

**BUSINESS  
PARTNERING**  
PROGRAM PROPOSAL

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# PROPOSED SOLUTION – MINDSET OF A BUSINESS PARTNER

## 1. CONCEPT

In our perspective a successful business partner has three main qualities – CARE, EXPERTISE and SOLUTION ORIENTATION. Each of these qualities manifest in three main roles that a business partner has:

- **Detective** - a business partner is interested in the hidden truth: the real need and the implications of the problems.
- **Hero** - business partner doesn't quit too soon – he finds solutions despite the challenges, sometimes by getting help from others.
- **Professional** - a business partner communicates professionally.
- **Peace Maker** - business partner is interested in preventing and solving conflicts through collaboration.
- **Innovator** - a business partner finds new solutions and makes improvement suggestions in an assertive manner.

## 2. TIMELINE

Detective	Hero	Professional	Peace Maker	Innovator
Module 1 – Positioning as a business partner	Module 2 - Business partner solution	Module 3 - Communicating in a professional manner	Module 4 - Dealing with difficult conversations	Module 5 - Dealing with changes and speaking up
Optional – e-learning modules				
Optional – Team coaching sessions				

### 3. EXPECTED OUTCOME AND BEHAVIORS

Expected Outcome	Expected Behavior
1. Positioning as a business partner	<ul style="list-style-type: none"> <li>• Offer suggestions based on experience (previous cases) and on big picture</li> <li>• Proactively ask for information and offer suggestions to help interlocutors in markets get to the desired result</li> <li>• Use their connections in X to facilitate the problem-solving process for clients in the markets.</li> </ul>
2. Desire and capability of understanding the customers perspective	<ul style="list-style-type: none"> <li>• Describe their role - business partners for the markets – as being those people who help people in the markets get results</li> <li>• Put themselves in the other’s shoes – ask questions to understand the implications of the requirements (see the real need behind the request)</li> <li>• Ask questions to clarify problems</li> <li>• Ask questions to clarify limitations and expectations regarding the solutions.</li> </ul>

Expected Outcome	Expected Behavior
3. Focus on offering solutions (being interested to help, as opposed to just following the process)	<ul style="list-style-type: none"> <li>• Understand the real problem – investigate root causes and understand stakeholders through specific questions</li> <li>• Give reasons for <i>No</i> answers</li> <li>• Offer alternatives based on a real understanding of the big picture of X – redirecting the interlocutor, explain the reason of that etc.</li> <li>• Generate solutions for new/ unusual problems in collaboration with the customer and/ or manager</li> <li>• Finish the conversations only after making sure that they have made at least one step forward in client’s problem</li> <li>• Explain the limitations of the process, but never use it as an excuse. Find a mentor to help you in generating solutions in atypical situations</li> <li>• Understand the real need before giving a <i>No</i> answer.</li> </ul>

