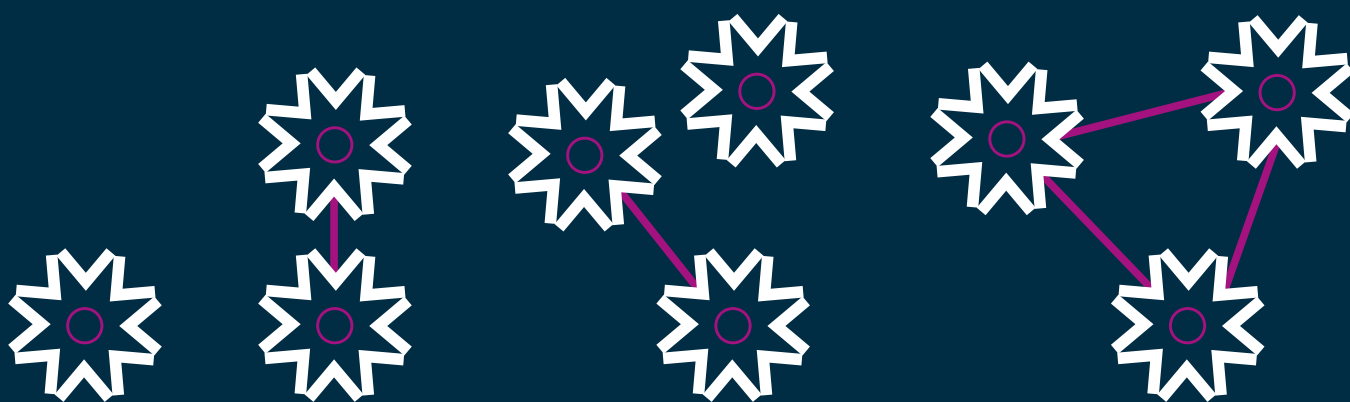


THE DEFINITIVE GUIDE TO
**EXTERNAL
RELATIONSHIPS**



^CCELA^

Management skill extends beyond the boundaries of the office, and even the organisation – maintaining important relationships with external stakeholders is a key aspect of all management roles. All business is about relationships among people, but those people can take on a variety of forms. Managing relationships with clients is different from managing relationships with suppliers, which is also different from handling collaborations or competition with other businesses. The most important thing for managers to remember when dealing with external relationships is that they are always in a relationship with someone, which means there is somebody else who is also managing that relationship. Both parties have a vested interest in making the relationship work, and work well. Many organisations end up accidentally torpedoing their relationships with outsiders by remaining too focused on themselves or the other party, and not focused enough on maintaining the relationship between the two.

At Accela, we've been considering the critical skills that need to be developed to allow managers to not just survive, but thrive in the current environment. Our proprietary blend of personal experience, market research and psychometric testing have allowed us to identify 10 key competencies common to successful leadership globally across multiple industries.

What can you do?

To determine your external relationships proficiency, consider observable day-to-day outcomes in relation to the 10 competencies outlined below.

To thrive, you need to consider how you:

1. Demonstrate Customer Focus
2. Manage Suppliers
3. Deal with Challenging Clients
4. Manage Bids, Tenders, and Proposals
5. Provide Service and Manage Client Relationships
6. Manage Client Communications
7. Manage Client Projects
8. Influence Relationships
9. Display Adaptability
10. Build Trust

What next?

Consider the following:

- What's working well?
- What could be further developed?
- Do you rely too heavily on some competencies, while neglecting others?
- What can you learn from your experience?
- Who should you turn to for guidance, coaching, mentoring or sponsorship?

As we become more connected, productive external relationships have become more important to management success than ever. Great managers aren't just great at managing their own teams: they are able to manage their relationships with the world around them in ways that are productive and beneficial to everyone.

"Even the Lone Ranger didn't do it alone." _____
Harvey MacKay

1 Demonstrate Customer Focus

“The customer is always right” is just the tip of the iceberg.

Overview

Learn to orient business activities with customer experience and outcome at the forefront. Too often, customers, without whom most businesses could not exist, take a backseat to shareholders, business partners, or even the inner workings of the organisational machinery. Learn to prioritise customer experience to maintain organizational health in the long run.

You will learn how to

- Understand strategic importance of customers
- Define who customers are (and aren't)
- Articulate the value added for customers
- Assist customers to navigate the organisation
- Understand the customer need
- Understand and activate dispute resolution process
- Leverage customer loyalty
- Measure customer satisfaction

This workshop is for

Anyone in management who must directly (or indirectly) serve the organisation's customers

Key benefit for participants

Ability to deal successfully with a broad range of customers, needs and situations

“

Your most unhappy customers are your greatest source of learning.

