



# TRAINING SERVICES

# 2017



**MANAGEMENT - SALES - BUSINESS SKILLS - FMCG**

**[www.spearhead-training.co.uk](http://www.spearhead-training.co.uk)**

**01608 644144**

# Improving Business Performance

## Small Groups

All courses are run with small groups to guarantee focus on your needs and provide maximum individual benefit.

## Results

We deliver outstanding results by turning knowledge into valuable skills: skills that you can use to improve personal and business performance.

## Exceptional Level of Course Support

All open course delegates receive a comprehensive package of support, including e-train – our unique training support modules delivered to your in-box for a full year after your course.

Our post-course helpline is staffed by real tutors and is available to all delegates – supporting them during the important post-training implementation phase.

## Loyalty Rewards

Regular bookers are automatically rewarded for choosing our open courses with our client loyalty scheme.

## Quality Guaranteed

35 years experience counts: we still deliver the best training in the UK.



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## Loyalty Discount Scheme

Make Spearhead Training your training partner and benefit from the best client loyalty scheme available.

Our client loyalty scheme is based on the cumulative number of course days booked - with **no** restriction on whom from your organisation makes the booking.

We will even track all bookings from your organisation and inform you what level of discount applies to the bookings you make – so it's easy for you to get the training you need, when you need it, and at the best possible price.

Training days booked in any twelve month period:

1-3	Full Fee
4-6	10% discount
7-9	15% discount
10-12	17.5% discount

More than twelve? Call us for details: **+44 (0) 1608 644144**

*The Fairest Scheme  
for **Maximum Reward...***



# MANAGEMENT COURSES

A well-trained management team is essential for superior organisational performance.

Spearhead's range of quality open management training courses can be used to support the development of your managers, supervisors and team leaders - helping them get the best out of the human resource they control and positively contribute to organisational success.

Regularly updated and run by our own expert tutors, the programmes are highly interactive. All courses include skill development sessions, not just theory, making them excellent value for money.

What is more, every open management course comes with a comprehensive package of post-training support, which means that you continue to reap the benefits long after your management team return from the training course.



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**Enhancing executive performance**



# SUPERVISORY AND TEAM LEADER SKILLS

*First steps in organising and directing work effort*

## A TWO DAY NON-RESIDENTIAL PROGRAMME

This two day programme has been designed specifically for first line supervisors and team leaders who have to manage people whilst still working as part of a team. Introducing the key skills necessary for organising and directing work effort, it is ideal for recently promoted supervisors/team leaders or as a refresher for those who have not had formal training. Clear guidelines are given on each topic with practical exercises to instill the skills and techniques needed to succeed.

### Programme Contents

#### **The Role of the Supervisor/Team Leader**

- Making the First Move into People Management

- Avoiding the Pitfalls and Problems

#### **Team Leadership**

- The Mechanics and Dynamics of Supervision

- Characteristics of Effective Teams

- Developing Your Leadership Skills

#### **Motivating Yourself and Others**

- The Theory

- Recognising the Needs of Subordinates

- Putting Theory into Practice

#### **Controlling The Team**

- Quality and You

- Setting Objectives

- Work Allocation

- Dealing with Problems

#### **Maintaining Team Performance**

- On the Job Training

- Performance Reviews

#### **Key Communication Skills**

- Leading Effective Team Meetings

- Questioning & Listening Skills

- Giving Feedback

#### **Personnel Effectiveness**

- Assessing Your Personal Efficiency

- Urgent vs. Important: Prioritising & Planning

#### **Action Planning**

#### 2017 VENUE AND DATES

**Spearhead Training Centre,  
Oxfordshire**

06-07 March

06-07 July

19-20 October

**COURSE FEE: £895**

**Central London**

17-18 January

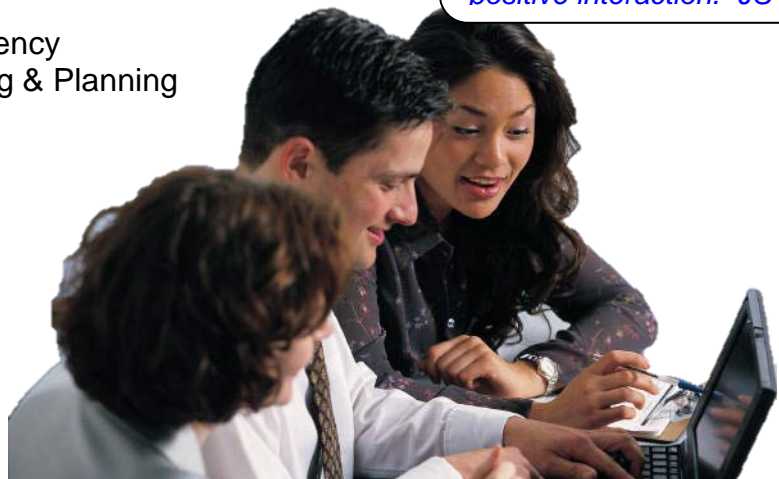
09-10 May

05-06 September

12-13 December

**COURSE FEE: £945**

*"Very good course and excellent tutor. Pace was just right and lots of positive interaction." JS*



# INTRODUCTION TO MANAGEMENT

*A flying start to a career in management*

## A THREE DAY NON-RESIDENTIAL PROGRAMME

A three day intensive programme particularly suitable for the newly promoted manager or for those soon to assume a management role. The programme deals with people management issues with clear guidelines every step of the way. Tutorial sessions, case studies, practical exercises and syndicate work make this an action packed three days.

### Programme Contents

#### Your Role as a Manager

- The Functions and Responsibilities of Management

#### Making the Change to Being a Manager

- Key Management Tasks and Competencies
- Reasons for Failure or Success

#### Making Time to Manage

- Understanding Management Priorities
- Importance of Goal Setting
- Managing Time and Yourself

#### Managing People

- The Management Process
- Management Styles

#### Delegation and Work Allocation

- When and How to Delegate

#### Monitoring and Controlling

- Setting Objectives
- Effective Monitoring
- Appraisals, the Steps to Success
- Guide to Successful Counselling

#### Motivating Staff to Better Performance

- Understanding Motivation
- How to Motivate Staff Today
- De-motivation – Signs and Symptoms

#### Communication

- Learning to Listen
- Giving Effective Feedback
- Key to More Effective Meetings

#### Training and Developing Staff

- The Manager's Role in Training
- Establishing Training Needs

#### Problem Solving

- The Problem Solving Process
- Managing People Problems
- Better Decision Making

#### Action Planning

- Delegate Action Plans

#### 2017 VENUE AND DATES

##### Spearhead Training Centre, Oxfordshire

16-18 January

01-03 March

19-21 April

05-07 June

19-21 July

04-06 September

08-10 November

**COURSE FEE: £1,395**

*"Brilliantly put across information in a friendly and learnable way. - Tracy is the best! So much knowledge!" AC*



# MANAGEMENT SKILLS

*Management beyond the basics*

## A TWO DAY NON-RESIDENTIAL PROGRAMME

This course has been developed for managers who have experience of managing people but have received no formal management training, or who are looking for a refresher programme. Through a series of discussions, exercises and case studies, this action packed two days presents a review of modern management techniques to hone your skills.

### Programme Contents

#### Defining the Managers Role

#### The Mechanics & Dynamics of Management

#### Essential Management Skills

- Planning & Prioritising Work
- Setting Standards & Objectives
- Monitoring without Micromanaging
- Providing Effective Feedback

#### Managing Your Team

- Characteristics of Effective Managers
- Creating Successful Teams
- Communicating with the Team

#### Motivating People

- Review of Key Theories
- Practical Application

#### Better Delegation

- The Delegation Process
- Self-assessment
- Tips for Successful Delegation

#### Maintaining Staff Performance

- Reviewing Performance
- Empowering People
- Developing Your Team

#### Managing Problems

- The Problem Solving Process
- Counselling Skills

#### Action Planning

### 2017 VENUE AND DATES

#### Spearhead Training Centre, Oxfordshire

12-13 January

04-05 May

29-30 August

18-19 December

**COURSE FEE: £945**

#### Central London

15-16 March

04-05 July

24-25 October

**COURSE FEE: £995**

*"Very clear and concise.  
Some great teaching and  
feedback" HM*





# MANAGEMENT DEVELOPMENT PROGRAMME

*Business management for senior managers*

## A THREE DAY NON-RESIDENTIAL PROGRAMME

A course for experienced managers, designed to equip individuals with the business management skills needed for a senior management position. The programme covers the issues facing management in today's competitive and widening market environment.

### Programme Contents

#### The Senior Manager Today

- The Skills Needed
- Challenges Businesses Face
- Role of the Senior Manager
- Managerial Attributes
- Leadership Dimensions
- Qualities of Leaders
- Situational Leadership

#### Strategic and Business Planning

- Strategic Planning and Why
- Developing a Strategy and Business Plan
- Cascading the Plans for Action
- Managing Change
- Role of Project Management
- Critical Success Measures
- The Planning Cycle

#### The Three Fundamental Levels of Management

- Which Level do You Operate on?
- Practical Application

#### Recruiting the Right Staff

- The Recruiting Process
- Using Competencies and Selection Scoring
- Interviewing Techniques and Selection
- Validating the Recruitment Process

#### Getting the Best from Staff

- The Need to Develop People for High Performance
- Identifying Training Needs
- Setting Development Plans and Monitoring Progress
- Role of the Manager in Staff Motivation

#### Importance of Communication

- Key Communication Skills
- Making the Most of Meetings
- Power of Positive Language

#### Assessing and Monitoring Performance

- Setting Clear Objectives and Targets
- Assessing and Appraising Staff
- Feedback and Monitoring
- Dealing with People Problems
- Discipline Measures

#### Managing Time Effectively

- Taking Control
- Planning Aids and Techniques
- Controlling the Issues that Waste Time
- Using Delegation
- Recognising the Stress Issue

#### Action Planning

### 2017 VENUE AND DATES

#### Ettington Chase, Nr. Stratford-Upon-Avon

06-08 February

19-21 April

26-28 July

16-18 October

**COURSE FEE: £1,425**

*"I thoroughly enjoyed the course, it was made relevant and meaningful by Clive's attention to our needs and his experience." SE*



# EXECUTIVE LEADERSHIP PROGRAMME

*Leadership skills for senior managers*

## A THREE DAY NON-RESIDENTIAL TRAINING PROGRAMME

Leadership is about making things happen, putting your stamp on the future. Research clearly indicates that leadership skills can be identified and developed. This course shows you how.

