

TOM ASSOCIATES TRAINING WORKSHOPS 2011
www.tomassociatesng.com

For 2011, here are the subject areas of management that Tom Associates Training will deliver as open and in-plant workshops. In 2010 close to 3,000 managers and executives from nearly 160 business establishments took part in Tom Associates workshops all over Nigeria.

Please select from this brochure the training programmes for developing your managers. They are all courses that should help you, as an organization, to:

- discover successful ways to improve your business performance
- gain sustainable competitive edge by developing employee skills, creativity and commitment
- know how to put recognized best practices into action
- profit from the changing business environment.

The employees who go through the courses you select here will gain:

- benefits from the practical experience of the professionals who lead our courses
- enhanced personal skills
- a sense of achievement
- renewed professional ambition
- increased job satisfaction.

What your Learning and Skill development should focus on in 2011

- Learning that transfers to real issues at work.
- Learning that is linked to your strategy and culture.
- A new approach to marketing and selling.
- Experience sharing with successful organizations.
- Programmes that will mature future managers.
- Tools and framework to effectively drive business.

Our Commitment

By February 2011, Tom Associates has put in nineteen successful years providing quality management education in Nigeria. And in the years to come, Tom Associates will create even new approaches to the development of human capital in the country.

* DATES SUBJECT TO CONFIRMATION

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TOM ASSOCIATES TRAINING WORKSHOPS 2011
www.tomassociatesng.com

Management Retreat

We provide tools and guides for systematic discussions on strategies, up to budgeting.

In-plant Training

For exclusive in-plant training for your staff, you can ask us to modify the contents of the course you are interested in so as to fit into your requirements.

Custom-made Courses

Please ask us to design specialised packages for you.

Open Workshops

Note the approximate dates indicated for each open course. The fees shown are per participant.

All open courses hold at the TOM ASSOCIATES MANAGEMENT DEVELOPMENT CENTRE, 7/5 Alade Lawal Street, off Ikorodu Road, Anthony Village, Lagos, Nigeria.

Tom Associates 2011 Training Departments

- Business Strategy & Management
- Customer Service
- Financial Management
- Human Capital Management
- Leadership Development
- Marketing Management
- Personal Skills Development
- Production & Quality Management
- Selling Skills & Sales Management
- Administrative Management Skills

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Business Strategy & Management

- Management Strategy Retreat – the 9 Steps
- Business Review Process
- Change Management – Leading Change
- Change Management – Supporting & Sustaining Change
- Mastering the Performance Management System
- How to Prepare Business Plans and Business Model
- Basic Management Process – Young Managers Development Programme

Customer Service

- Competencies in Service Strategy
- Customer Care Essentials
- Customer Handling Skills for Call Centre Reps
- Creating and Managing Service Level Agreements
- Front Office and Customer Relations Skills
- The Business of Facility Management Services
- Enterprise Contact Centre Training - -The Call Centre Environment
- Enterprise Contact Centre Training - Call Handling & Business Etiquettes

Financial Management

- Finance for Non-Finance Managers
- Fixed Assets Management

Human Capital Management

- Guide to Setting Up a New HR Department
- Basic Human Resources Management
- Advanced Human Resources Management
- Targets Setting & Performance Appraisal Processes
- Effective Performance Appraisal Skills
- Career Development & Succession Planning
- Training Managers to Train - Classroom Training Delivery Skills
- Targeted Interviewing Techniques – the Techniques, the Benefits

Leadership Development

- Leadership Foundation Course
- Frontline Leadership - Emerging Leadership Course
- Situational Leadership Programme
- Delivering Results through Teams
- Becoming an Effective Supervisor
- Branch Management Course

Marketing Management

- Marketing Management Appreciation
- How to Succeed as a Product Manager
- Key Account Management
- Aggressive Market Penetration – the Battles for Market Share
- Relationship Management and Marketing
- Value-added Marketing

Personal Skills Development

- Starting and Running a Consultancy Practice
- Excellent Report and Proposal Writing Skills
- A Manager's Personal Effectiveness
- Business Presentation Skills for Senior Managers
- Skillful Business Negotiations
- Effective Communications at Work
- Problem Solving and Decision Making Techniques
- Pre-Retirement Course - Managing a New Beginning
- Effective Management of Time

Production & Quality Management

- Strategic Warehousing and Stores Management
- Manufacturing Documentation, Compliance and Practice
- Total Quality Management – Practical Guide to Improving Processes

Selling Skills & Sales Management

- Professional Selling Skills
- Advanced Selling Skills
- From Selling to Sales Management – A Field Sales Management Course
- How to Find and Win New Businesses

Administrative Management Skills

- Administrative Functions & Office Management
- Management Skills for Personal Assistants & Senior Secretaries
- Managerial Skills Appreciation - First Level Manager's Programme

THE OPEN-COURSE DATES

January

- 18 - 21 Guide to Setting Up a New HR Department
- 18 - 21 Leadership Foundation Course
- 24 - 25 How to Find and Win New Businesses
- 24 - 26 Excellent Report and Proposal Writing Skills
- 25 - 26 Manufacturing Documentation, Compliance and Practice
- 26 - 29 Marketing Management Appreciation

February

- 1 - 4 Administrative Functions & Office Management
- 2 - 4 How to Prepare Business Plans and Business Model
- 2 - 4 Customer Care Essentials
- 9 - 11 Targets Setting & Performance Appraisal Processes
- 9 - 11 Becoming an Effective Supervisor
- 16 - 18 Managerial Skills Appreciation - First Level Manager's Programme
- 17 - 18 Business Presentation Skills for Senior Managers
- 22 - 25 Aggressive Market Penetration – the Battles for Market Share
- 24 - 25 Front Office Skills & Customer Relations Skills

March

- 2 - 4 Mastering the Performance Management System
- 2 - 4 The Business of Facility Management Services
- 3 - 4 Delivering Results through Teams
- 9 - 11 Finance for Non-Finance Managers
- 9 - 11 How to Succeed as a Product Manager
- 16 - 18 Field Sales Management
- 16 - 18 Skillful Business Negotiations
- 23 - 25 Management Skills for Personal Assistants & Senior Secretaries
- 24 - 25 Targeted Interviewing Techniques

April

5 - 8	Customer Handling Skills for Call Centre Reps
6 - 8	Basic Human Resources Management
6 - 8	Branch Management Course
13 - 15	Strategic Warehousing and Stores Management
14 - 15	Key Account Management
14 - 15	A Manager's Personal Effectiveness
18 - 20	Advanced Selling Skills
19 - 20	Total Quality Management

May

4 - 5	Service Level Agreements
4 - 6	Basic Management Process
4 - 6	Fixed Assets Management
11 - 12	Classroom Training Delivery Skills – T-T-T
11 - 13	Frontline Leadership - Emerging Leadership Course
11 - 13	Value-added Marketing
24 - 27	Administrative Functions and Office Management Course
25 - 27	Mastering the Performance Management System
26 - 27	Problem Solving and Decision Making Techniques Management

June

1 - 3	Pre-Retirement Course - Managing a New Beginning
1 - 3	Competencies in Service Strategy
2 - 3	Effective Performance Appraisal Skills
8 - 10	Situational Leadership Programme
8 - 10	Relationship Management and Marketing
15 - 17	Professional Selling Skills
21 - 24	Guide to Setting Up a New HR Department
27 - 29	Strategic Warehousing and Stores Management
29 - 30	Front Office and Customer Relations

July

5 – 8	Customer Handling Skills for Call Centre Reps
5 – 8	Advanced Human Resources Management
6 – 8	Becoming an Effective Supervisor
12 – 15	Marketing Management Appreciation
13 – 15	Management Skills for Personal Assistants & Senior Secretaries
13 – 15	Customer Care Essentials
27 – 29	Excellent Report and Proposal Writing Skills
28 – 29	How to Find and Win New Business
28 – 30	Career Development & Succession Planning

August

2 – 5	Leadership Foundation Course
3 - 5	The Business of Facility Management Services
3 - 5	Basic Human Resources Management
10 – 12	How to Succeed as a Product Manager
11 – 12	Business Presentation Skills for Senior Managers
11 – 12	Effective Management of Time
17 – 19	Basic Management Process
17 – 19	Targets Setting & Performance Appraisal Processes
25 – 27	Field Sales Management

September

5 – 7	Competencies in Service Strategy
5 – 7	Finance for Non-Finance Managers
8 – 9	Classroom Training Delivery Skills – T-T-T
13 – 16	Aggressive Market Penetration – the Battles for Market Share
14 – 16	Skillful Business Negotiations
15 – 16	Total Quality Management
22 – 23	Targeted Interviewing Techniques
22 – 23	Creating and Managing Service Level Agreements
28 – 30	Value-added Marketing

October

5 - 7	Frontline Leadership – Emerging Leadership Course
6 - 7	Effective Performance Appraisal Skills
6 - 7	Key Account Management
11 - 14	Advanced Human Resources Management
12 - 14	Professional Selling Skills
13 - 14	Problem Solving and Decision Making Techniques
20 - 21	Delivering Results through Teams
20 - 21	Effective Communications at Work
27 - 28	A Manager's Personal Effectiveness

November

9 - 11	Career Development & Succession Planning
9 - 11	Situational Leadership Programme
10 - 11	Manufacturing Documentation, Compliance and Practice
16 - 18	Pre-Retirement Course - Managing a New Beginning
16 - 18	Advanced Selling Skills
23 - 25	How to Succeed as a Product Manager
23 - 25	Basic Human Resources Management
23 - 25	Relationship Management and Marketing
28 - 29	Effective Management of Time

December

5 - 7	How to Prepare Business Plans and Business Model
6 - 9	Administrative Functions & Office Management
7 - 9	Excellent Report and Proposal Writing Skills
14 - 16	Skillful Business Negotiation
15 - 16	Business Presentation Skills for Senior Managers
15 - 16	Front Office and Customer Relations

Business Strategy & Management

MANAGEMENT STRATEGY RETREAT – THE 9 STEPS

On Demand Only

Duration 2 days

Programme Description

Tools and guides for systematic discussions and exercises that Management can use to develop veritable business success strategies. It will advance strategies up to performance targets, revenue and expenditure budgets as well as profit projections.

Step 1 - Environment of the Business – What is Changing?

The Approach – T. E. M. P. L. E. S.

Step 2 - Where Since the Past Few Years?

The Approach – INTERNAL STRATEGY AUDIT

STEP 3 - Vision & Mission – Where To Head the Business Next?

The Approach – INNOVATION & STRATEGIES

STEP 4 - S. W. O. T. Putting It All In Perspective

The Approach – THE 12 ‘M’s

STEP 5 - The Gaps We Must Fill – Scorecard Issues

The Approach – SCORECARD ISSUES

STEP 6 - What Objectives and Projected Outcomes?

The Approach – PERFORMANCE OBJECTIVES SETTING

STEP 7 - Strategic Options

The Approach – STRATEGY DEVELOPMENT

STEP 8 - Critical Results and Indicators

STEP 9 - Performance Standards

- Revenues
- Expenditures
- Profitability.

Fee: Negotiable

Business Strategy & Management

BUSINESS REVIEW PROCESS

On Demand Only

Duration: 2 days

Programme Synopsis

- What's Been Happening to Us.
- State of Customers.
- Opportunities.
- Capacity Challenges.
- Financial Strength.
- Talent Pool.
- Customer Lock-in.
- Reputation Analysis.
- Competitive Advantage.
- Government Activities and Interventions.
- Company's Business Risks.
- Sensitivity Analysis/Scenario Planning.
- Corporate Direction.
- Business Strategy.
- Action Steps and Milestones.

