



# EVERYTHING A THOUGHTFUL BUSINESS NEEDS

Certified



Corporation



Expert Advice  
Sleeping Lion



Founders: Kevin & Sarah

*"The most intelligent and inventive business writing pair in the UK"*  
Dr. Fergus Boyd, Former IT director, ba.com, Virgin Atlantic, Yotel, and Soho House Group

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## We are a Training, Education, and Business Development company that creates thoughtful books and products for smart business brains with a conscience.

Expert Advice | Sleeping Lion (EASL) exists to create helpful books, online products and training programmes to educate and inspire businesses and individuals to be their best.

Our success in doing this enables us to support the things we care about through our commitment to donate a minimum of 5% of annual revenue to good causes (through cash and product donations).

Our company purpose is to Create, Educate and Donate.

### CREATE

- We have read and summarised over 500 business books and made the summaries available for free through TheBusiness500.com.
- We have written over 40 business books, including 10 best-selling and award-winning Concise Advice titles.
- We have invented **The Aces System®** business skills typology and microlearning platform for individuals, teams, or entire companies - to help people be their *best business self*.
- We have invented **The PLANET System®**, an online Sustainability/ESG self-audit, education, and improvement platform - to help promote *better business*.

### EDUCATE

- We have over 16 established training programmes (in-person or online) and have trained over 20,000 people.
- We also offer a library of sampler educational content available for free for those without significant training budgets.
- We collectively have over 100 years of business experience in a range of sectors, including leadership roles and international projects.
- We offer consultancy, mentoring and facilitation - from board level to early careers.

### DONATE

- We donate at least 5% of our annual revenue to good causes through cash donations, books and pro bono work.

Being your  
**BEST BUSINESS SELF**

The **ACES** System®  
Be Your Best Business Self  
5 Minute Self Assessment ➤ 56-Skills Typologies ➤ Instant Microlearning

Being a  
**BETTER BUSINESS**

THE **PLANET** SYSTEM®  
ESG Improvement Framework  
From The Sustainable Business Book

## The Team

The Duncan team is an interesting blend. Our experience spans four decades, with collective knowledge at the 100-year mark. Detailed sector experience is as diverse as hospitality, sustainability, media and mental health.

Cross-fertilizing this knowledge leads to interesting combinations. Using in-depth sustainability experience to inform new plant-based menus in hospitality. Using mental health knowledge to help people at any stage of their career. Using spatial thinking to enhance team performance.

Whatever your issue, you can expect a broad perspective and a richly textured point of view.

**KEVIN DUNCAN** is a business advisor, marketing expert, and motivational speaker. He is the UK's best-selling business author, and has written over 20 books, which have sold over 300,000 copies, and been translated into over 20 languages. They have been voted Telegraph Business Club Book of the Week, WHSmith Book of the Month and Foyles Book of the Month.

After 20 years in advertising and direct marketing, he has spent the last 25 years as an independent troubleshooter. In agencies, he worked with 400 clients, deployed £600m of funds on over 200 brands, oversaw over 1,000 projects, and won 35 awards for creativity and effectiveness. As Expert Advice, he has carried out over 1,000 jobs for over 200 clients.

He recently became the first ever Corporate Advisor to Centrepoint, and has been a Trustee of The Great Bustard Group for over 20 years.

**SARAH DUNCAN** is a business advisor who now specialises in ethical and sustainable business practice, and has been in business for over 35 years.

She wrote The Ethical Business Book in 2019, and has subsequently co-written The Sustainable Business Book and The Smart Performance Book with Kevin. She has continued to build her knowledge in the area of sustainability by successfully completing a Business Sustainability Management course at Cambridge Institute for Sustainability Leadership and a Circular Economy course with Delft University of Technology. She designed and created The PLANET System® and The ACES System® online products. She helps businesses understand the commercial and moral benefits of sustainable and ethical business practice (or ESG - Environmental Social Governance).

**ROSIE DUNCAN** has over 15 years of experience across 40 brands. She has worked in all corners of the marketing industry, including creative, digital, media and production agencies, media owners and client side, including Saatchi & Saatchi, Wavemaker, Metro and King's College London. She has 19 industry awards to her name, one of which is the world-renowned Young Cannes Lions Award.

She is especially interested in areas surrounding communications and mental health, working with several mental health research centres at King's College London alongside mentoring those in the first decade of their careers. She is author of The Early Career Book, and co-author of The Excellence Book with Kevin. She is also on the Marketing Advisory Board for Help for Heroes.

**SHAUNAGH DUNCAN** is a sustainability professional with 10 years' experience in the creation, development, management and delivery of sustainability strategies across different sectors. She was formerly Head of Sustainability for Europe & International Markets at Oatly and is currently Head of Sustainability at Fremantle. Shaunagh thrives in the sweet spot between science, policy and comms, creating and delivering engaging sustainability strategies backed by science.

She is a Master of Business Administration and has an MSc in Sustainable Energy Futures from Imperial College London. She provides ad-hoc advice through Expert Advice/Sleeping Lion on particularly technical aspects of sustainability.



# B Corp



We became a BCorp because we feel strongly about social and environmental issues. Our commitment to the BCorp process shows a wider intent to help people and the planet, and we were proud to recertify in 2025 with an improved score of 139.3.

We resolved a few years ago to change the business for good – not that it was particularly bad beforehand. The discipline of the BCorp process forced us to ask questions that we hadn't previously and become much more diligent about monitoring evidence about our impact.

As part of this, we made a commitment that each year we will donate at least 5% of our annual revenue to charity through cash donations, books and online products plus increase our pro bono work.

Charities we have supported over the last couple of years include:



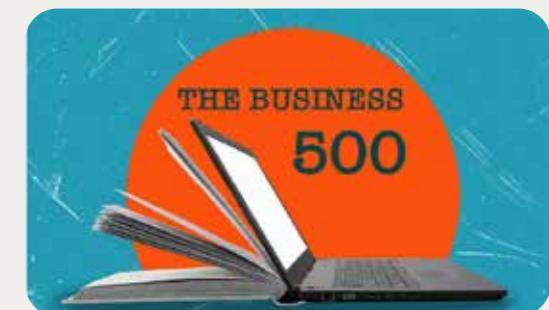
## Accessible to Everyone

Expert Advice/Sleeping Lion has a suite of training, educational and advisory products to suit all business needs and resources.