### Programme Contents

#### Competitive Factors

##### The Leadership Audit

- How Do You Perform?

##### The Hallmarks of a Successful Team

##### The Challenge of Leadership

- Managing vs. Leading

##### Leadership and the 7 Stages of Business Growth

##### Leadership Style

- What is Your Natural Style?

##### Different Styles Create Different Team Climates

- Style Flexibility
- New Research

##### Organisation and Control

- Providing a Vision for Your Team
- Setting Objectives and Performance Criteria
- Getting "Buy In"

##### Practical Teambuilding Exercises

- Building Successful Teams

##### Working with the ORJI model

- An Essential Leadership Skill
- Pitfalls and How to Overcome Them

##### The Emotionally Intelligent Leader

- Knowing Yourself and the Impact You Have on Your Team

##### Team Learning Reviews

##### Communication Skills

- One of the Most Important Skills for a Leader
- Team Communication Needs

##### Growing and Strengthening Your Team

- The Four Key Stages, Which Stage is Yours?

##### Coaching: A Core Leadership Skill

- Demonstration
- Practice Using Live Problems

##### Self Appraisal and Image

##### Managing Change

- The Key Transitions
- Force Field Analysis
- Practical Steps

##### Motivating Your Team

##### Delegation

- Benefits, Blocks and Stages

##### Stress Management

- Symptoms: Self and Team
- Personal Assessment

##### Business Politics

- What Drives You?
- Different Drivers Mean Different Politics

##### Action Planning For You and Your Team

### 2017 VENUE AND DATES

#### Ettington Chase, Nr. Stratford-Upon-Avon

06-08 March

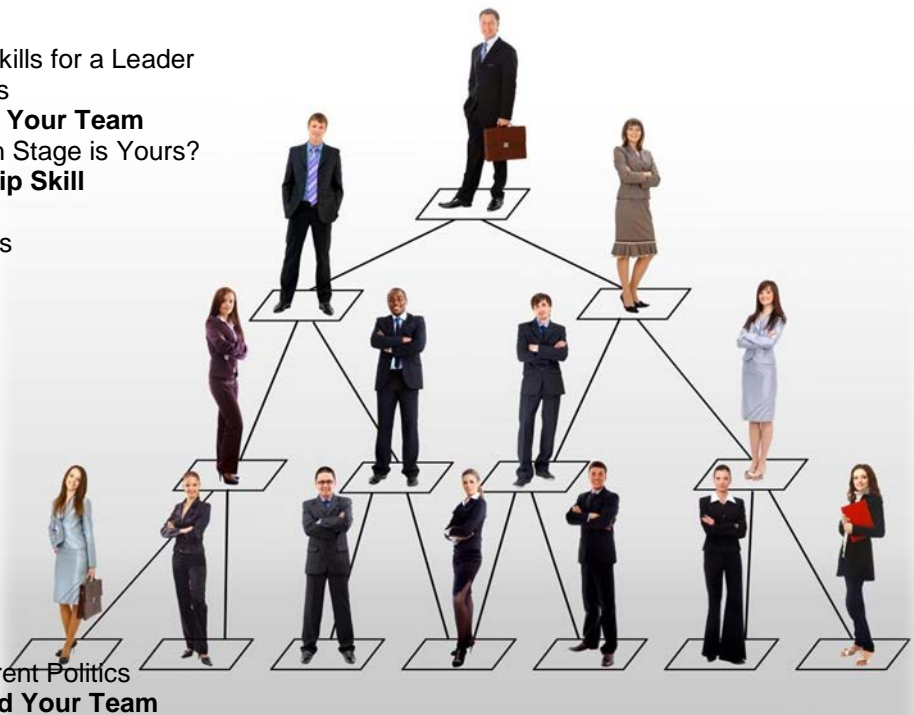
14-16 June

04-06 September

22-24 November

**COURSE FEE: £1,445**

*"The real life examples were so important to help me understand how I can use tools in practice. This was handled with real warmth, trust and I felt Clive really cared." SK*



# MANAGING THE SALES FORCE

*How to get the best from the sales team*

## A THREE DAY NON-RESIDENTIAL PROGRAMME

Salesforce performance depends directly upon the quality of management. This programme is all about leading your sales team to success through the application of sound managerial practice. The course has been designed specifically for all managers who have, or expect to have, responsibility for achieving sales results through others.

Delegates can expect to leave the course with the knowledge and confidence to tackle one of the toughest managerial assignments: that of leading a sales team.

### Programme Contents

#### **The Role of Management**

#### **Essential Functions of Management**

#### **Specifics of Sales Management**

#### **Leading a Sales Team**

#### **Sales Management Styles**

#### **Recruiting Sales Staff**

- Profiling Candidates
- Job Descriptions
- Conducting the Recruitment Interview

#### **Dealing With Difficult Sales People**

- Problems of Sales Staff Management
- How to Manage Different Sales People

#### **Developing Potential in the Sales Team**

- Challenges of Developing Sales Staff

#### **Training and Development**

- Identifying Training Needs
- Individual Development Plans
- Training & Development Techniques
- Conducting Field Based Coaching Sessions

#### **Building Sales Performance**

- Performance Management
- Setting Objectives
- Counselling and Appraisals
- Giving Feedback

#### **Effective Communications for Sales Managers**

#### **Team Meetings**

- Organising & Leading Effective Sales Meetings

#### **Motivating Sales Staff**

- Understanding Motivation
- Dealing with Demotivation

#### **Organising Sales Management Time**

#### **Forecasting & Planning the Sales Effort**

#### **Delegation**

- What, When & How

#### **Teambuilding**

- Actions to Improve Teamwork

#### **Action Planning**

### 2017 VENUE AND DATES

#### **Ettington Chase, Nr. Stratford-Upon-Avon**

08-10 February

11-13 April

07-09 June

07-09 August

02-04 October

06-08 December

**COURSE FEE: £1,425**

*"Very impressed indeed, great motivator, clear messages" RK*



# MANAGING REMOTE TEAMS

*Mastering virtual team management*

**A ONE DAY WORKSHOP**

Managing people at a distance creates unique challenges for managers, which are not always addressed by standard management courses. This workshop provides a framework, tools and techniques to help you master the art of managing a remote team.

## Programme Contents

### **The Challenge of Managing Remotely**

- Myths and Reality
- Critical Success Factors

### **Leading a Virtual Team**

- Your Role
- Overcoming the Culture Iceberg
- Effective Leadership Styles

### **Helping Your Team Succeed**

- How Virtual Teams Develop
- Developing Team Norms
- Building Trust

### **Communicating Effectively with Your Team**

- Disseminating Information
- Managing Virtual Team Meetings

### **Managing Performance**

- Measuring Team Performance
- Managing Individual Performance

### **Individual Action Plans**

### **2017 VENUE AND DATES**

**Spearhead Training Centre,  
Oxfordshire**

20 March  
28 July  
13 November

**COURSE FEE: £495**

**Central London**

06 January  
16 May  
19 September

**COURSE FEE: £525**

*"Very helpful."  
JH*





# POSITIVE PERFORMANCE MANAGEMENT

*Getting the best from your team*

## A ONE DAY WORKSHOP

One of the key functions of all supervisors and managers is to get the best performance from each member of their team. This one-day workshop looks at how to do this.

The main focus of this highly interactive workshop is on the positive actions that supervisors and managers can take to promote high performance. Case studies and exercises are used extensively to build skills.

### Programme Contents

#### **Positive Performance Management**

- Foundations of Good Performance Management
- Whose Responsibility?
- Understanding the Performance Cycle
- The Benefits of Getting it Right

#### **Encouraging Good Performance**

- Setting Standards and Expectations
- Effective Monitoring and Control
- Creating the Right Environment
- Motivating People

#### **Performance Reviews**

- Preparation & Planning
- Holding Effective Review Meetings
- Do's and Don'ts

#### **Turning Poor Performance Round**

- Understanding the Causes of Poor Performance
- Managing Difficult Conversations
- Giving Constructive Feedback
- Taking Positive Action

#### **Case Studies & Practical Exercises**

#### **Delegate Action Plans**

#### **2017 VENUE AND DATES**

##### **Spearhead Training Centre, Oxfordshire**

10 February  
03 April  
12 June  
04 August  
23 October  
07 December

**COURSE FEE: £495**

*"Very good,  
rounded session"  
CS*



# THE PERFECT PA

*Enhancing Executive Performance*

**A ONE DAY WORKSHOP**

For most organisations the most valuable resource is executive performance. This course is about executive teamwork. The PA takes responsibility for much of the organisation and co-ordination of an office. It is a task which calls for tact and diplomacy as well as effective communication skills. A good PA makes an enormous contribution to executive effectiveness and requires numerous professional skills to be successful in this role.

## Programme Contents

### What is Your Role?

#### Developing a Professional Image

- Characteristics of a Professional
- Improving your Credibility
- How to Develop Confidence and Self Esteem

#### How to Take on More Challenging and Responsible Activities

- Taking the Initiative and Making Decisions
- Key Steps to Solving Problems
- Setting Priorities and Smart Goals
- Delegating Creatively

#### Managing your Boss

#### Managing More than one Boss

#### Communication Skills to Enhance Your Value in the Workplace

- Listening Skills
- Giving and Getting Instructions
- Saying "No" Constructively

#### Handling Interruptions Well

#### Screening Callers

#### Reducing and Managing Stress

#### Goals for Your Job and Career

### 2017 VENUE AND DATES

#### Spearhead Training Centre, Oxfordshire

14 February  
04 April  
29 June  
01 September  
03 November

**COURSE FEE: £425**

#### Central London

10 January  
14 March  
25 May  
25 July  
11 October  
05 December

**COURSE FEE: £445**



*"Understood our needs  
and worked on them  
which was helpful."  
JJ*

# SALES COURSES

Sales are the lifeblood of your businesses, being the only activity that contributes to profit. But even the best business plans will go wrong if your sales team's selling and negotiating skills are not up to delivering the volume of business at the time it is needed and at prices that make sense.

Our range of sales courses has been specifically designed to develop delegate's skills, whatever their current level of performance. Our experienced tutors have enviable sales and sales management track records and bring this knowledge to every course – making the training practical and relevant. The number of attendees is strictly limited to ensure each delegate receives individual attention and guidance from the tutor so that their needs are fully met.

