



YOUR PARTNERS IN ENHANCING ORGANIZATIONAL EFFECTIVENESS

Mirza Yawar Baig

Our Values

Integrity, Continuous Learning, Speed of Response

YAWAR BAIG & ASSOCIATES
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WHO WE ARE & WHAT WE DO

Yawar Baig & Associates™ is an **Organizational Development Consulting** company specializing in helping organizations achieve their goals by aligning their structure and business processes with their Core Ideology. By drawing on our extensive consulting experience with both family businesses and multi-national corporations we help Family Businesses make the critical transition from being 'Person-led to becoming Process-driven' and create robust systems that enable the business to be handed from generation to generation. We show business families how to grow, yet stay together. We mentor prominent family businesses in India, South Africa, Bangladesh & Sri Lanka. We specialize in helping Start-ups make the transition into their growth phase, helping them to look at challenges and take difficult critical decisions. In more than 30years of training and consulting we have taught more than 200,000 managers, administrators, teachers, technologists and clergy on 3 continents. We specialize in **Performance Excellence, Family Business Consulting, Leadership Development, Life Coaching and Change Management.**

Mirza Yawar Baig is the founder and President.

It is our mission to be our client's first choice in dealing with all challenges of developing Enduring Leadership© with a total commitment to Quality in all aspects of their operation. We take pride in building relationships based on being committed to our clients for the long term.

ORGANIZATION DEVELOPMENT: COMPANY-WIDE INTERVENTIONS

We have designed and implemented interventions aimed at identifying leadership potential and nurturing it, in many Multi-national organizations, large systems, Governments, Teaching Institutions, NGOs, Family Businesses and Start-ups. Interventions were based on the application of Leadership & Management fundamentals in an experiential learning format, aided by processes to monitor knowledge retention and skill application. We've worked with Leaders at all levels and in all types of organizations to create specific interventions to reduce the negative impact of change on people while moving toward process improvement. Over the years we have deliberately chosen to work with a wide variety of people to add to our own learning and understanding about what it takes to lead, especially in challenging circumstances.

Our model of **Enduring Leadership©** which forms the basis of our work has received wide acclaim and acceptance and is being used to develop leaders in all manner of business, voluntary and government organizations on 3 continents. We believe that change that comes gradually and in response to an internal drive is longer lasting than one that is imposed. That is how we work. We are with our clients long term and take pride and joy in being seen as partners in their growth and development. We feel privileged to enjoy a relationship of high trust and intense client loyalty that ensures that for the past over 15 years every single new assignment is the result of client referral. Our clients are our finest Ambassadors.



Our Experience includes:

At **GE Corporate University, Crotonville**, partnered to teach several Core Courses. This included auditing the courses and teaching them in India, Singapore and USA.

At **AMA International, New York**: Leadership Skills and General Management all over the USA.

At **Andersen Corporate University, Minneapolis**: Critical Human Skills for Project Leadership.

At **Yusuf Bin Ahmed Kanoo**: Saudi Arabia: Designed and taught the **Kanoo Leadership Program** aimed at creating Business Leaders with an entrepreneurial focus.

At **AMKA Products, Checkout, Dawsons (South Africa), Expolanka (Sri Lanka), SEW Infrastructure, LANCO, SEAPOL, KAR Group, Emami Group**: Family business consulting.

At **Aditi Technologies, Talisma Corporation, Seattle**, designed and deliver Management Development courses aimed at enhancing productivity and creating a winning culture.

At **World Bank-CGIAR-ICRISAT, World Fish-Malaysia** worked with Managers and senior scientists from different nationalities on a Development Planning & Performance Coaching System.

At **CavinKare, Bangalore Labs, Equations, Dappu, Cranes Software, Reliance World, NIS Sparta, Career Launcher, Reuters**: Core Ideology Workshop© to actualize the Vision.

At **Microsoft, IBM, GE Power Controls, Jack Welch Technology Center**: designed and teach Present Your Way to the Top©, Communicating to Win© and Leading Multinational Teams©

At **Ashok Leyland, Suzlon Energy, Cranes Software, Regal Beloit (Marathon Electric)**: designed and delivered the Achievement Orientation Workshop© for the R&D area covering over 200 engineers, aimed at creating a results focused environment.

At **EXL Services, JP Morgan Chase**: From Managers to Leaders© course aimed at senior managers to help them appreciate the challenges of managing globally.

At the **SVP National Police Academy, Hyderabad**: Design and deliver leadership workshops at the Apex Police Training Academy for Indian Police Service Officers Probationers and Senior Officers (DIG and IG) aimed at creating a more positive Police-Public interface.

At the **Lal Bahadur Shastri Academy of Administration, Mussoorie**: Lecture at the Apex training Academy for Joint Services entrants into IAS, IFS, IAAS, Indian Forest Service on Critical Aspects of Leadership in Government.

At the **SSB Academy, Bhopal & Gwaldam**: Designed and deliver Train the Trainer courses for Police Instructors aimed at making them more effective in training delivery. Also designed and delivered a Key Leadership Skills course for Commandants newly entered the Service.



CORPORATE TRAINING & DEVELOPMENT

GE Corporate University, USA

- Leadership Essentials
- New Managers Development Course

Regal Beloit

- Communicating to Win©
- Managers as Leaders©

GE, India

- Professional Development Course©
- Change Leadership Workshop©
- Team Leadership Course©

Suzlon

- Achievement Orientation©
- Getting Results without Authority©

Talisma Corporation, USA

- Core Ideology Workshop©
- Corporate Leadership Development

EXL Services

- Managers as Leaders©

Asian Paints

- Development Action Planning©
- Managers as Leaders©

EXPOLANKA - Sri Lanka

- Family Business Consulting
- Strategic Leadership for the Family

AMKA Products - South Africa

- Family Business Consulting
- Strategic Leadership for the Family

SEW Infrastructure

- Family Business Consulting
- Strategic Leadership for the Family

Wartsila - Saudi Arabia

- Sales Leadership Workshop©

AMA International, USA

- General Management & Leadership Courses for Senior & Middle Managers

Andersen Corporate University, USA

- Critical Human Skills for Project Leadership©

Motorola

- Present Your Way to the Top©
- Becoming a Facilitative Team Leader©

CGIAR-ICRISAT (Asia Centre)