- As part of our free education remit aimed at supporting individuals and SMEs, we now offer The ACES System® skills typology and self-improvement platform to individuals for free. We are also currently offering The PLANET System® Snapshot and Kickstart online products free. This gives everyone an opportunity to get started in becoming better businesses and their best business self.
- We also have 10 blogs with a range of videos, podcasts, example techniques and useful templates to download.
- If you have a little money, there are a set of books, ebooks, and audiobooks to buy for less than £10.
- If you have a modest company budget, then one or two workshops for a few thousand pounds might do the trick.
- If you are a larger company with a five-figure budget, then we can run full training programmes for large numbers of staff, or provide consultancy and mentoring.

## The Business Library

- The products in this brochure represent over 100 years of business experience.
- The engine that drives all the thinking is our Business Library: TheBusiness500.com – to our knowledge the world's biggest free business library.
- This has been a labour of love for over 25 years, with over 20 million words and 500 books read.
- Categories span leadership, behavioural economics, ethical strategy, creativity, innovation, sustainability and much more.



# Concise Advice

The Concise Advice series was invented by Kevin Duncan and his publisher. It now contains over 40 books, 12 of them written by Kevin, Sarah and Rosie.

Unlike most business books that are too long and padded out with too much material, these books take the full wisdom of wide-ranging business reading and reduces concepts down to their pithy minimum, typically on one spread.

**On average each book or topic is the result of over 25 other books, researched, summarized, condensed, and re-purposed to generate templates and techniques ready for immediate action and application.**

Deep wisdom, judiciously applied, means that the books, topics, templates and customized material are a fertile resource for any business.

This allows the time-pressed executive to grasp ideas at speed and put them into practice straightaway.

The handy pocketbook format is ideal for training, note-taking and idea generation on the go.

With their highly visual format and minimal copy, the books have a wide international appeal and have been translated into over 20 languages.

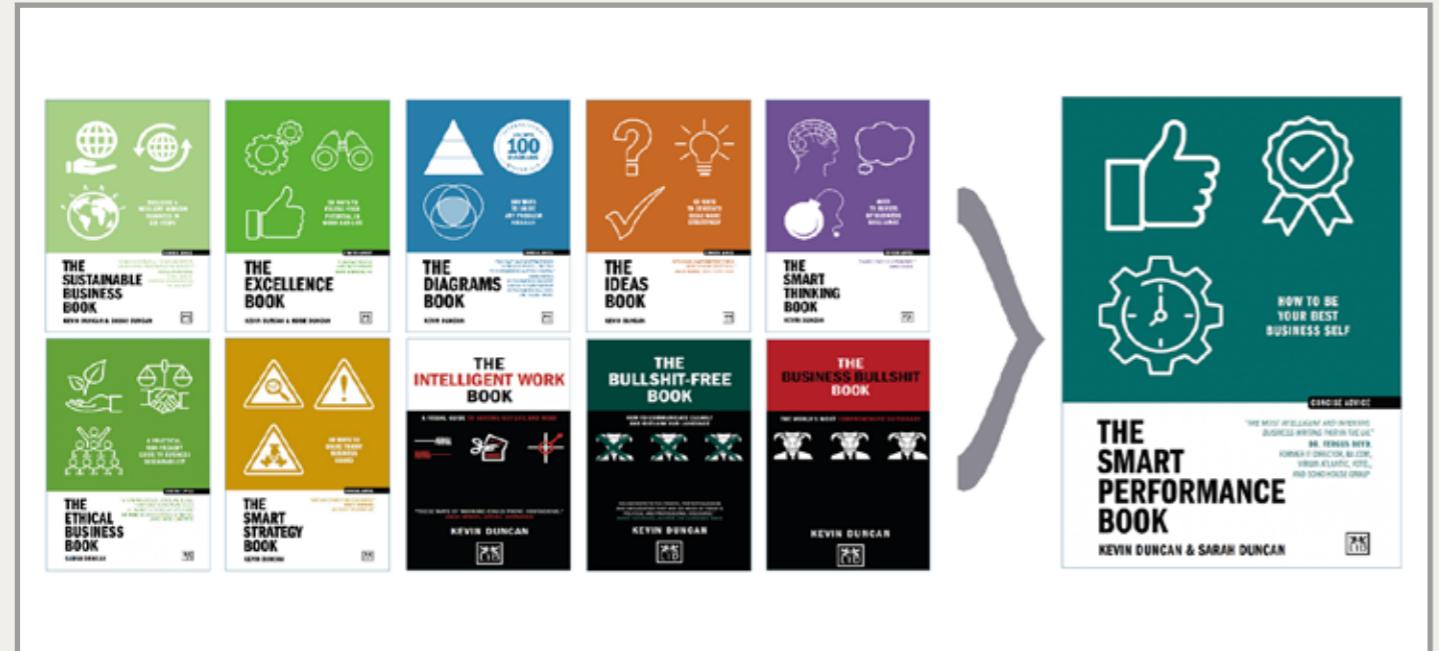
Sales to date are around the 300,000 mark.

Ten years on, many of the Concise Advice series titles are now available in paperback.



# Smart Business Performance

The Smart Performance Book provides the gateway to the wisdom contained in all our other books.