Every open course comes with a complete package of specialist post-training support, which means that you continue to reap the benefits of your investment long after your sales people return from the course.

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*A fast track introduction to the world of selling*
- 15 **Essential Sales Skills**  
*Improve your sales skills and close more orders*
- 16 **Advanced Sales Skills**  
*Master the challenge of high level selling*
- 17 **Account Management**  
*How to manage major accounts and build business partnerships*
- 18 **Sales Negotiation Skills**  
*Minimise concessions and conclude good deals in tough competitive markets*
- 19 **Telephone Sales**  
*The right way to build business on the telephone*
- 20 **Getting New Business**  
*The right way to develop new business opportunities*



# INTRODUCTION TO SELLING

*A fast track introduction to the world of selling*

## A TWO DAY NON-RESIDENTIAL PROGRAMME

This course will build a good foundation for those new to selling or for those who have not received sales training. It is for anyone who requires the knowledge and skills to work as a competent, professional salesperson. How to sell without resorting to high pressure techniques is the essence of professional selling as taught on this course. The principles of effective selling are clearly explained and delegates shown how to apply the principles in face-to-face situations with customers. This is a very intensive, participative programme in which delegates will be given individual exercises and guidance.

### Programme Contents

#### **Defining the Role of the Salesperson**

#### **The Consultative Sales Process**

#### **Why People Will Buy From You**

- Motivating Customers to Buy
- Identifying Potential Benefits to Customers

#### **Persuasive Communication**

#### **Making it Hard for the Competition**

#### **Developing Your Own Sales Plan**

#### **The Process of Customer Selection**

- Targeting the Right Customers

#### **The Importance of New Business**

#### **Preparing to Make a Sale**

#### **First Impressions**

- Selling Yourself
- The Sale Before the Sale

#### **Making Appointments**

#### **The Importance of Call Objectives**

#### **Structuring Customer Meetings**

#### **Opening the Sale**

#### **Establishing Customer Needs**

- Questioning Techniques
- Using the Spearhead WIN-CLIENT questioning model
- Building a Sales Case
- Creating Value for Money

#### **Presenting Your Sales Case**

#### **Answering Customer's Objections**

- The Different Kinds of Objections and Strategies for Dealing With Them.
- Price Handling Techniques

#### **Closing the Sale and Securing the Business**

#### **Your Personal Plan for the Future**

- What Each Delegate Needs to Work at to ensure His/Her Success

### 2017 VENUE AND DATES

#### **Spearhead Training Centre, Oxfordshire**

13-14 March

12-13 June

11-12 September

04-05 December

**COURSE FEE: £895**

#### **Central London**

05-06 January

03-04 May

26-27 July

25-26 October

**COURSE FEE: £945**

*"Overall pleased with how interactive the course was, kept me engaged and thinking." SF*



# ESSENTIAL SALES SKILLS

*Improve your skills and close more orders*

## A THREE DAY NON-RESIDENTIAL PROGRAMME

This course is for the salesperson who has some sales experience and who either has no previous sales training, or would like a refresher course to ensure they are using best practice. It is the ideal follow-on course to our "Introduction to Selling" programme.

The course presents the skills and techniques required by a successful salesperson in today's competitive business environment. The programme is highly participative, the course tutor building on the experiences of the delegates. The key points are reinforced with syndicate and practical exercises to ensure that they are seen in the context of each delegate's own business. The course is intensive and requires dedicated hard work by all delegates. Delegate numbers are restricted to ensure participation and individual tutor attention.

### Programme Contents

#### **The Professional Role of the Salesperson**

- The Actions of Successful Sales People

#### **Consultative Professional Selling**

- Sales Communication Skills

#### **Using the Benefit Concept Effectively**

#### **Developing New Business Opportunities**

#### **Beating the Competition**

#### **Your Own Sequence for a Planned Sale**

- Essential Preparation
  - Qualifying the Customer

#### **Making Appointments**

#### **Selling to Multiple Decision Makers**

#### **Creating the Right Impression**

#### **Opening Up the Sale**

#### **Identifying the Customer's Criteria for Purchasing**

#### **Building Customer Needs**

- Questioning Skills

#### **Making Effective Sales Presentations**

#### **Dealing With Difficult Questions**

#### **Handling Price Objections**

#### **Reacting to Buying Signals**

#### **Gaining Commitment**

#### **Effective Closing**

#### **Call Follow-up**

#### **Managing Sales Time Effectively**

#### **Territory Management**

#### **The Qualities for Success**

#### **Delegates' Next Action**

#### **Practical Exercises with Tutor Feedback**

#### 2017 VENUE AND DATES

**Spearhead Training Centre,  
Oxfordshire**

23-25 January

22-24 March

10-12 May

12-14 July

27-29 September

22-24 November

**COURSE FEE: £1,395**

*"Overall fantastic.  
Really enjoyable.  
Gained a lot!" PR*



## ADVANCED SALES SKILLS

*Master the challenge of high level selling*

### A TWO DAY NON-RESIDENTIAL PROGRAMME

This course is for the experienced salesperson who has a track record of success and seeks to become even more proficient. The course is suitable for those who sell complex solutions to multiple decision makers with long sales cycles. The programme covers selling techniques and strategies to maximise sales performance. Every salesperson will gain from the fresh perspective taken on this course and the chance to re-think their current working practices. This course is practical and pragmatic in content with considerable delegate participation.

### Programme Contents

**The Challenges of High Performance Selling**  
**Motivations for Buying**  
**The Nature of Need**  
**Selling Against Competitors**  
**Developing Client Plans**  
**Sales Strategies**  
**Professional Consultative Selling**  
**Building the Sales Case Using Spearhead WIN-CLIENT Process**  
**Advanced Persuasive Communication Skills**  
**Handling the Sales Meeting**  
**Selling Complex Solutions**  
**Managing a Long Sales Cycle**  
- Controlling the Cycle of Events  
**Multiple Decision Makers**  
- Analysis of the Buyer Roles  
- Dealing with Different Buyer Needs  
**Effective Sales Presentations**  
**Structuring the Sales Proposal**  
**Strategies for Dealing With Objections**  
**Winning the Business**  
- Decision Signals  
- Gaining Client Commitment  
- Advanced Closing Techniques  
**Positive Behavioural Techniques**  
**Getting the Best Possible Deal**  
**Personal Effectiveness for High Performance**  
**Professional Time Management**



#### 2017 VENUE AND DATES

**Spearhead Training Centre,  
Oxfordshire**

15-16 February

12-13 June

12-13 October

**COURSE FEE: £945**

**Central London**

05-06 April

15-16 August

18-19 December

**COURSE FEE: £995**

*"All areas were well  
presented and relevant  
to my requirements"  
PW*

# ACCOUNT MANAGEMENT

*Building business partnerships*

## A THREE DAY NON-RESIDENTIAL PROGRAMME

Ensuring your key accounts are well-managed is essential if maximum profitability is to be achieved. Today's Key Account Manager needs a clearly defined, timely and dynamic approach to the planning process not just for the present but especially for the future. This programme looks at the key strategic and operational processes as well as the marketing principles that will enable delegates to get the account management strategy right and develops the skills needed to do it.

### Programme Contents

#### **The Role of a Successful Key Account Manager**

-Key Skills

#### **The Process of Account Management**

#### **The Needs of an Account**

- The Hierarchy of Needs

#### **Designing and Presenting Winning Proposals**

#### **Stakeholder Mapping**

#### **Situational Analysis**

#### **Preparing Your Strategy**

- Strategic Thinking and Strategic Planning  
- Creating Strategies Aligned with Business Aims

- Developing Initiatives  
- Driving Accounts Using Creativity

#### **Developing Account Plans**

- Vision Statements  
- Objective Setting  
- Actions for Implementation  
- Measuring Progress Against Objectives

#### **Marketing Tools for Account Management**

#### **Managing Account Relationships**

- How and Why People are Influenced by Different Factors  
- Building Relationships with Different People Types

#### **Building Business Partnerships**

#### **Managing Account Meetings**

- Use Your Agenda to Your Advantage  
- Setting Priorities for Account Meetings  
- Demonstrating Supplier Success

#### **Creating and Presenting the Persuasive Business Case**

- Influencing Decision Makers

#### **Negotiating with Accounts**

- Maximising Negotiation Opportunities  
- Action plans

#### 2017 VENUE AND DATES

**Spearhead Training Centre,  
Oxfordshire**

01-03 February

03-05 April

24-26 May

07-09 August

04-06 October

11-13 December

**COURSE FEE: £1,425**

*"Good fun and I got a lot from it"*  
RL

# SALES NEGOTIATION SKILLS

*Minimise concessions and conclude good deals in tough competitive markets*

## A THREE DAY NON-RESIDENTIAL PROGRAMME

Buyers are becoming increasingly proficient at negotiating with suppliers and are demanding ever-greater concessions. Only those sales people who are truly adept at negotiating will be able to close deals that maintain profitability. This course is considered absolutely essential for the more experienced sales executive selling products or services where negotiation is part of the process. It is an advanced level course designed to hone the skills and techniques needed for successful sales negotiations. Delegates will have plenty of opportunity to practice the principles learnt during this participative programme.

