

Jacques PANSARD Executive Education

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Executive training courses 2011

6 customizable seminars (delivered in English) for immediate application:

Business consulting: 5 modules

- **Getting started to business consulting** : two days for your junior consultants to learn the basics
- **How to lead the mission?**: 1 day to get the supervisor's skills (especially team management)
- **Consultant's selling skills** : 1 day to learn the selling process and work out an attractive proposal
- **Consultant's selling skills - advanced** : 1 day focused on launch of new offers and accounts development
- **In-house consulting** : 2 days to get the best practices specific to internal consulting

Project management: 1 module

- **Basics in Project management** : 2 days to professionalize future project leaders

February 2011

**JACQUES PANSARD EXECUTIVE EDUCATION
MODULE 1: GETTING STARTED TO BUSINESS CONSULTING**

GOAL : JUNIOR CONSULTANTS WILL LEARN HOW TO PERFORM AN ASSIGNMENT (CONSULTING APPROACH AND MAIN TOOLS)

Day 1 - am

Lecture 1 : Business consulting

The market and key players strategy
Main consulting assignments
Client's expectations
Selection criteria
Consultants' ethics

Lecture 2 : Consultant's approach

Problem solving road map
From data gathering to findings and recommendations
Appropriation by the client
Basic tools and KPI

Exercise 1 : Mac case - strategic diagnosis

Lecture 3 : Client Relationship

Main difficulties
How to strengthen mutual trust
Behaviour golden rules

Day 1 - pm

Exercise 2 : **Lift test to introduce your job (role playing)**

Exercise 3 : **Your first meeting with the client (role playing)**

Lecture 4 : Business interview

Preparation
Execution
Exploitation

Exercise 4 : **Business interview (role playing)**

Lecture 5 : Oral presentation

Basics in communication
Catchy presentations with MS PowerPoint

Day 2 - am

Lecture 6 : Facilitate a meeting

Preparation
Execution
Exploitation

Exercise 5 : **Oral presentation (role playing)**

Lecture 7 : Quality of final reporting

Maturation
Pre-wiring
Final restitution

Day 2 - pm

Exercise 6 : **Brain storming facilitation (role playing)**

Lecture 8 : Time is money

How to be more efficient
Time optimization

Conclusion and evaluation

Duration: 2 days

Suggested schedule: 9h-13h et 14h-17h30

Audience: 6 to 8 attendants

Training methods : very interactive lectures – case studies – role playing – lived experiences – periodic summaries of achievements

Preparation: none

This program can be customized to specific objectives, experiences and culture
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**JACQUES PANSARD EXECUTIVE EDUCATION
MODULE 2: HOW TO LEAD THE MISSION?**

GOAL: 2 YEARS-EXPERIENCED PROFESSIONNALS WILL GET READY TO SUPERVIZE A CONSULTING ASSIGNMENT

Day 1- am

Lecture 1 : Work management

- From commercial engagement to operating schedule
- Work structuring and work allocation
- Time and budget follow-up
- Quality management
- Risk management
- Capitalization

Exercise 1 : Time initial estimate and follow-up (with MS Excel)

Lecture 2 : Team management

- What is leadership?
- How to motivate?
- Get your team more performing
- Conflict management

Exercise 2 : Motivate a stressed consultant (role playing)

Day 1 - pm

Lecture 3 : Client management

- Kick-off meeting
- Personal profiles awareness with Success Insight
- Strengthen the mutual trust
- Handle additional requests
- Crisis management
- Preparing for following deal

Exercise 3 : **Crisis situation with the client (role playing)**

Lecture 4 : Internal processes

- Workload management and resources allocations
- Contract management
- Consultancies KPI

Conclusion and evaluation

Duration: 1 day

Suggested schedule: 9h-13h et 14h-17h30

Audience: 6 to 8 attendants

Training methods : very interactive lectures – case studies – role playing – lived experiences – periodic summaries of achievements

Preparation: none

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**JACQUES PANSARD EXECUTIVE EDUCATION
MODULE 3: CONSULTANT'S SELLING SKILLS**