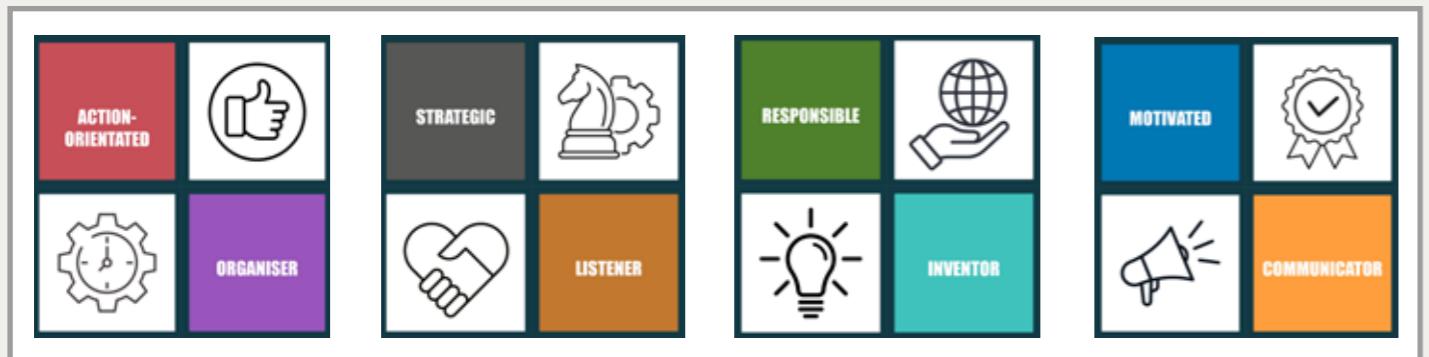


At its heart is the ingenious ACES System®. Far more commercially astute than basic psychological profiling methods, the system enables you to highlight your self-improvement areas, and immediately provides you with the learning material to develop your skills.

It covers every aspect of high-functioning business performance, from attitude, action, creativity and communication to efficiency, empathy, strategy, and sustainability.



There are 56 possible typologies, based on your primary and secondary strengths.

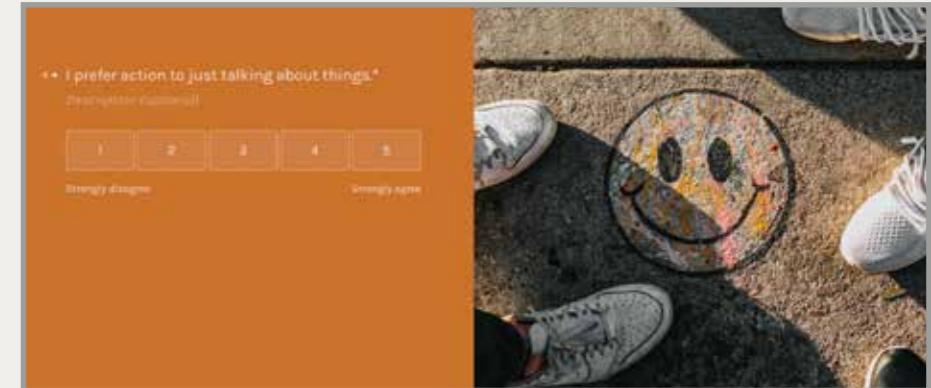


**ACES**  
Be Your Best Business Self

## The ACES System®

The ACES System® is also available online. Here's how it works for individual skills assessment and microlearning.

**Step One:**  
Take short online self-assessment of 80 questions, which takes around five minutes.



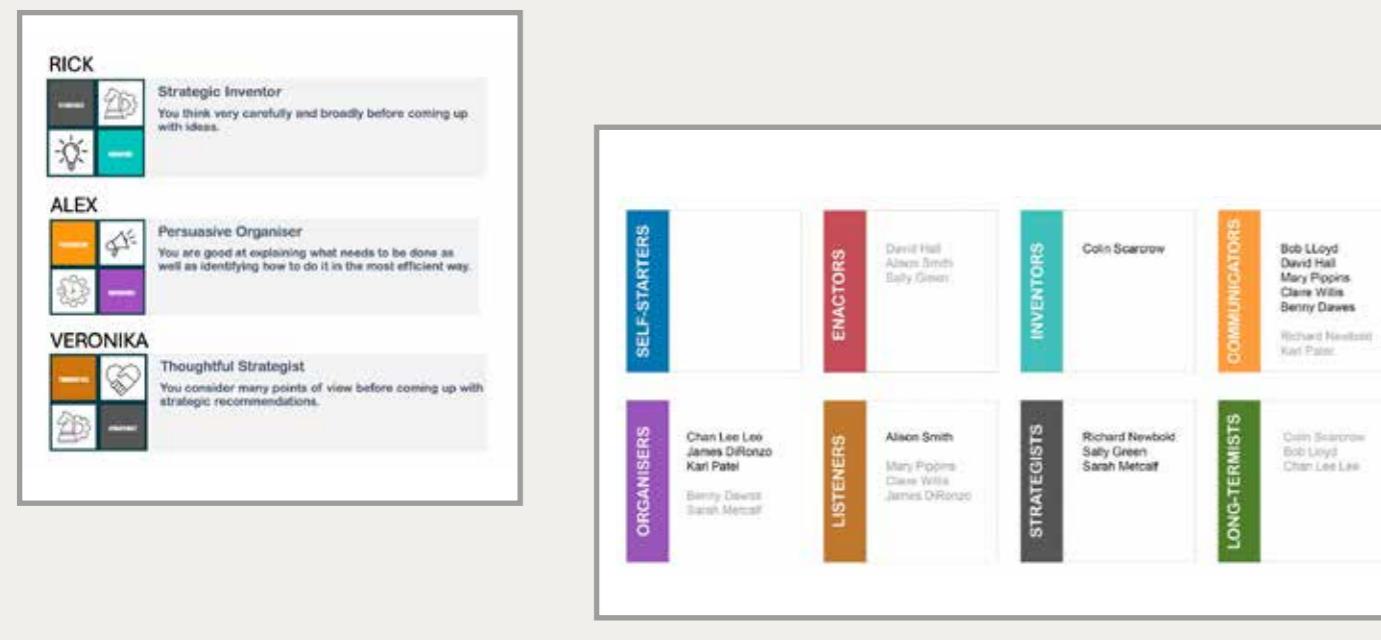
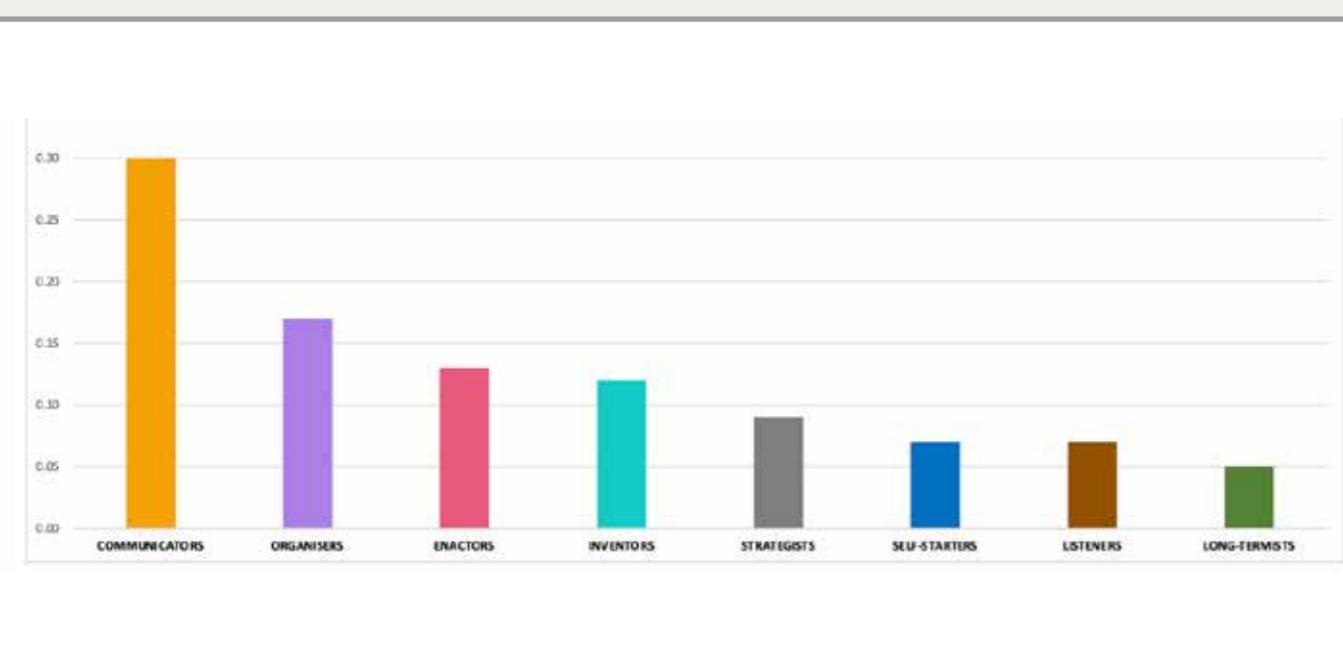
**Step Two:**  
Receive an instant personalised report, including individual typology, skills histogram, and over 150 pieces of built-in signposted self-improvement microlearning. No piece is longer than three minutes, but there is over eight hours in total.