- Performance Management©
- Coaching & Counseling Skills©

IBM India

- Training of Technical Trainers©
- Outdoor Challenge Training©

National Semiconductor

- Present Your Way to the Top©
- Effective Interviewing Skills©

Verizon

- Strategic Planning Workshop
- Managers as Leaders©

Unilever

- The ADM© Workshop
- Sales Leadership Workshop

Microsoft

- Present Your Way to the Top©

MARS

- Communicating to Win©
- Managers as Leaders©

YBA Kanoo - Saudi Arabia

- The Kanoo Leadership Course©
- Cutting Edge©
- Achievement Orientation Workshop©

GOVERNMENT & LARGE SYSTEMS

- **Department of Administrative Services, US Government: Connecticut:** Leveraging Diversity, Cross-cultural Communication, Management Development
- **Foreign Service Institute, US Government, Washington DC:** Understanding Islam, Diversity, Politics
- **Indian National Police Academy, Government of India:** Police (IPS) Officer's training: Police - Public Interface, Leadership Development, Leveraging Community Diversity
- **Lal Bahadur Shastri Academy of Administration, Government of India:** Leadership development
- **SSB Academy, Government of India:** Police (Sashastra Sena Bal): Train the Trainer for Faculty

Our extensive exposure to a variety of attitudinal and skill levels in management and administration, combined with our experience in working with business and industry, this gives us tremendous bandwidth in dealing with people from all walks of life, in helping them enhance their effectiveness and create more satisfying and happy work places. By creating **Enduring Leadership**© an organization distinguishes itself and fulfils its purpose and we leave behind a world that is better than the one we found. Our leadership development model is focused to enable individuals and organizations to achieve this goal.



MIRZA YAWAR BAIG

Founder of **YAWAR BAIG & ASSOCIATES™**. Advisor, Author, Life Coach, Corporate Consultant, specializing in Leadership Development helping technical specialists transition into Management and Leadership roles. **Yawar specializes in three Core Areas: Leadership Development Training, Life Coaching and Family Business Consulting.** He works with clients who are serious about organizational transformation, personal development of Core Team Members through Life Coaching and Family Businesses who seek to make the critical transition from being Person-led to Process-driven. He draws on his extensive experience of over 30 years in consulting with Multinational Corporations, Government and Business

Entrepreneurs on 3 continents where he's taught more than 200,000 managers, administrators, teachers, technologists and clergy. He combines Eastern values with Western systems to transcend cultural boundaries. Yawar is a regular Keynote Speaker at National & International Conferences in different countries. Yawar's style reflects openness, commitment to quality, speed of response and value-based professionalism. Yawar speaks five languages.

Yawar designed and implemented interventions aimed at identifying leadership potential and nurturing it, in several multi-national organizations. Interventions were based on the application of Leadership & Management fundamentals in an experiential learning format and aided by processes to monitor knowledge retention and skill application. Yawar has worked with Leaders at all levels in government and industry, to reduce the negative impact of change on the people while moving toward process improvement. He consults with promoter families and helps Family Businesses make the critical transition from being 'Person-led to becoming Process-driven' and create robust systems that will enable the business to be handed from generation to generation. Yawar's book, '**The Business of Family Business**' shows business families how to grow, yet stay together, by drawing on his extensive consulting experience with both family businesses and multi-national corporations. Yawar is a life coach and mentor for prominent family businesses in India, South Africa, Bangladesh & Sri Lanka. His latest book, '**It's my Life**', illustrates his philosophy, that the game doesn't depend on the cards.

EDUCATION

- **Executive MBA (MEP)**
 - IIM-Ahmedabad, India
- **P-CMM Certification Program,**
 - TeraQuest & Carnegie Mellon University,
- **Myers-Briggs Type Indicator® Step I & II**
 - Otto Kroeger Associates, Fairfax, Virginia, USA & APPIPL, Bangalore

CONSULTANT FACULTY MEMBER

- GE Corporate University, Crotonville, NY
- AMA International, NY
- Andersen Corporate University, MN
- Foreign Service Institute, US Govt., DC
- SVP National Police Academy, Hyderabad
- SSB Academy, Bhopal, India

BOOKS INCLUDE

- The Business of Family Business
- An Entrepreneur's Diary
- It's my Life
- Leadership is a Personal Choice
- Hiring Winners
- A Voice in the Wilderness
- 20.10.2010-55 - Life Lessons
- Life is but a dream - Or is it?



Harrison Owen is President of H.H.Owen and Company. His academic background and training centered on the nature and function of myth, ritual and culture. In the middle '60s, he left academe to work with a variety of organizations including small West African villages, urban (American and African) community organizations, Peace Corps, Regional Medical Programs, National Institutes of Health, and Veterans Administration. In 1977 he created H.H.Owen and Company in order to explore the culture of organizations in transformation as a theorist and practicing consultant. Harrison convened the First International Symposium on Organization Transformation, and is the originator of Open Space Technology.



Robert A. Carpenter is the President of InSight Management Development and provides advisory and training services that boost initiative, creative thinking, and commitment on the job. The company's seminars tackle problems in a number of key areas, including the development of high-achieving leaders and teams. Bob also delivers seminars for the American Management Association and for ESI International, the recognized leader in project management training and consulting. In the previous 20 years, he held numerous sales and training posts at IBM and at the Digital Equipment Corporation. Recognized since the 1980s for his work in Asia and Europe as well as in the United States, Mr. Carpenter typically trains over 800 managers and technical professionals annually. In recent years, he has conducted seminars for such varied enterprises as Verizon, IBM Austria, Prudential Life, Anthem Blue Cross Blue Shield, Motorola, Dow Jones & Co., PepsiCo Puerto Rico, and the New York City Department of Environmental Protection.



Carla Haase is the President and owner of Annex Learning Inc., a global leadership development practice. She specializes in organization development and effectiveness by diagnosing, designing and developing tools to improve individuals, work teams, and, ultimately, entire organizations. A large percentage of Carla's experience is related to leadership development beginning at the entry level and across several functions including manufacturing, information technology, human resources, and engineering. Carla has worked for General Electric, British Petroleum, Johnson & Johnson, Deloitte & Touche, Merck, and many other global entities. Carla worked for General Electric for 12 years, seven of them managing training at GE's John F. Welch Center for Leadership Development in Crotonville, NY, and held a variety of related positions in both GE Capital and GE's Corporate training organization.