### Programme Contents

#### Enhancing the Sales Proposal/Proposition

#### Establishing Client Requirements using the Spearhead WIN-CLIENT Model

#### Establishing Value for Money

#### Techniques for Presenting Price

#### Presenting the Sales Case

#### Valuing Benefits

#### Dealing with Difficult Questions

#### Objection Handling

#### Gaining Commitment

#### When Selling Becomes Negotiating

#### Communications and Body Language

#### Negotiating Styles

- Analysing Your Own Style

#### The Principles of Negotiation

#### Characteristics of a Successful Negotiator

#### Preparing for a Negotiation

- Pre-Negotiation Research
- Planning the Negotiation Strategy
- Setting Objectives
- The Four Stages of a Negotiation
- Estimating the Variables
- Costing Concessions
- Establishing Your Bottom Line

#### Negotiation Techniques

- Creating the Right Climate
- Opening The Negotiation
- Establishing the Negotiation Parameters
- Trading Concessions
- Winning Outcomes

#### Dealing with Conflict in Negotiation

#### The Effect of Giving a Discount

#### Avoiding the Common Mistakes

#### Negotiating in Competitive Markets

#### Negotiating with Skilled Buyers

#### Confirmation and Contracts

#### Practical Exercises with Individual Feedback and Review

#### Self Development Techniques for the Future

#### 2017 VENUE AND DATES

#### Spearhead Training Centre, Oxfordshire

16-18 January

15-17 March

22-24 May

17-19 July

11-13 September

01-03 November

13-15 December

**COURSE FEE: £1,425**

*"All areas were covered in very good detail"*  
CT





# TELEPHONE SALES

*The right way to win business on the telephone*

## A ONE DAY WORKSHOP

Selling by telephone is arguably more difficult than face to face selling. This course covers all key aspects of telephone selling - from cold calling to appointment making, objection handling and closing the sale. It is the perfect course for those who have to react positively and be able to persuade pleasantly. Mastering the art of selling by telephone requires an understanding about why and how people make decisions to buy. To positively influence others, one must know about effective sales techniques and make sure that high pressure tactics are not used. A good telephone manner is obvious, but there is a lot more to it than just remembering to smile.

### Programme Contents

**The Vital Importance of First Impressions**  
**Telephone Tactics**  
**Your Voice**  
**Questioning Techniques**  
**Listening Skills**  
**Why People Buy**  
**Planning Outgoing Calls**  
**Making Cold Calls**  
**Reaching The Decision Maker**  
**Making Appointments**  
**Opening a Call Positively**  
**Using Benefits Effectively**  
**Establishing Needs**  
**Building Your Case**  
**Dealing with Questions**  
**Handling Objections**  
**Closing the Call and Securing the Business**  
**Practical Exercises**  
**Individual Self Development**

### 2017 VENUE AND DATES

**Spearhead Training Centre,  
Oxfordshire**

03 January

12 May

18 September

**COURSE FEE: £495**

**Central London**

01 March

05 July

07 November

**COURSE FEE: £525**

*“Practical exercises  
were excellent”  
LC*



# GETTING NEW BUSINESS

*The right way to develop new business opportunities*

## A ONE DAY WORKSHOP

This one-day workshop is a fast paced sales training programme for those seeking to develop new business. The course will provide a planned approach to developing new business as well as a boost in terms of improved confidence.

Learning the hard way on the job can be slow and very demoralizing. This course will accelerate the learning process tenfold. It therefore represents an excellent investment for anyone seeking to develop new business opportunities.

The course covers all the key aspects of getting new business and includes a series of exercises to develop each delegate's approach with individual tutor guidance to ensure best practice.

### Programme Contents

#### **The Challenges of New Business Sales**

#### **Reasons for Buying**

#### **Prospecting for New Business**

- Finding Prospects
- Developing Hot Prospects

#### **Pre-call Planning and Preparation**

- Preparing Your Approach
- Developing the Right Mental Attitude

#### **Cold Calling**

- Creating the Right First Impression
- The Structure of the Call
- Using Attention Getting Statements
- Avoiding the Common Mistakes
- Handling Objections
- Making Appointments

#### **Getting Through To The Decision Maker**

- Dealing with Receptionists and PA's
- Identifying the Key Personnel

#### **Opening the Meeting Effectively**

#### **Building Your Sales Case**

#### **Gaining Commitment**

#### **Practical Exercises**

#### 2017 VENUE AND DATES

#### **Spearhead Training Centre, Oxfordshire**

30 January

05 May

12 July

26 September

**COURSE FEE: £495**

*"Whole day was well laid out. Richard was very clear and concise." PH*



# BUSINESS SKILLS COURSES

The amount of time for which knowledge remains valid is constantly diminishing. Regular training and re-training thus plays an increasingly important role in ensuring information and skills are kept up to date.

Our range of business skills courses cover a spectrum of disciplines, forming a core of key skills needed by nearly all job roles. Each course contains the latest information and has been developed to help delegates excel at that particular discipline and so improve their own performance and contribution.

The courses are run by tutors who are passionate about the subject matter and who are experts in their particular fields. Delegate numbers are strictly limited to ensure that you receive individual attention and feedback from your tutor.

Every open course also comes with an extensive package of specialist post-training support designed to continue your learning and development long after your attendance on the course.

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- 22 **Assertiveness Skills**  
*The art of confident communication*
- 23 **Effective Written Communication**  
*Create clear, concise, results focused messages*
- 24 **Financial Awareness**  
*Everything you need to know about finance for the non-specialist*
- 25 **Persuading & Influencing Skills**  
*How to reach positive outcomes*
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*Master techniques for maximum impact*
- 27 **Project Management Workshop**  
*Introduction to project management techniques*
- 28 **Time Management**  
*Top techniques for busy people*



# ASSERTIVENESS SKILLS

*The art of confident communication*

## A ONE DAY WORKSHOP

The ability to respond confidently and assertively is a key business skill. Assertive people are more effective at work and better able to handle what might be considered difficult situations. This fascinating and practical workshop is for everyone: it will give you the techniques to improve your assertiveness and build your confidence so you are able to say the right thing at the right time.

### Programme Contents

#### What is Assertiveness?

- What It is Not
- Why We Need It
- Assertive Aims

#### Building Self-Confidence

- What is Self-Confidence?
- How People Become Confident
- The Four Fears
- Conquering Your Fears and Doubts
- Handling Unproductive Feelings

#### How to be Assertive

- Becoming More Assertive
- Your Assertive Rights
- Choosing the Right Words
- Assertive Body Language

#### Assertiveness Techniques

- Making Assertive Requests
- Disagreeing Constructively
- Dealing with Criticism
- Responding to Put-downs
- Saying No
- Fogging
- Broken Record
- Consequence Assertion

#### Working With Assertiveness

- Working with Non-Assertive People
- Handling Difficult Situations
- Your Plans for Future Self Development

#### 2017 VENUE AND DATES

**Spearhead Training Centre,  
Oxfordshire**

09 March  
13 June  
24 August  
01 December

**COURSE FEE: £425**

**Central London**

24 January  
25 April  
11 July  
17 October

**COURSE FEE: £445**

*"All areas were covered well and in depth with practical exercises to back up the theory."  
SW*





# EFFECTIVE WRITTEN COMMUNICATION

*Create clear, concise, results focused messages*

## A ONE DAY WORKSHOP

Everyone in business has to write - whether e-mails, letters, reports or proposals - and those who want to excel in written communication should attend this fun and informative workshop.

The workshop focuses on the key principles of written business communication and provides positive guidelines for writing so that your communication is effective.

### Programme Contents

#### **The Impact of Poor Communication on Business**

#### **Principles of Effective Business Writing**

- Deciding When to Write
- The 7 C's of Written Communication
- The 4 Stages of Writing

#### **Getting the Purpose Clear**

- Delivering the Key Message
- Creating Logic and Sequence

#### **Writing External Business Correspondence**

- Creating the Right Impression
- Using the Correct Greeting and Close
- Structure and Layout Considerations

#### **Improving Internal Correspondence**

- E-Mail Etiquette
- Better Reports

#### **Choosing the Right Words**

- Active and Passive "Voice"
- Making Bad News Sound Better

#### **Punctuating Appropriately**

#### **Putting It Into Practice**

- Practical Exercises to Improve Skills

#### **Your Action Plan**

#### **2017 VENUE AND DATES**

#### **Spearhead Training Centre, Oxfordshire**

06 February

02 June

21 September

12 December

#### **COURSE FEE: £425**

#### **Central London**

11 April

13 July

31 October

#### **COURSE FEE: £445**

*"Really pleased this  
course was what I  
needed"  
PP*



# FINANCIAL AWARENESS

*Everything you need to know about finance for the non specialist*

## A TWO DAY NON-RESIDENTIAL PROGRAMME

Successful managers, marketing and sales people can be even more effective given a better understanding of the commercial considerations that interact with their own discipline. This programme is ideal for those who recognise the benefit of understanding how the financial side of the business operates. The course takes a practical, pragmatic view of money matters and translates the jargon, conventions and formats of accounting so that they become useful tools for the delegate. Case study work and practical exercises form an important part of this programme reinforced by tutor led discussions.

### Programme Contents

#### Finance – It's Part of the Marketing Mix

##### The Cash Flow Cycle

- Lots of Business – and How to Go Bust
- Working Capital – How It Is Used
- Cash Flow and Profits

##### How Costs are Quantified

- Costs of Production and Selling
- Absorption Costing
- Marginal Costing
- Standard Costing

##### Understanding the Statutory Accounts

- The Profit and Loss Account
- The Balance Sheet
- Cash Flow Statement
- Accounting Conventions

##### Management Accounts

- The Vital Management Tool
- Cash Flow Forecasts

##### Analysing Accounts

- Using Ratios to Analyse Performance
- Making Inter-Firm Comparisons
- Using Data to Make Decisions

##### The Evaluation of Financial Risk

- Discounted Cash Flow

##### Forecasting and Budgets

- What Forecasts do We Need
- How to Make Better Forecasts
- Using Forecasts to Decide the Budget
- Zero Based Budgeting

##### Pricing

- Factors Affecting Price
- Elasticity of Demand
- Pricing Methods
- Volume, Price and Contribution

#### 2017 VENUE AND DATES

##### Spearhead Training Centre, Oxfordshire

19-20 January  
12-13 April  
28-29 September

**COURSE FEE: £895**

##### Central London

01-02 March  
11-12 July  
01-02 November

**COURSE FEE: £945**

*"I found the course very useful - it has significantly helped demystify basic accounting"*  
TW

# PERSUADING AND INFLUENCING SKILLS

*How to reach positive outcomes*

## A ONE DAY WORKSHOP

The course is designed for people who have to positively influence others to achieve satisfactory outcomes. The course covers how to communicate persuasively without resorting to high pressure tactics. Delegates will learn how to develop a rapport and build agreement through persuasive techniques. Delegates will also discover how they can negotiate with people and reach satisfactory outcomes that both parties find acceptable.