The ACES System® is a registered UK trademark of Expert Advice Limited and held at the Intellectual Property Office in the United Kingdom. Trade Mark No. UK00003870556

# Smart Business Performance

## For Companies

Companies can use The ACES System® to gain an immediate overview of the skills range of their staff, analyse current team strengths and weaknesses, identify skills gaps, provide immediate signposted microlearning and development support, and inform recruitment and training decisions.



## The Smart Performance Interactive Workshop

To our knowledge, there is no other workshop like this in the world.

We can take up to 20 attendees in each session. This could be a specific group such as a leadership team, or we can work through an entire company.

First, everyone takes the test.

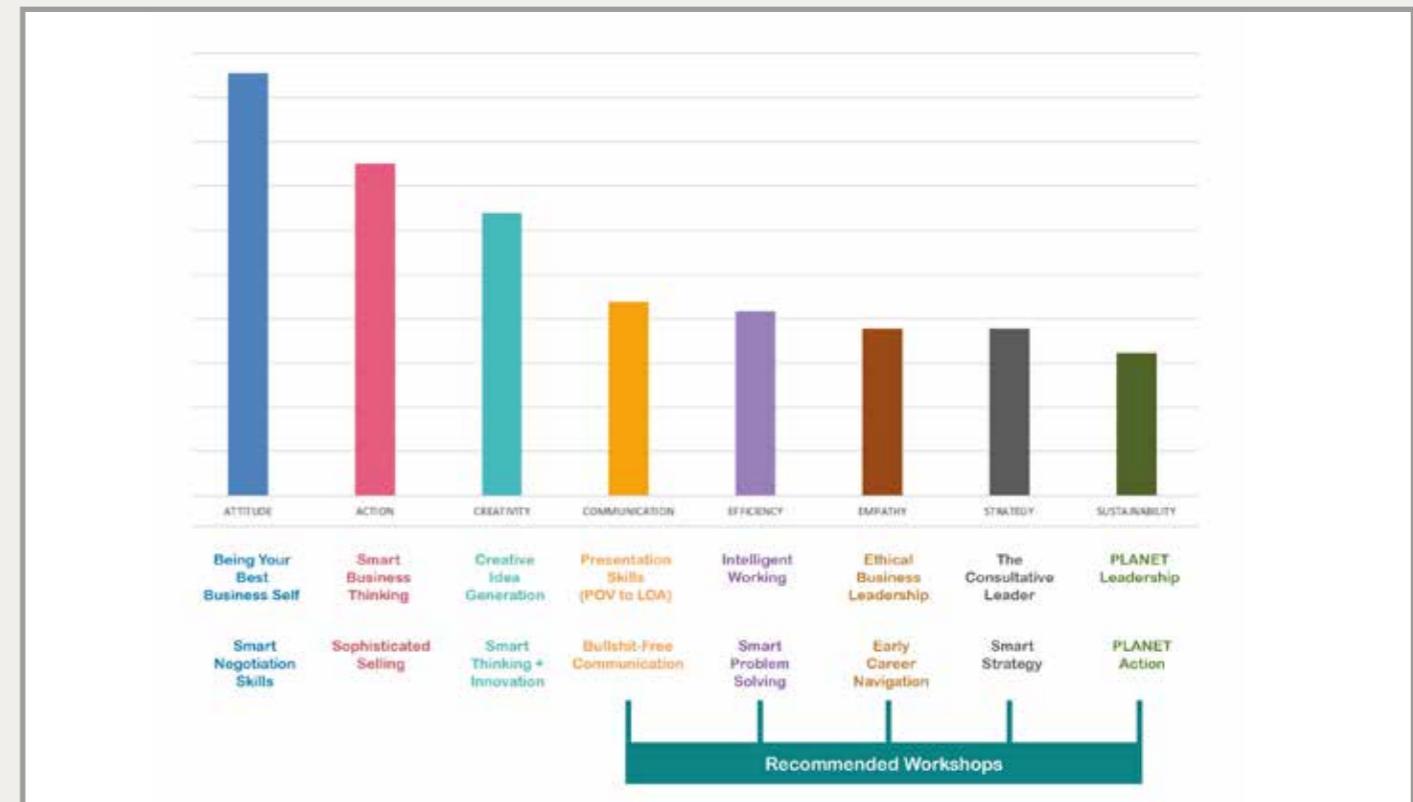
Whilst Kevin works through initial helpful material, Sarah collates all the responses. Within 30 minutes, we present the full picture to the room – an overview of all the skills present.

