

TRAINING COURSE CATALOGUE 2019



**DELIVERING POWERFUL PROCUREMENT
TRAINING AND TOOLS AROUND THE GLOBE**

TRAINING CATEGORIES

CATEGORY
MANAGEMENT

SUPPLIER
RELATIONSHIP
MANAGEMENT

NEGOTIATION

BUYER'S TOOLKIT

LEADERSHIP
AND PERSONAL
EFFECTIVENESS

BESPOKE
TRAINING AND
PACKAGES

[positivepurchasing.com](https://www.positivepurchasing.com)

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WHO WE ARE

Positive Purchasing is known all over the world for its specialist, inspirational classroom training, education and team-building. Our training courses are proven to uplift the skills and capabilities of your team.

Our training courses have been carefully designed to maximize the learning experience. Using an activity-based learning approach, we link training within the classroom to real experience and to the issues faced by our clients. In addition, the skills and expertise of our education team means that we can bring the training to life with real examples and case studies. We combine a mixture of lecture styles, facilitated debate and use of video with group work, to create a highly dynamic and engaging experience.

Our training is available in almost every country globally, with local language options in certain countries. Courses can be adapted for local cultures and ways of working. We offer both regular courses and fully customized training programs.



WHY CHOOSE POSITIVE?

We are renowned for our specialist capability in Category Management, Supplier Relationship Management and Negotiation. We also help organizations define procurement strategy and implement purchasing transformation programs designed to get the results you need. With a team of over 65 people worldwide, over the past 16 years we have trained over 12,000 people and have transformed the procurement capability of more than 275 organizations in 48 countries across the globe.

CATEGORY MANAGEMENT

1-Day Introduction Training Workshop

A 1-day introductory Category Management course aimed at stakeholders or individuals who are coming into contact with Category Management programs. This course is an ideal supplement to a wider, more advanced Category Management education program and can help to ensure that everyone who needs to be involved has sufficient understanding to participate.

This course will help you develop winning category strategies by ensuring that those across the business who need to be involved understand, support and actively participate in the Category Management process.

The course provides an introduction to 5i[®] Category Management and includes an exploration of the principles of the process and what makes it so successful. The role of purchasing within organizations is also explored to help delegates understand the value that is possible and what is needed to unlock it. The course also provides an introductory level taster for some of the key tools in Category Management to illustrate buyer/seller dynamics.

This course is suitable for:

- Junior or developing buyers
- Stakeholders who are to support or be part of category teams

You may also be interested in:

- **Procleus[®]** – The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procleus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete suite of processes, tools, templates and resources for procurement and negotiation.
- **Category Management in Purchasing** by Jonathan O'Brien – A best selling book in its class that has helped tens of thousands of practitioners around the world to understand and apply Category Management. We can provide copies of this book at a discounted rate to delegates to support the training. The author is also available to lead some courses.
- **Governance** – Realize game changing benefits in your organization by making Category Management 'the way we buy'. We can help drive in the governance framework necessary to make Category Management a highly successful contributor to business success. We will work with your senior team to implement approaches around category segmentation and prioritization, project planning and reviews, benefits tracking, capability development and internal communications.

We charge per event based on a maximum of 20 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

- Introduction to Category Management
- The principles of Category Management
- The Category Management process
- The STP (Situation, Target, Proposal) tool
- Cross-functional team approach
- Determining business requirements
- How suppliers gain power over buyers
- Some early-insights analytical tools
- Defining a sourcing strategy

Learning Objectives

By the end of this course delegates will be able to:

- Describe what Category Management is and how it adds value
- Explain the key steps of the process
- Describe ways that suppliers gain advantage
- Apply some simple tools to help understand and plan a category
- Define business requirements
- Play an active role in a Category Management project

What You Will Get

This training is delivered by a highly experienced procurement expert and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- Full colour 5i training workbook containing summary of content from the day
- Laminated 5i Category Management process
- Copies of all case studies and group work exercises
- A certificate for all delegates who complete the course

CATEGORY MANAGEMENT

2-Day Intensive Training Workshop

A 2-day intensive Category Management course aimed at providing a good degree of introduction to key stakeholders and junior practitioners. The course is structured around the 5i[®] Category Management process (or can be customized around your company-specific process) with the main emphasis on all the activities leading up to defining a game-changing sourcing strategy. The course includes an introduction to Category Management with an exploration of the key principles as well as some in-depth work on a selection of key tools from the process.

This course helps enable and equip your practitioners to deliver significant business benefits around reduced price and cost, reduced supply base risk and to unlock innovation and greater value for your most important categories of spend.

Our experienced trainers bring the training to life using a combination of inspirational tuition, facilitated debate, group work and case studies. There are options for delegates to work on their own categories in break out sessions, or to gain the learning by working through a selection of carefully selected case studies based upon real life examples.

This course is suitable for:

- Procurement professionals
- Junior or developing buyers
- Purchasing managers
- Purchasing leadership teams
- Stakeholders who are to support or be part of category teams

You may also be interested in:

- **Procleus[®]** – The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procleus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete suite of processes, tools, templates and resources for procurement and negotiation.
- **Category Management in Purchasing** by Jonathan O'Brien – A best selling book in its class that has helped tens of thousands of practitioners around the world to understand and apply Category Management. We can provide copies of this book at a discounted rate to delegates to support the training. The author is also available to lead some courses.
- **Governance** – Realize game changing benefits in your organization by making Category Management 'the way we buy'. We can help drive in the governance framework necessary to make Category Management a highly successful contributor to business success. We will work with your senior team to implement approaches around category segmentation and prioritization, project planning and reviews, benefits tracking, capability development and internal communications.

We charge per event based on a maximum of 20 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

- Introduction to Category Management
- The STP (Situation, Target, Proposal) tool
- Cross-functional teams and team formation/ project kick-off
- Stakeholder Mapping and Communication Planning
- Business Requirements definition and prioritisation
- Determining sources of value
- Early insights into category using Day One Analysis
- Quick Wins and Opportunity Analysis
- Supplier Conditioning
- Data Gathering (internal, supplier and market)
- Getting behind suppliers' price
- External environment analysis using PESTLE and Porter's Five Forces
- Strategy development using Portfolio Analysis/ Kraljic Analysis and Supplier Preferencing
- Summarizing all the analysis and findings using SWOT
- Source Plan/sourcing strategy development and approval
- Introduction to Implementation Planning, Project and Change Management

Learning Objectives

By the end of this course delegates will be able to:

- Describe what Category Management is and how it adds value
- Explain the key steps of the process and determine which tools to apply for each category
- Participate in a cross-functional team
- Define business requirements for a category
- Begin to analyze a category and develop a breakthrough category strategy
- Support the creation of a source plan or category strategy
- Participate in category projects ongoing

What You Will Get

This training is delivered by two highly experienced procurement experts and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- Full colour 5i training workbook containing summary of content from the 2 days
- Laminated 5i Category Management process
- Copies of all case studies and group work exercises
- A certificate for all delegates who complete the course

CATEGORY MANAGEMENT

3-Day Training Workshop

A 3-day Category Management course aimed at experienced or developing purchasing staff and potentially some key stakeholders. The course covers all aspects of our 5i[®] Category Management process (or can be customized around your company-specific process).

This course enables and fully equips your practitioners to deliver significant business benefits around reduced price and cost, reduced supply base risk and to unlock innovation and greater value for your most important categories of spend.

This is our most popular course and is essential for any company embarking on, or attempting to re-establish, a Category Management program. Our experienced trainers bring the training to life using a combination of inspirational tuition, facilitated debate, group work and case studies. We can customize the course as needed and, if required, we can combine training with supported working sessions for delegates to work on their own categories, creating key outputs from the workshop.