Expected Outcome	Expected Behavior
<p>4. Communicating in a professional manner</p>	<ol style="list-style-type: none"> <li><b>1. Professional look for e-mails</b> <ul style="list-style-type: none"> <li>• Use the proper intro and sign off formulas</li> <li>• Use short paragraphs with lines between them</li> <li>• Use clear, direct and relevant subject lines</li> <li>• Use the recommended signature</li> <li>• Check spelling, details and recipients.</li> </ul> </li> <li><b>2. Identify stakeholders</b> <ul style="list-style-type: none"> <li>• Check signatures to see the role of the sender to better understand the needs and to identify key partners.</li> </ul> </li> <li><b>3. Use available and approved channels</b> <ul style="list-style-type: none"> <li>• Use e-mail to follow-up the content of discussions held on alternative channels</li> </ul> </li> <li><b>4. Be clear, precise and accurate</b> <ul style="list-style-type: none"> <li>• Give the answer in the first paragraph</li> <li>• Answer the 5W questions</li> <li>• Highlight key ideas/ words.</li> </ul> </li> <li><b>5. Route the customer to the right team</b> <ul style="list-style-type: none"> <li>• Forward requests to the team that may be of help and follow-up with the respective teams in order to make sure the problem will be solved.</li> </ul> </li> <li><b>6. Keep our dirty laundry to ourselves</b> <ul style="list-style-type: none"> <li>• Delete internal exchanges before sending answers to customers</li> <li>• Don't blame other teams to justify mistakes / delays.</li> </ul> </li> <li><b>7. Take ownership and lead for solutions</b> <ul style="list-style-type: none"> <li>• Validate with key experts to check understanding of the request and the solution</li> <li>• Use the collective expertise to answer the customer's needs</li> <li>• Find solutions for the customer.</li> </ul> </li> <li><b>8. Who should be kept on the loop</b> <ul style="list-style-type: none"> <li>• Use reply to all only when the answer is relevant for all those in the original email's <i>To</i> or <i>Cc</i>.</li> </ul> </li> <li><b>9. Speak the right language</b> <ul style="list-style-type: none"> <li>• Check spelling and the meaning.</li> </ul> </li> <li><b>10. Escalate to the right level</b> <ul style="list-style-type: none"> <li>• Escalate only if necessary</li> <li>• Follow the right path.</li> </ul> </li> </ol>

Expected Outcome	Expected Behavior
5. Professionally dealing with difficult conversations	<ul style="list-style-type: none"> <li>• Recognize the conflict generating messages and avoid reacting to them</li> <li>• Don't use conflict generating messages</li> <li>• First deal with emotions, and only after, work to find a rational solution</li> <li>• Use empathy and appreciation to deal with the other's emotions (make him/ her feel valued and understood);</li> <li>• Clarify the other's perspective – investigate for understanding using specific questions</li> <li>• Give your own opinion by taking responsibility for it</li> <li>• Suggest solutions and ask feedback on them</li> <li>• Listen to suggestions and give solution-oriented feedback on them.</li> </ul>
Expected Outcome	Expected Behavior
6. Dealing with changes and speaking up their thoughts in a way that generates continuous improvement and organizational evolution.	<ul style="list-style-type: none"> <li>• Identify change opportunities to improve results or increase efficiency</li> <li>• Express suggestions taking ownership for them</li> <li>• Show cost and benefits for each improvement proposal made</li> <li>• Ask feedback on suggestions</li> <li>• Investigate reasons when suggestions are rejected rather than be offended.</li> </ul>

## 4. MODULES

<b>Module 1 - Positioning as a business partner</b>	Our Role as Business Partners/ Detective Customer expectations
	Understand customer's perspective
<b>Module 2 - Business partner solution</b>	The Hero Role Finding the root cause of a problem
	Offering solutions and alternatives
<b>Module 3 - Communicating in a professional manner</b>	The Professional Role The 10 Golden Rules of Communication
	Communicating in a professional manner
<b>Module 4 - Dealing with difficult conversations</b>	The Peace Maker Role Professionally dealing with difficult conversations
<b>Module 5 - Dealing with changes and speaking up</b>	The Innovator Role Growth Mindset
	Dealing with changes and speaking up

### 4.1. POSITIONING AS A BUSINESS PARTNER

	Agenda
3,5 hours	<b>Our Role as Business Partners. The Detective Role Customer expectations – Solutions &amp; Interactions</b>
	<b>Break (15 minutes)</b>
	<b>Understand customer's perspective</b>