Dr. Hamidah Marican has an MBA (Training & Development) and has completed her doctorate in Values based management. She began her career in the 1980 as a teacher, then lecturer (12 years in academia) before making a quantum leap into the corporate world. It is hence not surprising that she is actively involved in the Living Values Education Program (LVEP) programs under the UN sponsorship. She conducts values workshops for educators, students and parents. Hamidah is an experienced consultant in the field of Organizational Development and Diversity. She has more than 10 years combined experience with **Intel Corporation** and **Shell Oil**. She has presented papers at international conferences in the US, Europe and at the Women in Management Conference in Dubai.



Jon Barb is a training and development professional dedicated to delivering training in a way that meets: the goals of the organization, the learning outcomes of the program, and the learning objectives of the individual participants. Jon's past business experience includes: sales rep, customer service rep., staff trainer. While employed at Xerox Learning Systems he was manager of program development for Xcellence, Critical Skills for Supervisors, and marketing product manager for management training products. As the corporate manager of development and training at Olin Corporation, he facilitated high-level team meetings and managed and delivered the overall training curriculum. Jon is a serious high-energy trainer who keeps the participants engaged throughout the learning process. He is the author of *Do What Works™: A guide to Increasing Your Happiness, Satisfaction, Productivity, and Peace of Mind*



NOTE FOR THE READER

I hope you will enjoy reading our material and will like what you read.

Our Core Values are: Integrity, Continuous Learning, Speed of Response and we would like to be judged by them.

Integrity

- To be true to ourselves and serve our clients with total uncompromising integrity, in all respects.

Continuous Learning

- To constantly seek increase in our own knowledge and to share it with all our constituents in the belief that knowledge increases with sharing.

Speed of Response

- To hold ourselves to the value that a client must be responded to within 24 hours.

In designing these courses, we have drawn on the feedback of clients in multiple industry groups and world locations, who expressed a need for this type of skill development. It is interesting that these skills span national, cultural, and industry boundaries, once again affirming how similar we are in the challenges that we face.

These are only some samples to give you a flavor of the kind of work we do. In many cases, we take one of these as the basis for custom designing a course to suit a unique requirement of a client. We welcome the client's participation in fine-tuning the design, as that is the best way to insure that the design is as responsive as possible.

A unique benefit that we offer the client is that all course customization is free of cost. We are happy to offer this to our clients with our compliments as a sign of our commitment to making our products as structured to their needs as possible. Value to the client is our internal driver which we are prepared to invest in, to achieve.

In other cases clients prefer the value of using these designs as they are shown, since they have been tried and tested and proved valuable over time.

Whatever you choose to do, we will be happy to speak with you and discuss your need further and do our very best to ensure that you are satisfied with the result. We are (we believe justifiably) proud of the fact that the major volume of our business is from old clients. We value our relationships and will do everything to ensure that they remain mutually rewarding.

We look forward to hearing from you.

A handwritten signature in black ink that reads 'Yawar Baig'. The signature is written in a cursive style with a long horizontal stroke extending to the right.

M YAWAR BAIG
PRESIDENT

LEADERSHIP COURSES

THE ENDURING LEADERSHIP© WORKSHOP™

LEVERAGING LEADERSHIP™

CHANGE LEADERSHIP WORKSHOP™

GETTING RESULTS WITHOUT AUTHORITY™

PERSONAL LEADERSHIP WORKSHOP™

FROM MANAGING TO LEADING™

CONSULTING SKILLS DEVELOPMENT PROGRAM™

GENERAL MANAGEMENT COURSES

CRITICAL HUMAN SKILLS FOR PROJECT LEADERSHIP™

LEADERSHIP FOR NEW MANAGERS™

TEAM BUILDING COURSES

OUTDOOR CHALLENGE TRAINING™

EFFECTIVE TEAMING SKILLS™

LEADING MULTINATIONAL TEAMS™

PERFORMANCE MANAGEMENT COURSES

CHAMPIONING THE CUSTOMER, MAKING THE SERVICE DIFFERENCE™

COACHING FOR EXCELLENCE™

HOW TO HIRE WINNERS™

ENHANCING PERSONAL EFFECTIVENESS COURSES

PRESENT YOUR WAY TO THE TOP™

ACHIEVEMENT ORIENTATION WORKSHOP™

COMMUNICATING TO WIN™

NEGOTIATING TO WIN™



THE ENDURING LEADERSHIP WORKSHOP™

Learn to use the Enduring Leadership© model to create greatness that will endure

(A 5-day intensely, introspective workshop)

SYNOPSIS

How many times have you, as the Corporate Leader and Head of your company, thought that you need to:

- Explore the current situation in terms of the “dream” that you have for the Company; how can others in your team “dream the same dream”? What are the individual dreams of the others? How can these be shared? How can you get the others, to dream your dream?
- Explore your own feelings about what is “possible” and what is considered unlikely? What are the fears about not being able to achieve the vision for the organization? How are these fears being dealt with? What is a positive way to deal with them?
- Explore understanding of current values individually and build a shared value system that your entire team can commit to.
- Build a system that will ensure that the greatness you have created will endure long after your time.

SCOPE

This workshop is designed for **Corporate Leaders**, and **Top Management Teams**, to:

- Understand our **ENDURING LEADERSHIP©** model
- Assess where the current team stands with respect to it
- Identify what needs to be done and how to do it: Create a road map for implementation
- Identify Alignment issues that need to be dealt with, to ensure a culture that reflects the Values

METHODOLOGY & MODULES

Using the Discussion Group as the platform and the **ENDURING LEADERSHIP©** Model, elements of Systems Theory and experiential learning techniques, instruments and exercises participants will:

- Examine their own beliefs about themselves and their ability to succeed.
- Share each other’s values and work through differences in belief or interpretation.
- Articulate a shared Ideology and identify ways of sharing it with the rest of the organization.
- Reflect on their own mission in life and in the context of the Organization
- **Action Planning:** This is a joint exercise for the whole group as a result of which action plans will be generated with regard to future developmental action.