This course is suitable for:

- Procurement professionals
- Junior or developing buyers
- Purchasing managers
- Purchasing leadership teams
- Stakeholders who are to support or be part of category teams

You may also be interested in:

- **Procleus[®]** – The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procleus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete suite of processes, tools, templates and resources for procurement and negotiation.
- **Category Management in Purchasing** by Jonathan O'Brien – A best selling book in its class that has helped tens of thousands of practitioners around the world to understand and apply Category Management. We can provide copies of this book at a discounted rate to delegates to support the training. The author is also available to lead some courses.
- **Governance** – Realize game changing benefits in your organization by making Category Management 'the way we buy'. We can help drive in the governance framework necessary to make Category Management a highly successful contributor to business success. We will work with your senior team to implement approaches around category segmentation and prioritization, project planning and reviews, benefits tracking, capability development and internal communications.

We charge per event based on a maximum of 20 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

- Introduction to Category Management
- Achieving breakthrough results and managing change
- The STP (Situation, Target, Proposal) tool
- Cross-functional teams and team formation/ project kick off
- Stakeholder Mapping and Communication Planning
- Business Requirements definition and prioritization
- Determining how to secure value (Value Levers)
- Early insights into category using Day One Analysis
- Quick Wins and Opportunity Analysis
- Supplier Conditioning
- Planning the category project
- Data Gathering (internal, supplier and market)
- Getting behind suppliers price using price model and purchase price cost analysis
- Supply Chain Value Mapping
- External environment analysis using PESTLE and Porter's Five Forces
- Strategy development using Portfolio Analysis/ Kraljic Analysis and Supplier Preferencing
- Summarizing all the analysis and findings using SWOT
- Strategic sourcing options generation and evaluation
- Source Plan/sourcing strategy development and approval
- Risk and contingency planning
- Detailed implementation planning and project management
- Planning the negotiation (high-level introduction)
- Managing the supplier and the new arrangements (high-level introduction)
- Introduction to continuous improvement and the ongoing attraction of breakthrough and innovation

Learning Objectives

By the end of this course delegates will be able to:

- Describe what Category Management is and how it adds value
- Apply Category Management to key areas of spend
- Explain the key steps of the process and determine which tools to apply for each category
- Establish a cross-functional team and engage the business
- Define business requirements for a category
- Analyze a category and develop a breakthrough category strategy
- Create a source plan or category strategy
- Develop a detailed implementation plan
- Manage implementation and apply change management principles
- Describe how to develop contractual terms to align with the category strategy
- Begin to implement suitable arrangements for supplier management
- Manage the category on-going
- Determine when to restart the category management process

What You Will Get

This training is delivered by two highly experienced procurement experts and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- Full colour 5i training workbook containing summary of content from the 3 days
- Laminated 5i Category Management process
- 5i poster-sized process
- Copies of all case studies and group work exercises, plus certificate of completion

CATEGORY MANAGEMENT

1/2-Day Executive Training Workshop

A half-day specialist high-level Category Management course aimed at senior management and executive teams in companies implementing Category Management or contemplating implementing the approach. Delivered by a partner-level specialist as an interactive workshop, it combines an exploration of the principles of Category Management (including a taster of some key tools) with working sessions to relate the process to the organization. These working sessions are invaluable in terms of helping senior individuals understand and embrace their role to support the process.

This course will galvanize the senior support necessary to realize significant business benefits around reduced price and cost, reduced supply base risk and to unlock innovation and greater value for your most important categories of spend.

Our standard executive awareness training is half a day, however, as with all our workshops this is flexible and we can adapt the agenda and content to suit. Delegates receive a copy of materials used and a 5i® (or company-specific) process.

This course is suitable for:

- Senior procurement individuals
- Senior stakeholders
- Executive-level individuals

You may also be interested in:

- **Procleus®** – The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procleus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete suite of processes, tools, templates and resources for procurement and negotiation.
- **Category Management in Purchasing** by Jonathan O'Brien – A best selling book in its class that has helped tens of thousands of practitioners around the world to understand and apply Category Management. We can provide copies of this book at a discounted rate to delegates to support the training. The author is also available to lead some courses.
- **Governance** – Realize game changing benefits in your organization by making Category Management 'the way we buy'. We can help drive in the governance framework necessary to make Category Management a highly successful contributor to business success. We will work with your senior team to implement approaches around category segmentation and prioritization, project planning and reviews, benefits tracking, capability development and internal communications.

We charge per event based on a maximum of 20 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

- Procurement as a contributor of real value and building competitive advantage
- What best practice procurement looks like - what mature organisations are doing
- Introduction to Category Management (foundations, pillars and phases)
- The breakthrough benefit possible
- Exploring the Category Management toolkit
- How suppliers gain advantage including a taster session exploring one analytical tool
- Making Category Management a success in the organisation including governance required
- The role of senior teams to support Category Management

Learning Objectives

By the end of this course delegates will be able to:

- Describe what Category Management is and how it adds value to the organization
- Describe why Category Management is an essential business process
- Describe the key principles and stages of Category Management
- Put in place the appropriate governance approach to enable Category Management
- Play a key role to enable and support the process and realization of benefits

What You Will Get

This training is delivered by a highly experienced procurement expert and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- Full colour workbook containing summary of topics covered
- Laminated 5i Category Management process
- A certificate for all delegates who complete the course

CATEGORY MANAGEMENT

1-Day 'Getting Behind Price and Cost' Training Workshop

This 1-day training workshop is aimed at those in the organization who interface or interact with suppliers, or who are responsible for managing contracts or suppliers where there is significant spend or risk to the business.

The course is designed to provide delegates with some key skills to better understand supplier's pricing and the true cost of what we are buying, and where we can influence this. Essential tools and approaches are included to help be more effective at contract and supplier management where price and cost are key considerations. It will also help to get the most from suppliers and the supply base.

The workshop is designed to be highly interactive with group work sessions to bring key concepts to life and delegates leave equipped with some key tools to help get behind price and cost.

The event is fully customizable and modules can be adapted to meet specific client requirements.

This course is suitable for:

- Anyone who manages a supplier
- Anyone who interfaces with a supplier
- Anyone who wants to learn how to get behind price and cost

You may also be interested in:

- **The Buyer's Toolkit** – Authored by Jonathan O'Brien, and published by Kogan Page, this book distils all the best practice tools (Category Management, SRM, Negotiation, Contract Management and Supply Chain Management) for professional buying and negotiating into a simple, jargon-free framework that can be picked up and applied by anyone who buys.
- **Procleus®** – The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procleus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete suite of processes, tools, templates and resources for procurement and negotiation.
- **Red Sheet® Online** – Online toolkit, elearning and resources for the Red Sheet negotiation planning tool.

We charge per event based on a maximum of 20 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

- The price we pay – introduction to the basics of buying and the difference between price and cost, and value
- How does price get determined? We show you some real examples
- Price model – the different types of pricing approach that suppliers use
- What we can do to improve our price position
- Getting behind cost - Purchase Price Cost Analysis
- Group work - do a cost breakdown
- Sources of information, and data gathering and analysis
- Total Cost of Ownership
- Group work - build a total cost model
- Acting on findings and using insights to leverage better buying outcomes or negotiate better deals
- Driving change in business behavior and making it happen

Learning Objectives

By the end of this course delegates will be able to:

- Describe the difference between price and cost
- Describe and identify the different ways price gets determined by the supplier
- Conduct a cost breakdown for a simple product or service
- Determine when it is appropriate to use cost breakdowns
- Determine where we are able to influence or improve the pricing that suppliers present
- Build a Total Cost of Ownership model
- Apply the insight gained from working with price and cost tools, to improve their buying position or negotiate more effectively

What You Will Get

This training is delivered by a highly experienced procurement expert and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- 3P agenda and joining pack sent out in advance to all delegates
- Full colour workbook hand outs
- A certificate for all delegates who complete the course

CATEGORY MANAGEMENT

Category Segmentation & Opportunity Analysis Workshop

A 1-day or 2-day facilitated workshop to identify and prioritize the categories the organization will pursue in order to secure the optimum value and advantage. Designed to maximize the impact by utilizing the knowledge and insight of key individuals within the company with experience of the organization's current spend and suppliers, this workshop provides a guided journey to structuring a new strategic roadmap for the short to medium term.