Fee: Negotiable

Business Strategy & Management

LEADING CHANGE

On Demand Only

Duration 2 days

Programme Description

This is a Change Leadership Development programme for Senior Managers. It will build a solid foundation for sustaining positive continual change in the organization.

Learning Outcomes

- Planning activities to manage change.
- Influencing staff to embrace change.
- Monitoring the effects of the change on individuals.
- Communications at all levels to attain buy-in.
- Employees change readiness:
 - What to expect of “A” Grade employees
 - Signs “B” Grade employees may show
 - Signs “C” Grade employees may show.

Contents

- The Business Landscape.
- The Imperativeness of Change Now.
- The Vision and Business Strategy.
- New Mindset Required for the New Game.
- Change as a Process.
- Types of Change.
- Psychology of Change.
- The Barriers to Change.
- Change Enablers.
- Change Themes.
- Change Agents.
- Milestones.
- How to Succeed – the 7-steps Model.
- Change Tactics.
- Critical Success Factors.
- The Leadership Required for the Change Journey.
- Action Committee (the Change Agents).
- Communication Strategy & Road Sows.
- Expected Gains.



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Training

- Change Management Mistakes.
- Celebrating Success & Improving Continuously.
- Maintaining a Change-able Organisation.

Fee: Negotiable



EXPERIENCING & SUSTAINING CHANGE

(A Change Awareness Workshop)

On Demand Only

Duration 2 days

Programme Description

Ways by which business challenges can be met successfully by a host of change solutions, with the cooperation of the entire employees. What is addressed includes shifts in the environment that affect businesses in very fundamental ways. Those sudden shifts do create new obstacles to business focus, to employees' outlook, to market outlook, etc.

Contents

Analysis of Business Situations

1. The market
2. The business risks
3. Operating efficiency
4. Profitability
5. Capital adequacy.

A Sense of Urgency.

What is Change Management?

1. Incremental change
2. Metamorphosis.

Psychology of Change

1. Contentment
2. Denial
3. Confusion
4. Renewal.

Attitudes to Change

1. Resisters
2. Bystanders
3. Helpers
4. Champions.

Personal involvements.

What steps should be taken to accomplish change?

Readiness to change:

- What to expect of "A" Grade employees
- Signs "B" Grade employees may show
- Signs "C" Grade employees may show.

Fee: Negotiable

Business Strategy & Management

MASTERING THE PERFORMANCE MANAGEMENT SYSTEM

March 2 - 4, 2011

May 25 - 27, 2011

Programme Description

The course delivers competencies in world-class Performance Management System that are called for when:

- The link between employee contribution and overall business objectives is not so clear.
- Performance expectation by employees is somewhat blurred and so not clearly communicated.
- Ways of quantifying and measuring individual employee's outputs are not absolutely consistent or regarded as fair.
- Feedback mechanism isn't well structured and formalized.
- Appraisal rating factors used to assess performance are not totally objective and so becomes contentious.

Contents

- Corporate Vision & Mission
- Setting the Corporate Objectives
- The Balanced Scorecard and its Perspectives
- Corporate Critical Result Areas
- Establishing Performance Standards
- Defining Performance Indicators
- Cascading Corporate Performance Objectives Down the Line
- Objectives Weighting and Dependencies
- Individual Employees Objectives and Scorecard Issues
 - Generating demand
 - Fulfilling demand
 - Strategic supports
- Procedure for Peer Reviews
- Defining Behavioural Competencies
- Completing the Performance Cycle Appraisals
 - Best Practices - how and why
 - The 360 degrees Appraisal
 - Critical Appraisal Skills
- Selecting a Competent Performance Manager
- Setting up the System.

Fee: N78,000 VAT inclusive



HOW TO PREPARE BUSINESS PLANS AND BUSINESS MODELS

February 2 - 4, 2011

December 5 - 7, 2011

Programme Description

No matter what business venture you run or want to start it must be preceded by the document called BUSINESS PLAN.

Business Plan and Model for a Growing Market

An existing player should evaluate these growth factors, review the business model and rewrite it to fit the business as it may now become.

For new entrants into the growth markets, a meticulously prepared business plan will substantially improve the chances of success. The production of this document is the minimum evidence that the individual or organization has taken the first formal step, at least, in screening and evaluating the potentials of the new business idea.

Business Plan and Model for a Shrinking Market

Company failures, longer business cycles, hard time keeping good employees, shrinking gross margins, shrinking cash flow should cause the business to do a review of the business model and write a new plan.

Special Competencies Delivered

- The contents of a Business Plan.
- Data gathering.
- Making the strategic and financial projections.
- Writing the plan.

Contents

Components of a Business Plan

Description of the Business

Product / Service Description

Value Proposition

Business Model, Strategy & Positioning

Pricing Strategy (High End, Mid Range or Low End)

Competitor Information & Competitive Analysis

SWOT Analysis

Opportunities Presented by the Market

Company Comparative Strengths to Seize the Opportunities

Company Comparative Weaknesses in the Market

Potential Threats the Company may Face



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Business Location & Justification
Production / Operations Plan & Processes
Product / Service Designs
Technology Choice & Equipment
Product / Service Development & Testing
Marketing Plan
Sales Operations & Forecast
Organization Plan & Management
Cost Analysis
Financing Plan & Analysis
Proforma Income Statement
Cash flow Analysis
Business Model – the Four Components
Writing the Business Plan Document.

Fee: N78,000 VAT inclusive



BASIC MANAGEMENT PROCESS

(Young Business Managers Development Programme)

May 4 - 6, 2011

August 17 - 19, 2011

Programme Description

A three-day programme with which to charge young management-hopefuls to man special functions that can move them to higher managerial positions. The course will define management skills and behavioural competencies with which these young persons can deliver business results after understanding:

- Business acumen
- Team management
- Planning tasks
- Performance management
- People motivation
- Problem solving
- Communication
- Human resource management proficiency
- Change management.

Broad Competencies Addressed:

- Ability to pick out changes happening to businesses and the economy in the context of world wide developments.
- Ability to provide direction and decision when working in teams.
- Ability to develop self.
- Ability to undertake tasks, solve problems and provide appropriate feedback.
- Ability to focus efforts on company values.
- Ability to demonstrate proper work ethics and personal commitment.
- Integrity even when not under any direct watchful eyes of superiors.

Contents

Business Knowledge

- Understanding the changes happening to the economy
- The struggle for business survival
- Strong knowledge of the industry
- Generating demand for the company's products
- Fulfilling the demand generated
- Innovativeness
- Customer Service.

The Rules of Work

- Attentiveness to how you are being judged
- Walking the Talk
- Attentiveness to how you are being judged
- Blending in
- Carving out a niche
- Enjoying the work
- Developing the right attitude
- Speaking well, writing well.

Planning Orientation

- The discipline of planning and preparation
- Short term planning: daily/weekly/monthly
- Long term planning: self development outlook
- Recognising limited resources
- Time discipline.

Leadership & Motivational Skills

- Responsibilities for achieving the Task
- Responsibilities in leading an effective Team
- Responsibilities for developing the Subordinates
- Problem Solving.

Communication & Interpersonal Skills

- Communication Basics
- Interpersonal Communication
- Communicating at Work
- Dealing with individual differences
- Developing Self - Learning Continuously.

Fee: N78,000 VAT inclusive

COMPETENCIES IN SERVICE STRATEGY

June 1 - 3, 2011

September 5 - 7, 2011

Programme Description

A customer service thought process that enables everyone participating in it to contribute to development of strategies regarding:

- Understanding Customer Equity
 - Customer value proposition
 - Customer bonding
 - Customer mind-share
- What is changing in the business.
- Where opportunities and options exist for the competence enhancement.
- Agreement on service targets and specific actions.

Contents

- The Customer Perspective in the Balanced Scorecard
- The preliminary questions:
 - Who are the customers?
 - Who's bothered about service penalties?
- Personal Attitudes and Customer Service Experience
- Understanding the Eight Customer Types
- Giving Random Experience
- Giving Predictable Experience
- Agreement on critical behaviours and customer service issues.
- Clarification of how sure employees are of what is expected of them.
- Clarification of the benefits accruing to all when the service behaviours is right.
- Clarification of the consequences to all of discrepancies in service behaviour.
- Verification of what obstacles there can be to quality service performance.
- Finding out if by structure undesired service behaviours turn out to be rewarding directly or inadvertently.
- Checking for skill deficiencies in service delivery.
- Checking to see if particular service processes need to or can be redesigned.
- Checking on possible conflicting demands.



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- Looking out to see that some company policies don't turn out actually to be restrictive in service delivery.
- Long term relationship management.

Fee: N78,000 VAT inclusive

Customer Service

CUSTOMER CARE ESSENTIALS

February 2 – 4, 2011

July 13 – 15, 2011

Programme Description

The programme focuses on the organization's employees attaining:

- excellent responsiveness in serving customers
- good service ethics
- creativity that can lead to new service advancements
- effective management of tough customers
- strong branding for the company.

Broad Competencies Addressed

- Ability to focus on service standards and improving on them.
- Ability to identify non-existing but desired standards in order to improve service processes.
- Ability to proactively manage customer complaints.
- Ability to solve problems.

Course Outline

- The “Moments of Truth” – an analysis of the interface between company employees and the customer.
- Internal network of responsibilities to deliver service.
- Preparing for customer interaction – what's their interest; what's changing?
- Six steps to checking understanding - customers need to know they are understood.
- Identifying internal customers – how each employee's job affects other people's jobs in serving the other customer.
- Technical solutions - not always the whole answer to customer's needs or desires.
- Personal attitude to customer service.
- Working as a service delivery team.
- Service recovery techniques.

Fee: N78,000 VAT inclusive

Customer Service

CUSTOMER HANDLING SKILLS FOR CALL CENTRE REPRESENTATIVES

April 5 - 8, 2011

July 5 - 8, 2011

Programme Description

The call centre is an organization's major gate way to significant customers. This course simplifies learning activities for young representatives who manage both the In-bound and Out-bound call issues in meeting with customers and also for making sales. The objectives by the end of the programme include:

- their understanding the call centre environment
- resolving customers' enquiries
- voice modulation and telephone manners
- tele-sales techniques
- issues escalation procedures.

Broad Competencies Addressed

1. Ability to identify each customer's needs.
2. Ability to meet customer expectations and resolve issues.
3. Ability to focus on call service standards and improve on the processes.
4. Ability to manage customer complaints proactively.
5. Ability to solve problems and make sales.

Contents

Introduction to Customer Service concepts.

Basic strategies for customer care.

Various touch points in customer service.

Why the Organization requires a contact centre

The Environment of a Call Centre.

What a Call Centre is.

Types of Call Centre.

Why customers contact the Call Centre.

The Processes and Policies in the Call Centre.

Call Centre representatives' roles and responsibilities.

Appropriate codes of conduct in the Call Centre.

Common terms in the Call Centre environment.

Call Centre technology.

Shift structure in the Call Centre.

Call handling techniques.

Voice training and elocution.

Telemarketing - Basic Selling Skills.

Call Centre measures and metrics.

Professional and business etiquettes.

Emotional Intelligence for Call Centre representatives.

Fee: N90,000 VAT inclusive

Customer Service

SERVICE LEVEL AGREEMENTS (SLAS)

May 4 - 5, 2011

September 22 - 23, 2011

Programme Description

The course provides the guidelines for development of detailed service level agreements and the contents that form the basis of an agreement.