We explain their typologies on the spot, discuss team dynamics, and immediately provide the training themes that are most relevant to the people in the room.

So for example if a high proportion of attendees require training on creativity, we deliver it immediately. Equally, we can work through material on attitude, action, communication, efficiency, empathy, strategy, or sustainability.

## Specific Skills Training

Having identified areas of highest needs, we can also train on individual areas: Attitude, Action, Creativity, Communication, Efficiency, Empathy, Strategy, or Sustainability - see following pages.



# ATTITUDE TRAINING

## Being Your Best Business Self

This training offers 50 Ways To Be Your Best. It draws together 50 ingenious thoughts to improve your attitude, your approach to life and work, the questions you ask, the decisions you make, and your mental health in general.



### EXAMPLE CONTENT



#### ATTITUDE

- Disenthral yourself
- You are what you do
- Cultivate a feisty spirit

#### APPROACH

- Effort creates opportunity
- Keep the best, bin the rest
- Try everything once

#### TIMING

- The future is behind you
- Precrastination
- Don't waste a crisis

#### QUESTIONS

- What's it all for?
- Would it help?
- What is enough?

#### DECISIONS

- The unknown unknowns
- No permission required
- Strong opinions lightly held

### SUMMARY

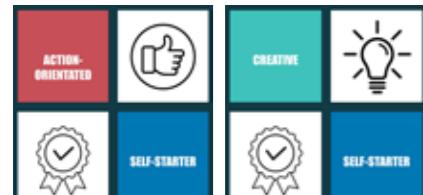
At the heart of this training are the personal pledges that attendees are encouraged to make. Typically, they will all find 5-10 provocations that stimulate them to change their attitude or approach to life and work. Mental health has never been more important, and these suggestions can help.

### OUTCOME

This course is a reassuring and thoughtful guide to improving attitude, approach and decision-making. Communal bonding is a helpful side effect, as colleagues share their experiences and find that others experience similar challenges to them.

### SAMPLE SOURCE MATERIAL

#Now - Max McKeown  
Playing to Win - Lafley & Martin  
The Stupidity Paradox - Alvesson & Spicer  
Conflicted - Ian Leslie  
Effortless - Greg McKeown  
The Intelligence Trap - David Robson



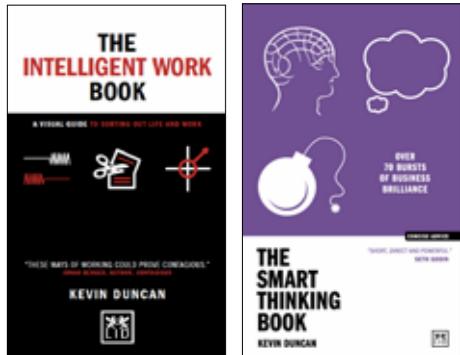
*"A treasure trove of laser-bright insights."*  
Marty Neumeier, author of *Zag* and *The Brand Gap*

Provocations, techniques and wide-ranging material to help people build a more resilient approach and create a stronger team by increasing your proportion of resourceful **Self-Starters**.



## Smart Negotiation Skills

Equips all attendees with the necessary techniques to ensure companies are consistently improving margin and making the best use of resources. Complete with practical exercises to enact the wisdom.



### EXAMPLE CONTENT

#### HOW TO GET WHAT YOU WANT ON YOUR TERMS

- The bargaining arena
- Negotiating styles
- The importance of clear language

#### THE 8 STEPS

- Preparing & Arguing
- Signalling & Proposing
- Packaging & Bargaining
- Closing & Agreeing

#### CRUCIAL SKILLS

- Decision making criteria
- Barriers to purchase
- Your most powerful word: If
- Assertive listening

#### NEGOTIATION EXERCISES

- Three teams
- Each plays role of their own company, then client, then observer
- Each side receives slightly different information on the same topic
- Debrief and learning

### SUMMARY

This is a powerful framework that teaches the skills of excellent negotiation, plus the things that can go wrong. The exercises are always bespoke per session, tailored to the industry, category, company, customer, client, or discipline.

### OUTCOME

This course ensures that attendees discover a lot about the art of negotiation, and in the process they learn a lot about themselves.

### SAMPLE SOURCE MATERIAL

Never Split The Difference – Chris Voss  
The Yes Book – Clive Rich  
Think Again – Walter Sinnott-Armstrong  
The Negotiation Book – Steve Gates  
Do Deal - Hoare & Gummer

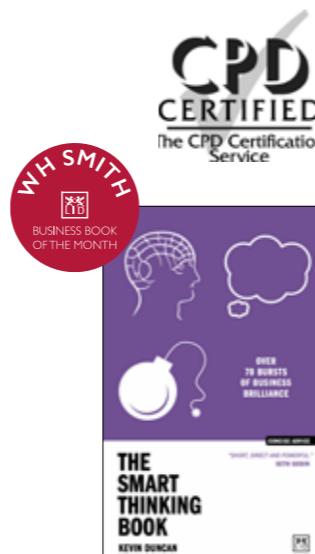


*"Profound and clear advice that's immeasurably useful for anyone in business."*  
Tom Goodwin, Head of Futures and Insight, Publicis Groupe, and author, *Digital Darwinism*

# ACTION TRAINING

## Smart Business Thinking

Over 70 bursts of business brilliance. The sticky note format is ideal for stimulating teams in fast-paced sessions. Topics include growth, communication, innovation, creativity, relationships, and thinking.



