

CHARLES WARNER

SALES AND MANAGEMENT TRAINING AND CONSULTING

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SALES TRAINING SEMINAR DESCRIPTIONS

Basic Selling

1. **Solution Selling** – A one-day seminar that introduces salespeople to the foundation, principles, and techniques of media selling. Based to a large degree on my widely used textbook *Media Selling 4th edition*, and on my experience training the AOL Interactive Marketing sales force for three years, and 20 years of sales training for most of the major media companies in America, Solutions Selling educates salespeople on the proper mission, goals, and strategies of a media sales department and salesperson. The mission is “to maximize revenue,” the first goal is “to get results for advertisers,” and the first strategy is to “sell solutions to advertising and marketing problems.” Solutions Selling covers in depth the six steps of selling (Prospecting, Identifying Problems, Generating Solutions, Presenting, Negotiating and Closing, and Servicing), with goals and techniques for each step. The seminar emphasizes building trust and relationships through active listening, understanding the unique personality needs of each prospect and positioning offers accordingly, in-depth discovery questioning, and keeping promises. Solutions Selling helps turn list jockeys and price sellers into value creators. Solutions Selling is interactive and contains several individual and group exercises, including for developing one of the most powerful sales tools ever—a Benefit Matrix. **One day**
2. **Call Structure and Dealing With Objections** – This seminar focuses on two of the most important aspects of selling -- how to structure a call and dealing with objections. It emphasizes active and responsive listening and teaches salespeople how to structure responses to objections, even angry ones, in a positive way that moves the salesperson onto the side of prospects and reassures them that the salesperson understands and empathizes with their objections. I teach salespeople to use the “feel, felt, found” words. Also, participants in the seminar develop many effective answers to objections they commonly encounter so they can use them with dramatic effect going forward and help them close deals. **Three hours**

3. **Time Management** – This interactive seminar teaches salespeople that there is a finite amount of time and that everyone in the world has the same amount to use or to waste -- there is no other alternative. Therefore, a major element of salespeople's competitive advantage is using their time more effectively than competitors do in order to make more closing calls. This seminar contains an exercise for salespeople that clearly demonstrates how much money they make correlates directly to how many calls and presentations they make. I ask salespeople to keep a time log a week before the seminar, and during the seminar we analyze the time log and show salespeople where they waste time and how to eliminate these time wasters. Participants also learn how to organize their files, desks, and the time of support staff. **Four hours**

4. **The Mileage Game** – In this interactive game I give teams of four salespeople a map of the US and the rules of a game in which they have to plan to get as far from Columbia, MO and back and touch as many states as possible. It takes planning and teamwork, but the underlying message shocks salespeople by making them recognize two of the most obvious, fundamental, and essential rules of selling. **Four hours.**

Intermediate Selling

1. **Creating Value** – An interactive, participative seminar which teaches salespeople that what makes the difference between an average salesperson or sales force and champions is the ability to create a perception of added value in the minds of prospects. This seminar also includes sections on the basic principles of advertising and marketing, on selling the value of both advertising (as opposed to promotion), and on selling the salesperson's medium. The seminar continually emphasizes the importance of selling the concept of quality, and teaches the formula **Perceived Value = Quality+Results (ROI)+Service divided by Price** and shows salespeople how to increase the perception of quality, return on investment, and service so they will not have to lower prices or sell CPMs CPPs, or CPCs. **Four hours**

2. **Sales Presentation Guide** – This seminar takes salespeople through *The Sales Presentation Guide* booklet that teaches salespeople what, when, where, why, and how to prepare for and create killer presentations. The *Guide* includes invaluable information about the preparation process, psyching out and understanding the personal needs of the key decision makers, and brainstorming to create dramatic, attention-grabbing, and memorable openings and closings. Also included in this dynamic and highly informative seminar are guidelines for effective meeting-room setups and a list of 26 discovery questions every salesperson should ask in preparation for a presentation. I give guidelines and tips on how to create a theme with impact, how to write, how to rehearse, how to deliver, how to create presentations that close deals, and how to debrief a killer presentation. I guarantee that after this Sales Presentation Guide seminar you will see how your presentations can have huge impact. Too many salespeople think the purpose of presentations is to educate customers, but the real purpose of presentations is to move deals along to an eventual close. **Four hours**