At the end of the course, all participants will be able to be part of a successful standardization and consolidation of service processes in their respective organizations. They will develop shared service arrangements, particularly in handling routine transactions.

This course will also show how legal and technical service agreements can blend harmoniously with personal attitudes and relationship management.

Contents

- What a Service Level Agreement (SLA) is.
- The Step-by Step Process for Preparing the SLA.
- SLA Document Framework and Contents.
- Start up Involving the Key Players.
- Identifying Expectations and Defining Service Levels.
- Establishing Service Performance Indicators.
- Confirming Mutual Issues.
- The Review Process.
- Default Clauses and Mutual Obligations.
- Service Schedules, Variations and Exclusions.
- Dispute Resolutions.
- Checklist to Agreements.

Fee: N62,500 VAT inclusive

Customer Service

FRONT OFFICE & CUSTOMER RELATIONS SKILLS

February 24 - 25, 2011

June 29 - 30, 2011

December 15 - 16, 2011

Programme Description

This course exposes the participants to:

- How to develop a personal attitude for excellent service.
- Making the front office and reception areas a desirable marketing office.
- Contributing to the building of customer service into a culture.
- Acquiring the skills for great human relations management.
- Appreciating the key role of Attitudes.
- Handling telephone communication effectively.
- Handling customer complaints professionally.

Contents

- Reception Procedures and Processes.
- Rules of Customer Relations.
- Manners, Culture and Personal Attitudes.
- Body Language: A Vital Skill for Front Officers.
- Building Self Confidence.
- Basic Courtesies and Proper Social Conducts.
- Corporate Dressing and Grooming.
- Conversations: the Tactful Tips.
- Telephone Handling and Telephone Manners.
- Listening and Questioning Skills.
- Memory Retention and Attentiveness.
- The Psychology of Queuing.
- Managing Visitors Waiting Time.
- Handling Difficult Visitors Successfully.
- Assertiveness Skills.
- Career Enhancement for Front Office Personnel.

Fee: N62,500 VAT inclusive

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Customer Service

THE BUSINESS OF FACILITY MANAGEMENT SERVICES

March 2 - 4, 2011

August 3 - 5, 2011

Course Objectives

At the end of the programme, participants will understand basic Facility Management challenges. They will get the knowledge and skills of best practice in Facility Management. With these, they will then be able to add value to the organisation through proper and efficient management of the assets.

Contents

- Facility Strategic Planning.
- Quality management in Facility Management.
- Customer Relationship Management.
- Technology in Facility Management.
- Principles of LCC.
- Budgeting & Financial Management in Facility Management.
- Introduction of Facility Management Procurement.
- Leadership & Management.

Fee: N78,000 VAT inclusive

Customer Service

ENTERPRISE CONTACT CENTRE TRAINING The Call Centre Environment

On Demand Only
Duration 2 days

What is customer service

- Why emphasise customer service?
- Various touch points in customer service.
- Customer service strategies.
- Customer experiences evaluation.

Call Centre Environment

- What is a call centre?
- Types of call centre.
- Why do customers call a call centre?
- Call centre roles and responsibilities.
- Myths about the call centre.
- Expected code of conduct in the call centre.

Call Centre Measures and Metrics

- Call centre performance measures
 - Service measures
 - Quality measures
 - Efficiency measures
 - Profitability measures.
- Common terms in the call centre environment.
- Overview of call centre technology.
- Shift structure in the call centre environment.
- Defining Process and Policies in the call centre environment.

Emotional Intelligence for Agents

- Defining Emotional Intelligence.
- Identifying Emotions.
- Defining Intelligence.
- What does EIQ do.
- Identifying the four branches of Emotional Intelligence.
- Understanding the key results of Emotional Intelligence.

Fee: Negotiable

Customer Service

ENTERPRISE CONTACT CENTRE TRAINING Call Handling & Business Etiquettes

On Demand Only

Duration 3 days

Customer Care Strategy

- Knowing the Vision and Mission of the organization.
- Understanding the customer you serve.
- Why your organization requires contact centre.

Telemarketing

- What is telemarketing.
- Telemarketing skills.
- Steps in selling.
- Characteristics of a good sales persons.
- Consumer buying behaviour.
- Steps in overcoming objections.

Voice Training and Elocution

- Vowel sounds.
- Diphthongs.
- Consonants.

Professional and Business Etiquettes

- What is etiquette.
- Critical etiquettes.
- How does etiquette benefits you.
- Professional appearance.
- Networking.

Call Handling Techniques

- How to meet customer expectations.
- What happens when expectations are met or not met.
- Moving a call forward to resolution.
- Properly documenting customer contacts
 - Classification (correct classification)
 - Assigning priority attributes
 - Asking the right questions to gather accurate, needed information.
- Managing customer expectations
 - Follow-up contacts
 - Setting realistic timeframes.
- The eight steps in customer handling.
- Handling a complaint in a stress-free way.
- Causes of stress and burnout in call centre job.
- Essential traits of a responsive customer service e-mail.
- Good email writing skills – Abridged.

Fee: Negotiable

Financial Management

FINANCE FOR NON-FINANCE MANAGERS

March 9 - 11, 2011

September 5 - 7, 2011

Programme Description

Exposure of managers to important financial concepts in day to day business transactions. It will help them take better decisions on the basis of financial implications on the business. It will also make managers know how to strengthen the internal control mechanisms for the organization.

Broad Competencies Addressed

- Awareness, understanding and interpretation of the company's Accounting and Financial statements.
- Effectiveness on the use of finance and accounting information.
- Ability to process and screen financial transactions.
- Comfortable decisions based on Accounting and Financial information.
- Ability to manage company performance strategically.

Contents

What Accounting Is.

An Understanding of the Income Statement

- Revenue
- Cost
- Gross surplus
- Expenses
- Overheads.

An Understanding of the Balance Sheet

- The funding side
- The investment side
- The use to put a balance sheet.

Common Size Ratio (CSR)

- Compare the performance during one period with another. (Use the income statement for two or more years)
- Compare the percentages for each item with the overall relationships for each year
- Note the deviations from the budget
- Note all fluctuations in relationships
- Ascertain reasons for deviations and fluctuations in relationships

- Prepare action plan to improve the situation.

Cash Flow and Its Projection

- Generating enough cash to meet obligations
- Cash outflows to match cash inflows
- When cash flow deficiencies are found
- When excess cash is revealed.

Accounting Ratios

- Liquidity Ratios.
- Current ratios
- Acid ratio
- Current assets and liabilities
- Improving liquidity ratios.

Petty Cash Management

- Tracking small cash expenses
- The float or imprest
- Petty Cash Book and its entries
- Minimising fraud.

Bank Reconciliation

- How bank statements often vary from cash book balances
- Unpresented cheques
- Uncredited cheques
- Errors and omissions.

Interpretations for Management Effectiveness:

- Judiciously spend and account for entrusted funds
- Generate reports on simple financial dealings
- Follow guidelines and due process in handling business funds
- Understand basic Books of Accounts to enhance accountability
- Identify and check fraud through internal control procedures
- Read the progress of the company to develop the right strategies.

Fee: N78,000 VAT inclusive

Financial Management

FIXED ASSET MANAGEMENT

May 4 – 6, 2011

Course Objectives

- To expose the participants to the Techniques of Assets Maintenance Management.
- To enable the participants know what constitutes Fixed Assets – identification and valuation.
- To train the participants in the keeping of the Assets Register through the Pastel Fixed Asset Software in order to generate information for management for Effective Fixed Assets Maintenance.

Contents

- Composition of Fixed Assets
- Fixed Assets Costing
- Financing Fixed Assets/Procurement
- Assets Appraisal Methods
- Assets Maintenance Management
- Fixed Assets Insurance Policies
- Revaluation of Fixed Assets
- Keeping Fixed Assets Records, Invoice, Ledgers and
- Planning Programming and Budgeting Systems (PPBS).
- Authorities for Expenditure - Recurrent and Capital.

Fee: N78,000 VAT inclusive

Human Capital Management

GUIDE TO SETTING UP A NEW HR DEPARTMENT

January 18 – 21, 2011

June 21 – 24, 2011

Programme Description

This course provides the information HR officers need to establish a human resource function in new, small and medium size companies or companies opening an HR department for the first time. It treats matters relating to HR policies, guidelines, procedures, records and information.

Contents

Roles of the HR professional

- Operational and Strategic
- Partnering and Policing
- Qualitative and Quantitative
- Short term and Long term.

Recruiting, Selection and Deployment Processes

- Personnel requisition
- Recruitment procedures
- New employee orientation
- Deployment.

Personnel Recordkeeping

- Information to include in employee file
- Regulatory compliance
- Payroll
- Record retention requirements.

Personnel Policies

- Policy Manual
- Staff Handbook
- Personnel communication channels.

Compensation and Benefits

- Researching industry practice
- Designing a compensation programme
- Job evaluation
- Wage grades
- Payroll management
- Pay-for-Performance
- Statutory compliance.

Performance Management

- Job descriptions
- Training and competency development
- Appraisal process.

Health and Safety

- Health insurance schemes
- HSE administration
- Accident and injury reporting.

Laws relating to Employment and Labour Relations.

Fee: N90,000 VAT inclusive

Human Capital Management

BASIC HUMAN RESOURCES MANAGEMENT

April 6 – 8, 2011

August 3 – 5, 2011

November 23 – 25, 2011

Competencies Addressed

- Ability to adopt a strategic approach in human resources management.
- Ability to integrate human resources management with organisation business strategy and goals.
- Ability to attract, manage and retain the best people for organisation.
- Ability to raise the profile of human resources function through making critical contributions to the overall success of the organization.

Contents

- An Employee's Lifecycle
- The HR Manager's Role as a Business Partner
 - Strategy Partner
 - Change Agent
 - Administrative Expert
 - Employee Champion
- Recruitment and Selection Procedures
- Training and Development Function
- HR Information System Management
- Performance Management System
- Rewards Schemes
- Manpower Planning and Career Management
- Employee Mentoring Process
- Laws Relating to Employment
- Development of Employee Policy
- Legal Aspect of Employment
- Disciplinary and Grievance Procedure
- Industrial Relations
- Generic Contents of Staff Handbook.

Fee: N78,000 VAT inclusive

Human Capital Management

ADVANCED HUMAN RESOURCES MANAGEMENT SKILLS

July 5 - 8, 2011

October 11 - 14, 2011

Programme Description

A four-day programme to raise the proficiency levels of senior HR specialists. After the programme ends, it will deepen the knowledge of the HR specialists and help with their skills in deploying human resources services to various departments, including:

- Employment and deployment considerations
- Competency development and productivity improvement
- Employee engagement and career advancement
- Remunerations and welfare
- Statutory compliance.

As line managers deserve to have a fair knowledge of how Human Resources are best managed for enterprise, the participants in this course will also learn how to encourage the line managers to complement HR services.

Contents

The HR Specialist's Role as a Business Partner

- Strategy Partner
- Change Agent
- Administrative Expert
- Employee Champion.

HR Strategy

- Manpower Planning as the anchor
- Determining the relative worth of each job position, including education and skills required
- Synchronising with the company's strategic and annual business plans.

Recruitment

- How the right people are attracted
- Filling vacant positions in a timely manner
- Attaining the lowest possible cost.

Deployment

- Attaching clear job descriptions to positions
- Posting employees to responsibility areas
- Movements and transfers
- Structured reporting relationships
- Grades that represent levels of authority and seniority.

Training & Development

- How to assess and determine training needs
- How Training Curriculum and Plans are developed
- How Training Budget is set
- How the quality of a training programme is evaluated
- Coaching and mentoring
- Special induction programme for new employees.

