



Seminar 1:

Building a Successful Business Case

October 5th and 6th 2009, Mercure Hotel, Auckland | October 29th and 30th 2009, Duxton Hotel, Wellington

➔ Preparing, Writing and Submitting Superior Tender Proposals

Seminar 2:

Negotiation for Senior Executives

➔ Reducing the time, effort and costs involved in the RFP process

9th and 10th November 2009, Museum Hotel, Wellington

Seminar 3:

Planning, Problem Solving and Decision Making

➔ Successfully Negotiating, Documenting and Managing Service Level Agreements

9th and 10th November 2009, Museum Hotel, Wellington | 23rd and 24th November 2009, Mercure Hotel, Auckland

➔ **EXPERT TRAINERS:**



Warren Meyer, Senior Manager, Private Client Services, PricewaterhouseCoopers



Keith McGregor, Personnel Psychology NZ Ltd



Gavin Houston BSc; FITD

Building a Successful Business Case

➔ October 5th and 6th 2009, Mercure Hotel, Auckland | October 29th and 30th 2009, Duxton Hotel, Wellington

Day one

8.30 Registration & Coffee

Examining and understanding the components of a business case

- An introduction to developing a business case
- Defining the purpose of your business case: What are your objectives?
- Identifying the information that the decision-makers will need
- Establishing the scope and boundaries of your case
- What costs and benefits will be included and over what time period?

Examining the inter-relationship between risk management and building a business case

- Identifying and assessing operational risks
- Determining the areas of greatest risk within your business case
- Risk classification and grouping of risks
- Determining whether internal controls are appropriate to achieve compliance objectives
- Summarising the risks and ROI

Conducting a cost/benefit analysis

- Techniques for selecting the evaluation criteria
- Weighing the financial and non-financial benefits of each alternative
- Choosing the appropriate analysis period for benefits and costs
- Conducting practical comparative and tradeoff analyses
- Defining the cost of ownership
- Summarising the results in one page

What's the ROI? How to quantify real value

- What is ROI and where does financial ROI fit into a business case?
- Techniques for quantifying value
- Creating and calculating ROI metrics
- Creating non-financial ROI metrics
- Calculating financial ROI

Calculating and interpreting traditional financial metrics

- Selecting the appropriate financial analysis to include in your case
- Demonstrating how and why the "viable alternatives" were selected
- Payback period
- Internal rate of return (IRR)
- Cash flow rate of return
- Accounting rate of return
- Net present value (NPV)

Day two

Using cost-volume profit analysis in a business case

- Using cost-volume profit analysis to help you examine your business operations
- Understanding the relationship between your fixed and variable costs, your volume and your profits
- Examining breakeven analysis
- Examining contribution margin analysis
- Understanding operating leverage
- Profit and loss statements

Evaluating the finance options for the proposed investment

- Leasing vs buying
- Working capital
- Cash budgeting

Techniques for preparing budgets and forecasts

- Accurately identifying unrealistic targets
- Pinpointing the interplay between budgets and forecasts

- Successfully integrating forecasting and budgeting as essential tools for measuring performance

- Incorporating the variables to establish accurate indicators and benchmarks
- Creating an adaptive performance measurement framework

Packaging and presenting the business case

- Organising information and structuring your business case
- Communicating what decision-makers want to know in a language they understand
- Writing powerful objective statements that leave no doubt about the value
- Using recommendations and conclusions effectively
- Should you include an executive summary?
- Choosing the most important facts and findings for the case summary

Trainer:

Warren Meyer, Senior Manager, Private Client Services, PricewaterhouseCoopers



Negotiation for Senior Executives

➔ 4th and 5th November 2009, Mercure Hotel, Auckland | 23rd and 24th November 2009, Duxton Hotel, Wellington

Introduction to Negotiation

- Introduction and expectations
- Basic negotiation values. Win-win, and the alternatives
- Four phase negotiation model
- The importance of preparation. Choosing a preparation process
- Identifying higher level negotiation skills.