3. **Selling Against Newspapers** – Local newspaper circulation continues to decline, newspaper readers are getting older, and rates continue to rise, yet prying dollars from local newspapers remains tough. This seminar shows salespeople how newspapers sell and then presents facts, and figures for crafting presentations that will shift dollars into your medium. **Three hours**

Advanced Selling

1. **Advanced Negotiating** - A seminar that takes the latest research and theories on negotiating and applies it to selling in the media business. Included as a handout is Chapter 12, “Skills: Negotiating and Closing,” from my textbook *Media Selling*. The reason that it is an advanced seminar is that it takes negotiating past the transactional, win-lose type of competitive negotiating into a sphere where relationships and trust must be considered and sophisticated negotiating strategies developed. The seminar includes two negotiating scenarios, applicable to your business, in which participants must plan and present a complex negotiating plan, including effective anchors, ordering of offers, and frames for offers. After group presentations, I give feedback on the effectiveness of the strategies presented. The objective of this seminar is to triple your current closing ratio. **One day**
2. **Key Account Selling** – Selling to large, important accounts requires a different process and preparation than selling smaller, transactional business. Participants in this seminar learn that the deal process is different from the normal sales process. They learn that uncovering problems with in-depth interviews is the first step, that generating client-focused solutions is the second step, and that calling on the CEO or top decision maker is the last, not the first, step. Key Account Selling teaches salespeople about the buying process and how to fit their solutions into this process, including not only how to overcome objections, but also how to resolve deep-seated concerns and close deals. **Four hours**
3. **Sell For Rate and Maximizing Revenue** – Based on many of the principles of Game Theory, this session teaches salespeople how to sell to get the highest rates rather than the highest share of business. Selling for share inevitably leads to overall market price declines – a competitive price war that spirals downward with disastrous results. The Sell For Rate section of this seminar teaches salespeople and sales managers strategies for keeping rates up, including ROI calculations. In the Maximizing Revenue section, salespeople learn that maximizing revenue—getting the right order, not just any order—is the correct purpose of a salesperson. The seminar covers elements such as packaging, ordering effects, and selling creative ideas. **Four hours.**
4. **Individual Coaching** - I conduct coaching sessions with salespeople after getting feedback from their managers and peers as to how they perceive a salesperson’s performance, style, and human relations skills. I then ask the salespeople being coached how they perceive their performance, style, and human relations skills. I confront the salespeople with the gaps between his or her perceptions and those of

others and gently, diplomatically, and creatively work with salespeople to close the gaps using specific, step-by-step behavior-change goals. **Time as required**

Sales Management

1. **Compensating Salespeople** – Based on my 40 years of experience in media sales organizations and research on hundreds of sales compensation plans, articles in trade magazines, and articles in academic journals, this seminar shows why straight-commission compensation systems give management the least control over salespeople and are unnecessarily expensive. I cover several alternatives in depth with pros and cons of various compensation systems. The seminar teaches managers that any sales compensation system must be consistent with corporate and sales department strategy—a rule that is broken by most compensation systems in the media industry. **Four hours.**
2. **Overcoming Call Reluctance** – Call reluctance research identifies eight excuses salespeople give themselves (and sales management) for not making sales calls. This seminar examines these excuses and their psychological underpinnings and shows sales managers how to recognize the symptoms of call reluctance. More importantly, the session gives sales managers techniques for helping salespeople face and deal with call reluctance. **Three hours**
3. **Training the Trainers** - An intensive, participative sales management seminar that covers the how, what, where, and when of sales management and sales training. Using case studies and examples of excellent media sales management and sales training techniques, sales managers learn how to develop a system for being effective managers and coaches. The seminar workbook contains guidelines for core sales competencies, effective sales systems, training systems, and follow-up systems. Extensive reading material is included on such topics as core competencies how structure compensation compensation, how to conduct performance appraisals and coaching, how to run meetings, how to set rates, how to distribute account lists, how to run contests, and how to motivate and empower salespeople. This seminar is based on my extensive practical experience and on observation of the best and the worst of sales management in radio, television, cable, and Interactive in action. Major radio and television station groups have given rave reviews to this in-depth, interactive, graduate-level sales management seminar. Reading my book, *Media Sales Management* online is an assignment. **Two days**