Performance Management

- Line managers and HR defining performance requirements and metrics
- Establishment of a common understanding of priorities
- Cascading goals so that employees can see how their work supports the corporate goals
- Regular measurement of employee performance and feedback.

Reward Management

- Linking employee performance to the reward system
- A total compensation structure that is market competitive
- Compensation mix of salary and benefits
- A pay-for-performance philosophy
- Other recognitions and rewards
- Procedures for salary reviews.

Talent Management

- Employees career plans
- Defining and managing employee competencies
- How Competency Models are developed
- Identifying, assessing, and developing leadership talent
- Identifying gaps and bridging them
- Retention programmes for strong leadership talents.

Employee Welfare

- Types of welfare needed to achieve business strategy
- Handling of day to day staff welfare and contractual issues
- Internal grievance tracking and management, arbitration procedures, etc.

Organization Culture

- Manpower Planning as the anchor
- Maintaining the organisation's culture
- Focusing on the "Gaps" to close in order to maintain the target culture
- Harnessing the potentials offered by the cultural diversity
- A common focus on corporate values and mission.

Fee: N78,000 VAT inclusive

Human Capital Management

TARGETS SETTING & PERFORMANCE MANAGEMENT PROCESSES

February 9 - 11, 2011

August 17 – 19, 2011

Programme Description

By the time the programme ends, participants would become conversant with the procedure of:

- Determining performance measures at the Corporate, Business Unit and Individual levels.
- Managing the attainment of targets through regular monitoring, and support.
- Appraising employees and identifying training and development requirements to build relevant competencies.
- Linking individual performance to rewards and career advancement.

Contents

- Creating a line of vision between the Corporate Objectives and what every employee does and attains.
- The Balanced Scorecard Model
 - Customer Perspective
 - Business Processes Perspective
 - Organization Learning Perspective
 - Financial Perspective
- Components of the Targets Setting
 - Goals
 - Critical Results
 - Performance Indicators
 - Performance Standards
 - The Quantitative Performance
 - Behavioural Performance
 - Weighting
 - Dependencies

- Completing the Performance Management Cycle with Appraisals
 - Appraisal Process Best Practices
 - The how and why
 - The 360 degrees Appraisal
 - Critical Appraisal Skills
 - active listening
 - excellent communications

Fee: N78,000 VAT inclusive

Human Capital Management

EFFECTIVE PERFORMANCE APPRAISAL SKILLS

June 2 - 3, 2011

October 6 - 7, 2011

Programme Description

The training is for Managers to acquire the competence to appraise employees appropriately in line with the feedback mechanism established for all employees in the organization. The appraisal feedback skills will include the quantitative dimensions as well as each individual's qualitative dimensions by way of ability, interest and characteristics that are relevant to the job.

Contents

The Corporate Objectives

- The process for tracking and monitoring performance
- How managers will use the system for appraisal
- Employee career tracks.

Performance Assessment

- Goal setting and agreement
- Appraisal cycle/frequency
- Feedback, formal counseling, and coaching

Design of Appraisal Forms

Different Appraisal Rating Scales?

- Numerical rating scale
- Graphic rating scale
- Forced Distribution rating scale
- Narrative rating scale
- Combination rating method.

Appraisal Errors

- Leniency error
- Strictness error
- Central Tendency error
- Recency error
- Personal Bias error.

Fee: N62,500 VAT inclusive

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Human Capital Management

CAREER DEVELOPMENT & SUCCESSION PLANNING

July 28 – 30, 2011

November 9 – 11, 2011

Programme Description

Process of establishing practical Career Management and Succession Planning to facilitate the effectiveness of employee contributions and commitments. Wherever it is done correctly, the organization always has available, at the right time, the required employees with the necessary skills and experience, and in the right numbers, to successfully carry out the business plans.

Contents

Corporate objectives

Predicted organization structure

Analysis of manpower supply and demand

Performance management system

Employee data

A Career Plan Model

- Comprehensive and structured model defining professional qualities and capabilities.
- Competency Framework
 - Core (cross-functional) competencies
 - Specialist (technical) competencies
 - Business competencies
- Combination of competencies required under each Role Profile
- Competencies rating
- Hierarchy of proficiency levels
- Development of training, coaching and behavioral measurements.

Career Progression

- Ideas for Role Improvement
- Role development - secondments
 - acting appointments.
- The use of 360 degree feedback
- A framework of career opportunities
- Assessment of potentials
- Employee value alignment.

Career Tracks

- What are career tracks?
- How will career tracks be determined?
- Why is career tracking important?
- The high performance track
- The normal track
- The remedial track
- Short term succession
- Long term succession

Fee: N78,000 VAT inclusive

Human Capital Management

TRAINING MANAGERS TO TRAIN CLASSROOM TRAINING DELIVERY SKILLS

May 11 - 12, 2011
September 8 - 9, 2011

Programme Description

This course provides managers and instructors with knowledge and skills to design and facilitate learning in a classroom environment. Participants in this course will experience and practice the full range of skills needed to deliver a training session effectively.

By the end of it they will:

- Find their training skills as a whole substantially upgraded.
- Master particular delivery techniques that can help to transfer difficult technical knowledge enthusiastically to others.
- Be able to prepare their lessons and teaching aids adequately using a systematic planning approach.
- Know how to structure the content of their training most effectively.
- Master the verbal and non-verbal styles of expression to affect the attention and assimilation of class members.
- Be able to manage their time and also handle questions efficiently during their teaching sessions.

Contents

Training defined

- Training models
- On-the-job training
- Assessing training effectiveness.

Introduction to the Art of Teaching

- Learning concepts
- Adult learning process
- Training Steps
- Presenting the lessons

Planning and Preparing for a Presentation

- Designing a training session.
- Lesson preparation.
- Audience knowledge.
- Materials arrangement.

Facilities and audio-visuals.

Psychology of Assimilation

- Why adults learn.
- How adults learn.
- The atmosphere.

Choice of the right style

Audio-visual Use

- Designing and using audio-visuals
- Mastering Microsoft PowerPoint

Handling Technical Subjects.

Fee: N62,500 VAT inclusive

Human Capital Management

TARGETED INTERVIEWING

The Techniques & The Benefits

March 24 – 25, 2011

September 22 – 23, 2011

Programme Description

Training that delivers the competencies senior managers must apply in order to keep the “time to start” loop – the amount of time from when the company lists a job opening to when that position is filled – to the barest minimum while recruiting the best to meet the company’s goals.

Programme Contents

- Difficulties with hiring processes.
- The cost of hiring.
- Short-listing Resumes
 - Things to watch out for
 - Developing a Resume-screening guide.
- Resume rating.
- Identifying candidates’ competencies.
- Developing an Interview Guide.
- Setting the agenda.
- Organizing the interview
 - Opening
 - Discussions
 - Closing.
- Recruiters should watch for:
 - the 4 Ps of good interviewing.
- Effective questioning techniques
 - Open and closed questions
 - Behaviour description questions



TOM ASSOCIATES

Training

- Holistic questions
- Achievement questions
- Probing questions
- Can & will questions.
- Non Verbal language: Yours and theirs
Body Postures
 - Facial expressions
 - Eye contact
 - Hand/Arm gestures
 - Clothing
 - Voice characteristics.
- Critical Incident techniques.
- Other considerations (cultures, disabilities, gender, etc.).
- Controlling the interview.
- Checking references.
- Reviews and evaluation.
- Preparing and submitting reports.

Fee: N62,500 VAT inclusive

LEADERSHIP FOUNDATION COURSE

January 18 - 21, 2011

August 2 - 5, 2011

Programme Description

Introductory leadership orientation designed for graduate entrants and young professionals to gain skills and attitudes with which to prepare themselves and their essential expertise. They must learn early in their career how to deliver short term targets/results and plot their long term life/work progress. At the end of the programme, individual participants will be able to:

- Manage own personal and professional development for future leadership responsibilities
- Contribute to teamwork and harness differences
- Seek mentoring and coaching guidance
- View own performance with commercial mindset
- Recognise own contribution to overall business
- Satisfy customer requirement
- Adapt to changes in life and work
- Behave courageously to promote the organization's values and vision.

Content

- Inventory of personal resources.
- Changing nature of jobs and organization.
- Ecology of today's managers.
- Planning, organising own tasks, work, tools and techniques.
- Prioritising and managing own time and resources.
- Delivering professional expertise.
- Seeking self development opportunities.
- Communicating and influencing – oral and written.
- Building interpersonal and networking relationships.
- Preparing and making presentations.
- Leading and working in teams.
- Establishing mentoring and coaching relationships.
- Sharpening problem solving and decision making skills.
- Performing productively with goal-driven passion.
- Thinking like an entrepreneur.
- Delivering quality standard to customers and 'stakeholders'.
- Demonstrating courage.
- Adhering to the organization's values and business ethics.
- Work-Life balance.
- Plotting one's lifelines.

Fee: N90,000 VAT inclusive

FRONTLINE LEADERSHIP

Emerging Leadership Course

May 11 - 13, 2011

October 5 - 7, 2011

Programme Description

The programme presents the basic principles that are the foundation of all the leadership activities and central to senior level effectiveness:

- Building and maintaining a positive, results-oriented work climate
- Staying balanced in all approach to people and problems
- Removing interpersonal barriers to understanding and cooperation
- Keeping things moving towards better performance
- Leading by providing positive examples.

Contents

- Role of frontline leader
- Basic leadership styles
- Influencing skills
- Coaching/guiding/developing staff
- Effective delegation
- Effective communication
- Team building/ team leader skills
- Motivating others
- Improving meeting outcomes
- Effective use of time
- Coping with pressures
- Thinking commercially
- Profiling the organization

Fee: N78,000 VAT inclusive

Leadership Development

SITUATIONAL LEADERSHIP PROGRAMME (LEADERSHIP COMPETENCIES DEVELOPMENT TRAINING)

June 8 – 10, 2011

November 9 – 11, 2011

Programme Description

Situational Leadership Programme supports the building of

- leader behavioural skills
- business knowledge
- the right vision of life
- growth of subordinates.

For each participant, the programme answers the question:

*“What do I need to know and do to be an effective
Leader that inspires other employees, thinks not as
a job holder but as one assuming responsibilities?”*

Contents

- The four leadership pillars:
 - Choose the leadership styles that are appropriate under different circumstances for delivering desired results.
 - Motivate, coach and develop others.
 - Maximize business opportunities.
 - Support/Build shared vision.
- Leadership as Influence
 - Understand leadership powers
 - Focus on emerging situations
 - Take charge in new situations
 - Lead effective change
 - Maintain self confidence
 - Maintain constructive relationship
 - Take initiative to make things better
 - Lead by example.
- Personality Types and Behavioural Motivations
 - Promoting or Expressive personality type
 - Controlling personality type
 - Analyzing personality type
 - Supporting or Amiable personality type.

Training

- Leadership Styles
 - Choose communication styles that are appropriate:
 - Telling, Selling, Participating, Delegating
 - Plan and prioritise daily activities
 - Decide when to manage, decide when to lead
 - Get and use appropriate feedback
 - Have a coach or mentor
 - Be a coach or mentor to someone.
- Conflict Management Styles
 - Collaborate
 - Compromise
 - Defeat
 - Accommodate
 - Withdraw.
- Deliver Results
 - Use performance measurement to assess the effectiveness of leading others
 - Lead teams in terms of their major contributions and how they fit into the larger organization picture
 - Mutually identify priorities, necessary skills and guidelines
 - Set milestones for progress review.
- Profile the Organization
 - Organization culture
 - The 4+2 formula
 - Business choice
 - Business phases and leadership creativity
 - One right answer?
 - Self imposed barrier?
 - Conformity?
 - Impatience?
 -
- Rules of Work
 - Do you know what it takes to keep top jobs?