### Programme Contents

**The Principles of Influencing People**  
**Persuasive Communication Skills**  
**Finding Out What Others Want**  
**The Art of Using Conversational Questions**  
**Using Summaries to Help Understanding**  
**Structuring the Conversation**  
**Your Communication Style**  
**How to “Sell” Your Ideas to Others**  
**How to Deal With Conflict and Disagreement**  
**Using Empathy**  
**Positive Behavioural Techniques**  
**Delivering a Difficult Message**  
**Dealing with Objections & Challenging Questions**  
**The Principles of Negotiation**  
**Achieving Mutually Satisfactory Outcomes**  
**Getting Agreement**  
**Monitoring Agreed Action Plans**  
**Action Plans**

### 2017 VENUE AND DATES

**Spearhead Training Centre,  
Oxfordshire**

17 February

22 May

21 August

30 November

**COURSE FEE: £425**

**Central London**

24 January

06 April

04 July

05 October

**COURSE FEE: £445**

*“Will recommend for  
future use”  
TC*



# PRESENTATION SKILLS

*Master techniques for maximum impact*

## A TWO DAY NON-RESIDENTIAL PROGRAMME

It is widely recognised that speaking to groups is one of the most difficult tasks to accomplish with distinction. Yet mastering the ability to present well can significantly enhance your career. This course will teach you how to prepare and deliver powerful and memorable presentations.

### Programme Contents

#### Powerful Presentations

- Key Principles
- Planning Considerations
- Understanding Audience Psychology
- Generating a Flow of Creative Ideas

#### Preparing Your Presentation

- Fitting Together the Pieces
- Using Logic & Sequence
- 10 Good Ways to Start
- Memorable Endings
- Notes and Memory Aids

#### Preparing & Using Visual Aids

- Visual Aids: Do's and Don'ts
- Presenting with Powerpoint \*™

#### Presenting Yourself

- Conquering Nerves and Projecting Confidence
- Projecting Your Voice
- Presenting With Style
- Managing Interruptions
- Dealing With Questions

#### Finishing Touches

- Practical Exercises
- Delegate Presentations: Using CCTV with Tutor Feedback
- Self Improvement Techniques For The Future

#### Personal Action Plans



#### 2017 VENUE AND DATES

##### Spearhead Training Centre, Oxfordshire

06-07 March

26-27 June

19-20 October

**COURSE FEE: £895**

##### Central London

03-04 January

26-27 April

08-09 August

13-14 December

**COURSE FEE: £945**

*"Really improved my  
confidence and  
technique"*  
KB



# PROJECT MANAGEMENT WORKSHOP

*Introduction to project management techniques*

## A ONE DAY WORKSHOP

This one day workshop is designed for those who have to support, participate in, or run projects. It has been designed to give a fast track introduction to the skills and techniques needed and will help you to add more value to your role.

### Programme Contents

#### Understanding Projects

- What is a Project?
- The Project Lifecycle
- The Importance of Good Project Management

#### Getting Started

- Starting a Project
- Do's and Don'ts

#### Introduction to Project Planning Tools

- WBS
- Gantt Charts
- Networks

#### Working With The Project Team

- Roles & Responsibilities
- Making Time for Project Work
- Managing the Conflicts that Can Arise

#### Successful Projects Checklist

#### Action Plans

#### 2017 VENUE AND DATES

##### Spearhead Training Centre, Oxfordshire

06 April  
21 August  
30 November

**COURSE FEE: £425**

##### Central London

02 February  
08 June  
26 October

**COURSE FEE: £445**

*"Great fast track  
introduction to  
managing projects"  
BM*



# TIME MANAGEMENT

*Top techniques for busy people*

## A ONE DAY WORKSHOP

Time: the most valuable resource available. If you find yourself complaining that "There are not enough hours in the day..." then this is the course for you. The potential to achieve more in your job and career is influenced by how well you manage time.

This is a participative programme in which delegates will be given a series of individual exercises and guidance on improving their use of time.

This course will challenge how you work: it will help you regain control.

### Programme Contents

#### **Time Management and Success**

- What or Who Controls Your Time
- Principles of Time Management
- Self Control and Discipline

#### **Identifying Your Objectives**

- What do you Want to Achieve?
- Importance of Goal Setting

#### **Time and Planning**

- Using Planning Aids
- Prioritising – Problems and Solutions
- Developing Yearly, Monthly, Weekly & Daily Plans

#### **Time and Work Behaviour**

- How to Analyse Your Work Behaviour
- Choosing the Right Time
- Your Prime Time

#### **Managing the Time Robbers**

- Self and the Environment
- Organising Yourself

#### **Managing the People who Impact on Your Time**

- Managing Expectations
- Learning to Say No

#### **Action Planning**

- Your Intentions for the Future, Starting Tomorrow
- Tips for Keeping on Track

#### **2017 VENUE AND DATES**

##### **Spearhead Training Centre, Oxfordshire**

21 March  
03 August  
04 December

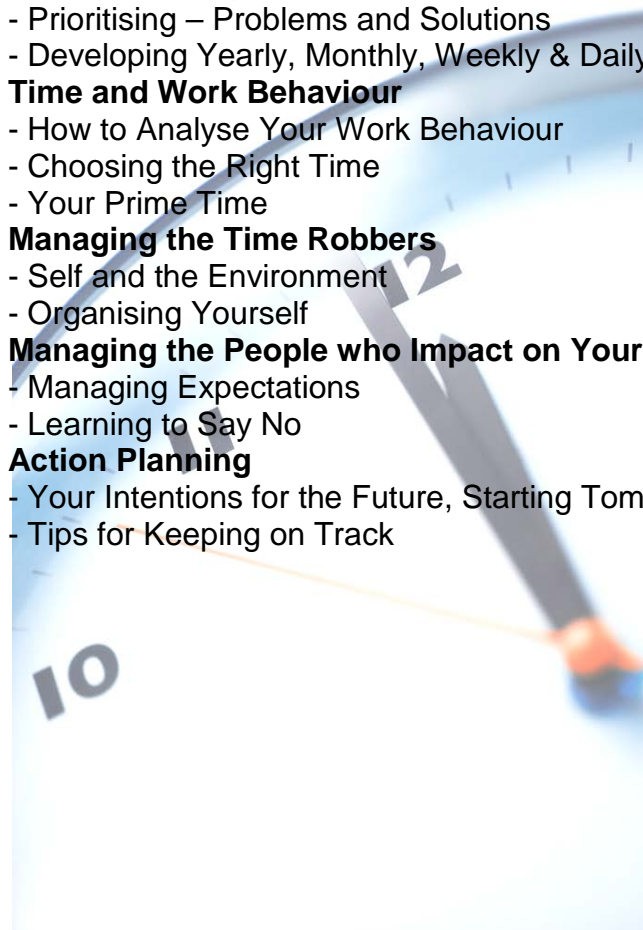
**COURSE FEE: £425**

##### **Central London**

26 January  
09 May  
12 October

**COURSE FEE: £445**

*"Answered all my  
questions, well thought  
out and clear"  
EK*



# FAST MOVING CONSUMER GOODS COURSES

The FMCG market is highly competitive and requires a professional approach to achieve successful outcomes. The courses in this section have been designed and developed to help delegates succeed in their job role by providing them with a structured approach to each discipline.

The courses are run by tutors with both considerable experience and a track record of success in this sector. They are dedicated experts who, as you would expect, take pride in staying on top of changes in retailer strategies and market status.

These specialist courses are an essential requirement for success in this field and are worth years of learning on the job. They represent a sensible investment in the development of key personnel that will improve business performance.

Page

- 30 **Category Management**  
*Making category management work for you*
- 31 **National Account Management**  
*The definitive course for national account managers*



# CATEGORY MANAGEMENT

*Making category management work for you*

## A TWO DAY NON-RESIDENTIAL PROGRAMME

This course is designed for National Account Managers, Business Account Managers, Sales Managers, Marketeers, Retail Buyers and Merchandisers wishing to gain a thorough understanding of Category Management. It will also benefit cross-functional team members (e.g. logistics, finance, production, I.T.) wanting to understand the terminology and processes used by commercial colleagues and highlight the part they have to play.

Delegates will examine each stage of the Category Management process, associated issues and techniques, and the need for a faster more results-orientated process. Also, how to make research and analysis more effective and the necessity of producing practical plans that deliver results.

### Programme Contents

**Category Management Origin, Definition & Core Principles**  
**Current Status & Issues with Category Management in the U.K.**  
**The Benefits of Adopting Category Management Principles**  
**Building Sustainable Collaborative Relationships**  
**Making the Eight Step Process More Effective**  
**Developing Category Strategies**  
**Delivering Actionable Results & Improved Performance by Focusing on What the Consumer Really Wants**

- Defining categories
- The category role
- Category assessment
- Identifying opportunities
- Building category plans

**Category Tactics**

- Developing Tactics for Pricing, Promotion, Range, Merchandising & Supply Chain

**Making Consumer Research & Data Analysis More Cost Effective**  
**Developing Well Focused Category Strategies & Tactics to Satisfy Target Consumers & Gain Competitive Advantage**  
**Best Practice Examples to Improve Implementation In-store**  
**Simplifying the Way Forward for Category Management**  
**Making Category Management a Day-to-day Activity**  
**Individual Action Plans**

#### 2017 VENUE AND DATES

**Spearhead Training Centre,  
Oxfordshire**  
30-31 January  
27-28 April  
07-08 August  
30-31 October

**COURSE FEE: £995**

*"Whole course was detailed and has highlighted as a business where we can improve." DN*





# NATIONAL ACCOUNT MANAGEMENT

*The definitive course for national account managers*

## A TWO DAY NON-RESIDENTIAL PROGRAMME

This programme is designed for National Account Managers and Key Account Managers. The course is also suitable for Regional Account Managers and National Account Executives being groomed for NAM status. Delegates will leave understanding the role and responsibilities of the National Account Manager. The course will provide a clear structure for business analysis and business planning and will help delegates develop their analytical, commercial and one-to-one presentation skills.

### Programme Contents

#### **The Role, Responsibilities and Accountabilities of a NAM**

#### **Critical Customer Information and Account Files**

#### **Buyer Needs, Demands and Strategy**

#### **Culture and Values**

- Becoming a Strategic Supplier

#### **Measuring Value and Trust**

#### **Financial Analysis of the Major Customer**

#### **Strategic Business Management**

#### **The Structured Business Interview**

- The Business Review

#### **Negotiations with National Accounts**

- Planning the Negotiation Strategy, Valuing Concessions

- Analysing the Cost vs. Benefits of Promotional Investment

#### **Individual Action Plans**

#### 2017 VENUE AND DATES

#### **Spearhead Training Centre, Oxfordshire**

16-17 February

24-25 April

03-04 July

13-14 September

16-17 November

**COURSE FEE: £995**

*"All subject areas dealt with well – relevant and real" KD*



# VENUE DETAILS

The training venue makes an important contribution to your enjoyment and assimilation of course content. It follows that we use our own centres or select venues with great care to ensure that they come up to our high standards. All of our venues are easy to get to, whether by public transport or by car.