Ethics

1. **Sales Ethics** – In an era of Enron, Arthur Anderson, and Global Crossing, the public has lost trust in business in general and the media specifically. Also, advertising credibility is at an all-time low. Therefore, salespeople in the media who sell advertising are mired at the bottom of the list of professions that people respect, along with lawyers and politicians. In order to gain the public's and customers' trust, media salespeople, now more than ever before, must sell ethically. This seminar is titled "Sales Ethics: It's Not an Oxymoron" and it covers the Five Cs of ethical responsibilities and provides ethical guidelines for selling media. Companies who

schedule this seminar for salespeople demonstrate to shareholders, regulators, employees, and the public that they intend to sell in an ethical manner and can be trusted. Chapter 3, "Sales Ethics, from *Media Selling* is included as a handout. **Three hours**

Sales Consulting

1. **Sales Audit** - The Sales Audit is an objective review of the structure, systems, style, staff, skills, strategy, and shared values of your sales effort, with special emphasis on people and motivation (including compensation). The focus of a Sales Audit is to advise sales management on how to evaluate and coach people, how to develop effective sales strategies, how to design and implement appropriate departmental structures and systems, how to teach selling skills, and how to develop effective sales management styles. During a Sales Audit I ask sales management a detailed list of questions, as indicated in the Sales Audit paper on my [Web site](#).

In addition to asking sales management questions, I often have lunch alone with the sales staff to solicit comments, complaints, and problems. In some cases, I meet alone or in small groups with salespeople to get their input (the method of getting input depends on the situation and the advice of the sales manager). I can also meet with individual salespeople and give feedback to managers about my impressions. I then feed back this information anonymously and diplomatically to sales management.

After I gather the above information, within a few days of the audit I send written recommendations about how to improve overall sales performance, the effectiveness of people, and how to implement needed changes. **Two days**

2. **Sales Presentation Judging** – Organizations send sales presentations directly to me each quarter and I judge them according to the standards outlined in my Sales Presentation Guide and/or standards set by the organization. I determine the best three presentation (with detailed comments on each presentation) and return the winning presentations to an organization to copy and distribute to its salespeople so they have a "goodie file" of excellent sales presentations. Organizations should award stepped-down cash prizes quarterly to the top three winners. I would urge organizations to make it worthwhile to sales and sales support people to write excellent presentations. For example, Multimedia (now part of Gannett), for whom I conducted similar judging for two years starting in 1994, paid top winners \$5,000 quarterly and saw their new business increase by over \$2 million in the first three quarters as a direct result of the improved presentations. **Quarterly**
3. **Sales Presentation Championship** – A highly instructive and dynamic competition between sales teams to determine which team creates and presents a winning sales presentation. An organization's sales management provides me with details about a current major prospect and I create a Request for a Proposal (RFP), which I give to the sales teams. Each team creates a sales presentation that responds to the RFP and then makes presentations to me and top sales management, who then give detailed

feedback on style, content, and persuasiveness and judge the winner. If there are more than two teams, one team creates a presentation and presents on behalf of the organization's biggest competitor. In this manner, sales managers see salespeople in action and can evaluate how well they understand, position, and present their product. Everyone also learns how the competition sells against them and sees the possible holes in their sales approach. **One day**

LEADERSHIP AND MANAGEMENT TRAINING SEMINAR DESCRIPTIONS

Basic Leadership and Management

1. **The Essence of Leadership** - This seminar reviews the latest trends in management and leadership theory and practice: Leading with vision, creating company values, changing corporate culture, emphasis on execution, team leadership, managing with power, and principle-centered leadership in a new era in which employees have different values than they did ten years ago. Managers learn the difference between management and leadership and how they must learn to be ethical leaders who create change. Participants are given a detailed study guide summarizing current leadership thinking, a take-home survey to rate their organization's readiness to change, and a reading list of the most important recent leadership books and articles. **Four hours.**