Fee: N78,000 VAT inclusive

Leadership Development

DELIVERING RESULTS THROUGH TEAMS

March 3 - 4, 2011

October 20 - 21, 2011

Programme Description

How to develop a team that delivers results through:

- harnessing quality staff and aligning the employees efficiently
- focusing the whole staff on common business goals
- making joint decision
- wiping out “fortress mentality” by getting different departments to work well together
- the ability to attract, retain and deploy the right professionals to achieve group vision.

Contents

- Stages of Team Development
 - forming, storming, norming, performing.
- Chemistry of working together
 - all the ways by which we differ and yet can work together, develop and add value
 - waterline of visibility and effect on workplace performance
 - dealing with biases and stereotypes.
- Recognition of what makes a team productive.
- Recognition of attributes of great team leadership.
- Use of knowledge of people’s personality to build a team.
- Employment of each team member’s potential to achieve goals.
- Spirit that makes each person to work well with others even when coming from different backgrounds.
- Resolution of team conflicts.
- Commitment Standards
 - bonding aspirations
 - core values
- Performance expectations, basic rules and policies.

Fee: N62,500 VAT inclusive

Leadership Development

BECOMING AN EFFECTIVE SUPERVISOR

February 9 – 11, 2011

July 6 – 8, 2011

Programme Description

This is a programme that will make participants to:

- transit from team member to team supervisor
- develop key business and behaviour skills
- practice how to link daily activities of their subordinates with set business direction
- learn how to recognise, stimulate and develop high professional qualities in others
- manage the tricky liaison between subordinates and senior management.

Broad Competencies Addressed

- Ability to provide direction and decision for team members.
- Ability to delegate assignments to others.
- Ability to observe subordinates undertake tasks and provide appropriate feedback.
- Ability to encourage others to participate in team decisions and focus efforts on overall group objectives.

Contents

Motivate, Coach and Develop Others

- Communicate the way a leader should
- Plan and prioritise daily activities
- Decide when to supervise, decide when to lead
- Get and use appropriate feedback
- Have a coach or mentor
- Be a coach or mentor to someone.

Focus on Performance

- Focus on making the organization what it should become
- Enhance your knowledge so as to guide others
- Agree priority and measurable performance criteria
- Check for understanding and commitment.

Support/Build Shared Vision

- Understand the organization's vision.
- Align self and subordinates to the organization's vision.

Maximize Business Opportunity

- Raise the performance bar.
- Appreciate competition imperatives and strong cash generation.

Fee: N78,000 VAT inclusive

Leadership Development

BRANCH MANAGEMENT COURSE

April 6 - 8, 2011

Programme Description

Branch managers should create more customers, attend to more complex demands, sell more volumes and manage their subordinates.

To keep an eye on performance, branch managers must make their branch members perform for profit.

Contents

- The Branch Manager's Jobs
 - Planning
 - Organizing
 - Directing
 - Controlling
- Understanding forces that affect the business
- Branch Manager's Leadership Skills
 - Understanding leadership powers and their uses
- Knowledge of basic finance and cost controls
- Credit management
- Keeping a top-of-the-range Customer Service
- Setting targets for Branch Staff
 - Performing for profit
- Managing People
- Appraising subordinates performance
- Branch reports.

Fee: N78,000 VAT inclusive

Leadership Development

MARKETING MANAGEMENT APPRECIATION

January 26 - 29, 2011

July 12 - 15, 2011

Programme Description

- An understanding of the range of macro and micro environmental factors that affect marketing strategies.
- Definitions of the concepts of market segmentation, targeting and positioning based on the decision making process for both institutional and individual buyers.
- How the awareness for a brand is raised and sustained.
- Knowledge of the place of marketing research and marketing information systems as they help to define marketing strategies and decisions.
- Exposure to branding strategies and the importance of brands in marketing.
- Knowledge of the roles of price and distribution in marketing strategy.
- Knowledge of how Total Marketing Communications are utilized in achieving target marketing results.

Contents

Environmental Factors Affecting Business Now

- Intense competition
- Customer perception of value
- Renewed significance of marketing.

A Battle for Market Leadership

- Mind share
- Market share
- Innovativeness.

A Model for Customer Equity

- Customer value proposition
- Customer bonding
- Brand equity.

New Marketing Decisions Today

Where to compete

How to compete.

Rules of Competition and Market Strategy

- Sequence and time of actions
- Committing resources
- Seizing the initiative
- Out-performing competition.

Marketing Research

- Research support to today's breadwinners
- Research supports for tomorrow's breadwinners.

The Anatomy of Brands and Branding

- As a heritage
- As a value
- As a trust
- As an asset.

Strategy for Brand Loyalty

- Current customers product adoption process and its implications for promotional efforts on brands
- Influencing the perception, understanding and actions the customers have towards the products
- A mix of the appropriate promotional elements to achieve objectives.

Marketing and Communications Mix needed now

- The communication **pull** strategy
- The communication **push** strategy.

Adding more characteristics to the brand

- Generic
- Expected
- Augmented
- Potential.

Fee: N90,000 VAT inclusive

**HOW TO SUCCEED AS
A PRODUCT MANAGER**

March 9 - 11, 2011

August 10 - 12, 2011

November 23 - 25, 2011

Programme Description

A three-day product management training for the intense strategic marketing drive any organization should be playing to succeed and maintain a leadership position.

Broad Competencies Addressed

- Ability to prepare and develop marketing strategy and plan for different product categories.
- Ability to manage the performance of the organization's products.
- Ability to communicate and promote the products to the different customer segments.
- Ability to monitor each product's profitability.
- Ability to identify new market needs which product enhancement and innovation can meet.

Contents

A Product Manager's Responsibilities as the:

- Repository of information on the Product
- Product strategist
- Marketing planner
- Anchor of total communication on the product
- Product's brand builder.

Products planning.

The 5-forces Model for Product Managers

- Prominence of rival products
- Competence of rival banks
- Bargaining power of customers
- Banks' substitute products
- Threat of non-bank products.

The Battle for Market Leadership

- Mind share
- Market share
- Innovativeness.

Segment thinking

- the STP model.

Understanding brands

- Ten criteria of strong brands
- Strategies for building a product into a strong brand.

Marketing Timetable

- Spreading product knowledge
- Sales promotions
- Merchandising
- Advertising and publicity.

Rules of Competition & Market Strategy

- Sequence and time of actions
- Committing resources
- Seizing the initiative
- Out-performing competition.

Promotional sensitivity analysis.

Working with Sales People

- The sales people's work habits
- The sales people's motivation
- Standards of product knowledge
- Keying-in visit on product management into territories timetable
- Debriefing the sales people.

Marketing and communications mix

- Tools available to the product manager
 - Selling
 - Advertising
 - Sales promotions
 - Direct marketing
 - PR and publicity
 - Sponsorships
 - Exhibitions
 - POS/merchandising
 - Product packaging.

Fee: N78,000 VAT inclusive

Marketing Management

KEY ACCOUNT MANAGEMENT

April 14 - 15

October 6 - 7, 2011

Justifying the Programme

Today, every forward looking company sees its Key Accounts as “tangible external assets” and “partners for profit” to the Company. For your assets to continue to yield maximally, it must be effectively and efficiently managed. If indeed “80%” of our current business comes from “20%” of our Key Accounts, they need to be strategically managed for better returns. If losing an account is very “painful”, that account must be a key account. We must therefore manage the account like an Asset.

Key Account Management Course teaches participants the relevant marketing, selling and relational skills needed today to grow and keep an Account for life.

Key Account Managers should ever be so vigilant not to “supply ammunitions to competitors”.

Contents

- What is Large Account Management Process (LAMP) is all about
 - What indeed is large Account?
 - LAMP's basic Principles
 - Big picture strategy: the art of positioning
 - The sweat factor
- Targeting your large Account
 - Preventive diagnosis
 - Defining your field of play
- The Charter Statement
 - What is in it for the customer –WIIFC?
- Moving up the buy-sell hierarchy: Levels of Business Relationship
 - Giving Rolls-Royce customer service.
- Seeing through your customer's eyes
 - SWOT Analysis
 - Roles of a coach/Rain Maker
 - Roles of Sponsor
 - Roles of Anti-sponsors and how to manage it.
- Setting and implementing strategies on Key Accounts
 - Consolidated Strategies to lock-in the Account for life

Fee: N62,500 VAT inclusive

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AGGRESSIVE MARKET PENETRATION**Battling for Market Share**

February 22 – 25, 2011

September 13 – 16, 2011

Programme Description

A three-day sales and marketing training on intense and offensive market drive. With speed, the sales and marketing persons must:

- generate awareness for the company's products
- achieve visibility in trade and outlets – wholesalers and distributors, retailers
- maximize volume delivery and achieve company's objectives fast
- grow market share for the brands.

Broad Competencies Addressed

1. Initiate more contacts and form strong relationships.
2. Qualify prospects by performing analysis on what, when, and under what conditions they will buy.
3. Effectively apply sales literature, promotions, tactics and offers for specific new transactions with individual prospects.
4. Influence sales outlets by building value and encourage them to believe in the company's brands.
5. Effectively manage resistance from difficult prospects so as to make successful sales.

Programme Contents**Personal Selling Skills**

- Probing skills
- Objections handling
- How well you know the customer
- Sales challenges and sales differentiators

Implementing the Sales Strategy

- Planning the Market Prospecting:
 - Develop the right objectives
 - Identify customers' real interests
 - Prioritize the customers.

Developing the Major Accounts

- Qualifying Customers - Criteria for Prioritizing
 - Potential size of account
 - History of patronage

Training

- Previous relationship on other platforms
- Pressing need for product/service
- Clear cost-benefit relationship - positive attitude
- Financial soundness of the customer
- Customer accessibility.

Outlets Management

- Territory Management
 - territory delineation
 - route planning
 - the Selling Process – Call Plans
 - sales target for the period
 - merchandising
 - other objectives for the period
 - adding new prospects and deleting “dogs”.

Relationship Management Competencies

- Offer Analysis
 - Customer benefits
 - What’s special about you – the Appeal

Profitable Negotiation

- Rules of commercial negotiation
 - No negotiation when selling is unsure
 - Increase level of customer needs first
 - Concession strategies
- Common negotiation tactics
 - Bogey
 - Good guy, Bad guy
 - Nibbling
 - Crunch

“Brain Sell”

- How the salespersons’ mental agility can increase so as to perform at the very best.
- How to bring high energy to bear for top performance.
- How the salespersons can identify their individual personal strengths and weaknesses and plan for self-development.
- How to analyse the motivations and priorities of key buying influences.

Merchandising

- Checking the store rooms for stocks.
- Maximizing on-shelf availability and product visibility.
- Effective product placement.

Fee: N90,000 VAT inclusive

Marketing Management

RELATIONSHIP MANAGEMENT AND MARKETING

June 8 – 10, 2011

November 23 – 25, 2011

Course Objectives

- Gain high value – added contacts and businesses.
- Integrate selling techniques with relationship management strategies.
- Align marketing strongly in all departments.
- Track relationship market results.
- Utilise marketing and relationship management skills for renewed advantage.