**SPEARHEAD REGIONAL TRAINING CENTRE  
18/19B CHERITON HOUSE  
CROMWELL PARK  
CHIPPING NORTON  
OXFORDSHIRE  
OX7 5SR**



Our regional training centre was opened in 2006 and has proved very popular with delegates. It has been specifically created to provide an atmosphere which is conducive to learning, ensuring every delegate feels relaxed and is able to give their very best.



**SPEARHEAD LONDON TRAINING CENTRES  
CENTRAL LONDON**

Our Central London Training centres offer a superior training environment and are all conveniently located in central London close to public transport links.

## OTHER TRAINING CENTRES USED BY SPEARHEAD TRAINING:

**HORWOOD HOUSE  
LITTLE HORWOOD,  
MILTON KEYNES  
BUCKINGHAMSHIRE  
MK17 OPH**

Horwood House is a dedicated conference and training center offering an excellent standard of accommodation, catering and business facilities.



**ETTINGTON CHASE  
CONFERENCE  
CENTRE,  
ETTINGTON,  
STRATFORD-  
UPON-AVON,  
CV37 7NZ**

This dedicated conference centre, which is used for open courses, provides an ideal training environment coupled with quality accommodation and excellent catering to make the perfect environment for intensive learning. Conveniently situated close to major rail, air and road transport links.



# IN-COMPANY TRAINING

*Let us train your people and they will perform better.*



Training is all about improving performance and making the most of the people in your business. Failure to realise peoples' full potential is demoralising for your team and commercial suicide in today's competitive markets.

Our in-company training is a particularly cost effective way of achieving the results you want in the shortest possible time frame.

Any of the open courses in this brochure can be presented exclusively for your own people. We can work on your premises, at a venue of your choice, or at one of our own centres.

In addition to our open courses, we also have a wide range of standard programmes that we run on an in-company basis, examples of these are given below.

This training method is very popular and has the advantage that the cost is usually less per delegate than if everyone attended the equivalent open course.

## **TAILORED TRAINING THAT MEETS ALL YOUR NEEDS**

Our team of Course Directors and dedicated Tutor Team, together with our network of Associates, enables us to prepare and deliver a very wide range of tailored training programmes.

Tailored training is the natural choice where the training need is likely to be special, e.g. when particular emphasis needs to be given to one particular area of knowledge or behaviour.

Tailoring ensures that the material is completely relevant and makes the best use of training time.

We can tailor material in two ways:

**Level 1:** Standard materials can be edited and tailored for your company.

**Level 2:** Bespoke courses can be designed, with material developed and specially written for your company.

## HOW MUCH DOES IT COST?

The actual cost of in-company tailored training depends on the number of delegates, start and finish times, how much preparatory work is needed, equipment required etc.

Of course we consider the likely size of any training requirement: a guaranteed contract for 250 training days will be priced more keenly than a one off one day exclusive workshop.

We will confirm the price and schedule for each project after an initial discussion. No charges are ever made unless agreed with the client in advance.

We do not charge for initial discussions on likely training needs.

Once the programme has been accepted, we start the detailed work of assembling, adapting or writing the actual course synopsis and support materials.

A more detailed look at our approach to working in partnership with you is described on the following page.





# WORKING IN PARTNERSHIP

The key to successful in-company tailored training is flexibility. We work with you in the way that you prefer. For many of our clients this means delivering a single course or workshop and that is all. At the other end of the spectrum is a complex contract where we prepare, deliver, review and carry out most of the administration.

Assignments go through the following stages, not all stages are appropriate to every project. Every client is in some way unique.

## **Stage 1. You make an enquiry**

Some enquiries are fully detailed tender documents others are simply an idea, (often not too focused at this stage). This is fine, the earlier we talk the more input we can make and this will increase opportunities to make the training more effective and efficient. Sometimes training is not the solution and we will say so.

## **Stage 2. We Respond.**

Usually one of our Course Directors will ring you back and an initial discussion will take place over the telephone.

## **Stage 3. A Briefing Meeting**

It is essential for us to get the facts from you as we cannot assimilate your style, culture and philosophies from a distance. Over the years we have found an early meeting saves everyone's time irrespective of the outcome. We make no charge for these early exploratory meetings.

## **Stage 4. Field Work**

At this stage it may be necessary to conduct an audit or research in order to make a proposal. Often this step is after the proposal has been made and may be part of the preparatory process.

## **Stage 5. A Detailed Proposal**

Simple, or complex, we put forward what we believe needs doing, how we are going to do it, costs and suggestions for ensuring effectiveness.

## **Stage 6. Preparatory Work**

One of the keys to Spearhead Training's success. We take more trouble than most to get it right. This shows up in the



repeat business that comes from clients. Over 90% (even though they may only initially ask us for one programme) invite us to carry out further work with them. It also enables us to give our simple guarantee which is: “You will be totally satisfied with all Spearhead Training work”.

### **Stage 7. Deliver the Training**

Sometimes coupled with other work, such as field visits. Maybe just one programme lasting months or even years. Whatever it is we work to ensure that the programme objectives are met.

### **Stage 8. Review**

Many review methods, techniques and processes are possible. We work with you using those appropriate to the contract. Often feedback from review meetings helps focus management on the future direction.



## **EXAMPLES OF COURSES RUN ON AN EXCLUSIVELY IN-COMPANY BASIS**

These courses are examples of the types of courses that can be run on an in-company basis. More examples can be found on our website. To discuss your in-company training requirements simply call us on +44 (0) 1608 644144

<b>Management</b>	<b>Marketing</b>	<b>Sales &amp; Sales Management</b>	<b>Business Skills</b>
<ul style="list-style-type: none"> <li>• Appraisal Skills</li> <li>• Management Skills</li> <li>• How to Manage Difficult People</li> <li>• Call Centre Management</li> <li>• Introduction to Management</li> <li>• Management Development Programme</li> <li>• Managerial Negotiating Skills</li> <li>• Advanced Management Training</li> <li>• Managing the Sales Force</li> <li>• Managing the Sales Office</li> <li>• New Style Management</li> <li>• PA's Guide to Management</li> <li>• Perfect PA</li> <li>• Supervisory Skills</li> <li>• Teambuilding &amp; Effective Leadership Skills</li> <li>• Time Management</li> <li>• Team Leader Training</li> <li>• Budgeting</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Relations Management</li> <li>• Developing Marketing Strategies</li> <li>• Exploiting E-Commerce</li> <li>• Introduction to Marketing</li> <li>• Marketing on the Internet</li> <li>• Public and Press Relations</li> <li>• Preparing a Marketing Plan</li> <li>• The Secretary &amp; PA's Guide to Marketing</li> <li>• Tele-Marketing</li> <li>• Working on an Exhibition Stand</li> <li>• Direct Mail</li> <li>• Forecasting</li> <li>• Niche Marketing</li> <li>• Preparing Marketing Plans</li> <li>• Pricing for Profitability</li> <li>• Public Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Selling Skills</li> <li>• Basics of Selling</li> <li>• Developing Major Accounts</li> <li>• Key Account Management</li> <li>• Sales Negotiation Skills</li> <li>• Essential Sales Skills</li> <li>• Introduction to Selling</li> <li>• Selling by Telephone</li> <li>• Selling Capital Goods &amp; Services</li> <li>• Selling Information Technology Solutions</li> <li>• Selling Through Distributors</li> <li>• National Account Management</li> <li>• Selling Complex Solutions</li> <li>• Selling Services</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Presentation Skills</li> <li>• Assertiveness Workshop</li> <li>• Buying Skills</li> <li>• Coaching Skills</li> <li>• Financial Awareness</li> <li>• The Neuro-Linguistic Programme</li> <li>• Personal Efficiency Programme</li> <li>• Presentation Skills</li> <li>• Project Management – methods and techniques</li> <li>• Project Management – people management skills</li> <li>• Telephone skills Training</li> <li>• Training the Sales Trainer</li> <li>• Answering the Telephone</li> <li>• Business Proposal Writing</li> </ul>

## Management

- Delegation
- Decision Making
- Experienced Manager's Workshop
- Empowerment
- Interviewing Skills
- Communication Skills
- Leadership Training
- Management Strategy Workshop
- Managing Customer Care
- Executive Training
- Managing Meetings
- Chairing Meetings
- Negotiating Skills
- Project Management
- Strategic Leadership Skills
- Strategy Workshop
- Teamwork – Activity Based
- The Service Manager's Course
- Total Quality Management
- Managing Change
- Understanding & Using Management Accounts

## Marketing

- Sales Promotion
- Selling More by Marketing
- Strategies & Planning
- Telephone Marketing Workshop

## Sales & Sales Management

- Managing the Sales Force
- Managing the Sales Office
- Sales Communication Skills
- Developing Selling Skills
- Finance for the Non-Financial
- Making Effective Sales Presentations
- Managing your Sales Territory
- Recruiting Salespeople
- Advanced Negotiating Skills
- Tele-Sales Workshop
- Selling from Exhibition Stands
- Selling to Industry
- Professional Sales Skills
- Account Management
- Category Management
- Time Management for Salespeople
- Territory & Customer Management
- Training Sales Staff
- NLP for Sales People

## Business Skills

- Business Writing Skills
- Customer Contact Skills
- Dealing with Complaints & Aggression
- Handling Complaints
- Making Customer Care Work
- Personal Success
- Positive Attitudes at Work
- Problem Solving
- Report Writing
- Stress Management
- The Personal Efficiency Programme
- Minute Taking
- Persuading and Influencing Skills



More examples of in-company courses can be found on our website.



# TRAINING METHODS & STYLE

## WELL PREPARED AND PROFESSIONAL TRAINING MATERIALS

Whether you are a small “start-up” company, or a large multinational you require a training partner who is committed to providing you with the best quality training available. That partner is Spearhead.

We will never “cut corners” on quality. Our process of continual review and improvement ensures our training materials are updated with the latest information and market trends. As a result our courses are at the leading edge of change and innovation and relate to the real life work situation.