Bill Gates

2 Manage Suppliers

Complex relationships require a delicate touch and an eye on long-term goals.

Overview

Organisations that approach supplier relationships from a confrontational perspective risk alienating possible partners in their pursuit of market domination. Learn to approach supplier relationships as being meaningful and mutually beneficial in order to help both your supplier and your organisation improve and ultimately create a better product or service that allows both companies to grow.

You will learn how to

- Identify key suppliers and their role
- View suppliers as more than vendors
- Effectively manage supplier relationships
- Maximise purchase spending
- Construct effective supplier agreements
- Manage supply chain risk

This workshop is for

Anyone in a leadership role who must attend to the organisation's supplier relationships or B2B concerns

Key benefit for participants

Create and enhance meaningful relationships with suppliers

“

The trust institutions have in the marketplace, the confidence customers and suppliers and workers and employees have, are very important to a business's effectiveness.

Janet Yellen

3 Deal with Challenging Clients

The squeaky wheel gets the oil: but how much? When? And is there a good time to let go?

Overview

Even if a business has followed the 80/20 rule and pruned their client list accordingly, the people who bring the most business may not always be the easiest to work with. Understanding the root of the problem is key, because without knowing what is creating the challenging behaviour, managers can inadvertently end up making the situation worse. Learn to work productively and effectively with clients who are behaving in problematic ways, and identify approaches for dealing with both solvable and unsolvable problems.

You will learn how to

- Separate acceptable from unacceptable client behaviour
- Identify different types of challenging clients
- Defuse conflict situations
- Work with deadlines
- Manage expectations
- Maintain emotional state
- Prevent unnecessary challenging situations

This workshop is for

Anyone in a leadership role who must deal with clients or other outside stakeholders served by the organization

Key benefit for participants

Effective strategies to identify, manage, control and diffuse challenging client situations

“

Assumptions are the termites of relationships.

Henry Winkler

4 Manage Bids, Tenders, and Proposals

Writing proposals is like eating your vegetables: these skills will help in other management areas too.

Overview

Creating great bids, tenders, and proposals is really about great communication. The ability to communicate clearly, quickly, and under pressure could not be more valuable. Learn the rules of the proposal game to improve your proposal strategy and become a better written communicator in other areas of your work life.

You will learn how to

- Prepare relevant research
- Adhere to proposal guidelines
- Write a compelling tender
- Appropriately address selection criteria
- Provide accurate information
- Source relevant testimonials
- Price for competitiveness and value
- Manage timeframes

This workshop is for

Anyone in a leadership role who writes (or should write) bids, tenders, and proposals

Key benefit for participants

A powerful structure for submitting bids, tenders, and proposals

“

And, after all, winning business is what writing proposals is all about.

Tom Sant

Provide Service and Manage Client Relationships

Great customer service: a lost art found again.

Overview

It can be tempting to treat clients as a given and avoid improving customer service policies that aren't "that bad." However, great customer service and client relationships are key to developing the long-term value of any business, and to maintaining employee morale. Learn to design strategies that let your team treat clients holistically and individually, rather than viewing every client as an anonymous transactional interaction.

You will learn how to

- Know the client
- Respect clients' time
- Demonstrate open communication
- Provide follow up
- Enact an ongoing service model
- Demonstrate value
- Exceed customer expectations

This workshop is for

Anyone in a leadership role who interacts with clients and customers, or who manages people who do that work

Key benefit for participants

Capability to strategise and implement superior customer service plans

“

Just having satisfied customers isn't good enough anymore. If you really want a booming business, you have to create raving fans.

Ken Blanchard

Effectively Manage Client Communications

Constant connection isn't an improvement if the connection isn't meaningful.

Overview

Elegant and effective communication cannot be achieved between clients and businesses with a few emails when a plan goes off the rails. An active communication plan requires forethought, an understanding of the client's expectations, and a multi-level approach, depending on relationship between the organisation and the client. Learn how to cut through the noise to reach clients with information they need to know, and would like to receive.

You will learn how to

- Standardise a communication process
- Set timeframes for updates
- Allow the client to "speak"
- Empower team members to deal with external comms
- Manage key deliverable timeframes
- Proactively follow up

This workshop is for

Anyone in a leadership role whose clients aren't getting all the information they need at the right time, and are responding accordingly

Key benefit for participants

Utilise a proactive and efficient framework for communicating with clients

“

Communication is a skill that you can learn. It's like riding a bicycle or typing. If you're willing to work at it, you can rapidly improve the quality of every part of your life.

Brian Tracy

7 Manage Client Projects

Everything would be going smoothly if you had more time, people, and money...