Contents

Relationship Strategies

- Customer Targeting
- Measurement Guides to Assess Relational Depth
- Working as a Team

Relationship Capabilities

- Profiling Key Businesses
- Long Prospecting Cycles
- Customer Service Cycle
- Managing Difficult Accounts

Personal Selling Results

- High-Performance Selling
- The World-Class Marketer
- Selling v. Marketing

Fee: N78,000 VAT inclusive

VALUE ADDED MARKETING
(Advanced Marketing Strategies)

May 11 - 13, 2011
September 28 - 30, 2011

Course Objectives

At the end of this course, participants will:

- Develop enhanced skills in formulating strategic marketing plans.
- Have higher creativity in brand management for profitable customer relationship and market segmentation.
- Acquire deep understanding of how best to introduce new products successfully.
- Have refined knowledge of integrating sales techniques with appropriate marketing strategies.
- Be able to evolve and maintain value-added relationships with advertising agencies and other marketing supports.
- Learn how to utilize marketing as an engine for sustaining competitive advantage.

Contents

- Pillars of business strategies
- Customer equity
 - Value equity
 - Relationship equity
 - Brand equity
- Marketing strategies planning process
- Environment, Customer, Competitor and Self analysis.
- Positioning and market segmentation
- Profit drivers and distinctive competencies
- Product portfolio management
- Integration of marketing strategy and communication strategy.
- Concept of Product Life Cycle
- Marketing Innovation
- Relationship Management
- Managing Major Accounts
- What makes perpetual market winners.

Fee: N78,000 VAT inclusive

Personal Skills Development

STARTING AND RUNNING A CONSULTANCY PRACTICE

On Demand Only

Duration 3 days

Justifying the Programme

You have put an enormous amount of your life into becoming an expert in your field, gaining specialised skills. Moreover, you are bored with your daily routine.

You have been looking for the opportunity to take your fate in your hand, to use your brains and skills and information to your own best advantage. You want to keep for yourself a greater percentage of the benefits which you know how to deliver.

That's all right. Management Consulting is one venture in which you can create a profitable business from the first day with ridiculously limited capital.

Contents

- The Business Aspects - Defining your Service.
- Segmenting the Market.
- Targeting customers and positioning your practice.
- Basic forms and templates.
- Projects – written and verbal agreements.
- Credibility - conducting a project.
- Clients - who's in charge?
- Marketing strategies for the Business.
- Writing Proposals.
- Financial Aspects – pricing and cost management.

Fee Negotiable

Personal Skills Development

EXCELLENT REPORT AND PROPOSAL WRITING SKILLS

January 24 – 26, 2011

July 27 – 29, 2011

December 7 – 9, 2011

Programme Description

For effectiveness in business communications, this course focuses on making managers to:

- Become highly skilled in the use of English language.
- Write memos, letters, reports, proposals excellently by presenting their contents with mechanical precision.
- Organize their thoughts clearly before writing.
- Know the techniques of outlining, drafting and revising their written messages.
- Practice writing styles that are clear, concrete and courteous.
- Pay attention to their spellings and punctuations.
- Know the rules that guide the use numerals in their written messages.

Contents

The Challenge of Communicating Effectively

- The business case
- Communication and culture.

Writing Guidelines

- Essence of effective business writing
- Planning the writing
- Organizing thought before writing.

Prewriting & Planning

- Establishing purpose
- Clarifying readership
- Researching for facts.

Doing the Writing

- Word usage
- Common errors in our use of English by Nigerians
- Word economy.

The Business Writer's Attitudes

- Simplicity and conciseness
- Confused words
- Outdated expressions
- Opinion words and expressions
- Look-alike words.

Attention to Grammar

- Verb exercises
- Noun and pronoun exercises
- Spellings
- Punctuations.

Editing techniques

Formatting the Writing

- Style and tone
- Paragraphs
- Headings.

Letters

- Salutation
- Body of letter
- Complimentary closure.

Types of Report

- Information/investigation report
- Progress Report
- Formal Reports
- Informal Reports
- SPRA and SOPADA formula
- The "Need-to-know" vs "Nice-to-know" reports
- Executive Summary.

Writing Minutes

Problem with Cliches

Parallelism problems

Misplaced modifiers.

Fee: N78,000 VAT inclusive

Personal Skills Development

A MANAGER'S PERSONAL EFFECTIVENESS

April 14 - 15, 2011

October 27 - 28, 2011

Programme Description

This course is about what managers can do specifically to improve their individual effectiveness and enhance productivity for the organization. The programme contents have been developed around seven "Key Questions" which managers must continually answer for themselves. The questions are:

1. What have I been hired to do?
2. What results are expected of me?
3. What can I do to make a real difference in the organization's fortunes?
4. What are my bosses' Critical Result Areas?
5. What Critical Result Areas should be for my sub-ordinates?
6. What do I value most in my life?
7. What do I want to achieve - my goals: Long term? Short-term? Professionally? Socially?

Contents

Planning Orientation

- The discipline of planning and preparation to avoid unplanned catastrophes:
 - short term planning: daily/weekly/monthly
 - long term planning: self development outlook.
- Recognise and take full advantage of limited resources.
- Focus awareness on company procedures.
- Time discipline.

Business Knowledge

- Strong knowledge of the organization's business.
- Appreciation of their decisions and actions which touch the business bottom line.
- Application of competence to see jobs delivered cost effectively.

Performance Orientation

- Focus on delivering results - work efficiently and creatively to meet agreed goals and objectives.
- Define personal responsibilities.
- Be clear about standards.
- Review self performance against set goals.

Opportunities Focused

- Understand what opportunities exist or can be created, and convert them into results.
- Take advantage of opportunities for success in the present or future.
- Create new ways of doing things that are beneficial, advantageous or profitable.

Problem Solving

- Identify forms of waste to reduce losses.
- Make adjustments to accommodate changing situations.
- Respond resourcefully to new demands or circumstances.

Innovativeness

- Experiment and be adventurous.
- Develop new thinking and skills and challenge yourself.

Initiative

- Anticipate business needs to proactively create solutions.
- Take on difficult tasks in order to achieve business results.

Delegation and Empowerment

- Willingly delegate.
- Provide subordinates with opportunities to prove their capabilities.
- Assign the appropriate degree of authority.
- Provide assistance and support.

Champion Relevant Changes

- Strive for learning and growth.
- Structure process for quality and efficiency.

Developing Self

- Strive for learning and growth both professionally and personally.

Fee: N62,500 VAT inclusive

Personal Skills Development

BUSINESS PRESENTATION SKILLS FOR SENIOR MANAGERS

February 17 - 18, 2011

August 11 - 12, 2011

December 15 - 16, 2011

Programme Description

The training addresses

1. sales presentation
2. proposals presentation
3. reports presentation.

Participants also practice

4. technical lecture
5. special speaking situation (e.g. post-dinner speech)
6. motivational speaking.

Broad Competencies Addressed

- Confidence in handling presentations.
- Planning for presentation roles, cues and equipment.
- Exploiting the secrets of great presenters.
- Using the three dimensions to obtaining favourable decisions.
- Adept at asking for and get the desired decision.

Contents

Central Competence

- Opening style
- Holding attention
- Audience concentration curve
- Interests – the peaks and the lows
- Eye contact
- Gesticulations
- Stage management.

Sales Presentation

- How to be persuasive and lead a potential buyer to purchase a product or service.
- How to discover the true purchase authority.
- How to focus the sales presentation on the central authority.
- How to clearly demonstrate that the presenter's offering surpasses other options available.



Proposal Presentation

What every Proposal Presentation should include:

1. informative
2. persuasive

Report Presentation

Relevant Audio-Visuals Aids

“Seeing is Believing”

Speaker Gains

Presentation Aids – technical considerations

Types of Presentation Aids

Body Movement and Stage Management

Time Management

Tricks Round Stage Fright

Fee: N62,500 VAT inclusive

Personal Skills Development

Approach and Attitudes for SKILLFUL BUSINESS NEGOTIATIONS

March 16 - 18, 2011

September 14 - 16, 2011

December 14 - 16, 2011

Programme Description

A training programme whose contents have been developed around six “Key Negotiation Lessons”, namely:

1. Avoid unreasonable or arbitrary positions
2. Avoid letting prejudices show through
3. Avoid negotiating by demands and ultimatums
4. Present arguments calmly, without personalizing
5. Explain positions logically and frankly
6. Recognize legitimate concerns and needs of other side.

Broad Competencies Addressed

1. Ability to assess one’s central negotiating style – collaborate, compromise, defeat, withdraw or accommodate.
2. Ability to assess one’s true power in any negotiation process.
3. Ability to concede without losing out.
4. Ability to employ any of the several tactics negotiators use and manage when any of the tactics are being tried by other parties.
5. Ability to assess a true crisis situation and not a contrived one, so as to employ the right crisis negotiating tactics at the right time.

Contents

Negotiating Positions:

- Terms and Conditions

Negotiating Interests:

- Underlying motivations

Negotiating Options:

- Inventing an option is not a commitment

Negotiating Standards:

- Make the negotiation a joint search for independent standards

People Issues:

- Ease and tone of communication

Negotiation Alternatives (BATNA)

- The only authentic strength a negotiator possesses



Negotiation Tactics:

- Glossary of Tactics

Negotiation Planner:

- A practice with the Negotiation Planner.

Fee: N78,000 VAT inclusive

EFFECTIVE COMMUNICATIONS AT WORK

October 20 – 21, 2011

Programme Description

A two-day practical ways for workplace communication in a variety of media that managers should master if they plan to succeed. The participants will learn that effective communication is vital to the success of the organization's business.

Broad Competencies Addressed

1. Use of English language – ability to read, speak and write excellently in English, the official language for business.
2. Ability to persuade and convince others in ways that obtain agreement or approval on ideas and views.
3. Ability to blend well in an environment of cultural diversity.
4. Persuasiveness – ability to present ideas, influence and convince others to obtain agreement and approval on ideas negotiated.
5. Teamwork – ability to assist team in performing and attaining set objectives.

Contents

Why effective communication is important to success in business

- decision making and problem solving
- stronger business relationships
- enhanced image for the employee and the organization.

Formal and informal communication

- Planned communication- meetings, conferences, presentations
- Casual communication - face-to-face conversation, phone calls, emails.

Communication structures

- downward communication
- upward communication
- lateral communication.

The communication process

- sender planning a message
- sender encoding the message
- sender transmitting the message
- receiver receiving the message
- receiver decoding message
- receiver responding based on understanding.

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Body Language – the nonverbal communication

- facial expression
- gesture and posture
- personal appearance.

Career advancement through effective communication

- organizing ideas and information logically
- expressing ideas and information coherently and persuasively
- listening to others effectively
- giving and receiving constructive feedback
- sensitivity to cultural diversity in the workplace
- using communication technology efficiently
- demonstrating a civilized manners
- sensitivity to ethics.

Fee: N62,500 VAT inclusive

PROBLEM SOLVING AND DECISION MAKING TECHNIQUES

May 26 - 27, 2011

October 13 - 14, 2011

Programme Description

This programme delivers Problem Solving Techniques, one of the unique competencies all managers, whether budding or experienced, must possess.

The ability of a manager to solve problems will be reflected in:

- Gathering information
- Marshaling relevant resources
- Weighing options
- Assessing risks
- Taking decisive action.

What the Participants will Learn

- Definitions and data collection for various workplace problems
- Root Cause analysis
- Crisis investigation, recovery and prevention procedures
- Process for documenting solutions and decisions
- Character and techniques needed for making value-laden decisions.