GOAL : EXPERIENCED CONSULTANTS WILL LEARN HOW TO WIN A NEW DEAL AND UPGRADE CLIENTS' LOYALTY

Day 1 - am

Exercise 1 : Know your business (test)

Lecture 1 : The proposal

- The global selling process
- First contact with the client: how? What do you expect?
- Pre-study issues
- Proposal contents
- Make your proposals more attractive

Lecture 2 : Proposal's defence

- Preparation
- Objections and buying signals
- Main mistakes to be avoided

Exercise 1 : Mac case : proposal presentation (group works)

Day 1 - pm

Lecture 3 : Negotiation skills

- Negotiation process
- Main negotiation situations for consultants

Exercise 2 : **Negotiation between 2 teams (game)**

Lecture 4 : Account development

- What is at stake?
- Account manager's responsibilities
- Key data to be gathered : buying centre, culture
- The confidence magic triangle©
- Trust maturity model©
- SWOT analysis
- Action plan and follow-up

Exercise 2 : **Individual action plan**

Conclusion and evaluation

Duration: 1 day

Suggested schedule: 9h-13h et 14h-17h30

Audience: 6 to 8 attendants

Training methods : very interactive lectures – case studies – role playing – lived experiences – periodic summaries of achievements

Preparation: none

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**JACQUES PANSARD EXECUTIVE EDUCATION
MODULE 4: CONSULTANT'S SELLING SKILLS - ADVANCED**

GOAL : SENIOR CONSULTANTS WILL LEARN HOW TO LAUNCH NEW COMMERCIAL OFFER AND UPGRADE CLIENTS' LOYALTY

Day 1 - am

Lecture 1 : From idea to road map

Issue referred and proposed solution
SWOT analysis
Targeted markets evaluation
Economic forecast (business model, business plan)

Lecture 2 : Internal promotion

Strategic alignment
Coherence and synergies with other activities
How to get support and commitment

Exercise 1 : Test interview (role playing)

Exercise 2 : Prospecting interview (role playing)

Exercise 3 : Business plan

Day 1 - pm

Lecture 3 : Opening a new account

SWOT analysis
Contacts grid
Importance of understanding the culture
Tactical approach (channels, messages)
Action plan
Follow-up

Exercise 2 : **First meeting with a prospect (role playing)**

Lecture 4 : Networking

Expand your network
Manage your network
Seize opportunities

Conclusion and evaluation

Duration: 1 day

Suggested schedule: 9h-13h et 14h-17h30

Audience: 6 to 8 attendants

Training methods : very interactive lectures – case studies – role playing – lived experiences – periodic summaries of achievements

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**JACQUES PANSARD EXECUTIVE EDUCATION
MODULE 5: IN-HOUSE CONSULTING**

GOAL : WHY AND HOW TO INSTALL AND RUN AN IN-HOUSE CONSULTING DEPARTMENT

Day 1- am

Lecture 1 : Business consulting

- The market and key players strategy
- Main consulting assignments
- Client's expectations
- Selection criteria
- Consultants' ethics

Lecture 2: What is in-house consulting?

- Company needs
- Main activities (results of a recent European benchmark)
- To go further...
- Requested talents and HR policy
- Organization and KPI
- Key success factors

Exercise 1: Build the business plan

Day 1 - pm

Lecture 3 : The proposal

- The global selling process
- First contact with the client: how? What do you expect?
- Pre-study issues
- Proposal contents
- Make your proposals more attractive

Exercise 2 : Mac case : proposal presentation (group works)

Day 2 -am

Lecture 4 : Work management

- From commercial engagement to operating schedule
- Work structuring and work allocation
- Time and budget follow-up
- Quality management
- Risk management
- Capitalization

Exercise 3 : Time initial estimate and follow-up (with MS Excel)

Lecture 5 : Managing consultants

- Individual expectations
- Performance assessment
- HR risks monitoring

Day 2 - pm

Lecture 6 : Consultants' toolkit

- Pareto, Ishikawa, SWOT, 7S, RSI, BCG & McKinsey quadrants
- Problem solving
- Value analysis
- Change management
- BPR, Six Sigma, Lean Sigma

