evaluate Candidates <ul style="list-style-type: none">• Overcome Evaluation Challenges• Use Relevant and Specific Information: Content and Exercises I and II• Follow Up
	Skills Application <ul style="list-style-type: none">• Interview Exercises
	Summary and Action Plan <ul style="list-style-type: none">• Summary• Action Plan

MANAGE CONFLICT

Objectives

At the end of the session, participants should be able to:

- Define Conflict and understand how it can be both destructive and constructive.
- Understand the key situations in which individuals tend to experience conflict.
- Use assertive communication to negotiate a win-win outcome.
- Learn and practice new skills to calm emotions when conflict is present.
- Disarm a potentially escalating situation using conflict management skills.
- Decide an action plan to use these skills and techniques in resolving conflict more effectively.

Agenda

	Introduction <ul style="list-style-type: none">• Awareness Activity• Introductions and Expectations• Objectives/Agenda
C	Define the Context for Conflict <ul style="list-style-type: none">• Open Space Exercise: Defining Conflict• Conflict Continuum• Pairs Discussion: Recognizing Conflict Signals• Exercise: Individual Conflict Assessment
C	Communicate Assertively to Prevent Conflict <ul style="list-style-type: none">• Team Exercise: Three Communication Styles• Recognizing the Three Styles of Communication• Steps in Assertive Communication• Team Exercise: Communicating Assertively
C	Calm Emotions to Resolve Conflict Effectively <ul style="list-style-type: none">• Pairs Discussion: Awareness Activity• The CLEAR Technique• C: Calm your Emotions and Centering• L: Listen Actively - Content and Exercises• E: Empathize - Content and Exercises• A: Apologize• R: Resolve the Problem• Exercise: CLEAR Role Plays• Team Exercise: CLEAR Role-Plays
	Summary and Action Plan <ul style="list-style-type: none">• Summary and Key Learning Points• Action Plan

MANAGE PRIORITIES

Objectives

At the end of this one-day session participants will be able to:

- Select and create a system to manage their work.
- Recognize their personal style when prioritizing workload.
- Understand and reduce firefighting.
- Prioritize more effectively when faced with conflicting requests and deadlines.
- Communicate assertively to negotiate priorities.
- Identify the price of procrastination and ways to reduce it.
- Apply more effective weekly planning techniques.
- Implement strategies for reducing interruptions and enhancing focus

Agenda

	Introduction Introductions, purpose, objectives and agenda Understand the mental approach Tools and systems
P	Assess Personal Style Awareness exercise Defining the four Energies: the four Interaction Styles Exercise: Strengths/Challenges of each style
O	Build an Overview Firefighting: Understanding and reducing it Defining Key Result Areas Prioritizing between multiple tasks Establishing milestones
W	Implement Weekly Planning Understanding and overcoming procrastination Planning principles Short-range planning: Weekly and daily planning
E	Set Realistic Expectations Understanding aggressive, submissive and assertive communication Exercise: Negotiating Priorities
R	Reduce Interruptions Defining Time Stealers Exercise: Managing Interruptions
	Skills Application Case Studies
	Summary and Action Plan Key Learning and Personal Commitments

MANAGE MEETINGS

At the end of this one-day session participants will be able to:

- Describe a model that contains the key components of effective meetings.
- Define the appropriate type of interaction for each situation.
- Establish an effective meeting purpose.
- Create an effective agenda.
- Identify other key areas for meeting preparation.
- Understand how task and group process contribute to meeting effectiveness.
- Start more meetings on time using simple techniques.
- Use effective ground rules to guide the group process.
- Define the key roles in meetings and the behaviors that characterize each role.
- Build an effective dialog when facilitating a meeting.
- Apply techniques to manage discussions that are not productive.
- Ensure follow up commitments are documented and met.