Negotiating – Values and Style

- What are your values and style as a negotiator?
- Understanding attitude and behaviour change
- Planning values and behaviour changes to underpin an improved approach to negotiations

Conflict Resolution

- Aspects of conflict - position and personality
- How conflict arises
- Common conflict negotiation styles
- Conflict resolution

The Basics of Negotiation

- The four phases of the negotiation process
- Key steps in preparation
- Essential communication skills
- Power in negotiation - the sources of power, power balance, and strategy
- Personal power – the key to managing the power balance
- Negotiation tactics and counter tactics
- Identifying and establishing the “settlement range” and a “BATNA”

Influence and Persuasion

- Recognising and evaluating each party's material and emotional needs
- Presenting benefits that meets these needs, on each negotiating point
- Building the other party's desire to settle each point

Putting it All Together

- Reviewing the course principles and ideas, and applying them to a commercial/work context
- Achieving success in negotiations
- Seminar Conclusion

Trainer:

Gavin Houston BSc; FITD



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Conferenz is proudly 100% New Zealand owned and operated, with a strong commitment to leadership in sustainable business practices, whether it comes to the community or the environment. We are a member of the **Sustainable Business Network**, and strive to be environmentally sound in the production and marketing of our events. All brochures are printed with environmentally friendly inks, and paper is manufacturer from certified sustainable forests. Conferenz is also proud to be a leading light sponsor of the **KidsCan StandTall trust**. When attending one of our conferences, you too will be supporting the basic physical and nutritional needs of disadvantaged children in New Zealand schools. Conferenz also supports the **Whakaangi Landcare Trust's** kiwi conservation in its establishment of a kiwi conservation area. Whakaangi is near Hihi in Northland and is home to the northernmost population of North Island Brown Kiwi.

Planning, Problem Solving and Decision Making

➔ 9th & 10th November 2009, Mercure Hotel, Auckland | 11th & 12th November 2009, Musuem Hotel, Wellington

Day one

An introduction to dynamic decision making and problem solving models

- Diagnosing situations accurately
- Looking for cause and effect patterns
- Using Mind-Storming
- Evaluating choices, alternatives and options
- How to make a decision
- Testing your decision

The decision making process analysed

Analysing the problem or issue

- Finding the boundaries of the problem
- Identifying the problem and defining it as clearly as possible
- Systematically analysing and determining the causes of the problem
- Using cause and effect diagrams in the problem solving process
- “Fishbone” diagrams and “Ishikawa” diagrams
- Using brainstorming to identify causes
- Generating solution options and selecting the best solution
- An overview of processes for generating solution options
- Identifying the steps for selecting the best solution
- What are the characteristics of effective solution criteria?
- Understanding how to isolate the options and select the best possible solutions
- Obtaining management buy-in and commitment to your solution
- Tracking the success of your solution

Examining widely used decision making techniques

- Pareto Analysis
- Paired Comparison Analysis
- Grid Analysis
- Weighing the Pros and Cons
- Force Field Analysis
- Six Thinking Hats
- Cost/Benefit Analysis

Day two

Effective problem solving skills for teams

- Understanding team leader, facilitator and team member responsibilities
- A framework for effective problem solving within a team
- Developing teamwork within teams
- Learning how to measure and evaluate team performance for continuous improvement
- Techniques for effectively involving and empowering all team members

Unleashing your potential: Creative problem solving techniques

- An overview of creative problem solving skills
- Strategies for jump-starting creative approaches to problems
- Using forced analogies or random words to help generate ideas
- Understanding the dual nature of creative problem solving: creativity and logic
- Integrating creative and logical approaches to problems
- What are the strengths and weaknesses of creative problem solving?
- Planning and implementing the solution
- Preparing a set of objectives for the implementation plan
- Writing an in-depth report to cover the problem and the rationale for the chosen solution
- Gaining commitment from those who will be implementing the plan
- Setting up contingency plans for unexpected results
- Developing an effective monitoring and review process
- Problem solving and decision making at the strategic level
- Analysis of strengths, weaknesses, opportunities and threats
- Defining the organisation's vision
- Making strategic choices: Identification of critical success factors
- Defining the strategic goals and values
- Deployment of strategy - providing the framework for innovation and improvement

Trainer:
Keith McGregor,
Personnel Psychology
NZ Ltd



Operational Resilience: Audit, Risk and Business Continuity

Training methodology

These intensive 2-day masterclasses will combine tutorial sessions and case studies with interactive learning exercises. All attendees will be provided with a workbook and a certificate of completion.