Exercise 4 : **Business process optimization with Lean Sigma**

Lecture 6 : Time is money

- How to be more efficient
- Time optimization

Conclusion and evaluation

Duration: 2 days

Suggested schedule: 9h-13h et 14h-17h30

Audience: 6 to 8 attendants

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**JACQUES PANSARD EXECUTIVE EDUCATION
MODULE 6: BASICS IN PROJECT MANAGEMENT**

GOAL :

<p><u>Day 1- am</u></p> <p>Lecture 1: What is a project? Goals and main difficulties Life cycle Stakeholders and project organizations Project governance and reporting</p> <p>Lecture 2: Economic assessment Project and value creation Pay back, NPV and IRR</p> <p>Exercise 1: discounted cash-flow method</p>	<p><u>Day 1 - pm</u></p> <p>Lecture 3 : The PMI 9 areas of knowledge Integration : project charter Scope : WBS Time: Pert, Gantt chart Cost : budget, S-curves, earned value Team : Tuckman and Belbin models, leadership, conflict management Purchase : contracting and monitoring providers Quality and risk management Communication Proposal contents Make your proposals more attractive</p> <p>Exercise 2 : application exercises</p> <p>Lecture 3: Introduction to critical chain theory</p>
<p><u>Day 2 -am</u></p> <p>Exercise 3 : Initiation to MS-Project (Parbex case) Critical path Budget, S-curves, earned value</p> <p><i>MS-Project must be available on site for attendants</i></p>	<p><u>Day 2 - pm</u></p> <p>Lecture 4 : Change management Classical approaches Psychodynamic The 7 forces to change Change management life cycle</p> <p>Exercise 4 : organize a roll-out</p> <p>Lecture 5 : Manage multiple projects Programs and portfolios PMO : responsibilities and main activities PMO tools</p> <p>Conclusion and evaluation</p>

Duration: 2 days

Suggested schedule: 9h-13h et 14h-17h30

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Jacques PANSARD

MS in Physics - Ecole Polytechnique Fédérale de Lausanne (1973)

MBA - Institut d'Administration des Entreprises de Paris (1974)

Free-lance consultant since 1999 – Expert for OSEO Innovation

Former partner of international consultancies (1985 – 2000)

Affiliate Professor at ESCP Europe since 2001

As Professor at ESCP Europe, he has created with Prof. Patrice Stern, in 2001, the Executive Specialized Master in Business Consulting. This MSBC is intended for high-potential managers who apply to become project leaders for large Business transformations.

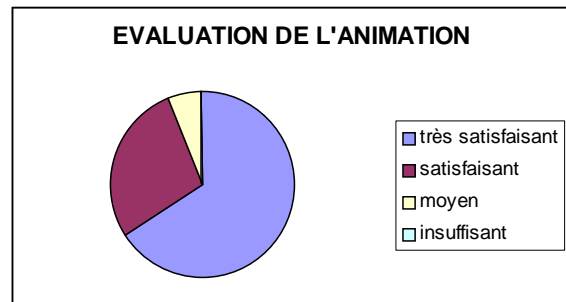
Since January 2010 he lectures the seminar "Passport Consultant" proposed by Capgemini Institute, a top inter-company training for Executives in France regarding this topic.

Publications :

- 2000, « **Réussir son projet système d'information – les règles d'or** » (Editions d'organisation), nominated for FNAC – Arthur Andersen Price 2001
- 2002, co-writer of Guide de la Logistique (Editions Dallian).
- 2006, « **Désir d'emploi** » (Ed. Vuibert) with Thierry Delarbre
- 2008, « **Le conseil interne, pour porter le changement dans l'entreprise** » (Ed. Dunod).

References “Executive Education”(3.000 trainees in 11 years)

ADN Consultants, ALENIUM, CETELEM
CONSULT'Inc, COSMOSBAY VECTIS
HEADLINK, HERMES SELLIER
INFORMATION BUILDERS
INNOTHERA, INVESTANCE
NATIXIS, OXAND, PEA Consulting
SAFRAN Conseil,
SALUSTRO-REYDEL Management,
SEISQUARE, SOFRECOM
SOLUCOM



Notes :