Agenda

	<p>Introduction</p> <ul style="list-style-type: none"> ▪ Pairs Exercise: Introductions ▪ Meeting Challenges ▪ Outcome, Objectives and Agenda ▪ Meeting Management Model (the Three P's)
	<p>Alternatives to Meetings</p> <ul style="list-style-type: none"> ▪ When is a meeting a good (not a good) idea: Content and Exercise ▪ Exercises: Alternatives to Meetings (I)
P	<p>Prepare for the Meeting</p> <ul style="list-style-type: none"> ▪ Types of Purpose: Why? ▪ Team Exercise: Meeting Purpose Exercise: Strengths/challenges of each style ▪ Write an effective agenda: Content and Exercise ▪ Organizing Logistics: Considering People and Location
P	<p>Create a Productive Meeting Climate</p> <ul style="list-style-type: none"> ▪ Defining Task and Group Process ▪ Team Exercise: Understanding Meeting Dynamics ▪ Starting on Time, Case Study I ▪ Meeting Management Tools: Ground Rules and Parking Lot ▪ Defining Key Roles in Meetings: Facilitator, Meeting Coach, Participant and Note Taker ▪ Dealing with Difficult Behaviors: Content and Activity
P	<p>Plan Follow Up Actions</p> <ul style="list-style-type: none"> ▪ Differentiating Between Notes and Minutes ▪ Note Taking Techniques: Content and Exercises
	<p>Skills Application</p> <p>Case Studies</p>

STEP INTO LEADERSHIP

Objectives

At the end of the session, participants will be able to:

- Understand the Leadership Pipeline.
- Comprehend the Leader's role in engaging team members.
- Establish more targeted performance goals.
- Decide strategies and techniques to raise employee motivation.
- Provide more thorough positive and developmental feedback.
- Discover Ask and Educate Coaching and know when to use each.
- Learn how to delegate more effectively.
- Apply the GROW coaching approach.
- Decide an action plan for raising leadership effectiveness.

Agenda

	Setting the Scene <ul style="list-style-type: none">▪ Team Exercise: Leadership▪ Leadership Discussion (Definition and Pipeline)▪ Objectives/Agenda Days One and Two
S	Stimulate Team Member Effort <ul style="list-style-type: none">▪ Criteria for Effective Goals: SMART▪ Motivators and Satisfiers▪ V.I.P. Technique
T	Track Team Member Progress <ul style="list-style-type: none">▪ Performance Skills Assessment: Team Members▪ The Three "N's": Notice, Note and Notate▪ Guidelines for giving Positive Feedback: PRECISE/Team Exercise▪ Guidelines for giving Developmental Feedback: PROTECT/Team Exercise
E	Ensure Performance Development <ul style="list-style-type: none">▪ Defining Coaching and the Coaching Process▪ Using Ask and Educate Coaching: Content and Team Exercises▪ Delegating Effectively
P	Present an Effective Performance Discussion <ul style="list-style-type: none">▪ GROW Coaching Model▪ Coaching Demos, Role-Plays and Case Studies
	Summary and Action Plan <ul style="list-style-type: none">▪ Summary and Action Ideas

SELF-LEADERSHIP FROM THE INSIDE OUT

Objectives

At the end of this programme, participants will have:

- Experienced a comprehensive self-assessment covering key psychological frameworks involved in interacting with others.
- Reviewed in detail the needs, energies and thinking approaches for different types.
- Identified the inherent strengths and challenges they might face when working
- Learned how to adapt their style to improve leadership effectiveness.
- Established an action plan to apply these skills and techniques in everyday situations.

Agenda

Setting the Scene <ul style="list-style-type: none">▪ Ice Breaker What Shape am I?/Introductions▪ Expectations, Objectives and Agenda▪ Three Lenses of Type
Define Core Needs: Why? <ul style="list-style-type: none">▪ Understand Temperament: Core Needs and Talents: Content and Activities▪ Individual Exercise: Temperament Self-Assessment
Understand Energy: How? <ul style="list-style-type: none">▪ Understand Interaction Style: Driving Forces and Psycho-physiological Energy▪ Communication Preferences▪ Individual Exercise: Energy Self-Assessment
Select Best-Fit Type: What? <ul style="list-style-type: none">▪ Reading Type Descriptions▪ Type Verification and Discussion
Communicate to Motivate <ul style="list-style-type: none">▪ Exercise: T-Shirt▪ Exercise: Strengths and Challenges Communicating with Others▪ Exercise: Speaking Four Languages
Interact to Engage <ul style="list-style-type: none">▪ Exercise: Strengths and Challenges Communicating with Others▪ Exercise: Flexing to the Four Energies
Increase Leadership Effectiveness <ul style="list-style-type: none">▪ Performance Development Model I and II▪ Assessing Communication Strengths and Challenges▪ Pair and Share
Summary and Action Plan <ul style="list-style-type: none">▪ Key Learning Points▪ Action Plan