The workshop is designed to be run with typically 5-7 of your most senior or experienced individuals equipped with, if possible, any spend data you might have, together with a knowledge of what the company is trying to achieve. Initially the workshop takes the team through a carefully facilitated process to determine or validate category scope and definitions to create a discrete list of market facing categories and the level at which categories will be worked on. Using our multi-dimensional category opportunity analysis tool, the agreed categories are systematically evaluated to determine and agree those that have the potential to contribute the greatest value and what might be required to realize this. Finally, we identify the priorities for action and agree a short to medium term roadmap.

The facilitated Category Segmentation & Opportunity Analysis workshop can deliver exceptional results and provide impactful strategic direction and planning in just one or two days. With the right people assembled and some good basic data, this single workshop can achieve the same or better results as big entire programs of work by large consulting firms. Category segmentation and opportunity analysis is typically deployed as part of a wider governance approach. Workshop duration is as agreed and according to specific objectives or scale of work involved.

This workshop is suitable for:

- CPO's and senior teams attempting to identify future category structure and priorities
- Experienced procurement practitioners with knowledge of the organization, current categories of spend and key suppliers

You may also be interested in:

- **Governance** – Realize game changing benefits in your organization by making Category Management 'the way we buy'. We can help drive in the governance framework necessary to make Category Management a highly successful contributor to business success. We will work with your senior team to implement approaches around category segmentation and prioritization, project planning and reviews, benefits tracking, capability development and internal communications.
- **Procleus®** – The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procleus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete suite of processes, tools, templates and resources for procurement and negotiation.
- **Category Management in Purchasing** by Jonathan O'Brien – A best selling book in its class that has helped tens of thousands of practitioners around the world to understand and apply Category Management. We can provide copies of this book at a discounted rate to delegates to support the training. The author is also available to lead some courses.

We charge per event based on a maximum of 20 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Workshop Content

- Clarification of business mission, aims and objectives, and how these translate to procurement
- Determination/validation of overall category structure and individual 'market facing' scope and category definitions
- Multi-dimensional opportunity analysis to determine the value potential across all selected categories
- Prioritization against required business results
- Determination of short/medium term roadmap

Workshop Objectives and Deliverables

By the end of this workshop, key outputs will be:

- Agreed category list and structure including the level at which we will work
- Prioritized category opportunity analysis
- Roadmap of categories to work on short to medium term

What You Will Get

This workshop will be delivered by a senior experienced procurement expert with specialist capability in helping organizations determine procurement strategy and category frameworks/roadmaps.

Delegates will receive:

- The outputs of sessions developed during the workshop
- Licensed copy of the opportunity analysis tool (license for the company to use ongoing but not to modify or sell on)

SUPPLIER RELATIONSHIP MANAGEMENT

1-Day Introduction Training Workshop

A 1-day introductory Supplier Relationship Management (SRM) course aimed at stakeholders and purchasing staff. This course is designed to help individuals understand the principles of the buyer/seller relationship and to equip them with some basic tools and approaches to maximize the value from key relationships. This course will improve the way your business engages with its suppliers and help shift the balance of power in your favour by equipping those who interface with suppliers with some basic tools and approaches for each and every engagement.

The course covers the basic principles of Supplier Management (SM) as part of an overall SRM approach and is based around the Positive Purchasing Supplier Management process. The training is interactive and inspirational; experienced trainers bring the training to life using a combination of inspirational tuition, facilitated debate, group work and case studies.

This course is suitable for:

- Junior or developing buyers
- Stakeholders who interface with or manage suppliers in some way

You may also be interested in:

- **Procleus**® – The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procleus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete suite of processes, tools, templates and resources for procurement and negotiation.
- **Supplier Relationship Management** by Jonathan O'Brien – The complete handbook of SRM based around 'The Orchestra of SRM'® concept. Contains practical tools and approaches to make SRM a reality in any organization and unlock value from the supply base.
- **Governance** – realize game changing benefits in your organization by making SRM 'the way we manage our suppliers'. We can help drive in the governance framework necessary to make SRM a highly successful contributor to business success that unlocks significant value in the supply base. We will work with your senior team to implement approaches around supply base segmentation and prioritisation, supplier project planning and reviews, benefits tracking, capability development and internal communications. We can also help drive in joint working with the critical few strategic suppliers who can make a dramatic difference to your business.

We charge per event based on a maximum of 20 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

- The buyer/supplier relationships
- What makes some suppliers important or strategic
- Value possible from a well-managed relationship
- The seller's perspective and agenda and how they gain advantage
- Measuring supplier performance
- Driving supplier improvements
- Managing the supplier to get the results needed
- Contract management
- Creating the right relationship
- Managing supplier meetings, reviews and interactions

Learning Objectives

By the end of this course delegates will be able to:

- Describe what makes some suppliers more important than others
- Describe the different approaches and types of intervention for important suppliers
- Describe how suppliers gain advantage
- Apply a series of approaches to better manage a supplier
- Better manage interactions with suppliers and develop relationships as appropriate
- Apply simple contract management principles
- Conduct a supplier review meeting
- Manage supplier performance and deal with issues or the need for improvement

What You Will Get

This training is delivered by a highly experienced procurement expert and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- Full colour SRM training workbook containing summary of content from the day
- Laminated 5A and 7 Facets of SRM processes
- Copies of all case studies and group work exercises
- A certificate for all delegates who complete the course

SUPPLIER RELATIONSHIP MANAGEMENT

2-Day Intensive Training Workshop

A 2-day intensive Supplier Relationship Management (SRM) course aimed at purchasing professionals and potentially some key stakeholders. This course is designed to help practitioners manage important suppliers and develop specific interventions to achieve business goals. Based around the Positive Purchasing 'Orchestra of SRM[®]', and 5A[™] SCR (Strategic Collaborative Relationship) process (customizable to your own process), our SRM training is perfect for any practitioner who is involved in managing or interfacing with suppliers.

This course will help you secure greater value, performance, effectiveness, innovation and security of supply as well as reduced supply chain risk. It will enable you to identify those suppliers who are important and why, and equip those who attend with the tools and approaches to determine and effect the right interventions with the right suppliers.

The course integrates fully with Category Management, providing the perfect 'next step' training for purchasing practitioners. Experienced trainers bring the training to life using a combination of inspirational tuition, facilitated debate, group work and case studies. The course can also be run with delegates working on actual supplier relationships to develop an SRM strategy.

This course is suitable for:

- Procurement professionals
- Key stakeholders who interface with or manage suppliers in some way

You may also be interested in:

- **Procleus[®]** – The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procleus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete suite of processes, tools, templates and resources for procurement and negotiation.
- **Supplier Relationship Management** by Jonathan O'Brien – The complete handbook of SRM based around 'The Orchestra of SRM' concept. Contains practical tools and approaches to make SRM a reality in any organization and unlock value from the supply base.
- **Governance** – realize game changing benefits in your organization by making SRM 'the way we manage our suppliers'. We can help drive in the governance framework necessary to make SRM a highly successful contributor to business success that unlocks significant value in the supply base. We will work with your senior team to implement approaches around supply base segmentation and prioritisation, supplier project planning and reviews, benefits tracking, capability development and internal communications. We can also help drive in joint working with the critical few strategic suppliers who can make a dramatic difference to your business.