Contents

- Problem Definition.
- The Tools of Root Cause Analysis.
- Generating Ideas.
- Choosing What to Do.
- Changing nature of problem through simplification.
- Communicating the problem to another party.
- Developing procedure to pick early warnings of problems.
- Contingency to lessen the effects of problems.
- Individual differences in approaching problems.
- Need for a repertoire of strategies.
- Use of meaningful information and business knowledge.
- Setting limits to the problem.
- Focusing on desired goals to maintain all through the process.
- Taking action.
- Creativity-thinking out of the box.
- Individuals problem-solving approaches.
- Differences between best and worst problem solvers.
- Innovative problem solvers mind journey.
- Demonstrating decision making willpower.

Fee: N62,500 VAT inclusive

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PRE-RETIREMENT COURSE
Managing a New Beginning

June 1 - 3, 2011

November 16 - 18, 2011

Programme Description

This is a programme on how every worker approaching retirement age must plan so as not to confront sobering economic problems in twilight years. The course shows that retiring from employment needs not become a calamity.

What Participants will Learn

- How the economy will affect retirees in the future.
- How to plan for retirement.
- Alternative sources of income.
- Manageable businesses to retire into.
- How to stay healthy as age advances.

Contents**General Retirement Orientation**

- Coping with severance.
- Choice of what to do next.

Investments

- Types of investments available in Nigeria.
- Guidelines and advise on selecting investment types.

Can You Run Your Own Business?

- Business development process.
- Planning a new business.

Entrepreneurship

- The disciplines for business success.
- Preparation of a business plan.
- Legal requirements for business.

Nurturing a Business for Profitability

- Propagating the business - marketing strategies and selling skills.
- Attention to the financial health of the business.

Health and Leisure

- Ageing gracefully.
- Balancing work and health.
- Health guideposts.

Choosing a Second or Old-Age Career

- Big or small organisation?
- Self improvements for new career readiness.

Fee: N78,000 VAT inclusive

Personal Skills Development

EFFECTIVE MANAGEMENT OF TIME

August 11 - 12, 2011

November 28 -29, 2011

Justifying the Course

Managers and executives must consistently add more value, in the limited time they have in hand, just to remain in contention today. To achieve more than the ordinary, managers must have the special skills for, and an acute sense of, time use. The central focus is the discipline to manage oneself for time effectiveness.

Broad Competencies Delivered

- Ability to manage oneself in relation to time.
- Ability to identify and handle time wasters effectively.
- Ability to set priority and stick with it even under pressure.
- Ability to handle anxiety and stress.

Contents

- Time Definition.
- Putting Value on Time.
- Becoming an Organized Person.
- Habits of Effectiveness.
- Assertiveness Skills.
- Dealing with Time Wasters.
- Setting and Sticking to Priority.
- Managing Anxiety and Stress Habits.
- Coping Well Under Pressure.
- Time Log - daily, weekly.

Fee: N62,500 VAT inclusive



TOM ASSOCIATES

Training

Production & Quality Management

STRATEGIC WAREHOUSING AND STORES MANAGEMENT

April 13 - 15, 2011

June 27 - 29, 2011

Couse Objectives

Participants in this course will:

- * Understand the strategic importance of warehousing and stores management in company profitability.
- * Appreciate the underlying principles and applications of material requirements planning (MRP).
- * Use the accounting procedures required in issuance of materials.
- * Apply the concept of total distribution cost as a working model.
- * Implement good warehousing practices.

Contents

- Warehouse design, partitioning and control procedures.
- Numbering and classification systems for different stores items.
- Stock allocation.
- Good house-keeping practices.
- Issuance of materials, FIFO, LIFO, etc.
- Materials requisition planning (MRP).
- Store keeping and related documentation.
- Inventory management.
- Supply chain management.
- Health and safety.

Fee: N78,000 VAT inclusive

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MANUFACTURING DOCUMENTATION, COMPLIANCE AND PRACTICE

January 25 – 26, 2011

November 10 – 11, 2011

Programme Description

A programme that takes participants through the essentials that measure final outputs of manufacturing operations, in terms of:

- The *Quality* of input materials and finished products
- The overall *Cost* of manufacturing
- Timely *Delivery* of expected outcome at every stage of the process
- Ascertaining the existence and use of a conducive *Work Environment*,
- Only validated, reproducible and effective *Processes* are adopted and used for achieving the final product.

Contents

Effective Documentation Practice and Compliance

- What is a Document?
- What is Documentation?
- The Source Document Concept
- Why do we need to comply with Documentation Practices?
- How to ensure Discipline in Documentation compliance

Documentation as an integral part of Good Manufacturing Practice (GMP)

- Basic Components of GMP
- Documentation Practice in GMP
- How are Documents generated, approved and communicated?
- Documentation storage, access, retrieval, review
- Documentation Control Process

Nature and Types of Documentation and their uses

- Different types of Document in Manufacturing process
- Integration of Documentation
- Effects of non-compliance

Benefits of Documentation in Process Improvement

- Process defined
- Why do we need to improve our processes?
- Process Improvement Tools

Fee: N62,500 VAT inclusive

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TOTAL QUALITY MANAGEMENT (TQM)

A Practical Guide for Improving Processes

April 19 - 20, 2011

September 15 - 16, 2011

Programme Description

A two-day training on how quality process improvement works, following an easy step-by-step guide and using real-life examples. Participants will learn tools and techniques for each step which the entire organization can employ, both for immediate quality process improvement and for long term opportunities.

Broad Competencies Addressed

- Ability to assess strength and weaknesses of the current quality system in the organization, set and meet agreed quality targets.
- Ability to develop new quality management initiatives to increase customer satisfaction.
- Ability to work out each task process as links to other tasks as the output of one process forms the input for another.

Contents

What is TQM

Steps to Understanding TQM:

- The principles
- Recognising the need to change
- Planning the change
- The tools and techniques.

What is a Process

A Random Walk through the Organization's Processes:

- The input
- The value-added tasks
- The non value-added tasks
- The output.



Focusing on Process Requirements
Continual Feedback

A Process Improvement Model:

- Defining Expectations - customer needs and expectations
- Establishing process measures
- Identifying process performance gaps
- Set processing improvement goals
- Standardizing process and monitoring improvements.

Fee: N62,500 VAT inclusive



PROFESSIONAL SELLING SKILLS

June 15 – 17, 2011

October 12 – 14, 2011

Programme Description

This is a course to expose participants to:

- How a business attains top-of-the-mind visibility in trade and outlets.
- How to push feverishly to maximize volume sales and achieve the organization's objectives.
- How sales efforts grow market share.
- Merchandising techniques that ensure the brands are available and effectively presented on shelf for purchase:
 - Maximizing on-shelf availability and product visibility.
 - Effective product placement.
 - Adequate stocking at all times.

Specific Competencies to Which the Trainees Will be Exposed:

- Initiate more outlet contacts and form strong relationships.
- Techniques of analysing what, when, and under what conditions customers and consumers buy.
- Sales promotion tactics and offers that build up volume transactions.
- How to influence wholesalers and owners of retail outlets by building value that encourages them to believe in the organization's brands.
- How to effectively manage resistance from difficult prospects so as to make successful sales.

Contents

The organization Salesperson

- basic skills
- personal attitudes
- personal appearance
- vehicle appearance.

The organization Salesperson's Responsibilities

- arrival at work
- on the road
- in outlets.

- Route to Market
- distribution
 - deliveries
 - displays
 - merchandising
 - selling.

- Market Factors
- competition
 - wholesaler/retail outlet economic conditions
 - physical enablers and limitations

Essential Selling Skills

- gaining attention
- explaining benefits
- anticipating and overcoming objections
- closing the sale
- promoting buying habits
- promoting consuming habits
- profit expectations.

Outlets Sales Model

- know the customers
- know the consumers
- analyse traffic
- analyse frequency
- analyse transaction size
- analyse profit potentials.

Merchandising Process

- stock of products
- levels of brands at back and front of outlet
- brands shelf position

Fee: N78,000 VAT inclusive



TOM ASSOCIATES

Training

Selling Skills & Sales Management

ADVANCED SELLING SKILLS

April 18 - 20, 2011

November 16 - 18, 2011

Programme Description

A three-day programme to address how the organization senior sales persons can:

- battle successfully for greater share of the customer spend
- attract premium customers who trust and remain emotionally attached to the organization's products/services
- maximize volume and achieve organization's objectives fast.

Goals the Training Will Attain

- Retain top-of-the-mind visibility with customers and prospects.
- Push feverishly to maximize volume sales and achieve organization's objectives immediately after the training event.
- Visibly grow market share.
- Raise awareness for the new products among new prospects.

Contents

- The 15 Special Selling Skills.
- Advancing in a Sales Career.
- Sales Enemies to Defeat.
- Power of Enthusiasm.
- Customer Pyramid of Wants.
- Sales Planning.
- Listening and Questioning Skills.
- Objections Handling.
- Sales Negotiation Tactics.
- Sales Territory Management.
- Sales Productivity Planning.
- Sales Promotions.

Fee: N78,000 VAT inclusive

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FROM SELLING TO SALES MANAGEMENT A Field Sales Management Programme

March 16 - 18, 2011

August 25 - 27, 2011

Programme Description

This is a programme for managers who are advancing beyond selling to managing sales. It is to raise the proficiency levels of managers who supervise your sales people. It treats the important topics of business skills and management as desirable for profitable sales in a manager's respective territories:

- Creating More Customers
- Performing for Profit

Broad Competencies Addressed

- Ability to agree meaningful standards of performance with the salespeople.
- Ability to formulate a control system to measure the standards.
- Ability to forecast sales.
- Ability to influence profit.
- Ability to motivate the salespeople to keep to sales budget.
- Ability to improve salespeople's use of time they allocate to key areas of their territories and customers.
- Ability to delegate effectively.

Contents

The Job of a Field Sales Manager

- Transition into managerial role
- What's special about you as a Field Sales Manager
- Goals a manager pursues
- Team management skills
- Communicating effectively
- Coaching and mentoring skills.

Business Development Priorities

- Setting targets for field sales people
- Field work, coaching and counseling
- Territory development and management

Personal Effectiveness

- Organizing sales meeting and conference
- Controlling the sales team
- Field coaching and counseling
- Field report writing.

Management and Leadership Skills

- Use of powers conferred on them as leaders
- Staff motivation
- Success guide.

Fee: N78,000 VAT inclusive

Selling Skills & Sales Management

HOW TO FIND AND WIN NEW BUSINESS

January 24 - 25, 2011

July 28 - 29, 2011

Focus of the Course

- How to plan prospecting for new customers.
- How to position the company and product appropriately to attract the right prospects' desires and patronage.
- How to do the prospecting itself.
- How to develop useful leads.
- How to develop relationship management capabilities.

Contents

Planning

Planning the Prospecting for New Business

- Develop the right objectives.
- Identify prospects' real interests.
- Prioritize the prospects.
- Develop marketing plan.

Positioning

- Sell your value.
- Be first or create a new category with the prospect.
- The R3 winner's formula.

Prospecting

- Develop the right objectives.
- The conventional tricks: mails, referrals, etc.
- More business from known clients.

Leads

- Generate useful leads
- Find and nurture key contacts.
- Managing the new relationship effectively.

Make Your Case

- Tips on winning presentations
- Help your customer/client.

Fee: N62,500 VAT inclusive

Administrative & Office Management Skills

ADMINISTRATIVE FUNCTIONS AND OFFICE MANAGEMENT COURSE

February 1 - 4, 2011

May 24 - 27, 2011

December 6 - 9, 2011

Programme Description

A training to deliver the requirements of Administrative Officers, so they are brought up-to-date with what is expected of them at all times. The contents will make administrative staff to be highly proficient in their business support functions.