## TOP QUALITY TRAINING DELIVERY

Part of the Spearhead philosophy is that it is the tutor’s job to ensure that training points can be directly related to the delegates work. Our tutors have been carefully chosen for their ability to deliver top quality training in the training room, and for being able to “walk the talk” in front of delegates.



Our tutor team view themselves as consultants - working with delegates to enhance performance and achieve common objectives, rather than lecturers simply presenting a topic. As a result our courses are both challenging and supportive, providing a high performance, high learning environment.

We use a variety of proven training methods that take into account different learning styles and stimulate adult learning, including:

- ✓ Participative tutor led discussion.
- ✓ Individual and syndicate exercises with review and tutor feedback.
- ✓ Case studies that allow delegates to review different scenarios and identify how they would deal with them.
- ✓ Self and team assessment questionnaires.
- ✓ Learning games.
- ✓ Multiple-choice quizzes.
- ✓ Role-plays and simulations.
- ✓ Individual coaching and tutor feedback.

## EXCEPTIONAL LEVEL OF POST-TRAINING SUPPORT

All open course delegates receive a comprehensive package of support, including e-train – our unique training support modules – as well as access to our dedicated delegate support line.

# QUALITY ASSURANCE PROCESS

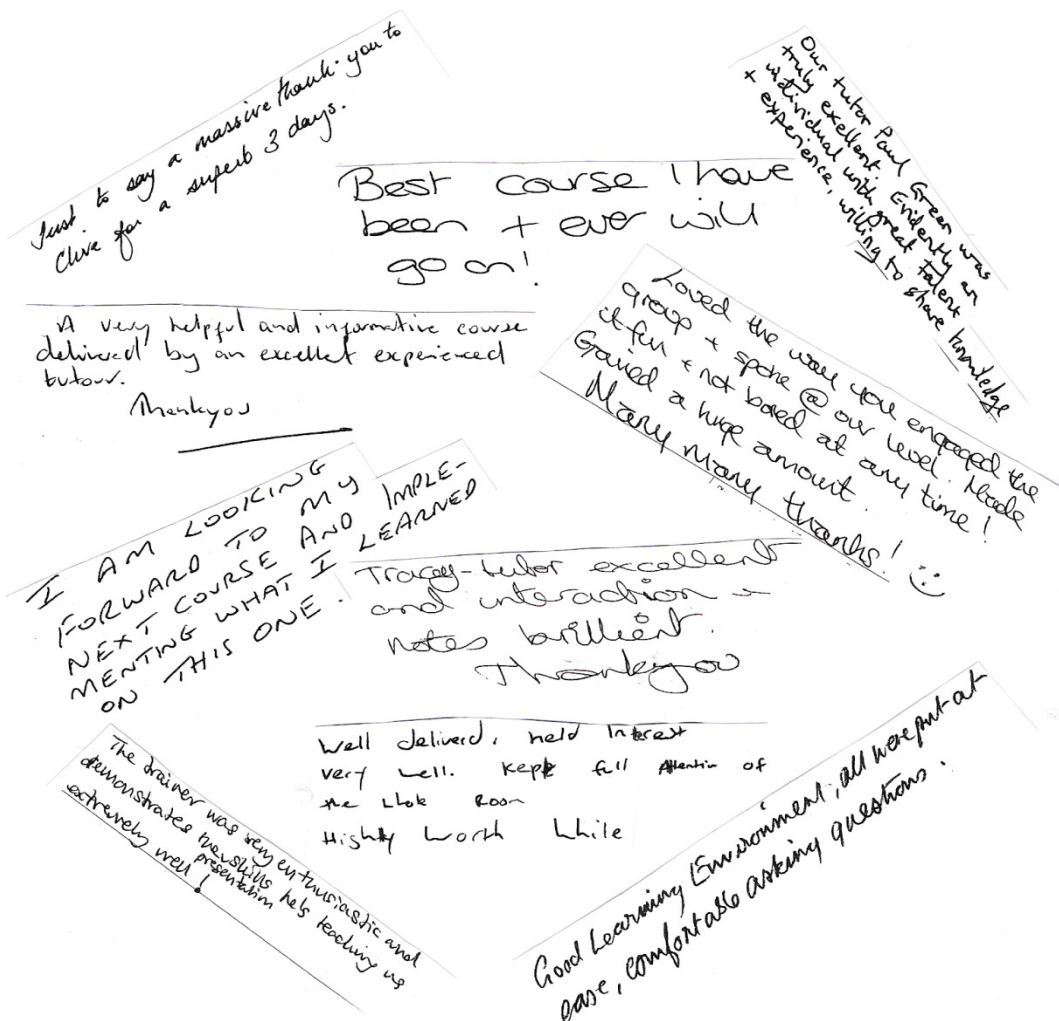
## MEASURING COURSE OUTCOMES

Feedback forms are used to collect information from delegates on course effectiveness and venue quality following each open course.

All feedback forms are analysed and tutors must consistently achieve a minimum of 80% ratings of Very Good/Excellent for both delivery and overall course effectiveness to continue as a Spearhead Tutor.

Where we are working in close partnership with a client, tutor feedback to the delegate's line manager can also be arranged.

For in-company tailored courses many review methods, techniques and processes are possible. We will work with you to define the objectives and expected outcomes of the training programme and then use review methods appropriate to the situation. Often feedback from training review meetings helps focus management on the future direction.



# SPEARHEAD'S ONE-TO-ONE COACHING SERVICE

Coaching on a one-to-one or small group basis is highly regarded for its exceptional effectiveness.

We offer three coaching services:

## 1. Coaching for Managers

Specialist management coaching, including Executive Level coaching, to develop individual expertise in areas of unfamiliarity or difficulty. This service can have a dramatic effect on the individual and on the performance of the whole organisation.

## 2. Coaching for Staff

Coaching at any level. Often used to help with planning and implementation. This type of coaching is particularly beneficial after a training programme.

## 3. Field Sales Coaching

Aimed specifically at Sales Personnel to develop sales skills to a high level of competence.

After each coaching session, we submit detailed observations & recommendations designed to help with long-term sustainable improvement.

## Costs

Fees are based on a one-day coaching session for one person at our training center in Chipping Norton (or one day in the field with your sales personnel). We can also arrange on-site coaching.

Managerial coaching (first line/middle managers)	from £950.00 +VAT
Executive Level coaching	from £1200.00 + VAT
Staff coaching	from £850.00 + VAT
Field Sales Coaching	from £950.00 + VAT

## How to Arrange your Coaching Session(s)

To discuss your coaching requirements in more detail please call David Stone on +44 (0) 1608 644144.

# SPEARHEAD'S ON-LINE TRAINING

Spearhead Direct is our new online training service.

Each of our online courses has been designed to help improve business performance and are perfect for:

- Introducing new skills and knowledge
- Refreshing existing skills and knowledge
- As part of a blended training approach to support your internal training efforts



Designed in modular format, each module can be taken independently or combined to form a personalised training programme that can be taken at the delegate's own pace to fit with busy work schedules.

We currently offer ten online sales training modules, ten online management training modules and five online project management training modules. We are working on developing more modules for release in the near future.

Each module is approximately 40 minutes in duration and contains:

- The training session, which uses visual aids and supporting commentary with real life examples, where appropriate, to convey the key learning messages
- A series of test questions, with answers and explanation
- A printable certificate
- A downloadable key learning points document
- A downloadable post-training self-development exercise
- A glossary of terms
- Email support

## How to Purchase

There are three ways to purchase our online training modules.

1. Visit our website and complete the order form with your full details. Once we have received payment, we will email you your access details.
2. Contact our office by telephone and ask to speak to one of our Customer Service Advisers.
3. Email us at [info@spearhead-training.co.uk](mailto:info@spearhead-training.co.uk) with your requirements or to request a booking form which we will send by return.



## List of Current Online Training Modules

### Online Sales Training

Our range of online Sales Training modules are as follows:

- Module 1: Steps of the Sale & Qualities for Success
- Module 2: Motivations for Buying
- Module 3: Planning & Preparation
- Module 4: Initial Contact & Making Customer Appointments
- Module 5: Customer Meetings
- Module 6: Sale Questioning Skills
- Module 7: Presenting the Sales Case
- Module 8: Sales Communication Skills
- Module 9: Objection Handling
- Module 10: Closing



### Online Management Training

Our range of online Management Training modules are as follows:

- Module 1: Becoming a Manager
- Module 2: Supervising People
- Module 3: The Motivational Manager
- Module 4: Managerial Communication Skills
- Module 5: Effective Feedback
- Module 6: Training and Developing Your People
- Module 7: Managing Difficult People
- Module 8: Better Delegation
- Module 9: Effective Performance Reviews
- Module 10: Making Time to Manage

### Online Project Management Training

Our range of online Project Management Training modules are as follows:

- Module 1: Starting a Project
- Module 2: Project Planning Methods
- Module 3: Controlling the Project
- Module 4: Managing the Project Team
- Module 5: Communication Skills for Project Managers

## OTHER SERVICES

As you would expect from the UK's number one training company, we also offer a full range of training related support services to our clients. These include:

- Consultancy Service** Undertaking a wide range of training related projects, such as strategic business management audits, sales resource audits, sales force health checks, design and implementation of HR processes & procedures, construction of job descriptions, appraisal systems, mystery shopper and co-ordination and management of assessment centres.
- Performance Profiling** A wide range of psychometric tests can be provided and administered.
- Experiential Learning** Design and delivery of facilitated learning experiences related to teamwork, leadership and problem solving skills at a specially designed site at Beaulieu, Hampshire.
- Spearhead Training Gulf** A subsidiary of the UK company providing similar courses throughout the Middle East, India & South Africa.
- Managed Training Service** Sourcing and vetting of training courses not offered by Spearhead Training, such as IT training.
- Venue Finding Service** Sourcing and booking training venues for clients.



# JOINT VENTURE PROGRAMMES

Special workshops or courses can be a great way to build business or enhance goodwill. You may have a programme idea for customers, prospects, dealers or other groups but it needs professional support to bring it to life.

Joint Ventures are prepared by clients with Spearhead acting as the programme consultants. Usually there will be Spearhead creative input to the programme preparation. Sometimes we just act as facilitators.

Programmes may be presented by Spearhead Tutors and Client Executives, with shared responsibility for delivering programme modules.