We charge per event based on a maximum of 20 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

- The buyer/supplier relationships
- Why we need an approach for key suppliers and the value possible from a well-managed relationship
- Supplier segmentation and what makes some suppliers important or strategic
- The seller's perspective and agenda
- Supplier Performance Measurement and developing KPIs
- The STPDR process for driving supplier improvements
- Contract management
- Managing relationships with suppliers (business-wide) and supplier interface mapping
- Strategic Collaborative Relationships and how to manage them
- Creating joint working and collaboration

Learning Objectives

By the end of this course delegates will be able to:

- Describe what makes some suppliers more important than others
- Describe the different approaches and types of intervention for important suppliers
- Apply a series of approaches to better manage a supplier
- Identify and drive in the appropriate relationship with important and strategic suppliers.
- Apply simple contract management principles
- Conduct a supplier review meeting
- Manage supplier performance and deal with issues or the need for improvement
- Develop joint working approaches for Strategic Collaborative Relationships to collaborate on key initiatives
- To identify how a strategic supplier can help drive business growth or create competitive advantage

What You Will Get

This training is delivered by two highly experienced procurement experts and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- Full colour SRM training workbook containing summary of content from the 2 days
- Laminated 5A and 7 Facets of SRM processes
- Copies of all case studies and group work exercises
- A certificate for all delegates who complete the course

SUPPLIER RELATIONSHIP MANAGEMENT

3-Day Training Workshop

A 3-day Supplier Relationship Management (SRM) course aimed at experienced or developing purchasing staff and potentially key stakeholders. This course is designed to help equip practitioners to identify those suppliers that are the most important, unlock value and reduce risk from these.

Based around the Positive Purchasing 'Orchestra of SRM[®]', including the 5A[™] SCR (Strategic Collaborative Relationship) process (customizable to your own process), our 3-day SRM training course will help you secure greater value, performance, effectiveness, innovation and security of supply as well as reduced supply chain risk. It will enable you to identify those suppliers who are important and why, and equip those who attend with the tools and approaches to determine and effect the right interventions with the right suppliers.

Our SRM training course integrates fully with 5i[®] Category Management and our Red Sheet[®] Negotiation training to provide a complete strategic purchasing approach. Experienced trainers bring the training to life using a combination of inspirational tuition, facilitated debate, group work and case studies. Course content is fully customizable.

This course is suitable for:

- Procurement professionals
- Key stakeholders who interface with or manage suppliers in some way

You may also be interested in:

- **Procleus[®]** – The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procleus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete suite of processes, tools, templates and resources for procurement and negotiation.
- **Supplier Relationship Management** by Jonathan O'Brien – The complete handbook of SRM based around 'The Orchestra of SRM' concept. Contains practical tools and approaches to make SRM a reality in any organization and unlock value from the supply base.
- **Governance** – realize game changing benefits in your organization by making SRM 'the way we manage our suppliers'. We can help drive in the governance framework necessary to make SRM a highly successful contributor to business success that unlocks significant value in the supply base. We will work with your senior team to implement approaches around supply base segmentation and prioritisation, supplier project planning and reviews, benefits tracking, capability development and internal communications. We can also help drive in joint working with the critical few strategic suppliers who can make a dramatic difference to your business.

We charge per event based on a maximum of 20 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

- The buyer/supplier relationship
- Introduction to SRM
- Why we need an approach for key suppliers and the value possible from a well-managed relationship
- Supplier segmentation and what makes some suppliers important or strategic
- The seller's perspective and agenda
- Supplier Performance Measurement and developing KPIs
- The STPDR process for driving supplier improvements
- Contract management
- Managing relationships with suppliers (business wide) and supplier interface mapping
- Supply chain management and supply chain mapping
- Strategic relationships and how to manage them
- Creating joint working and collaboration
- Dealing with dispute and conflict resolution
- Securing innovation from the supply base
- Developing an SRM strategy
- Governance for SRM
- Link to category management and CSR
- Qualifying a supplier

Learning Objectives

By the end of this course delegates will be able to:

- Segment a supply base and identify important and strategic suppliers
- Describe and apply different approaches and interventions for important and strategic suppliers
- Apply a series of approaches to better manage an important supplier
- Manage relationships with key suppliers across the entire business
- Drive compliance and manage a supplier against the contract
- Put in place a supplier performance measurement system and develop KPIs
- Drive and manage supplier improvements
- Conduct supplier review meetings
- Describe supply chain management principles and key approaches
- Manage a strategic relationship
- Develop joint working approaches for strategic relationships to collaborate on key initiatives
- Put in place arrangements to secure innovation from the supply base
- To identify how a strategic supplier can help drive business growth or create competitive advantage

What You Will Get

This training is delivered by two highly experienced procurement experts and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- Full colour SRM training workbook containing summary of content from the 3 days
- Laminated 5A and 7 Facets of SRM processes
- Copies of all case studies and group work exercises
- A certificate for all delegates who complete the course

SUPPLIER RELATIONSHIP MANAGEMENT

Supplier Segmentation Workshop

A 1-day or 2-day facilitated workshop to identify the suppliers that are important in some way, and what makes them important, and to identify and prioritize the specific interventions we need to secure the optimum value from our supply base. Designed to maximize the impact by utilizing the knowledge and insight of individuals within the company with experience of key suppliers, this workshop provides a guided journey to structuring SRM and creating a new strategic roadmap for the short to medium term.

The workshop is designed to be run with up to 16 of your most senior or experienced individuals equipped with, if possible, any spend data and supplier data you might have together with a knowledge of what the company is trying to achieve. The workshop takes the team through a carefully facilitated process that applies a series of 'passes' to determine the important suppliers from different perspectives. Using our multi-dimensional category segmentation and supplier intervention mapping, important suppliers are systematically evaluated to determine and agree those we need to be working with and precisely what we should be doing to secure the greatest value from them. Finally, we identify the priorities for action and agree a short to medium term roadmap.

The supplier segmentation workshop can deliver exceptional results and provide impactful strategic direction and planning in just one or two days. With the right people assembled and some good basic data, this single workshop can achieve the segmentation of the entire supply base and provide the basis to better manage supplier intervention. Supplier segmentation is typically deployed as part of a wider governance approach. Workshop duration as agreed and according to specific objectives or scale of work involved.

This workshop is suitable for:

- CPOs and senior teams attempting to identify supply base segmentation and priorities
- Experienced procurement practitioners with knowledge of the organization, current categories of spend and key suppliers

You may also be interested in:

- **Governance** – realize game changing benefits in your organization by making SRM 'the way we manage our suppliers'. We can help drive in the governance framework necessary to make SRM a highly successful contributor to business success that unlocks significant value in the supply base. We will work with your senior team to implement approaches around supply base segmentation and prioritisation, supplier project planning and reviews, benefits tracking, capability development and internal communications. We can also help drive in joint working with the critical few strategic suppliers who can make a dramatic difference to your business.
- **Procleus**® – The complete online strategic procurement academy, toolkit and resource centre for purchasing professionals. Our unique Procleus digital platform enables global procurement teams to deliver remarkable benefits and unlock significant potential from the supply base. Featuring an extensive library of digital learning modules, individual competency assessment and managed learning programs alongside the complete suite of processes, tools, templates and resources for procurement and negotiation.
- **Supplier Relationship Management** by Jonathan O'Brien – The complete handbook of SRM based around 'The Orchestra of SRM' concept. Contains practical tools and approaches to make SRM a reality in any organization and unlock value from the supply base.

We charge per event based on a maximum of 16 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Workshop Content

- Clarification of business mission, aims and objectives and how these translate to procurement
- Multi-pass entire supply base evaluation and 'importance shortlisting' using different lenses
- Supplier intervention mapping
- Prioritization of intervention actions and determination of short to medium term roadmap

Workshop Objectives and Deliverables

By the end of this workshop, key outputs will be:

- Determination of important suppliers (and reason for importance)
- Segmented supply base
- Short to medium term prioritized roadmap

What You Will Get

This workshop will be delivered by a senior experienced procurement expert with specialist capability in helping organizations determine procurement strategy and supply segmentation.