## Detailed description of the agenda

<b>Module 1 - Our Role as Business Partners. Customer expectations</b>	
<p><b>What participants learn</b></p> <ul style="list-style-type: none"> <li>▪ Understanding the role of both: solutions and interactions in generating customer satisfaction</li> <li>▪ Proactively ask for information and offer suggestions to help interlocutors in markets get to the desired result</li> <li>▪ Describe their role - business partners for the markets – as being those people who help people in the markets get results.</li> <li>▪ Ask questions to understand the implications of the requirements (see the real need behind the request)</li> <li>▪ Ask questions to clarify problems</li> <li>▪ Ask questions to clarify limitations and expectations regarding the solutions.</li> </ul>	<p><b>Topics</b></p> <ul style="list-style-type: none"> <li>▪ Positioning as a business partner.</li> <li>▪ Fundamentals of business partnership - Care, Expertise and Solution Orientation.</li> <li>▪ Importance of understanding X's big picture.</li> <li>▪ The real needs – business needs behind the expressed requests.</li> <li>▪ Mis- and Missed- understanding.</li> <li>▪ 5W + 1H questions.</li> <li>▪ Impact questions.</li> <li>▪ Limitations and expectations questions.</li> </ul>
<p><b>Methodology</b></p> <ul style="list-style-type: none"> <li>▪ Individual contributions and agenda presentation: Needs and expectations.</li> <li>▪ Plenary discussion: What is business partnering?</li> <li>▪ Role and qualities intro discussion: How do you choose an excellent doctor – what do you search for?</li> <li>▪ Plenary discussion: What qualities does an excellent business partner have? (link to previous exercise)</li> <li>▪ Exercise in two opposed teams followed by debrief: Controversial situations.</li> <li>▪ Empathy exercise: Exercise in four teams based on customer's roles description and frequent problems presentation</li> <li>▪ Presentation with examples from trainers and participants: Types of questions</li> <li>▪ Individual exercise – Questions to enrich understanding</li> </ul>	



## 4.2. SOLUTIONING PROCESS

	<b>Agenda</b>
<b>3,5 hours</b>	<b>The Hero Role Finding the root cause of a problem</b>
	<b>Break (15 minutes)</b>
	<b>Offering solutions and alternatives</b>

### Detailed description of the agenda

Module 2 - The Hero Role. Offering solutions and alternatives	
<p><b>What participants learn</b></p> <ul style="list-style-type: none"> <li>▪ Generate solutions for new/ unusual problems in collaboration with the customer and/ or manager.</li> <li>▪ Understand the real problem – investigate root causes and understand stakeholders through specific questions.</li> <li>▪ Understand the real need before giving a No answer.</li> <li>▪ Offer alternatives based on a real understanding of the big picture of X – redirecting the interlocutor, explain the reason of that etc.</li> <li>▪ Explain the limitations of the process, but never use it as an excuse. Find a mentor to help you in generating solutions in atypical situations.</li> <li>▪ Finish the conversations only after making sure that they have made at least one step forward in client's problem;</li> </ul>	<p><b>Topics</b></p> <ul style="list-style-type: none"> <li>▪ The Hero role.</li> <li>▪ Looking for support.</li> <li>▪ Real need.</li> <li>▪ 5 Why Analysis.</li> <li>▪ Motivated No answers followed by alternatives.</li> <li>▪ Checking satisfaction behaviors.</li> </ul>
<p><b>Methodology</b></p> <ul style="list-style-type: none"> <li>▪ Exercise - The superhero (Describe the preferred superhero – actions to solve problems and deal with challenges + characteristics)</li> <li>▪ Plenary discussion: How can you make sure you're solving the right problem?</li> <li>▪ Presentation: 5 Why Analysis.</li> <li>▪ Presentation: Giving No answers with alternative; Types of alternatives</li> <li>▪ Exercise – Offering No answers and alternatives.</li> <li>▪ Quiz – Offering solutions.</li> <li>▪ Plenary discussion - Checking satisfaction.</li> </ul>	

### 4.3. COMMUNICATING IN A PROFESSIONAL MANNER

	<b>Agenda</b>
<b>3, 5 hours</b>	<b>The Professional Role 10 Golden Rules of Communication</b>
	<b>Break (15 minutes)</b>
	<b>Communicating in a professional manner</b>