LEVERAGING LEADERSHIP™

A special course for CEO's and Top Management in creating Excellence

(A 2-day Myers-Briggs based course)

SYNOPSIS

You have created an organization; you head it; it is doing well; now what? In today's world of fast paced change, entrepreneurial ability must be strengthened with systems and processes to build enduring organizations. Building relationships, networking and influencing are survival skills. It is critical that the CEO / Top Manager is able to influence and be influenced positively so that in the atmosphere of mutual exchange s/he builds a positive balance. This course will help develop the skills you need to successfully leverage your ability to lead and will unleash the creative force in you that will enable you to exceed your own results.

SCOPE

This course is for successful CEO's and Top Managers who welcome new challenges and tend to get bored with usual success. People who like the excitement of conquering new frontiers, of ever climbing the next mountain if only to see what the new horizon looks like; such people will benefit the most from this course.

METHODOLOGY

This course uses two core methodologies. The Myers-Briggs Type Indicator™ to give an anchor of strengths and development needs; and Edward de Bono's famous thinking tool; 6 Thinking Hats. Participants will use their own life to see what they can do that will set new benchmarks for others. To use de Bono's language, "Discovering 'what is' may not be the same as designing 'what can be'". This course is about challenging you to see 'what can be if you are not afraid'.

TYPE OF INTERACTION

Giving and receiving feedback, group interaction, individual reflection and presentation sessions; all dovetail to create a structured learning experience that will enable you to come away from the course with concrete learnings, renewed energy and the desire to set new records.

SAMPLE MODULES

- Assessing your own influencing style: Personal SWOT Analysis using the MBTI™.
- Leveraging Leadership: What can you do to lead better than ever before?
- Parallel Thinking, Lateral Thinking: The solution to the problem lies in the problem itself.
- Building Leadership: Executive Coaching to ensure that what you create, endures.
- Situational Leadership: Strategic Leader, Facilitator, Hands-on Manager.
- Creating a collaborative support system: Leveraging networks and creating helpers.
- Effective Team working: Leveraging differences; respecting other viewpoints; inspiring others to build self-managed teams.



CHANGE LEADERSHIP WORKSHOP™

Build the skills to succeed in today's fast changing environment

(A 2-day, intensive experiential learning workshop)

SYNOPSIS

As the recent economic upheaval with the Dotcoms proved once again, perhaps the most important skill that a professional person needs is the ability to handle change. Not only is change a way of life that one has no choice but to adapt to, but is a huge competitive advantage if you know how to leverage it. This course will help develop the skills you need to successfully deal with change not from the relatively passive position of an adapter but from the proactive stance of an influencer. Whether you are a Business Leader, Manager, Entrepreneur or one who has just started on your career, this is perhaps the most critical-to-success learning that you will do.

SCOPE

This course is for anyone who believes that being able to influence change is a skill that will enhance his or her ability to succeed. This course is especially valuable for people who are involved with on-going change initiatives in organizations and wish to develop the skills to be effective change leaders.

METHODOLOGY

Reflection, Life Mapping, diagnostic instruments to identify blocks to creativity, experiential learning situations, all designed to help you to identify your strengths and invoke the latent energy to overcome fears of change.

TYPE OF INTERACTION

Giving and receiving feedback, group interaction, individual reflection; all dovetail to create a structured learning experience that will enable you to come away from the course with concrete learning's that you can apply straight away.

SAMPLE MODULES

- Journey of life: Jean Houston's Fractal Theory
- Victim or Master: Identifying thresholds of progress
- Personal Vision: What do I have to do, to realize my vision?
- Identify Blocks to Creativity Identifying own strengths & development needs
- Managing Change: What does change mean to me?
- Goal Setting: Planning for Action



GETTING RESULTS WITHOUT AUTHORITY™

Build the skills to succeed in today's multi-functional team environment

(A 2-day Myers-Briggs based course)

SYNOPSIS

As organizational hierarchies move towards larger spheres of influence and multi-skill tasking, managerial careers depend on their ability to get work done by people over whom often they have no formal authority. Building relationships, networking and influencing are becoming survival skills. It is critical that the manager is able to influence and be influenced positively so that in the atmosphere of mutual exchange s/he builds a positive balance. This course will help develop the skills you need to successfully leverage your ability to work with others and using your influence, sell your ideas and build an ever-increasing sphere of influence.

SCOPE

This course is for anyone who believes that influencing in an organizational setting is critical to his or her success.

METHODOLOGY

Diagnostic instruments to identify own strengths and development needs, exercises and practice sessions on influencing, negotiation, persuasion, and handling conflict will all help you take risks, test own capability and learn the art of influencing without authority.

TYPE OF INTERACTION

Giving and receiving feedback, group interaction, individual reflection and presentation sessions; all dovetail to create a structured learning experience that will enable you to come away from the course with concrete learning's that you can apply straight away.

SAMPLE MODULES

- Assessing your own influencing style
- Projecting yourself with self confidence
- Presentation style
- Building Credibility
- Creating a collaborative support system
- Roadblocks to influencing others



PERSONAL LEADERSHIP WORKSHOP™

(A 2-day MBTI based - Action Learning Workshop)

SYNOPSIS

Effectiveness is not about “how much” but about “how” and not about “what you do”, but more about “what you don’t”. Most of us, today, lead lives that are almost entirely activity based and live with a false sense of progress and growth based on how much activity we are doing. The epidemic of today is “busy-ness”. The reality however is that without Awareness, Direction, and Strategy it is unlikely that life’s goals will be achieved. This problem is also seen at the organizational level, where often, a lack of role clarity and fogginess about how the role furthers one’s personal life goals, leads to dissatisfaction with the Organization, strained relationships, and a waste of energy in game playing and politics. Most importantly, the energy in our Core Values lies untapped and dormant, while we struggle with superficial, activity-based tasks.

SCOPE

The program is targeted at anyone who believes that she/he can benefit from taking some time out to evaluate their lives and create a path of enhanced benefit for them. There is no pre-requirement of education, age or experience for this course and participants experience the benefit of sharing perspective with people of different ages and types.

METHODOLOGY

Using Myers-Briggs (MBTI) and Participative Action Learning methodology, The Personal Leadership Workshop is designed to help participants enhance their ability in building relationships and achieving their potential in terms of their Life Goals. Participants are helped to identify their areas of strength and development needs and learn how to operate from strength and collaborate with other’s strengths when working in groups.