2. **Group Decision Making** - This seminar features playing a game called Lost at Sea in which participants are asked to decide what items would be most important to them if they were shipwrecked. The outcome of the game demonstrates to participants that decisions made by a group are invariably better than decisions made by any individual. The seminar includes specific tips that will help groups (teams) be much more efficient, communicate more effectively, be more cooperative, and will help them make more effective decisions. It also includes some specific guidelines on how to run effective meetings. **Two hours.**

3. **Human Relations Skills** - An interactive seminar that features case-study discussions about dealing with difficult personnel situations that apply directly to your current situation and problems, which I gather from you beforehand. The emphasis is on teaching participants techniques for understanding and relating to their people based on the latest Emotional Intelligence research and getting commitment and peak performance from them. It teaches people teamwork techniques and how to deal with a problem boss. The seminar teaches participants that the best way (and the only truly effective way) to get power is to give credit to others. **Six hours**

4. **The Seven Basic Rules of Management** – This half-day seminar covers techniques for implementing the Seven Basic Rules of Management:
 - A. Hire and train the right people.
 - B. Create, articulate, and communicate your uplifting vision and mission.
 - C. Create (or transform) the culture and continually communicate and reinforce the core values of the culture
 - D. Craft strategies to realize the vision and accomplish the mission.

- E. Communicate what results you expect and how people will be evaluated.
- F. Coach all of your associates as if they were volunteers.
- G. Listen openly and carefully to your team.

Four hours

Intermediate Leadership and Management

1. **Effective Meetings and Decision Making and “Lost at Sea”** - A seminar that teaches participants how to hold effective meetings that start and end on time and that accomplish pre-designated objectives. The session covers three types of meetings: Information, education, and decision making, and gives ideas for structuring these different types of meetings, getting agreement, and following up. This seminar also teaches participants how to make effective decisions by going through the steps of: Defining the problem, defining objectives, exploring alternatives, considering consequences, evaluating tradeoffs, assessing uncertainty, determining risk tolerance of the organization, and considering linked decisions. The session begins with a “Lost at Sea” exercise that demonstrates dramatically that diverse groups make better decisions than individuals do. **Four hours.**

2. **Hiring the Best People** - This seminar is based on the most effective current recruiting, interviewing, and selection practices plus my own 30 years of experience in hiring some of the most successful people in the business (including Bob Pittman, COO of AOL Time Warner; Bill Grimes, ex-President of ESPN and Multimedia; Bob Sherman, President of AOL Interactive Marketing, and many others). I cover a number of mistakes to avoid when conducting an interview and reveal techniques that increase hiring success ratios significantly, including a list of questions to ask. Included in the seminar is an exercise in which participants develop their own Hiring Decision Scale that quantifies hiring decisions for the jobs for which they interview. **Four hours.**

3. **Performance Coaching and Career Management** – Using many of the principles of General Electric’s acclaimed career management system, this seminar teaches managers how to identify the core competencies required to perform well in a job, how to give effective feedback to people based on their performance on these competencies, and how to administer discipline without punishment. The session also gives managers a system for identifying high-performing people (HIPOs) and planning their careers. Jack Welch made developing managers his number-one priority and developed a system for evaluating managers quarterly. This seminar teaches a similar system and how to coach continually, not just once a year. **One day**

4. **Team Building** - A seminar that teaches the theory and skills of team building in an organization. Much of the material is based on the Harvard Business School Press book The Wisdom of Teams, but relates team-building theory and practice to your type and size organization. The seminar contains several team-building exercises that show participants the logic and practicality of teamwork. **One day**