Delegates will receive:

- The outputs of sessions developed during the workshop
- Licensed copy of the supplier segmentation and opportunity analysis tool (license for the company to use ongoing but not to modify or sell on).

NEGOTIATION

1-Day Introduction Red Sheet® Nano Training Workshop

This 1-day introductory negotiation training is based around the Red Sheet Nano and includes an introduction to the basics of negotiation planning, together with some practical training. It provides an introduction for those who conduct simple or individual negotiations and helps those who attend begin to build the confidence and capability to negotiate with ease.

Based around the Red Sheet Nano negotiation tool, this awareness-level course takes delegates through the fundamentals of negotiation. The course includes developing a list of negotiables® and determining our negotiation power, and then how to develop a simple concession strategy and plan.

This course will equip delegates with some basic tools and approaches and enable them to begin to secure better outcomes from their negotiations by being more in control of the negotiation. The different sources of power in negotiation are explored and delegates are provided with a simple tool to assess and plan for the balance of power between parties. This course touches on some of the tactics and techniques that can help in a negotiation. The day includes some simple role play exercises so delegates get to put what they have learned into practice in a safe environment. This awareness-level course helps those learning to negotiate begin to develop their skills and provides a solid approach to follow.

This course is suitable for:

- Purchasing professionals
- Sales professionals
- Project managers
- Those negotiating internally (e.g., HR)
- Security experts (kidnap and ransom)
- Mergers and acquisition
- Governments and diplomats
- Anyone who negotiates

You may also be interested in:

- **Red Sheet Online** – Good negotiation results come from effective planning and Red Sheet Online provides negotiators with the complete suite of supporting resources needed to achieve a winning negotiation every time. Red Sheet Online provides a vast library of downloadable resources, electronic and online Red Sheet (with the facility for colleagues in other locations to collaborate on), our full tactics library, culture guide and on-demand high quality video tuition modules using the latest streaming video technology. Red Sheet Online is a subscription-based online tool that provides your team with the complete and regularly updated set of negotiation resources and support tools. Available on an annual subscription basis with significant discounts if purchased with classroom training.
- **Negotiation for Procurement Professionals** by Jonathan O'Brien – Winner of the ACA-Bruel specially commended award in 2013 by the Association of Purchasing and Supply Chain (CESA) of HEC School of Management in Paris – a must for any procurement negotiators. Includes the Red Sheet methodology and written with the procurement professional in mind. The author is also available to lead some courses.
- **Red Sheet supplies** – A full range of Red Sheet supplies: Red Sheet posters, Red Sheet Lite desk pads, Red Sheet Nano note pads, and other Red Sheet merchandise – a range of accessories to show the other party you mean business!
- **Procleus®** - Red Sheet is also available as an option within our strategic procurement academy, toolkit and resource centre for purchasing professionals.

We charge per event based on a maximum of 20 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

- Introduction to negotiation
- Determine what type of negotiation we need
- Assessing what scope we have to negotiate
- Match your negotiation approach to the situation, objectives and type of relationship required
- Planning the negotiation event using Red Sheet Nano
- Developing our list of negotiables
- Determining our MDO/LDO and BATNA
- Building a concession strategy
- Determining our negotiation balance and how to influence it
- Winning tactics and techniques
- Videos from leading negotiators
- Negotiating remotely
- Simple role play exercises

Learning Objectives

By the end of this course delegates will be able to:

- Describe different types of negotiation
- Assess what scope there is to negotiate for a given situation
- Structure, plan and execute simple negotiations
- Determine and change the balance of power in a negotiation
- Determine requirements and outcomes and develop a concession strategy
- Apply a selection of tactics and techniques to help secure outcomes

What You Will Get

This training is delivered by a highly experienced negotiation expert and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- A full colour Red Sheet Nano workbook
- A starter supply of Red Sheet Nano note pads
- A negotiator's guide to all popular tactics and techniques
- A certificate for all delegates who complete the course

NEGOTIATION

2-Day Red Sheet® Lite Training Workshop

This 2-day negotiation training course is based around the Red Sheet Lite and includes essential negotiation planning, together with extensive practical training including a full role play. It provides winning approaches for everyday professional or one-on-one negotiation planning and helps those who attend to build the confidence and capability to negotiate with ease. The course takes delegates through the fundamentals of negotiation. It includes determining the requirements for a negotiation and developing a concession strategy. The different sources of power in negotiation are explored and delegates learn how to structure and plan for the negotiation meeting including setting target outcomes and planning the sequence of interactions needed to secure the required outcome.

This course will enable delegates to secure better outcomes from their negotiations, to be more in control of the negotiation process and have greater confidence along the way.

This course is highly practical and features extensive coverage of the tactics and techniques that can help in a negotiation as well as body language and verbal language. During these highly interactive sessions, delegates get to witness first hand some of the winning approaches and even try putting some into practice. The two days culminate in a simple team-based role play with immediate feedback. Delegates get to put what they have learned into practice in a safe environment.

This course is suitable for:

- Procurement professionals
- Sales professionals
- Internal negotiators
- Security professionals (kidnap and ransom)
- Anyone who wants to develop negotiation capability

You may also be interested in:

- **Red Sheet Online** – Good negotiation results come from effective planning and Red Sheet Online provides negotiators with the complete suite of supporting resources needed to achieve a winning negotiation every time. Red Sheet Online provides a vast library of downloadable resources, electronic and online Red Sheet (with the facility for colleagues in other locations to collaborate on), our full tactics library, culture guide and on-demand high quality video tuition modules using the latest streaming video technology. Red Sheet Online is a subscription-based online tool that provides your team with the complete and regularly updated set of negotiation resources and support tools. Available on an annual subscription basis with significant discounts if purchased with classroom training.
- **Individual psychometric assessment** – Evaluate your own negotiation style and obtain a full personalised report that illustrates your negotiation traits and how to adapt your behaviours for specific negotiations. Fully aligned with the Red Sheet methodology and available for individuals taking the course.
- **Negotiation for Procurement Professionals** by Jonathan O'Brien – Winner of the ACA-Bruel specially commended award in 2013 by the Association of Purchasing and Supply Chain (CESA) of HEC School of Management in Paris – a must for any procurement negotiators. Includes the Red Sheet methodology and written with the procurement professional in mind. The author is also available to lead some courses.
- **Red Sheet supplies** – A full range of Red Sheet supplies: Red Sheet posters, Red Sheet Lite desk pads, Red Sheet Nano note pads, and other Red Sheet merchandise – a range of accessories to show the other party you mean business!
- **Procleus®** – Red Sheet is also available as an option within our strategic procurement academy, toolkit and resource centre for purchasing professionals.

We charge per event based on a maximum of 16 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

- Introduction to negotiation and the different types of negotiation
- Match your negotiation approach to the situation, objectives and type of relationship required
- Planning the negotiation event using Red Sheet
- Engaging stakeholders
- Building a concession strategy
- Power balance and how to influence it
- Planning the negotiation event
- Managing the negotiation event
- Winning tactics for all stages of negotiation
- Body language – how to read your opponent, how not to give the game away
- Use of spoken language to influence outcomes
- Videos from leading negotiators
- Team role play
- Series of smaller role plays and practical exercises

Learning Objectives

By the end of this course delegates will be able to:

- Describe and determine what types of negotiation to use
- Structure, plan and execute simple negotiations
- Determine and change the balance of power in a negotiation
- Determine requirements and outcomes and develop a concession strategy
- Begin to apply techniques around body language and verbal language to a negotiation
- Apply a selection of tactics and techniques to help secure outcomes

What You Will Get

This training is delivered by two highly experienced negotiation experts and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- A full colour Red Sheet Lite workbook
- A Red Sheet Lite desk pad
- A negotiator's guide to all popular tactics and techniques
- A certificate for all delegates who complete the course

NEGOTIATION

2-Day Intensive Red Sheet® Training Workshop

This 2-day intensive negotiation training course is based around the Red Sheet and includes most of the content found on the 3-day course but with a shorter role play negotiation. It provides winning approaches for negotiation planning and helps those who attend to build the confidence and capability to take on moderate to advanced negotiation. The course includes video examples of negotiation and interviews with leading negotiators. Over the two days, delegates explore in depth all aspects of negotiation, negotiation planning and body language, as well as the tactics, techniques and behaviours required for success.