#### Detailed description of module

<b>Module 3 – Communicating in a professional manner</b>	
<p><b>What participants learn?</b></p> <ul style="list-style-type: none"> <li>▪ Behaviors specific to the 10 Golden Rules of Communication</li> </ul>	<p><b>Topics</b></p> <ul style="list-style-type: none"> <li>▪ The business partner as a professional</li> <li>▪ Professional look of e-mails</li> <li>▪ Stakeholders and key partners</li> <li>▪ Communication channels</li> <li>▪ E-mail structure</li> <li>▪ Putting people in contact with each-other</li> <li>▪ “Dirty laundry”</li> <li>▪ Selecting receivers and spam</li> <li>▪ Final checks</li> <li>▪ Escalation.</li> </ul>
<p><b>Methodology</b></p> <ul style="list-style-type: none"> <li>▪ Exercise - The meeting in the elevator</li> <li>▪ Plenary exercise in three teams: Guardians of the 10 Golden Rules - Guardians of the 10 Golden Rules (each team is guarding three or four rules and has the mission to announce when it is broken) 10 rounds with 10 messages with broken rules. Concepts and recommendations are highlighted during the exercise.</li> </ul>	

### 4.4. DEALING WITH DIFFICULT CONVERSATIONS

	<b>Agenda</b>
<b>3, 5 hours</b>	<b>The Peace Maker Role Dealing with difficult conversations</b>
	<b>Break (15 minutes)</b>
	<b>Dealing with difficult conversations</b>

**Detailed description of module**

Module 4 – The Peace Maker Role. Dealing with difficult conversations	
<p><b>What participants learn?</b></p> <ul style="list-style-type: none"> <li>▪ Recognize the conflict generating messages and avoid reacting to them</li> <li>▪ Don't use conflict generating messages</li> <li>▪ First deal with emotions, only after work to find a rational solution.</li> <li>▪ Recognize situations with conflictual potential</li> <li>▪ Delay one's own reaction</li> <li>▪ Deal with one's own emotions – ask the goals questions</li> <li>▪ Recognize situations with conflictual potential</li> <li>▪ Delay one's own reaction</li> <li>▪ Deal with one's own emotions – ask the goals questions</li> <li>▪ Use empathy and appreciation to deal with the other's emotions (make him/ her feel valued and understood).</li> <li>▪ Clarify the other's perspective – investigate for understanding using specific questions</li> <li>▪ Give your own opinion taking responsibility for it</li> <li>▪ Suggest solutions and ask feedback on them</li> <li>▪ Listen to suggestions and give solution-oriented feedback on them.</li> </ul>	<p><b>Topics</b></p> <ul style="list-style-type: none"> <li>▪ The business partner as a peace maker</li> <li>▪ Conflict generating messages</li> <li>▪ Reactions to conflict generating messages</li> <li>▪ Types of conflicts</li> <li>▪ Steps of dealing with a conflict – ER (First Emotions, second Reason)</li> <li>▪ Emotional reactions</li> <li>▪ Recognizing emotions in the body</li> <li>▪ Delaying reactions</li> <li>▪ Internal Goals Questions</li> <li>▪ Needs of being valued and understood</li> <li>▪ Empathy</li> <li>▪ Appreciation.</li> <li>▪ Differences in perspectives</li> <li>▪ Questions to reach a common understanding</li> <li>▪ Assertive expression of opinions and ideas</li> <li>▪ Labeling clarifying behaviors</li> <li>▪ Proposals</li> <li>▪ Agreeing and disagreeing in an assertive manner.</li> </ul>
<p><b>Methodology</b></p> <ul style="list-style-type: none"> <li>▪ Role play in two opposed teams followed by debrief - Give me a break</li> <li>▪ Self-analysis exercise – internal symptoms and reactions</li> <li>▪ Presentation – Delaying reactions through Goals Questions</li> <li>▪ Individual exercise – Delay reaction, activate reason</li> <li>▪ Presentation – Communication at emotional level. The need of being valued and understood</li> <li>▪ Presentation with examples - Expressing empathy/Expressing appreciation</li> <li>▪ Individual exercise - Giving empathetic and appreciative answers</li> <li>▪ Individual + Group + Plenary Exercise followed by debrief -The Detective</li> <li>▪ Exercise in pairs - Clarifying behaviors</li> <li>▪ Presentation – Proposals + Agreeing and Disagreeing</li> <li>▪ Individual exercise – behavior recognition and evaluation</li> <li>▪ Exercise in pairs – The Holiday</li> </ul>	