TYPE OF INTERACTION

The interaction is fast paced, often intense, with periods of silent reflection and one-on-one conversation. Participants will work towards creating a Life Goal Plan and Achievement Strategy for themselves with the group being the source of shared learning and critique. Where requested, personal coaching is available during the course to help with understanding individual issues.

SAMPLE MODULES

- Understanding Yourself: Identifying Core Values
- Discovering a Personal Vision: Identifying own strengths and learning leverage
- Life Goal Planning: Developing a Life Goal
- Strategizing for Goal Achievement: Developing a Personal Strategy
- Managing Conflict: Using Stress as a Driver towards Goal Achievement



FROM MANAGING TO LEADING™

(A 2- day Team Leaders workshop on the Enduring Leadership™ model)

SYNOPSIS

Leadership is about creating an environment, where when the task is done, the team says, “We did it ourselves”. Leadership is not about charging ahead. Leadership is about creating other leaders. Vision is critical to leadership. But even more critical for any leader is translating her/his vision into a language that makes sense to the followers in terms of their own life goals. Organizations, which have excelled and endured through time have been led by individuals who’s ability to do this was foremost

SCOPE

The Business Leadership Course is targeted at people whose roles require a strategic focus and the ability to provide inspiration and motivation for high performers. Course members are usually Project Managers and Functional Line Managers at the middle to senior management level, on their way to taking strategic leadership roles. The focus is to deal with issues of being a Leader as distinct from issues of being a Manager. The program was developed over three years and is oriented at helping participants discover what it takes to make good leaders; understand influencing styles and manage issues of credibility and visibility

METHODOLOGY

This is a very intense course with a high level of content in a Client Centered Learning format. At the end of the course, participants choose a project, where they can apply learning's and report back at a debriefing session with the Consultant and any audience of their choice. For many participants, the course provides the ideal opportunity to gain highly credible visibility for some of their ideas and recommendations. Organizations benefit from the opportunity to suggest project choices to participants, which may also have value from a business perspective.

TYPE OF INTERACTION

Games, questionnaires, role-plays, group discussions and presentations; conceptual lecture sessions and facilitation; are all a part of this program. The content is very rich and the pace is often grueling. Many participants have reported that this was a very significant learning experience in their lives. A willingness to participate and a desire to advance one’s own learning are all that are required to participate.

SAMPLE MODULES

- Developing and Communicating a Vision
- Understanding own and other Leadership Styles
- Situational Leadership: Adapting Leadership Style to the situation dynamically
- Building Visibility & Credibility for gaining acceptance as a Leader



CONSULTING SKILLS DEVELOPMENT PROGRAM™

(2-day intensive experiential learning course for new consultants and project managers)

SYNOPSIS

“They don’t care what you know until they know that you care.” Consulting is not only about transfer of knowledge but about first convincing the client of the fact that you care about their issues and have the competence and commitment to stay with them and guide them through to a successful conclusion. All the jokes about consultants that we have all heard are really an indication of the failure of this process.

SCOPE

The Consulting Skills Development Program is aimed at professionals in the consulting world who are subject matter experts but may have a development need to sell their skills and the capability of their companies. Anyone who is an expert in his/her subject and who would like to develop the skills to convert this knowledge to a saleable business idea will benefit from this course. Internal specialists will also benefit as their challenge to influence is in many ways more complex.

METHODOLOGY

This is a very intense course with a high level of content in a Client Centered Learning format. At the end of the course, participants choose a project, where they can apply learning's and report back at a debriefing session with the Consultant and any audience of their choice. For many participants, the course provides the ideal opportunity to gain highly credible visibility for some of their ideas and recommendations. Organizations benefit from the opportunity to suggest project choices to participants, which may also have value from a business perspective.

KEY DELIVERABLES

1. Understand client’s needs
2. Establish credibility with clients
3. Conduct client interviews
4. Determine what must happen to enable the client to act
5. Quantify the value of their services to the client
6. Package solutions: design, price.
7. Manage scope and risk in an engagement

SAMPLE MODULES

1. Building and maintaining relationships
2. Create awareness in the client about their best interest
3. Principled negotiation
4. Enable the client to see value
5. Dealing with objections and overcoming resistance
6. Building commitment through involvement
7. Dealing with client company politics: learn to influence
8. Deal with the reality of being accepted as a consultant
9. Business Presentation Skills: Present Your Way to the Top© workshop



CRITICAL HUMAN SKILLS FOR PROJECT LEADERSHIP™

(A 2-day interactive workshop)

SYNOPSIS

Project Management is more to do with managing people than with managing technology. Interestingly far more projects get into difficulties on quality standards, time lines or output criteria for “human” reasons than for “technology” reasons. The “Human Skills” in technical projects are often critical to success but not always recognized or developed systematically. Another and even better reason to focus on and develop the “Critical Human Skills” is for the potential they give for synergizing the strengths of team members and creating an atmosphere conducive to high quality output. Research shows that teams with no “Stars” but highly developed “Human Skills” are often more productive and satisfied, than teams with a lot of “Stars”.

SCOPE

This program was initially designed for Software Development Project Leaders of a large banking corporation; to help them with people issues that impact their projects so critically. It has subsequently been broadened to make it applicable to any Technical Project Team.

METHODOLOGY

Using a combination of conceptual presentations and role plays, exercises and questionnaires, participants are able to develop skill sets to deal with leadership issues in creative ways that enhance their own effectiveness as well as that of their teams. They are able to understand the balance between Task and Maintenance roles and to examine their own values and skills in motivating team members.

TYPE OF INTERACTION

Highly interactive, Participative Action Learning based, with small group discussions and process presentations. Individuals learn to observe human processes in group dynamics and to initiate interventions for moving the group to “Performing”.