Contents

Module One

- Routines of an Administrative Officer
 - Telephone Usage
 - Mail Services and Deliveries
 - Keeping of Accurate Records
- Provision of business and logistic supports to line managers
- Getting organized and setting priorities
- Managing self for effective Time Use
- Managing the Boss
- Travels and protocols management
- Office ambience

Module Two

- Procurements and management of company assets
- Contract and vendor management
- Petty cash management
- Management of stationeries
- Cost containment techniques
- TQM orientation
- Office ambience

Module Three

- Interpersonal skills
- Communicating effectively – Written and Oral
- Government and Community relations
- Grooming and personal carriage
- Health and safety issues
- Workplace behaviours and comportment
- Work ethics and personal commitments.

Module Four

- Records keeping and good memory
- Documents and mails handling
- Files Management and Information Retrieval
- Maintaining corporate secrecy and confidentiality
- Improving self worth

Fee: N90,000 VAT inclusive

Administrative & Office Management Skills

MANAGEMENT SKILLS FOR PERSONAL ASSISTANTS AND SENIOR SECRETARIES

March 23 - 25, 2011

July 13 - 15, 2011

Programme Description

This course will take the PAs and Senior Secretaries through some thought process that focuses on the style and work culture which characterizes the managers they work with. The jobs of Personal Assistants and Senior Secretaries involve consciously working with the boss to obtain the best possible results for the organization, for the boss and, of course, for the PA and Secretary too!

- How PAs and Senior Secretaries work smart, not just hard, putting the most emphasis on the most critical functions.
- How they appreciate that nothing will help their career more than a reputation for high quality work that makes their boss look good.
- How they make their boss become comfortably dependent on them for new ideas and support.

Contents

- Competencies and Roles in Top Secretarial Positions
- Understanding Changes Affecting Business
- Management Process
- Interpersonal Skills
- Managing the Boss
- Managing Routines
- Communicating Effectively - Written and Oral
- Scheduling Meetings and Writing Minutes
- Email, Internet and Intranet Proficiency
- Managing Self for Effective Time Use
- Maintaining Corporate Secrecy and Confidentiality
- Records Keeping and Good Memory
- Documents and Mails Handling
- Files Management and Information Retrieval
- Monitoring Petty Cash and Stationeries
- Self Carriage and Comportment
- Career Trends for Professional Secretaries and PAs.

Fee: N78,000 VAT inclusive

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Administrative & Office Management Skills

MANAGERIAL SKILLS APPRECIATION **First Level Manager's Programme**

February 16 - 18, 2011

Objectives

This course is to introduce first level managers to office and business management by making them

1. Understand their roles within the changes that do affect business.
2. Get clear the management styles that can affect their success.
3. Develop the right competencies in the work environment, with their boss and also with peers and subordinates.
4. Maintain necessary discipline at work.
5. Know how their career can grow.

Contents

- What Management is, What Process is.
- Mission, Vision and Positioning of a business.
- Result-based leadership – influencing others.
- Talent development – for self and others.
- Execution – getting things done.
- Making decisions and solving problems.
- Personal effectiveness – the 80:20 rule.
- Performing for profit – attention to cash flow.
- Customer service orientation.
- Understanding change – getting outdated things out.
- Managerial competencies and proficiency assessments.

Fee: N78,000 VAT inclusive

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Appreciation

Companies whose staff were trained in 2010 *

by TOM ASSOCIATES

(*January – September, 2010 list only)

We deeply appreciate getting us to train your staff in 2010

3 Line Card Management
999 Industries Nigeria Ltd.
Absolute PR
Academic Journals
Accat Nigeria
Addax Petroleum
Afribank Estates
Afribank Trustees
Air Separation
ALML Group
Anchor Insurance Company
Animal Care Services Konsult
Aquila Capital
Arc Intrum
Associated Investment Microfinance Bank
Avi Global Resources
Aviat Networks
BankPHB
Bat
Beachway Developers
Berger Paints
Bio-Organic Nutrient Systems
Biostadt Group
Bobo Food & Beverages
British American Tobacco
BSN
BTS Systems
Bua Sugar Refinery
Bua Sugar Refinery
CA Consultants
Cadbury
Camac /Allied Energy
Canvest Nigeria
Capital Media
Chartered Institute of Bankers of Nigeria

Chevron
Cipla Evans
Ciscon Nigeria
Computer Professionals Registration Council of Nigeria
Computer Warehouse Group
Concept Group
Connect Marketing
Corona School's Trust Council
Corsican Brothers
Coscharis Motors
Cotecna Destination
Covenant Ground Group
Covenant Ground Group
Critical-Hope
Crusader Sterling Pensions
Daar Communications
Dafra Pharma
Daily Need Industries
Dangote Group
DBRIG Communications
Deap Capital Management & Trust
Deltaafrik Engineering
Diageo Brands
Diamond Bank
DN Meyer
Dstv Satellite
East Atlantic Network
Ecobank
ECOWAS
Edison Chouest
Emzor Pharmaceuticals Industry
Equity Assurance
Equity Resort
Estream Networks
Eternit
Ethoven Group
Eunisell
Evans Medical
Falcon Petroleum
FBN Insurance Brokers
Federal Inland Revenue Service
Fedex
Fidelity Bank
Fidson Healthcare
Fidson Products

Filmo Realty
Finch Glow Travels
First Bank
First City Monument Bank
First Country
First Inland Bank
First Pension Custodian
First Securities Discount House
Flour Mills of Nigeria
Friesland Campina Wamco
FSS Gases
Fudia Petrochemicals
FUG Pensions
Gems Communications
Ghana Reinsurance
Glanvills
Glaxo Smithkline
Globacom
Global Ocean Engineering
Goben Pharma
Golden Pasta Company
Grange Schools
Green Haven
Greenlife Pharmaceuticals
Guinness
Health Initiatives for Safety & Stability in Africa
Health Partners
Hi – Nutrients International
Home Affairs
Honeywell Flour Mills
House Beautiful
IBFC Augusto Training
IEI Anchor Pensions
IHS Nigeria
Institute Of Human Virology
Intercontinental Bank
Intercontinental Distillers
Interlinked Technologies
Interra Networks
Interswitch
Intertek Testing Services
Intrum Grids
Jc International
Jide Taiwo & Co
JNC International

Johnson Wax
KKON Tech.
KLM Royal Dutch Airlines
Kurrent Resources
Laddertop
Ladorite Systems
Lafarge Cement Wapco
Lagoon Home Savings & Loans
Lagos State Advertisement & Signage Agency (LASAA)
LAMATA
Large Stone Resources
Leadway Assurance Company
Leadway Pensure
Lekki Concession Company
Lekki Toyota
Lekki worldwide Investment
Leoplast Industry
Le'venue Property Development Company
Lookout Communications
Magenroi Portland Cement
Marina Medical Service
Marine Platform
May & Baker
Mcdon Support Services
MCE Dreams Properties
Mega Lifesciences
Mistraw
Mnet
Mobil Oil
Monipulo Limited
Morpol Engineering Services
Mouka Foam
MTN
Multichoice
Multishield
Murphy Shipping
Na'Allah Investments
Nampak Cartons
National Pensions Commission
Neptune Software
Neros Pharma
Nestle
New Creations Properties
Nice Dreams Properties
Nextzon Business Service

Niger Delta Development Commission
Nigeria Deposit Insurance Cooperation
Nigeria Deposits Insurance Corporation
Nigeria Holding Ltd
Nigerian Bottling Company
Nigerian Bottling Company
Nigerian Breweries
Nigerian Communications Commission
Nigerian Compass Newspapers
Nigerian LNG
Nigerite
Oando Energy Services
Oasis Group
Obajana Cement
Omel Energy
Ora Egbunike & Associates
Osas Oseji
Ove Arap & Partners
Pan Ocean Oil Corporation
Parmatex Nigeria
People Prime
Port & Cargo Handling Services Subot Sifax Group
Portland Paints
Poultry Association
Powerex
Precise Financial Systems
Prestige Assurance
Priority Communications
Promasidor
Promoworld
PZ Cussons
Radac Communication
Radial Circle Telecoms
Rainoil
Ranbaxy
Rapido Ventures
Reals Pharma
Recare
Redstar Express
Resources Intermediaries
Rhino Linings
Risk Management Association of Nigeria
Rodot Nigeria Ltd
Rosabel Advertising/Leo Burnett
Rosabon Financial Services

Royal Exchange Healthcare
Sapele Times Magazines
Secure ID
Sequoia Pharma
Seven-up Bottling Company
SGS Scanning Nigeria
Shell
Sizzlers Fast Food
Skye Bank Resources
Smadac Securities
Solar Turbines Services
Sona Breweries
Sonips Resources
SOS Children Villages
Space Online
SPDC
Spec Digital Prints
SPOG
Spring Bank
St. Saviour's School
Stanbic IBTC Bank
Stanbic Ibtc Bank
Starcomms
Sterling Assurance
Strategic Outsourcing
Suburban West Africa
Summit Finance
Sunnet Systems
Sweet and Spicy Nigeria
Swifttalk Limited
Swiss Pharma
SystemSpecs
Tantalizer
Tard Engineering
TBWA/Concept
The Biostadt Company
The Chartered Institute of Bankers of Nigeria
The Nation Newspapers
The Women's Institute
Topline Nigeria
Total
Tree Lancer
UAC
UACN Property Dev. Company
Ugberhen Nigeria



Union Bank
United Cement Company of Nigeria
UT Financial Services
Valu Card Nig. Plc.
Vantuarede Limited
Vdt Communications
Vester Guardfrand Service
VirtuSync
Vitafoam
Viva Methanol
Warri Metro Magazines
Westcom Technologies
Xerox H.S.
Zenith Bank

TOM ASSOCIATES PROGRAMME FACILITATORS IN 2010

1. MR. AYO AROWOLO
2. MR. BAMJI ADETOYE
3. MR. BENSON OLUBODUN
4. MISS BOLA BILESANMI
5. MR. BOLA OLAYINKA
6. MR. CHARLES OBEN
7. MR. DAN IGBOKWE
8. MR. DARE AJIBOYE
9. DR ABAYOMI ODUWOLE
10. MR. ADERINTO RILWAN
11. DR. ADEDUGBE FEMI
12. DR. WINGLE ESSUMAI
13. MR. HARDING ILELEJI
14. HON. ONOYE BEREDUGO
15. MRS JOYCE JAFUJO
16. MR. JUDE ABONU
17. MR. KINGSLEY ANYANWU
18. MR. LAYI ABIDOYE
19. MR. LEKE BABALOLA
20. ENGR. MKO BALOGUN
21. MR. AJOMALE OLUMIDE
22. MRS. MORENIKE OMAIBOJE
23. MR VALENTINE EZE
24. MR. CHUX MOGBOLU
25. MR. PIUS ISIEKWENE
26. MR. SIMON FASHANU
27. MR. STANLEY OHENHEN
28. MR. STEVE OLAYINKA
29. MR. TAIRU NOJIM
30. MR. TAYO KOLADE
31. MR. AKIN FALANA
32. MISS TAYO OLOWOLA
33. MRS. TITILOLA OLOGE
34. MR. TONY OKOGWU
35. MR. TOYIN BENSON
36. MR. UCHE ATTOH
37. MR. VICTOR BAMIDELE
38. MR. YAKUBU MOSURO
39. MR. ALFRED ENYEKWE
40. MR. AMOO OLAYINKA
41. MR. ANTHONY ADEYERI
42. MR. AUSTIN AGWARAONYE
43. MR. AUSTIN OKOROAFOR