Provocations, techniques and wide-ranging material to help people to get things done and create a stronger team by increasing your proportion of tenacious **Enactors**.

### EXAMPLE CONTENT



#### GROWTH

- All plans are fiction
- All models are wrong
- Hit the target, miss the point

#### INNOVATION

- Be relentlessly curious
- Progress not perfection
- Act yourself into a new way of thinking

#### CREATIVITY

- Destroy to create
- Turn Ors into Ands
- Quitting can be winning

#### COMMUNICATION

- ROI: Respect = Opinion + Inquiry
- Ban the bull
- Don't assume people won't understand

### SUMMARY

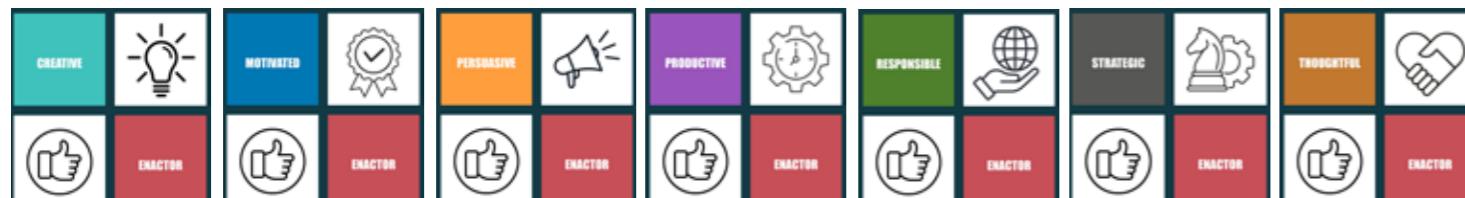
This training is modular. We can look at growth, communication, innovation, creativity, relationships and thinking on just one subject. Or look at several subjects from one perspective only, for example innovation.

### OUTCOME

This course is fast and thought-provoking. The sticky note format is a powerful way to stimulate teams in a fast-paced manner. The provocations are always highly productive. The outcome always leads to action.

### SAMPLE SOURCE MATERIAL

Great By Choice - Collins & Hansen  
To Sell Is Human - Daniel Pink  
The Accidental Creative - Todd Henry  
Where Good Ideas Come From - Steven Johnson



*“Another gem from the King of Common Sense.”*

Chris Carmichael, Global Head of Media, HSBC

## Sophisticated Selling

The latest thinking on modern selling techniques, and how to nurture and sustain excellent long-term relationships with clients and customers.



### EXAMPLE CONTENT

#### YOUR ATTITUDE

- You are what you do
- Be a possibilist
- Be an essentialist

#### YOUR APPROACH

- Keep the best, bin the rest
- Problem owner, not problem moaner
- Why bother?

#### YOUR CUSTOMERS OR CLIENTS

- Problem client troubleshooting
- Service v. Servility
- Service recovery

#### SELLING EFFECTIVELY

- Establishing the need
- Self-briefing
- Selling in stages
- Relationship stages

#### SALES STRATEGY

- Selling isn't just for salespeople
- Rational drowning
- Who sells most? Introverts and extraverts

### SUMMARY

A powerful hybrid of self-awareness and selling approaches. This wisdom combines both disciplines because over the years it has become apparent that the two are indivisible. Less-experienced attendees will learn all the basic skills, and those with more experience can be coaxed to more advanced skills.

### OUTCOME

This course applies the thinking to real customers and clients so that attendees go away with fresh approaches that they can apply immediately in their day-to-day work.

### SAMPLE SOURCE MATERIAL

Decisive – Chip & Dan Heath  
Smarter Faster Better – Charles Duhigg  
One + One = 3 – Dave Trott  
The Challenger Sale – Dixon & Adamson



*“Just the right amount of guidance in creating valuable and, most importantly, action-oriented strategies.”*

Richard Morris, CEO, UK & Ireland, IPG Mediabrands



# CREATIVITY TRAINING

## Creative Idea Generation

How to run brainstorms properly and generate ideas more effectively. Very powerful for stimulating individuals, and a more creative culture. Includes a suite of techniques that can be used again and again.



### EXAMPLE CONTENT



#### PREPARING TO GENERATE IDEAS

- The briefing star
- The right stimulus
- The homework checklist
- The rules of engagement

#### GENERATING INITIAL IDEAS

- Three good, three bad
- Think inside the box
- Eyes of experts
- Category stealing

#### DEVELOPING AND UNDERSTANDING IDEAS

- Four corner walkabout
- Outliers
- Train your depth mind
- Post-It voting

#### JUDGING IDEAS

- The Potential Pyramid
- The Decision Wedge
- The Idea Bravery Scale
- The premortem

### SUMMARY

This format is hugely productive. It is not uncommon to generate over 100 ideas per session. Once the techniques are understood, they are immediately applied to the specific business issues of the customer or client.

### OUTCOME

This course provides a powerful injection of creativity into any team or company. The material and training enable all participants to run brainstorms better and equips them with a toolkit of techniques that they can use ad infinitum thereafter. Inspiring and energizing.

### SAMPLE SOURCE MATERIAL

Inside the Box - Boyd & Goldenberg  
Antifragile - Nassim Nicholas Taleb  
Thinking, Fast and Slow - Daniel Kahneman  
Outliers - Malcolm Gladwell  
Creativity - John Cleese  
Rebel Ideas - Matthew Syed



*"Kevin's bite-size techniques are practical and immediate, unlocking the creativity that lies within."*

Paul Davies, BBC Director of Marketing & Audiences

Provocations, techniques and wide-ranging material to generate intelligent and innovative ideas and create a stronger team by increasing your proportion of inspired Inventors.