Building a Successful Business Case

5th and 6th October 2009, Mercure Hotel, Auckland

29th and 30th October 2009, Duxton Hotel, Wellington

Key Learning Objectives:

- Understand the vital components of a business case
- Discover how to present a clear, concise, fact-based case for your project
- Evaluate techniques for building credibility as you prepare your case
- Prepare a comprehensive cost/benefit study
- Understand how to measure the full range of business benefits – even the so-called “intangibles”
- Examine appropriate techniques for preparing a financial justification for your project
- Understand how to calculate payback, cash flow rate of return, accounting rate of return, NPV and IRR
- Learn how to package and present your business case results for maximum impact
- Discover how to prepare a concise Executive Summary
- Improve the odds of securing approval for your project

Negotiation for Senior Executives

Dates TBC, Auckland

9th and 10th November 2009, Museum Hotel, Wellington

Key Learning Objectives

- Understand assumptions that underpin approaches to negotiation
- Learn how to prepare strategically for every negotiation you enter
- Understand why negotiations often end up in deadlock, and how to break out of it
- Appreciate the factors that affect any negotiation process
- Understand the dynamics of negotiation, how the process begins, evolves, and ends.
- Understand the importance of “power” in negotiations, and how to use your power to balance any situation
- Learn how to reach better outcomes, how to strive for them, how to recognise them, and how to achieve them
- Understand and apply the various aspects of personal psychology and persuasion in any negotiation
- Learn a range of advanced communication techniques especially tailored to enhance your negotiation ability
- Reach negotiated agreements which all parties are happy to comply with, and in the context of working together in the future

Planning, Problem Solving and Decision Making

9th and 10th November 2009, Museum Hotel, Wellington

23rd and 24th November 2009, Mercure Hotel, Auckland

Key Learning Objectives

- Examine widely used decision making techniques
- Evaluate your own problem-solving strengths and weaknesses
- Use problem-solving skills to identify and resolve work-related problems and improve your job performance
- Learn how to design and use frameworks for planning, decision making and problem solving
- Discover how to implement plans and control subsequent progress
- Find out how to unleash the creativity of your team
- Learn how to harness the power of the team for problem solving
- Gain commitment from your team and harness available skills and talents to assist with solution implementation guidelines on implementation. The course will be aligned with and include material from the international standard.

Warren Meyer, Senior Manager, Private Client Services, PricewaterhouseCoopers
www.clevercompanies.co.nz



Warren is a Senior Manager in the Private Client Services area, taking responsibility for consulting. Warren's consulting has included business merger feasibility studies including the creation of a business case

for presentation to the board of a publicly listed company, relating to the distribution of product. He has also prepared capital purchase plans which include preparing and submitting cashflows and business plans to financiers and IT project plans, including successful proposals relating to the purchase of financial systems.

Warren's experience includes business advice on a variety of accounting, taxation and IT issues. His industry experience includes transport and logistics operations, professional service organisations, produce import and export activities and the printing industry.

Warren has extensive experience in presenting seminars and has conducted training for both internal staff and external clients.

Gavin Houston BSC; FITD



Gavin Houston has been a trainer, coach and consultant to a wide range of New Zealand businesses for 15 years. He is currently the principal of GH Business Training, and co-owner of the International Travel College of New Zealand.

As a Fellow of the UK's Institute of Personnel and Development, and with experience as a manager and business owner, Gavin brings a wealth of expertise to his training programs. These cover business communication, including presentation skills, report and proposal writing; sales, customer service, and negotiation; trainer skills and coaching; and all aspects of management and leaders.

Gavin's style of training is well focussed on learners and learning. His training is highly interactive, stimulating and focussed towards practical application and results back at work.

Keith McGregor Personnel Psychology NZ Ltd



During 12 years in the RNZAF, Keith was involved in a wide range of organisational and personnel psychology including such areas as selection test development, interviewing,

training development, selection validation, personal counselling, large scale survey work and statistical analysis. Also during this time Keith represented the New Zealand Defence Forces in behavioural sciences projects with psychologists and researchers from the British, Canadian, Australian and American armed forces.

In 1986 Keith became a director of Gilmour McGregor & Associates, a psychological consultancy employing registered psychologists of various disciplines: clinical, forensic and industrial. While remaining a director of Gilmour McGregor and Associates, in 2003 Keith established Personnel Psychology NZ Ltd to enable him to focus on providing personnel assessment, training and support to managers and staff. Keith is a registered psychologist and coordinator of the industrial/organisational special interest group for the Occupational Division for the New Zealand Psychological Society and Human Resource Institute of New Zealand.

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Building a Successful Business Case

Negotiation for Senior Executives

Planning, Problem Solving and Decision Making



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Planning, Problem Solving & Decision Making	\$1895 plus GST SAVE \$100 (*2 September)	\$1995 plus GST (*2 September)

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