This course will enable delegates to secure better outcomes from their negotiations, to be more in control of the negotiation process, and have greater confidence along the way.

This course includes a personality module with the option of an individual psychometric assessment to evaluate personal negotiation style, along with a module on negotiating across cultural boundaries. The course also features extensive coverage of the tactics and techniques that can help in a negotiation as well as body language. During these highly interactive sessions, delegates get to witness first-hand some of the winning approaches and even try putting some into practice. The two days culminate in a simple team-based role play with immediate feedback.

This course is suitable for:

- Procurement professionals
- Sales professionals
- Internal negotiators
- Security professionals (kidnap and ransom)
- Anyone who wants to develop negotiation capability

You may also be interested in:

- **Red Sheet Online** – Good negotiation results come from effective planning and Red Sheet Online provides negotiators with the complete suite of supporting resources needed to achieve a winning negotiation every time. Red Sheet Online provides a vast library of downloadable resources, electronic and online Red Sheet (with the facility for colleagues in other locations to collaborate on), our full tactics library, culture guide and on-demand high quality video tuition modules using the latest streaming video technology. Red Sheet Online is a subscription-based online tool that provides your team with the complete and regularly updated set of negotiation resources and support tools. Available on an annual subscription basis with significant discounts if purchased with classroom training.
- **Individual psychometric assessment** – Evaluate your own negotiation style and obtain a full personalised report that illustrates your negotiation traits and how to adapt your behaviours for specific negotiations. Fully aligned with the Red Sheet methodology and available for individuals taking the course.
- **Negotiation for Procurement Professionals** by Jonathan O'Brien – Winner of the ACA-Bruel specially commended award in 2013 by the Association of Purchasing and Supply Chain (CESA) of HEC School of Management in Paris – a must for any procurement negotiators. Includes the Red Sheet methodology and written with the procurement professional in mind. The author is also available to lead some courses.
- **Red Sheet supplies** – A full range of Red Sheet supplies: Red Sheet posters, Red Sheet Lite desk pads, Red Sheet Nano note pads, and other Red Sheet merchandise – a range of accessories to show the other party you mean business!
- **Procleus®** - Red Sheet is also available as an option within our strategic procurement academy, toolkit and resource centre for purchasing professionals.

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Course Content

- Introduction to negotiation and the different types of negotiation
- Matching negotiation approach to the situation, objectives and type of relationship required
- Planning the negotiation event using Red Sheet
- Engaging stakeholders
- Negotiating across cultures
- Negotiator personality and adapting behaviour for the negotiation
- Assessing the other party
- Power balance and how to influence it
- Using game theory to structure the negotiation approach
- Building a concession strategy
- Planning the negotiation event
- Managing the negotiation event
- Winning tactics for all stages of negotiation
- Body language – how to read your opponent, how not to give the game away
- Videos from leading negotiators
- Team role play
- Post-negotiation reviews and lessons learned

Learning Objectives

By the end of this course delegates will be able to:

- Describe and determine what types of negotiation to use
- Structure, plan and execute complex negotiations
- Adapt negotiation for culture
- Match individual personality to the negotiation and adapt behaviour
- Determine and change the balance of power and the game being played in a negotiation
- Determine requirements and outcomes and develop a concession strategy
- Begin to apply techniques around body language to a negotiation
- Apply a selection of tactics and techniques to help secure outcomes
- Conduct a post-negotiation review

What You Will Get

This training is delivered by two highly experienced negotiation experts and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- A full colour Red Sheet workbook
- A starter supply of Red Sheet posters
- A country-by-country culture guide
- A negotiator's guide to all popular tactics and techniques
- A certificate for all delegates who complete the course

NEGOTIATION

3-Day Red Sheet® Training Workshop

Our most popular negotiation course, the 3-day Red Sheet negotiation training helps prepare and equip delegates with the theory, tactics and practical experience of negotiation that enable outstanding results. It provides winning approaches for negotiation planning and helps those who attend to build the confidence and capability to take on any negotiation. Over the three days, delegates explore in depth all aspects of negotiation and negotiation planning.

This course will help ensure you don't leave money on the table. It will enable delegates to secure winning outcomes from each negotiation they do, to stay in control of the negotiation process and to have confidence in their approach no matter what the scenario.

This course includes a module on personality with the option of a full psychometric assessment to evaluate individual negotiation style as well as a module on negotiation across cultural boundaries. Negotiation tactics and techniques are covered in depth as well as body language and verbal language. During these highly interactive sessions delegates get to witness first-hand some of the winning approaches and even try putting some into practice. The three days culminate in a full, team-based role play negotiation which is recorded on video and supplied to delegates after the workshop in MP4 format via email link.

This course is suitable for:

- Procurement professionals
- Sales professionals
- Internal negotiators
- Security professionals (kidnap and ransom)
- Anyone who wants to develop negotiation capability

You may also be interested in:

- **Red Sheet Online** – Good negotiation results come from effective planning and Red Sheet Online provides negotiators with the complete suite of supporting resources needed to achieve a winning negotiation every time. Red Sheet Online provides a vast library of downloadable resources, electronic and online Red Sheet (with the facility for colleagues in other locations to collaborate on), our full tactics library, culture guide and on-demand high quality video tuition modules using the latest streaming video technology. Red Sheet Online is a subscription-based online tool that provides your team with the complete and regularly updated set of negotiation resources and support tools. Available on an annual subscription basis with significant discounts if purchased with classroom training.
- **Individual psychometric assessment** – Evaluate your own negotiation style and obtain a full personalised report that illustrates your negotiation traits and how to adapt your behaviours for specific negotiations. Fully aligned with the Red Sheet methodology and available for individuals taking the course.
- **Negotiation for Procurement Professionals** by Jonathan O'Brien – Winner of the ACA-Bruel specially commended award in 2013 by the Association of Purchasing and Supply Chain (CESA) of HEC School of Management in Paris – a must for any procurement negotiators. Includes the Red Sheet methodology and written with the procurement professional in mind. The author is also available to lead some courses.
- **Red Sheet supplies** – A full range of Red Sheet supplies: Red Sheet posters, Red Sheet Lite desk pads, Red Sheet Nano note pads, and other Red Sheet merchandise – a range of accessories to show the other party you mean business!
- **Procleus®** - Red Sheet is also available as an option within our strategic procurement academy, toolkit and resource centre for purchasing professionals.