Overview

The skills that make someone a good project manager are often remarkably consistent. Project managers are able to keep both the big picture and the details of their projects in mind as they work. They are responsible for delivering projects on time and on budget, while keeping a clear view on both the day-to-day workings of a project, and the end goals. Learn to keep a birds' eye view while managing the daily details with aplomb.

You will learn how to

- Accurately capture project requirements
- Develop project management plan
- Manage project delivery team
- Display risk management disciplines
- Monitor progress
- Communicate with stakeholders
- Work within budgetary constraints

This workshop is for

Project managers and anyone else who feels they have too many balls in the air and not enough arms

Key benefit for participants

Learn substantial tips and traps for effectively managing client projects

“

Management is, above all, a practice where art, science, and craft meet.

Henry Mintzberg

8 Influence Relationships

If you know what everyone wants, relationship management is no longer magic: it's science.

Overview

A great leader has to be able to use influence at a wider level to create the kinds of business opportunities that will benefit not only themselves but the organisation they work for. Often, those opportunities can be best generated through informal influence. Learn the skills necessary to give you more pull both inside of outside the organisation than your position ordinarily allows.

You will learn how to

- Create rapport
- Listen actively
- Use appropriate body language
- Application of consequence management
- Communicate clearly
- Display empathy
- Focus on stakeholder

This workshop is for

Anyone whose career would be served by having more influence in more places

Key benefit for participants

Discover and implement unique strategies to positively influence stakeholders

“

You cannot antagonize and influence at the same time.

J. S. Knox

9 Display Adaptability

Keep the major goals in mind while staying flexible on the details.

Overview

All organisations must manage a certain degree of uncertainty – a manager who is able to do so confidently will be a valuable asset to any organisation. Adaptable leaders see opportunity where others see only problems, and are not only willing to meet changing needs, they are excited to figure out how to do so. Learn how to learn more effectively and think in new directions, in order to adapt to uncertainty and unexpected developments.

You will learn how to

- Ask relevant questions
- Identify opportunity in changing environments
- Apply solutions-focused thinking
- Understand external environment
- Use all available resources to best advantage
- Build flexibility into planning
- Apply advanced contingency planning

This workshop is for

Anyone in a leadership role – especially if they tend to focus more on the “trees” than the “forest”

Key benefit for participants

Solution-focused strategies for adapting to business changes

“

It is not the strongest or the most intelligent who will survive but those who can best manage change.

Leon C. Megginson

10 Build Trust

If you don't have trust in a business relationship, do you have anything at all?

Overview

Because it is impossible to have full transparency in any business relationship, trust is critically important. Unfortunately, while a contract can help protect both parties in a worst-case scenario, no contract can ensure that trust will be built between them. Learn to create trust with business partners through value-driven action and accountability.

You will learn how to

- Display set of key values
- Behave consistently
- Act with integrity
- Respect confidences
- Deliver on undertakings
- Communicate openly
- Match actions to words

This workshop is for

Anyone who must work with others, especially those outside of their own company, or people who are different from them

Key benefit for participants

Value-driven action and accountability when building towards mutual trust with business partners

“

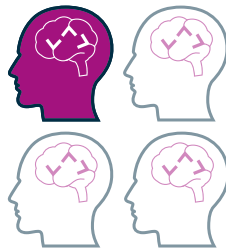
The best way to find out if you can trust somebody is to trust them.

Ernest Hemingway

The facts are that only:



1 in 2 employees:
Clearly know what is
expected of them at work



1 in 4 employees:
Strongly agree that their
manager continually helps
them clarify priorities



1 in 5 employees:
Strongly agree that their
performance is managed
in a way that motivates them
to do outstanding work



1 in 15 employees: receive feedback daily,
19% a few times a week and 27% a few times a month¹

Strongly agree that their
pay and incentives motivate
them to achieve their goals

Strongly agree that their
performance metrics are
within their span of control

¹Re-engineering Performance Management Ben Wigart and Jim Harter evaluated from the Gallop data base, meta-analysis and 100's of interviews.

About Accela

Accela is an Australian owned company, established in 2005, renowned for exceptional sales management and leadership training, coaching and consulting. Accela has assisted many Australian blue chip and international companies to realise their teams' full potential with a comprehensive range of development solutions. To complement their existing methodology, the Hub was created for clients to measure, report, manage and continuously drive faster, easier sales results.

Accela has over 30 accredited trainers and facilitators across Australia and New Zealand, and over 40 accredited local multi-lingual trainers across Singapore, Hong Kong, Shanghai, Tokyo, Bangkok London, Frankfurt, Milan and Paris.



Call **+61 (2) 9368 7969**
Email: **info@accela.com.au**
Web: **www.accela.com.au**