## 4.5. DEALING WITH CHANGES AND SPEAKING UP

	<b>Agenda</b>
<b>3,5 hours</b>	<b>The Innovator Role Dealing with changes and speaking up</b>
	<b>Break (15 minutes)</b>
	<b>Dealing with changes and speaking up</b>

### Detailed description of the agenda

The Innovator Role Dealing with changes and speaking up	
<p><b>What participants learn</b></p> <ul style="list-style-type: none"> <li>▪ Identify change opportunities to improve results or increase efficiency</li> <li>▪ Express suggestions taking ownership for them</li> <li>▪ Show cost and benefits for each improvement proposal made</li> <li>▪ Ask feedback on suggestions</li> <li>▪ Investigate reasons when suggestions are rejected rather than be offended.</li> </ul>	<p><b>Topics</b></p> <ul style="list-style-type: none"> <li>▪ The business partner as an innovator</li> <li>▪ Growth Mindset</li> <li>▪ Speak up assertively</li> <li>▪ Results of suggestions.</li> </ul>
<p><b>Methodology</b></p> <ul style="list-style-type: none"> <li>▪ Exercise Growth Mindset followed by debrief</li> <li>▪ Presentation with examples: Assertive suggestions/ Reason in suggestions/ Asking for feedback on suggestions/ Understand reactions to suggestions</li> <li>▪ Exercise in changing pairs: Suggestions</li> <li>▪ Individual action plans: Wrap-up based on individual action plans.</li> <li>▪ Transfer training back on the job – Action plan/ Wrap-up based on individual action plans.</li> <li>▪ Closing.</li> </ul>	

## 5. E-LEARNING

<p><b>Growth Mindset,</b> with modules:</p> <ol style="list-style-type: none"> <li>1. Fixed Mindset vs. Growth Mindset</li> <li>2. Reaction to one's own mistakes and failures</li> <li>3. Reacting to mistakes others make</li> </ol>	<p><b>Influencing skills</b> with 3 modules:</p> <ol style="list-style-type: none"> <li>1. Strategic approach to influence</li> <li>2. Instruments and Techniques of direct influence</li> <li>3. Instruments and Techniques of indirect influence</li> </ol>	<p><b>Feedback,</b> with modules:</p> <ol style="list-style-type: none"> <li>1. Necessity for feedback</li> <li>2. Receiving feedback</li> <li>3. Requesting feedback</li> <li>4. Providing feedback</li> <li>5. Feedforward</li> </ol>
<p><b>Creativity,</b> with modules:</p> <ol style="list-style-type: none"> <li>1. Are you creative?</li> <li>2. What can stimulate creativity?</li> <li>3. Creative techniques</li> <li>4. Encouraging creativity in others</li> <li>5. Creative groups</li> </ol>	<p><b>Personal efficiency,</b> with modules:</p> <ol style="list-style-type: none"> <li>1. Challenges in time management</li> <li>2. Planning</li> <li>3. Organization</li> <li>4. Prioritization</li> <li>5. Increasing efficiency</li> <li>6. Managing unexpected events</li> </ol>	<p><b>Pressure and setbacks management,</b> with modules:</p> <ol style="list-style-type: none"> <li>1. What is pressure?</li> <li>2. Reaction to pressure and setbacks</li> <li>3. Pressure and setbacks management techniques</li> </ol>

## 6. TEAM COACHING

The main objectives of the team coaching sessions are to increase self-understanding and to facilitate an environment suited for sharing best practices and communication between team members. Discussions start from the apply it missions and the way participants experienced the use of the new behaviors. The coach uses questions to drive self-discovery and solution finding.

**Duration – 1,5 hours/ session**