We charge per event based on a maximum of 16 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

- Introduction to negotiation and the different types of negotiation
- Match your negotiation approach to the situation, objectives and type of relationship required
- Planning the negotiation event using Red Sheet
- Engaging stakeholders
- Negotiating across cultures
- Negotiator personality and adapting behaviour for the negotiation
- Assessing the other party
- Negotiating remotely
- Power balance and how to influence it
- Using game theory to structure the negotiation approach
- Building a concession strategy
- Planning the negotiation event
- Managing the negotiation event
- Tactics to open and explore
- Tactics to bargain
- Tactics to close the deal
- Dirty tactics and countermeasures
- Body language – how to read your opponent, how not to give the game away
- Use of verbal language – challenging non-specific language and using it to your advantage
- Videos from leading negotiators
- Video role plays: team negotiation
- Series of smaller role plays and practical exercises
- Post-negotiation reviews and lessons learned

Learning Objectives

By the end of this course delegates will be able to:

- Describe different types of negotiation
- Structure, plan and execute complex negotiations
- Adapt negotiation for culture
- Match individual personality to the negotiation and adapt behaviour
- Determine and change the balance of power and the game being played in a negotiation
- Determine requirements and outcomes and develop a concession strategy
- Begin to apply techniques around body language and verbal language to a negotiation
- Apply a selection of tactics and techniques to help secure outcomes
- Conduct a post-negotiation review

What You Will Get

This training is delivered by two highly experienced negotiation experts and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- A full colour Red Sheet workbook
- A starter supply of Red Sheet posters
- A country-by-country culture guide
- A negotiator's guide to all popular tactics and techniques
- An MP4 video of their negotiation role play
- A certificate for all delegates who complete the course

NEGOTIATION

3-Day Red Sheet® Extension - 'Next Stage' Training Workshop

A 3-day 'next stage' specialist course for those already trained in Red Sheet. This specialist course takes learning and developing in negotiation to the next level and equips negotiators with some exceptional practical skills to secure outstanding results.

The course is built around Neuro-Linguistic Programming (NLP) principles and practice and, using individual and small group practical activities, equips delegates with some very powerful skills designed to secure the outcomes you need without your opponent understanding how you did it.

This course will ensure you realize your full potential for negotiation. It will give you great confidence in your approach and put you in complete control of the event, equipping you with some very practical approaches to ensure you don't leave money on the table in future negotiations.

Experienced experts in NLP and negotiation deliver this course and it covers the key aspects of NLP that are relevant for negotiation, building further upon the Red Sheet methodology. Practical one-on-one and small team negotiations build capability, all recorded on video and supplied to delegates after the workshop in MP4 format via email link. The course is designed to provide high-impact learning and development and for this reason we limit numbers to only small groups of 12 maximum.

This course is suitable for:

- Professional negotiators
- Procurement professionals
- Sales professionals
- Anyone with experience of negotiation
- Anyone who has completed a 2 or 3-day Red Sheet Negotiation course.

You may also be interested in:

- **Red Sheet Online** – Good negotiation results come from effective planning and Red Sheet Online provides negotiators with the complete suite of supporting resources needed to achieve a winning negotiation every time. Red Sheet Online provides a vast library of downloadable resources, electronic and online Red Sheet (with the facility for colleagues in other locations to collaborate on), our full tactics library, culture guide and on-demand high quality video tuition modules using the latest streaming video technology. Red Sheet Online is a subscription-based online tool that provides your team with the complete and regularly updated set of negotiation resources and support tools. Available on an annual subscription basis with significant discounts if purchased with classroom training.
- **Negotiation for Procurement Professionals** by Jonathan O'Brien – Winner of the ACA-Bruel specially commended award in 2013 by the Association of Purchasing and Supply Chain (CESA) of HEC School of Management in Paris – a must for any procurement negotiators. Includes the Red Sheet methodology and written with the procurement professional in mind. The author is also available to lead some courses.
- **Red Sheet supplies** – A full range of Red Sheet supplies: Red Sheet posters, Red Sheet Lite desk pads, Red Sheet Nano note pads, and other Red Sheet merchandise – a range of accessories to show the other party you mean business!
- **Procleus®** - Red Sheet is also available as an option within our strategic procurement academy, toolkit and resource centre for purchasing professionals.

We charge per event based on a maximum of 12 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

- Recap on Red Sheet process and negotiation approach
- Reflection on negotiation experience so far
- One-on-one negotiations with facilitators/actors
- Building rapport – the importance of rapport and how to create and maintain it during a negotiation
- Representation systems – how people represent their reality
- Communication systems – how people communicate and want to be communicated to
- Chunking – Negotiating around what people really want not what they think they want; understanding others' motivations
- Personal strategies – Identifying the personal strategy of the opponent. Use of 'pattern interrupt' to reset the negotiation process
- Goal setting – Using well formed outcomes to set goals for negotiation outcomes
- Anchoring – Getting into the optimum state for the negotiation and using anchoring to influence the state of others
- Language patterns – Clarifying non-specific language to understand other people's positions accurately and using non-specific language and metaphors to influence outcomes
- Advanced body language
- Making team-based negotiations really work
- Planning and structuring advanced negotiations
- Small group role play (video recorded with feedback from leaders)

Learning Objectives

By the end of this course delegates will be able to:

- Identify how an opponent 'represents their reality' and how they communicate (and like to be communicated to)
- Identify what an opponent really wants, not what they say they want, and their personal motivators
- Identify the negotiation strategy others are using and apply 'pattern interrupt' to reset the negotiation process
- Use effective goal setting to secure desired negotiation outcomes
- Apply anchoring techniques to get oneself into the optimum state for negotiation and influence others' state during the negotiation
- Use non-specific language to influence outcomes and establish an opponent's position
- Apply a range of specific tactics and techniques to maximise outcomes
- Plan, structure and lead individual and group negotiations
- Align a supporting team to ensure they work in concert during the negotiation
- Use advanced body language techniques to read the opponent and influence them

What You Will Get

This training is delivered by two highly experienced negotiation experts and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- A full colour 'Next Stage' Red Sheet workbook
- An MP4 video of their negotiation role play
- A certificate for all delegates who complete the course

BUYER'S TOOLKIT

1-Day Introduction Training Workshop

This 1-day training workshop is aimed at anyone who wants to learn how to buy more effectively. It is useful for those in the organization who interface or interact with suppliers, or who are responsible for managing contracts or suppliers where there is significant spend or risk to the business. The course is designed to provide delegates with the core or fundamental buying skills and tools that can make a difference to buying outcomes and enable effective contract and supplier management.

The event is fully customizable and modules can be adapted to meet specific client requirements.

This course is suitable for:

- Anyone who manages a supplier
- Anyone who interfaces with a supplier
- Anyone who wants to learn the basics of procurement

You may also be interested in:

- [Buyer's Toolkit Online](#) – 5D Power Buying® Process, toolkit, resources and digital learning.
- [Red Sheet® Online](#) – Full online toolkit, elearning and resources for the Red Sheet negotiation planning tool..

We charge per event based on a maximum of 20 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

- Introduction to buying
- How suppliers gain advantage
- The 5D Power Buying Process
- Defining our buying objectives and the needs and wants
- Determining our buying power using the power check test (including group work)
- Getting behind price
- Understanding our position in the market
- Determining how to boost our power
- Introduction to managing suppliers
- Developing a Power Buying Plan
- Negotiating to get the best deal

Learning Objectives

By the end of this course delegates will be able to:

- Describe the basic principles of buying
- Describe the different ways suppliers gain advantage
- Assess our buying position and strength
- Develop a simple plan for effective buying
- Define the needs and wants for an area of spend
- Develop and implement arrangements to better manage a supplier
- Conduct simple negotiations
- Buy more effectively

What You Will Get

This training is delivered by a highly experienced trainer and practitioner in this field and can be delivered exclusively for your company at almost any location worldwide.

Delegates will receive:

- 3P agenda and joining pack sent out in advance
- Full colour workbook hand outs
- A certificate for all delegates who complete the course
- Book by Jonathan O'Brien - "The Buyer's Toolkit"

BUYER'S TOOLKIT

2-Day 'Proficient Buyer' Training Workshop

This 2-day training workshop is aimed at individuals or those in companies who buy or want to learn how to buy more effectively. It is suitable for those in organizations who are responsible for buying or who interface or interact with suppliers or manage contracts. It is particularly suitable for small to medium sized buying teams who wish to move from basic tactical buying to a buying approach that adds greater value to the organization. It is relevant for teams with little or no buying experience and equally suitable for those who know what they are doing.