SAMPLE MODULES

- Understanding Group Dynamics and Stages of Group Development
- Understanding the issue of Trust and Credibility and how it impacts leadership
- Understanding Motivation and how to motivate team members
- Understanding Team Roles and own strengths as a team member
- Understanding the sources of Conflict and ways of resolving them



LEADERSHIP FOR NEW MANAGERS™

(A 3-day 'Leadership for New Managers' based - Skill Enhancement Course)

SYNOPSIS

This course is designed with a specific focus on the dilemmas of the New Manager. All too often, an excellent Technical person, performing effectively, is promoted into a Managerial position only to run into troubled waters. Typically the role of the manager demands skills and competencies of a very different nature from those of the individual contributor. The average person, when she/he gets promoted to Manager-ship is unprepared and simply does 'more of the same' things that they did as individual contributors. This is counter-productive. **Like the propeller of a sinking ship, it is the very things that drove their success as individual contributors that will drive their failure as Managers, if they continue to do them.**

SCOPE

The program is targeted at individuals who have recently become responsible for the work of others or who intend to do so in the near future. A willingness to give and receive feedback about work style is essential to success in this workshop. The philosophy and methods on which this course is based are from the author's book, 'Leadership for New Managers'.

METHODOLOGY

The anchor of this workshop is the Work Style Analyser©, a self-report instrument used extensively in Europe and Asia to help people identify positive working styles and focus on areas for development and change. The instrument gives the individual feedback on five profiles: Work Style, Motivation, Teamwork, Willingness to Change, and Learning Style.

TYPE OF INTERACTION

Role-plays, personal experience sharing, dialogue, confronting with care and small group meetings are features of this workshop. Sharing of personal challenges, giving and receiving feedback, willingness to look at oneself and help others look at themselves, all create a spirit of openness that leads to learning with joyfulness. It helps participants transcend, the often difficult, boundary between cognitive learning and 'hands-on feel' of what the new way of doing things, is like.

SAMPLE MODULES

- Understanding own Work Style (Work Style Analyser©)
- Giving & Receiving Feedback: Active Listening
- Meeting Facilitation Skills: Meeting Structure, Dialogue, Action Orientation
- Decision Making & Problem Solving: Tools & Techniques
- Managing Conflict: Using Conflict as a source of creating commitment



OUTDOOR CHALLENGE TRAINING™

(A 2-day Outdoor Learning program)

SYNOPSIS

The Outdoor Challenge Training Course, using the outdoors as the ‘classroom’, provides participants the opportunity to re-discover their own potential as leaders. **In the normal course of work, many people get into set patterns of relating and leading which are not always the most effective for them and others. Usually there is neither the time nor the opportunity to re-examine your style and discover ways to change to enhance your own effectiveness as a leader or team member**

SCOPE

The program is targeted at anyone who either leads or is part of a team at any level. The issues that emerge for the individual have to do with both leading and helping others to lead and so participants in a variety of roles, find the course very relevant and rewarding. . The program is essentially an educational experience but the fact that participants also have a great deal of fun learning and tend to form close bonds, makes the program a very effective way to integrate new teams.

METHODOLOGY

The Outdoor Challenge Training program is based on the Outdoor Challenge Education methodology. Through carefully graded low and high ropes exercises, challenging field experiences, team based exercises in the outdoors, and Process Facilitation, participants are able to link learning about their Leadership Styles to home and work related issues and discover more effective ways of relating and leading.

TYPE OF INTERACTION

The outdoors, as a platform of learning enables participants to break out of the mental boundaries that traditional work and learning spaces impose. The course is fast paced but with adequate time for personal reflection and a great way of bonding with course mates. The time is spent between physical activity and classroom teaching and facilitated group discussions.

SAMPLE MODULES

- Awareness of own Leadership Style, and its impact on Team Members.
- Awareness of issues Team Membership and Team Roles.
- Inclusion, Control and Affiliation and their impact on Team Performance.
- Collaboration versus Competition and the impact on Team Effectiveness.
- Opportunity for Reflection and Cognitive mapping for future course of action.



EFFECTIVE TEAMING SKILLS™

(A 2-day Teaming Skills workshop)

SYNOPSIS

Teaming consists of a willingness to work together and share resources and experience, combined with the skill to do so with finesse and concern. In today's flat and large-span Organization structures, people are often required to work on different teams at the same time or move from team to team, over relatively short periods of time. This is even truer of individuals who have special skills and whose expertise is needed in different work groups. Even where teams are more stable and have longer life spans, the skills and attitude necessary to create synergy are in equally high demand. Where there are problems, these are often due to a lack of "teaming" skill rather than a lack of technical expertise or communication ability.

SCOPE

This program is targeted at anyone who works with others in small groups and feels the need to influence the group to become a team. The program is independent of area of expertise or discipline and participants may be drawn from a variety of activities and businesses. Participants could be actual, intact-team members, individuals on international project teams, cross-functional management teams, and expert individuals who work in different teams.

METHODOLOGY

This workshop is exercise and game based and helps participants examine the dynamics of teamwork and understand themselves and their own operating style and how it affects teamwork. Participants are able to relate concepts to real-life situations and identify blocks to team working and to discover ways of overcoming them. Dealing with conflict in creative ways to make conflict a source of greater learning rather than disruption, is a primary focus of this workshop.

TYPE OF INTERACTION

Very fast paced, activity based, collaborative problem solving oriented. The major value adds of this program that participants have reported, is that they are able to relate the learning's to real-life situations and action plan for the future. The program also helps to create a closer bonding between team members and helps them understand each other better. This program is an excellent way to get a new team up to speed, very quickly by creating a space to enable potentially conflictful issues to surface and be dealt with.

SAMPLE MODULES

- Understanding of Own Behavior and its effect on other team members
- The concept of Concurrent and Post-facto Critique: Role of Feedback
- Understanding Team Roles and own strengths as a team member
- Understanding the sources of Conflict and ways of resolving them



LEADING MULTI-NATIONAL TEAMS™

(A 2-day course: Creating synergy by cross-cultural understanding, in multi-national teams)

SYNOPSIS

Nowhere is the maxim, “Man does not live by bread alone”, truer than in the lives of professionals, who work on multi-national teams. **Often, operating from various assumptions about each other’s cultures, they encounter their colleagues who either operate from their own assumptions about the other’s culture; or in many cases, simply expect the others to be like themselves. These people’s cultural values are often at odds with American ones and they go through a traumatic phase of readjustment when they come to this country to work. The negative potential for misunderstanding and legal implications can result in loneliness and alienation.**

SCOPE

This program is designed for people who work on multi-national teams, irrespective of nationality. Based on Geert Hofstede’s research: **Cultures Consequences: International Differences in Work-Related Values**, and my own experience of several years of learning, working with Indian, Chinese, Guyanese, Americans, British, and Africans from several nationalities the course enables people to experientially understand the challenges of working on Multinational teams. The focus of this course is to help people integrate into this culture while preserving their own identity.