Advanced Management and Leadership

1. **Competitive Strategy** – Based to a large degree on how game theory applies to the media business, this seminar includes an introduction to game theory, and is a summarized version of the semester-long course I teach online for the New School University. The session features discussion, brainstorming, and role-playing sessions that help management: 1) Discover who they are -- their unique vision, culture, strategies, skills, expertise, and resources; 2) plan where they are going and set meaningful objectives to get there; and 3) develop specific strategies for positioning an organization to have sustainable, differential competitive advantages. Several exercises and case studies give managers the opportunity to work on developing specific competitive strategies. Preparation for the seminar includes reading material giving examples of successful strategic moves and on how to craft winning strategies. **One day**
2. **Game Theory** – A shorter version of the Competitive Strategies seminar, this session introduces participants to game theory using the classic Prisoner's Dilemma puzzle and applies the lessons from the solutions to the Prisoner's Dilemma to strategic media decisions: Pricing, negotiating, and selling. **Four hours**
3. **Managing Change** - A seminar that teaches people how to cope with and master change: The changing external environment of agencies and clients, the changing external environment of the media industries, and the changing internal environment of management and employee pressures and demands. The key to mastering rapidly increasing change is the ability to deal effectively with paradox and ambiguity. Salespeople must change their orientation from selling their own inventory to solving customer problems and selling their customer's inventory. Content and creative people must focus on the needs of their audience, not on their personal tastes. Everyone in an organization must understand integrated marketing and must embrace an organization's mission and overall sales and marketing strategy. Mastering change requires a PMA (positive mental attitude) about change and about an organization and its mission, goals, and strategies. **Four hours**
4. **Vision, Values, and Mission Statements** - A discussion with top and middle management and, if management wants, with employees, about what a company's vision, values, mission, and value proposition are and should be. I then draft vision and mission statements and a value proposition and send it to the top executive for further discussion and honing. I conduct an on-going dialogue with the organization until satisfactory statements are completed. **One day**

Creativity

1. **Kick-Start Your Creativity** - A seminar that teaches people techniques for coming up with innovative solutions to problems. Participants learn to lose their fear of making mistakes and to use specific techniques for creative problem solving. The seminar encourages risk taking and "thinking outside the box." It teaches people that they do not have to be born highly creative to be able to come up with creative ideas and solutions. I have modeled this seminar after the highly successful course at the

Stanford Graduate School of Business titled "Creativity in Business" and my own creativity course at the Missouri School of Journalism, and it contains many of the exciting, fun exercises used in this course. This seminar also includes a section on Effective Decision Making. **Four hours**

Management Consulting

1. **Individual Coaching** – I conduct coaching sessions with managers after getting feedback from their executives and peers as to how they see a manager's performance, style, and human relations skills. I then ask managers being coached how they perceive their performance, style, and human relations skills. I confront managers with the gaps between their perceptions and those of others and gently, diplomatically, and creatively work with managers to close the gaps using specific, step-by-step behavior-change goals. **Time as required**

2. **Management Audit/Coaching** – A Management Audit consists of two visits to an organization. The first one a two-day visit and the second one a one-day visit approximately three months later. In preparation for the first visit:
 - A. Everyone in an organization fills out a questionnaire that assesses the climate (satisfaction of working in the organization, satisfaction with managers). This questionnaire identifies departments with morale problems (and the nature of the problems) and managers with problems (and the nature of their problems).
 - B. The department heads and the general manager (or top manager) complete a leadership style inventory questionnaire that describes each manager's management and leadership styles and completes a questionnaire that would include an assessment of their peers and their manager (360°Feedback).

I analyze these questionnaires and generate a report that is for the eyes of the top executive only. Then I make the first two-day trip to the organization. I interview the top executive extensively and talk to all of the department managers individually to get them to tell me the problems in their departments and complaints (if any).

I return home and write a complete report to the top executives about the problems I uncovered: structural, morale, management, leadership, strategic, etc. I make suggestions on how to communicate effectively with the department heads (and send a report to each department head on the most effective ways to communicate and deal with the top executives and all of the other department heads). I recommend some solutions to the problems I uncovered (including recommendations about the effectiveness of people). I also have a telephone conversation with the top executive (not put in writing) about the perception people have of him\her and some recommendations on how to improve.

Approximately three months later, I make another trip to the organization to see how things were going and to coach people on implementing some of my recommendations. At this time I assess the mood, morale, and satisfaction of the department heads and give feedback to the general manager as to the progress.

Four days

Contact Information

- charleshwarner@gmail.com
- 212-348-3164 (Office)
- 917-797-3305 (Cell)