The course is designed to provide delegates with a solid grounding and full training in the 5D Power Buying® process. It will also establish a common toolkit and language within a team and across the business as a whole. It will help make a significant difference to buying outcomes and enable better contract and supplier management.

The event is fully customizable and the modules can be adapted to meet specific client requirements. We can also adapt the agenda to provide real outputs for an organization.

This course is suitable for:

- Anyone who buys
- Anyone who manages a supplier
- Anyone who interfaces with a supplier
- Anyone who agrees or manages contracts

You may also be interested in:

- **Buyer's Toolkit Online** – 5D Power Buying® Process, toolkit, resources and digital learning.
- **Procleus®** – Online toolkit, eLearning and resources for the 5i® Category Management process and The 5S Orchestra of SRM® (Supplier Relationship Management) methodology.
- **Red Sheet® Online** – Online toolkit, elearning and resources for the Red Sheet negotiation planning tool.

We charge per event based on a maximum of 20 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

- Introduction to buying
- How suppliers gain advantage
- The 5D Power Buying Process
- Defining our buying objectives and the needs and wants
- Determining our buying power using the power check test (including group work)
- Getting behind price
- Understanding our position in the market
- Determining how to boost our power
- When things go wrong - dealing with supplier disputes (including group work)
- Developing a Power Buying Plan
- Negotiating to get the best deal
- Fundamentals of the contract
- Introduction to negotiation and basic negotiation toolkit
- How to manage the suppliers and check performance
- How to implement new buying arrangements
- Next steps in the journey to effective buying

Learning Objectives

By the end of this course delegates will be able to:

- Describe the basic principles of buying
- Describe the different ways suppliers gain advantage
- Assess our buying position and strength
- Develop a simple plan for effective buying
- Determine which suppliers are more important than others and state why
- Define the needs and wants for an area of spend
- Develop and implement arrangements to better manage a supplier and drive improved performance
- Conduct simple negotiations
- Agree simple contracts with suppliers
- Buy more effectively

What You Will Get

This training is delivered by a highly experienced trainer and practitioner in this field and can be delivered exclusively for your company at almost any location worldwide.

Delegates will receive:

- 3P agenda and joining pack sent out in advance
- Full colour workbook hand outs
- A certificate for all delegates who complete the course
- Book by Jonathan O'Brien – "The Buyer's Toolkit"

EFFECTIVE LEADERSHIP & MANAGEMENT

3-Day Interactive Training Workshop

Our leadership development programs are designed for those in management and leadership positions, or those on a development path to such positions. The courses are inspirational and combine a broad range of training on leadership topics as well as a series of interactive group work exercise, case studies, videos and facilitated debate.

This course will bolster personal and organizational capability and help you build better teams that can achieve the goals and outcomes you need.

This highly memorable program involves sessions designed to increase the understanding of one's self as well as how delegates interact in a team environment. A range of personal and leadership tools in conjunction with analytical techniques are explored which will help to better equip individuals for the workplace. Individuals who attend these courses find them exceptionally beneficial and learn new approaches that help for years to come. We can offer standard leadership development courses or we can develop a custom course to meet specific development objectives, perhaps combined with a teambuilding element.

This course is suitable for:

- Anyone in a managerial role
- Senior executives or managers
- Individuals who are to transition into management
- Anyone who needs to lead or manage a team

You may also be interested in:

- Personal Effectiveness – A 2-day interactive workshop aimed at any individual who wants to better understand themselves and how they interact within a team. This inspirational workshop equips individuals with a series of tools and techniques for life that will dramatically improve personal effectiveness in any role.
- Team Building – We can provide a range of indoor or outdoor team building events that can be delivered as a single event to galvanize a new or underperforming team, or can be incorporated into other learning and development programs.

We charge per event based on a maximum of 20 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

- Introduction to leadership and management
- Attributes of an effective leader
- Leadership behaviours and types of leaders
- What leaders do and don't do
- Leading teams and team dynamics
- Personal team roles
- Personal role anchors
- Communication - in teams and as a leader
- Leadership, power and sources of authority – leading where there is no direct authority
- Influencing skills
- Coaching skills
- Body language
- Inspirational leadership - motivating people to excel
- Personality assessment (various tools available)
- Introduction to NLP
- How I see the world, how others see it – NLP perceptual positions
- Personal energy levels and how to maximize your output
- Time management and personal planning
- Stress and managing stress
- Managing upwards
- Leadership communication
- Conflict management and resolution
- Problem solving
- Executive leadership
- Presentation skills
- Facilitation skills
- Managing personal career development

Learning Objectives

By the end of this course delegates will be able to:

- Describe the role of the leader
- Lead and manage direct reports more effectively
- Manage self and personal ambition more effectively
- Interact, communicate and facilitate meetings more effectively
- Describe aspects of their personality that shape how they behave
- Develop a personal development and career plan
- Better solve problems and manage conflict

What You Will Get

This training is delivered by two highly experienced procurement experts and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- Full colour Effective Leadership & Management training workbook containing summary of content from the 3 days
- Laminated leadership tools sheet
- Copies of all case studies and group work exercises
- A certificate for all delegates who complete the course

PERSONAL EFFECTIVENESS

2-Day Interactive Training Workshop

Our personal effectiveness programs are designed to help individuals realize their personal and professional ambition and increase the contribution to the business. Courses are inspirational and combine a broad range of training across a variety of topics as well as a series of interactive group work exercise, case studies, videos and facilitated debate. The programs involve sessions designed to increase the understanding of one's self as well as how delegates interact in a team environment. A range of personal and leadership tools and analytical techniques are explored which, combined, will help to better equip individuals for the workplace.

Individuals who attend these courses find them exceptionally beneficial and learn new approaches that help them for years to come. The course places an emphasis on learning by doing, with a series of interactive exercises and games to illustrate key contents. The course also includes personality and team interaction assessments to help individuals understand more about themselves and how they interact in a team.

This course will increase your confidence and effectiveness and will equip you with a range of tools to help across any business situations.

This course is suitable for:

- Anyone who wants to become more effective in life, their job and in their future career
- Anyone in your team who you wish to become more effective at what they do

You may also be interested in:

- **Effective Leadership and Management** – A 3-day interactive workshop aimed at those in management and leadership positions or those on a development path to such positions. Fully customizable for the organization to focus of specific needs or requirements.
- **Team Building** – We can provide a range of indoor or outdoor team building events that can be delivered as a single event to galvanize a new or underperforming team, or can be incorporated into other learning and development programs.

We charge per event based on a maximum of 20 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

- Who am I – What do I need to be successful...in work, in life?
- The importance of self esteem
- How I see the world and how others see it – NLP perceptual positions
- Influencing skills
- Personal communication and use of language patterns
- Effective goal and target setting
- Stress management
- Personal energy and wellbeing
- Reading the other person – NLP, Visual, Auditory and Kinesthetic, and Body language
- Effective communications skills
- Facilitating a group skills
- Conflict resolution and dealing with difficult people
- Getting things done and good time management
- Leading or being part of a team
- Team building exercise
- Personal planning

Learning Objectives

By the end of this course delegates will be able to:

- Be more effective at whatever they do
- Construct communications and interactions based on the others position and thinking
- Use language more effectively to achieve specific outcomes
- Manage personal wellbeing more effectively
- Deploy a structured approach to run and facilitate meetings
- Resolve conflict
- Set goals and manage actions to realize them
- Describe aspects of own personality that shape behaviour

What You Will Get

This training is delivered by two highly experienced procurement experts and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- Full colour Personal Effectiveness training workbook containing summary of content from the 2 days
- Laminated personal tools sheet
- Copies of all case studies and group work exercises
- A certificate for all delegates who complete the course