Spearhead Training can act as total administrators for the programme. Collecting fees and dealing with all administration, including providing the venue.

Joint Venture programmes are promoted using marketing methods appropriate to each particular programme.



# SPEARHEAD INTERNATIONAL

## Our Presence

• UK • DUBAI • ABU DHABI • SHARJAH • QATAR •

## Our Markets

• UK • EUROPE • U.A.E • QATAR • KSA • OMAN • BAHRAIN • KUWAIT •  
• ALGERIA • IRAN • EGYPT • LEBANON •

*With further expansion planned in other markets over the coming years...*

All courses are run by Spearhead Training's own highly experienced tutors, each with their areas of expertise. We currently employ over 30 specialist trainers from the following countries – U.K., Ireland, Holland, Canada, Australia, New Zealand, South Africa, Egypt, Lebanon, Morocco and India.

Spearhead currently has the capability to deliver courses in English, in English with Arabic Facilitation, in Arabic, and in French.





# SPEARHEAD TRAINING GROUP, UK

The Spearhead Training Group UK is a market leader in the UK and Europe.

With over 22,000 client companies and having trained over 550,000 delegates since the company set up 34 years ago, the Spearhead Training Group enjoys a prestigious reputation for delivering innovative top quality training solutions.

Spearhead's mission statement is as follows:

*“Spearhead sees its role as ‘Improving Business Performance’ and this aim drives everything we do. Our desire is to create a partnership with our client, to understand their business, and to help them achieve their objectives through practical and focused training”.*

To achieve this aim we are constantly updating our materials with the latest information. This ensures we are always at the leading edge of change and innovation.



## Some of our recent clients include:

8 Wealth Management Ltd	ABEC	AC Leigh	Acacia Training
Adamas Consulting Group	Advanced Access Ltd	Advanced Payment Solutions Limited	Alumasc
Amway Europe Ltd	Arriva UK Trains Ltd	Axis Automatic Entrance Systems Ltd	Barfoots Of Botley Ltd
Barratt London	Basf Plc	Bathrooms And Kitchens By Design Ltd	Baxalta UK Ltd
Bioscientifica Ltd	Bite Consulting	Blink Medical Ltd	Bollin Group Limited
Buttermilk	Canal Engineering Limited	CATS College	Cello Electronics (UK) Ltd
Cemex UK	Certes Computing Ltd	CESA - Catering Equipment Suppliers Association	Charles Darmanin & Co Ltd
Check Safety First Ltd	Churchill Retirement Living	CJ Medical Ltd	Cleenol Group Ltd
Cliffe Packaging Ltd.	Computer Aided Development Corp. Ltd	Contechs Consulting Ltd	Contitech UK Ltd
Cool-Therm (Holdings) Ltd	Coregeo Ltd	Crestchic Loadbanks	Cyclone Mobility
Dar Lighting Ltd	Db Systems Ltd	Deltanet International	Elevate Credit International Limited
Ellis Wines	Emigra Europe, Ltd.	Ericsson AB (BAE)	Erigwit Services
Essex Safety Glass	Fermod Ltd	Flame Distribution	Forever Living Products
Fresh To Store	Furmanac Ltd	Furniture Resource Centre	G.B Kent & Sons Plc
Galina International Study Tours Ltd	Gallagher Group	Gap Group Ltd	Gea Process Engineering Ltd
Gooding Aluminium Limited	Graham & Brown	Grandeco	H & J Foods Ltd
Haddenham Healthcare Ltd	Handicare	HCA Ltd	Hills Group
Hills Waste Solutions	Hops Labour Solutions Ltd	Hunters Contracts Ltd	IIAA - International Institute For Anti-Ageing
Infotec Ltd	Institute And Faculty Of Actuaries	International Eyewear	Ipcc
JC Metalworks	Joseph Rowntree Charitable Trust	Jumbo Games Ltd	Karro Food Group
KMC UK Ltd.	Kidde Safety	Kudos Blends	Langley Alloys Ltd
Levant Restaurants Group Ltd	Life Fitness (Netherlands)	London Borough Of Islington	Malvern Cycles Cic
Man And Machine Ltd	Manbat Ltd	Manitowoc Crane Group UK	MBA Polymers, UK Ltd
Mechadyne International Limited	Mediplus Ltd	Meter Provida Ltd	MP Filtri UK Ltd
NAF	Napp Pharmaceuticals Limited	National Maize Corporation	NBTY International Limited
New Core	Nice Pak International Ltd.	Nissan Motor Manufacturing (UK) Ltd	Nolan Business Solutions Plc
NSF UK	NTA Monitor	OCME UK	Office Of Manpower Economics
Ontex Retail UK Ltd	Peaty Mills Plc	Pfm Medical UK Ltd.	Phocas Software
Pickerings Plant Ltd	Point To Point Ltd	Police And Crime Commissioner For Gloucestershire	PSS Hire
PSV Glass	Purdicom Ltd	Recaro	Record UK Limited
Renolit Cramlington Ltd	Rhino Products Ltd	Ri Team	Roche Diagnostics Limited
Rocksure Systems Ltd	Samuel Taylor Ltd	Sanipex Group	Schneider Electric
Silverfish UK Limited	Silverwing (UK) Ltd	SP Services (UK) Ltd	Sport England
Springpack	Stepchange Debt Charity	TD Williamson	Thames Valley Controls Ltd
The Carlyle Group	The Good Whey Company	The Phoenix Group	The Pony Club
The Royal Ballet School	The University Caterers Organisation	Thermaset	Thomas Bell
Treadstone Products	Tridonic UK Ltd	Trinity House	Ultra Electronics Ltd
Universal Transaction Processing Ltd	Valpak Limited	Veker Extrusions And Gaskets	Verifone
View Sat	Visual Foods Limited	Visual Impact UK Ltd	Winter & Company UK Ltd
Wise Investment	WMF UK Ltd	Woodmace Limited	Yuasa Battery Sales
Zetar Compliance Group Plc			

## WHY DO COMPANIES USE SPEARHEAD TRAINING?

Many clients approaching Spearhead for the first time tell us that they find selecting a particular course or training company difficult: there is a lot of choice. But having used our services they then tell us that none can match and there are only a few who even come close to the quality, experience and expertise of the Spearhead team.

These comments please us, but not as much as knowing that the real reason for selecting Spearhead Training again and again is the performance improvements that result from our training.

### **GUARANTEED QUALITY AT COMPETITIVE PRICES**

We take pride in the fact that since setting up in 1981 we have aimed for constant quality improvements in everything that we undertake. We guarantee the quality of our work. Poor training is expensive whatever the price. The best testimony to our high quality and effective training is our repeat business rate, which is over 90%. This figure also includes clients that originally approached us for one-off work.

Training is the most cost effective thing any organisation can do to improve business performance.

An improvement of just 0.5% in an individual's performance will typically cover the cost of them attending a Spearhead training course.

Research shows a fully trained workforce can improve its perform



**Let us train your people and they will perform better**

## OUR PHILOSOPHY

No matter how talented a person is, or how well the job is being done, there is always the opportunity to improve. Your people are important and deserve top quality, effective training. There is no substitute for participative learning in small groups taught by a master of the subject.

**That is what we promise to deliver.**





# BOOKING FORM AND INFORMATION

## **Faxback NOW! 01608 649680**

To book course places, or for information, please complete the appropriate sections on the form and fax to 01608 649680 or post to the address below. Please include a Purchase Order number if necessary.

### **Spearhead Training Group Ltd**

18/19B Cheriton House, Cromwell Park  
Chipping Norton, Oxon, OX7 5SR  
Tel: 01608 644144 Fax: 01608 649680  
E-mail: info@spearhead-training.co.uk  
www.spearhead-training.co.uk

### **Course Timings**

All courses start at 10:00 on the first day and finish at 17:00 on the last day.

### **Open Courses**

Our published fee includes course materials, use of video and other training equipment as required. Prepared key topic notes for delegates' future reference are provided. Programme fees also include lunch and light refreshments.

The number of delegates attending each course is limited to ensure individual participation. If overnight accommodation is required we can provide information on local hotels.

### **Reservations**

Bookings can be made using the booking form, or by telephone, letter, email, fax or on-line. A receipted tax invoice will be sent to cover VAT. Full instructions are sent to each delegate via email to the company making the booking.

### **VAT**

VAT is charged at the current rate on all accounts. Reg. No. 335 3725 60

### **Payment of Invoices**

Payments are all due 14 days before the start of the course.

### **Venues, Dates and Content**

All the information in this brochure is correct at time of print. We reserve the right to make changes should it be necessary.

### **Cancellations & Transfers**

Cancellations/transfers after places have been confirmed will incur an administrative charge of 15% of the course fee. Cancellations and transfers within 14 days of the course start cannot be accepted. Substitutes can be made at any time before the course start date without cost penalty.

1. Delegate's Name \_\_\_\_\_  
Email \_\_\_\_\_  
Job Title \_\_\_\_\_  
Course Title \_\_\_\_\_  
Course Dates \_\_\_\_\_

2. Delegate's Name \_\_\_\_\_  
Email \_\_\_\_\_  
Job Title \_\_\_\_\_  
Course Title \_\_\_\_\_  
Course Dates \_\_\_\_\_

3. Delegate's Name \_\_\_\_\_  
Email \_\_\_\_\_  
Job Title \_\_\_\_\_  
Course Title \_\_\_\_\_  
Course Dates \_\_\_\_\_

(continue on photocopied form if necessary)

I would like to pay by:

BACS Payment

Cheque  
(course fee + VAT payable to Spearhead Training Group Ltd)

Credit Card (invoice issued with secure payment link)

Name \_\_\_\_\_  
Job Title \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Post Code \_\_\_\_\_  
Telephone No \_\_\_\_\_  
Fax No \_\_\_\_\_  
E-mail \_\_\_\_\_

Please contact me regarding the following:

- In-Company training
- Consultancy
- Joint venture projects

## **SPEARHEAD TRAINING GROUP LIMITED**

**18-19B Cheriton House  
Cromwell Park  
Chipping Norton  
Oxfordshire  
OX7 5SR**

**T. 01608 644144**

**F. 01608 649680**

**[www.spearhead-training.co.uk](http://www.spearhead-training.co.uk)**

**Email: [info@spearhead-training.co.uk](mailto:info@spearhead-training.co.uk)**