METHODOLOGY

Using the Human Interaction Laboratory method, the program is designed to build an appreciation for each other’s differences. Participants are enabled to look at themselves and their own stances regarding their culture and work ethic and helps people to move from their own 'right' ways to looking at other ways, which may also be equally 'right'. The result is enhanced understanding, new friendships and satisfaction.

TYPE OF INTERACTION

Typically the interaction tends to be based on the needs of each group in an environment that supports 'asking the unasked' and 'saying the unsaid'. Mutual 'value' judgments are examined to discover the basis behind them and deal with stereotyping. The only requirement for this workshop is an open mind and the willingness to let-go own impressions.

SAMPLE MODULES

- Understanding your own behavioral processes
- Questioning your assumptions
- Partnering for cross-cultural understanding & Dealing with Conflict
- The way ahead - Action Planning for the future



CHAMPIONING THE CUSTOMER - THE SERVICE DIFFERENCE™

(A 1-day program on Leveraging Business through Customer Satisfaction)

SYNOPSIS

The real measure of Customer Service is not what you think you provide to your customers. It is what they think you provide.

Most organizations talk of Customer Service and Customer Focus but have a great deal of difficulty in building a shared commitment to this idea. Like the idea of Quality, the idea of Customer Service also has universal acceptance at the cognitive level. And just like Quality, there is unfortunately a wide gap between what is expected and what is delivered. And once again, Customer Service is not an option.

SCOPE

The program is focused at anyone who considers himself or herself to be in the business of producing anything that is of value to consumers. These may be people in traditional 'service' organizations like Hospitals, HMO's, Airlines, Hotels, and Transportation. Or in what used to be seen traditionally as manufacturing or production organizations.

METHODOLOGY

The program is experiential in nature with an assignment, mid-course, where participants have the opportunity to experience service from the perspective of the consumer and judge for themselves, the way in which the real decision maker (the customer) actually rates the service. This can be an eye opener for most people and is very useful in sensitizing them to providing good service. Participants will explore their understanding of "The Customer" and see the benefits of building customer relationships.

TYPE OF INTERACTION

The program is highly participative and gives the participant two tools for identifying the Real Needs of the Customer and their own Moments of Truth. They will have the opportunity to evolve strategies for managing their own Moments of Truth and impacting on the organization's perception in the market. The learning is related to real-life organizational issues with the focus being on discovering high leverage solutions and making action plans.

SAMPLE MODULES

- Identifying the Real Customer and the Customer's Real needs
- Experiencing good and bad customer service: The Field Experience
- Identify high-leverage processes for perception of Service Excellence
- Using Process Mapping, identify critical activities in creating Customer Delight



COACHING FOR HIGH PERFORMANCE™

(A 2-day workshop to enable managers to enhance their coaching & counseling skills)

SYNOPSIS

Effective Performance Management is the single most important way to get ordinary people to do extraordinary things. Employee satisfaction is the outcome of successful integration of organizational goals to personal aspirations. Organization excellence is an outcome of vision and commitment. **The Performance Appraisal is the “necessary evil” in most managers’ lives. A necessary evil that most appraisers and appraised are equally unhappy about, but feel they can do nothing to change. Most people also know and accept the fact that the performance appraising and coaching has the potential to be the single most important source of building rewarding relationships and creating motivated employees.**

SCOPE

The focus of the workshop is two-fold: Helping participants self-diagnose their own blocks to good coaching and then build skills and use the application tools that the program teaches, to effectively coach people for high performance.

METHODOLOGY

The program teaches interviewing technique for Performance Coaching. The methodology is experiential learning based and helps the appraiser see the coaching interview from the perspective of the team member. The workshop helps the participant look at the entire process of managing performance; from Effective Goal Setting to Winning Commitment, to Coaching for High Performance. There is a large component of video feedback and because of its time intensive nature; enrollment is limited to 14 participants.

TYPE OF INTERACTION

This is a role-play based program and the learning comes from experiencing application of cognitive learning to real life situations. Participants have the opportunity to identify what needs changing and experience that it is in fact possible; to modify your style to suit the situation and help people re-define their boundaries and achieve satisfaction and happiness through high performance.

SAMPLE MODULES

- Setting Challenging Goals
- Agreeing on Measurement Parameters
- Manager as Coach: Its Challenges
- Mentoring: What it means for you.
- Practicing Appraisal Interviews
- Supporting with Data
- Confronting with Care
- Counseling Skills
- Participative evaluation
- On-line video feedback



HOW TO HIRE WINNERS™

(A 2-day course on Effective Interviewing)

SYNOPSIS

The interview, as a method of recruiting is the most widely used and the least effective. **Some surveys have pegged the un-structured interview and simply picking a name off a list, as being equal in terms of reliability, for hiring the kind of person you want.** Most people in organizations will remember meeting someone and feeling, “Oh! My God! Who hired this person?” Fortunately, this doesn’t have to happen. Using a combination of the Behavioral Interviewing Technique, and the Your Temperament© instrument, the course enables participants to develop their interviewing skills where they have data based ways of assessing the suitability of the applicant.

SCOPE

The biggest cost of hiring the wrong individual, i.e. a negative impact on the culture, is often hidden and not noticed until considerable damage has been done. This, added to the costs of re-hiring, wasted training, exposure of the organization’s business to the wrong kind of person, all serve only to emphasize the importance of ensuring that we are clear about who we are hiring. The program is targeted at anyone who is involved in recruiting people into the Organization or onto a team.

METHODOLOGY

The method uses the self-report instrument Your Temperament© that indicates a person’s work-style preferences. This is followed by an in-depth interview based on the Your Temperament© data, using the principle that a person’s past behavior is the best guide to predict their future behavior. The program teaches how to help the interviewee share relevant, factual details from her/his past life to enable you to decide if you are getting the right fit. Participants may expect to get a hands-on feel for interviewing and return equipped with an Application Tool, developed by us, to help them conduct measurably better, quality interviews. No previous theoretical knowledge or experience is required, only an appreciation of the importance of hiring right.