## Smart Thinking + Innovation

A series of provocations to provide the springboard for original thinking. Fast-paced stimulation that can be attached to any brief or challenge, leading to a high quantity of innovative, lateral thinking.



### EXAMPLE CONTENT

#### GROWTH

- All plans are fiction
- All models are wrong
- Hit the target, miss the point

#### INNOVATION

- Be relentlessly curious
- Progress not perfection
- Act yourself into a new way of thinking

#### CREATIVITY

- Destroy to create
- Turn Ors into Ands
- Quitting can be winning

#### ACTION

- Break with the past
- Prototyping as shorthand
- Speed doesn't kill

### SUMMARY

This training combines the stimulating provocations in The Smart Thinking Book with the proven idea generation techniques in The Ideas Book. The result is a high-octane approach to the whole process of innovation.

### OUTCOME

This course is fast and thought-provoking. The sticky note format is a powerful way to stimulate teams in a fast-paced manner. The provocations are always highly productive and the outcomes highly creative.

### SAMPLE SOURCE MATERIAL

The Accidental Creative - Todd Henry  
Where Good Ideas Come From - Steven Johnson  
Creative Blindness - Dave Trott  
Making Ideas Happen - Scott Belsky



*"When you want to take your mind for a sprint, pack The Smart Thinking Book as your protein bar."*

Richard Hytner, Deputy Chairman, Saatchi & Saatchi Worldwide

# COMMUNICATION TRAINING

## Presentation Skills (POV to LOA)

From point of view (POV) to line of argument (LOA). How to have an opinion and get your point across effectively. Advanced presentation and selling skills.



### EXAMPLE CONTENT



#### THE IMPORTANCE OF A POV

- Being relentlessly curious
- Assimilating wide-ranging stimuli
- The vital importance of having a hypothesis

#### MAKING SURE YOU HAVE A POV

- The briefing star
- Three good, three bad
- Eyes of experts
- Category stealing

#### ONCE YOU HAVE YOUR POV

- Don't stampede to Powerpoint
- Consider your audience(s)
- Start thinking visually

#### SAY IT ON ONE CHART

- The Market Map
- The Bravery Scale
- The Whittling Wedge

#### PRESENTING PERSUASIVELY

- The Central Idea satellite system
- Barriers to purchase
- Who sells best? Introducing ambiverts
- The 12-step LOA map

### SUMMARY

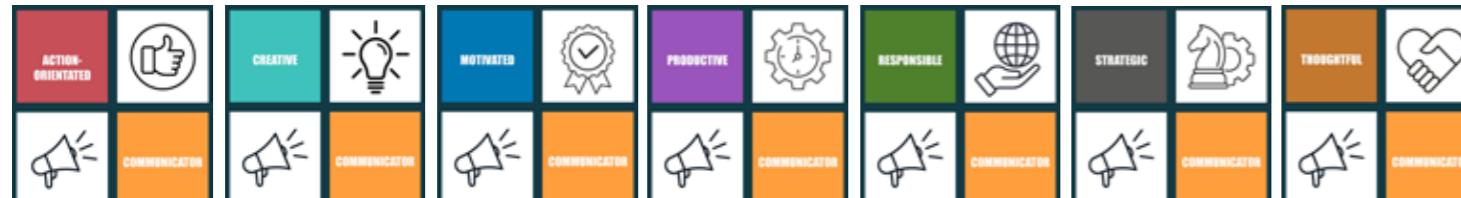
This is an extraordinarily popular course with every type of business. It combines rapid idea generation with highly effective presentation skills, enhanced by the power of diagrams. 1,000s have taken the course and found that it totally transforms the way they think and present.

### OUTCOME

This course covers how to come up with excellent ideas, solve strategic problems, have a clear point of view, and structure a compelling line of argument that clients and prospects are likely to accept. This approach is both better and quicker than normal methods, increasing work quality and saving vast amounts of wasted time.

### SAMPLE SOURCE MATERIAL

Making Ideas Happen – Scott Belsky  
Sticky Wisdom – Kingdon et al.  
Left Brain, Right Stuff – Phil Rosenzweig  
Start With Why – Simon Sinek



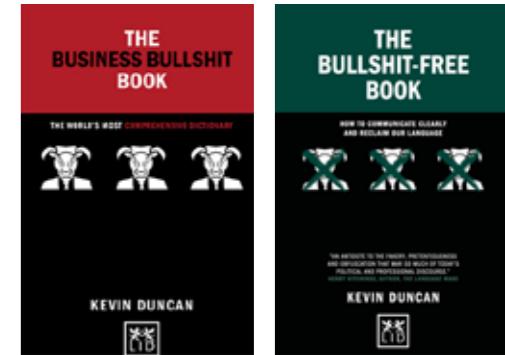
*"The knack of reducing each technique to the absolute simplest explanation."*

David Helps, Group Director of Innovation, Design Bridge

Provocations, techniques and wide-ranging material to help people master the art of clear and persuasive communication and create a stronger team by increasing your proportion of confident Communicators.

## Bullshit-Free Communication

A full review of the psychology behind unclear language, and how to resolve it. The material is amusing yet poignant, followed by serious and practical application to all company materials and meetings.



### EXAMPLE CONTENT

#### IDENTIFYING UNCLEAR LANGUAGE

- Cliché and jargon red alert list
- Ubiquitous and identical materials
- The detrimental effect of unclear communication

#### THE ANATOMY OF BULLSHIT

- What is it?
- What are the different types?
- What sorts of people use it?
- Why do people do it?
- How useful or dangerous can it be?

#### GUESS THE BRAND

- Vision, values, mission, and purpose de-constructed
- Communications blizzard of samey language
- Lack of differentiation

#### MATERIALS REVIEW

- Website, company report, marketing claims
- External communications
- Internal communications

#### ANALYSIS AND ACTION

- Bullshit examples analysed and explained
- How to deal with bullshitters
- How to remove it from your business

### SUMMARY

This is a fascinating and deceptive course. Easy to dismiss as pure comedy, it has a deadly serious message. Many companies have working practices and materials that are generic and unclear – something that can always be improved.