TYPE OF INTERACTION

There are two critical value-adds in this program:

- The Your Temperament© instrument that enables the person to identify their work style
- The live interviews that enable them to reality test their learnings

SAMPLE MODULES

- Sensitizing yourself to own likes and dislikes, biases and prejudices
- Develop a Job Frame and a Competency Frame
- Interview real “live” candidates with on-line video feedback



PRESENT YOUR WAY TO THE TOP™

(A 2-day interactive workshop on How to make High Impact Business Presentations)

SYNOPSIS

Presentation is not about speaking. It is about being believed. Credibility is the soul of effective presentations. Presentation is a combination of content and process with the secret being in responsiveness to the audience. The awareness necessary to recognize this is not difficult to achieve and the gains are immediate, when we do.

The program incorporates the learnings published in the book, **Present Your Way to the Top©**, M Yawar Baig and draws on his extensive experience as an international trainer, presenter and speaker. A copy of this book is given to every participant.

SCOPE

The program is designed to give the participants a series of insights into the communication process and a very hands-on feel for making presentations. Anyone who would like to improve their communicating ability and who makes any kind of formal or informal presentation to any group would benefit from this program. The program is especially useful for individuals at the beginning of their careers, since the insights can help them in getting ahead and avoiding common pitfalls that make for expensive learning.

METHODOLOGY

This is a highly interactive program where participants have the benefit of seeing themselves in action and learning, both from doing and feedback. Participants have reported an immediate skill enhancement and have been successful in applying the learning's due to the structured approach that gives them effective tools to use.

TYPE OF INTERACTION

Participants learn about communicating effectively through experiential exercises. On a structured format they make a series of presentations with video feedback and class critique. They have the opportunity to review and make corrections such that they can actually see their own improvement by the end of the program.

SAMPLE MODULES

Preparation

- Creating the Material
- Preparing Yourself

Delivery

- Equipment, Audio-visuals
- Voice, Questions & Answers

At the site

- Knowing the audience
- What will/will not work

Closure

- What was the message?
- What is the result?



ACHIEVEMENT ORIENTATION WORKSHOP™

(A 2-day experiential learning workshop on becoming results focused)

SYNOPSIS

This course is designed with a specific focus on the issues of driving achievement through teams. The platform of the workshop is based on understanding yourself in terms of your strengths and learning how to leverage them and of identifying any development needs with a clear roadmap for addressing them.

SCOPE

Achievement is as much about desire to achieve as it is about the means to do so. This includes tools and techniques, learning methods and application of learnings. This workshop deals with several of these in an informal, interactive atmosphere.

METHODOLOGY

This course uses instruments (Your Temperament, Team Role Inventory, Leadership Survey) and games and exercises to enable participants to anticipate application challenges through simulations. Participants are enabled to link the lessons of the classroom with conceptual inputs and are able to derive application strategies for transferring the learning to the workplace.

TYPE OF INTERACTION

Reflection, accessing energy through life journey mapping, understanding the value of difference, role clarification, measuring progress in terms of own vision; all designed to re-energize the individual for the new phase of life that begins typically for the high achiever in mid-career; without which there is a real danger of losing focus and competitive advantage.

SAMPLE MODULES

- Understanding Yourself: Understanding own strengths and development areas
- Understanding Your Leadership Style: Situational Leadership and its application
- Understanding Ownership: what it can mean in terms of personal aspirations
- Understanding Change: Cost of changing and cost of not changing
- Understanding Teams: Dysfunctions of Teams and their solutions



COMMUNICATING TO WIN™

(A 2- day workshop on effective Communication & Interpersonal skills)

SYNOPSIS

“I will pay more, for the ability to deal with people than for any other ability under the sun.” John D. Rockefeller

We all communicate and have been doing that since we were born. However not all people communicate well. The critical question is therefore not whether we can communicate or not but, “How well do we communicate?”

We deal with people in all aspects of our life and it is only our ability to influence them that our own success depends. Add to this the duality of technology in communication, which at once makes it both more simple and complex, and you have really heady mixture. This course is designed to simplify this situation and to give you the key tools and techniques to leverage communication and enhance your influence in the workplace. The course focuses in detail on technologies we use in communicating and teaches how to use them effectively and equally importantly, what not to do.

SCOPE

This seminar will benefit anyone at any level who feels they could improve their communication and interpersonal skills and become more influential. Though the course is work focused the skills taught are equally applicable in non-work situations as well.

Course Modular Elements

- How communication happens & how to eliminate distortion
- ‘Johari’ Window & how to enhance your Arena
- Feedback: Giving & Receiving
- Active Listening: the key to understanding each other
- Telephone Communication
- Written Communication
- Collaboration: the key to problem solving
- Managing Priorities: Tools to manage time
- Managing Conflict: dealing with differences



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NEGOTIATING TO WIN™

(A 2- day workshop on how to negotiate to win while preserving relationships)

SYNOPSIS

Have you ever thought:

“I won’t give in so easily next time.”
“Nobody will get away with that again!”
“Just wait until you need something from me!!”

Or, have you ever thought:

“That was a worthwhile discussion.”
“ I like doing business with him.”
“I didn’t get everything I would have wished for but it was a fair agreement.”

Like it or not we are all negotiators. The critical question is, “How good?”

We all have no choice but to negotiate. At home, in the market place, at work, we are constantly negotiating for one thing or another. However despite lots of practice few people are truly good negotiators. “You are a born deal maker or you are not”, we tell ourselves. Wrong. Negotiation is a skill that can be taught and learned. It is the single most important and critical element to our success in building lasting and satisfying relationships, to winning competitive advantage and to making an impact on people.

SCOPE

This seminar will benefit team leaders, managers and sales people who are involved in any kind of negotiation in the work place, be it with unions, customers, employees or other managers and team leaders. Though the course is work focused the skills taught are equally applicable in non-work situations as well.

COURSE MODULAR ELEMENTS

- Planning the negotiation
- Establishing a settlement range
- Achieving a buy-in
- Identifying your own and your partner’s negotiating styles and their implications
- Improving our negotiating success: key strategies and tactics

THE NEGOTIATING MEETING

- Body language
- Eye contact
- Cultural nuances
- Dealing with aggression
- Closing the deal
- Action planning