### OUTCOME

This course has the power to clear out all the dead language from a company's work methods and communications - a powerful and cathartic exercise. Eliminating cliché and articulating brand messages more clearly.

### SAMPLE SOURCE MATERIAL

Leadership BS - Jeffrey Pfeffer  
Business Bullshit - Andre Spicer  
No Bullshit Leadership - Chris Hirst  
On Bullshit - Harry Frankfurt  
The Life-Changing Science of Detecting Bullshit – John V. Petrocelli



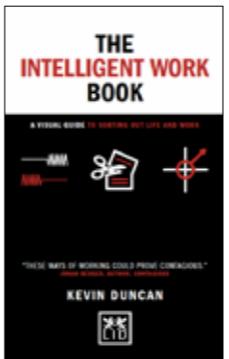
*"Refreshingly no-nonsense."*

Henry Hitchings, London Evening Standard, author of The Language Wars

# EFFICIENCY TRAINING

## Intelligent Working

The whole package to encourage an efficient and productive working style including thinking, planning, working, doing, presenting, selling, negotiating - every aspect of personal organisation.



### EXAMPLE CONTENT

#### THINKING & PLANNING

- Work you vs. Normal you
- Motivational dips
- Procrastination and panicking

#### WORKING & DOING

- What am I doing?
- Taming technology
- Task triage

#### PRIORITIZING

- Essentialism
- Priority, not priorities
- Beating interruptions

#### PRESENTING & SELLING

- Show your workings
- Overcoming objections
- Introverts, Extraverts, Ambiverts
- Presenting and selling online

#### NEGOTIATING

- Eight steps
- Never split the difference
- Approach and style

### SUMMARY

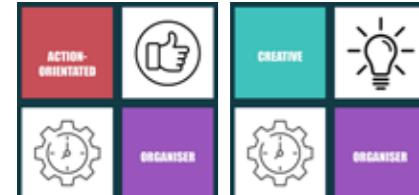
This is a complete package of how to sort out the way you approach life and work. The fast content is extremely easy to apply immediately.

### OUTCOME

This course makes people think completely differently about how they approach their work. Enough said.

### SAMPLE SOURCE MATERIAL

Drive - Dan Pink  
Essentialism - Greg McKeown  
Radical Candor - Kim Scott  
When Cultures Collide - Richard D. Lewis  
Jerks At Work - Tessa West



Provocations, techniques and wide-ranging material to help people find the shortest, fastest route to the best course of action and create a stronger team by increasing your proportion of diligent **Organisers**.

## Smart Problem Solving

Solving business problems intelligently using visual thinking. How to think, negotiate, sell, tell strategic stories, win pitches, and much more. Excellent for international businesses, and translated into 20 languages.

### EXAMPLE CONTENT

#### STRATEGY

- Strategy v. Tactics overview
- The Market Map

#### EFFICIENCY

- The Priority Matrix
- The Bar Code Day

#### LEADERSHIP

- The changing role of the team leader
- Depersonalizing problems

#### MOTIVATION

- The personal motivation triangle
- The work/life balance diagram

#### PRESENTING

- The Whittling Wedge
- The Bow Tie

#### SELLING

- The Bravery Scale
- The Barriers to Purchase Axis

#### NEGOTIATING

- The IF Triangle
- The Bargaining Arena

### SUMMARY

This content is an eye opener to many. Those who have been writing long-winded presentations for years suddenly see that one diagram can often encapsulate an entire strategy or proposal. It makes people think completely differently about how they approach their work.

### OUTCOME

This course reveals the power of the visual over the more common verbal. By mapping their thinking, attendees realise that they can save thousands of hours of time, whilst simultaneously improving the quality of their thinking.

### SAMPLE SOURCE MATERIAL

The Long Tail - Chris Anderson  
The Pirate Inside - Adam Morgan  
The Ideal Team Player - Patrick Lencioni  
The Art of Creative Thinking - John Adair

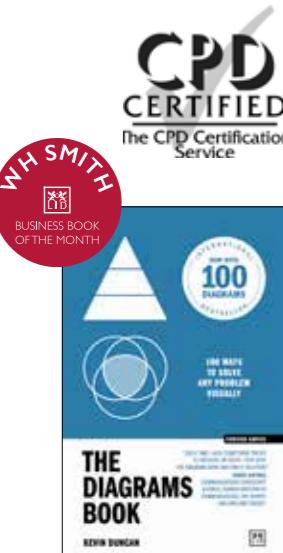


*"A tour de force. Beautifully done, and very relevant to the world of work today."*

David Wheldon, CMO, Royal Bank of Scotland Group

*"I'm a big fan of visuals to help represent a point, so it really did the job."*

Mat Sears, Head of PR and Corporate Communications, EE / BT



# EMPATHY TRAINING

## Dealing With Stress

This course explains a range of techniques to help hard-pressed executives handle the stresses of the modern workplace. It breaks down the underlying reasons, examines scenarios, and offers a range of coping strategies to improve mental health and effectiveness at work.



### EXAMPLE CONTENT



#### CAUSES OF STRESS

- Situations
- Interference
- Overwhelm
- Over stimulation

#### BARRIERS TO PROGRESSION

- Self-sabotage
- The Spotlight Effect
- Handling rejection
- Imposter syndrome

#### MOTIVATORS TO PROGRESSION

- Be honest with yourself
- Recognise your good bits
- Enthusiasm cycles
- Be keen, be seen, be heard

#### SELF DEVELOPMENT

- Have a game plan
- Goals, triggers & reframing
- Self-talk
- Reflection and perspective
- Pledges

### SUMMARY

This is for any business that wants to improve the calmness and effectiveness of its workforce.

### OUTCOME

The outcome is a more contented team, of any size. Likely results include higher quality work, higher staff morale, fewer personal disputes, fewer sick days, and reduced staff churn.

### SAMPLE SOURCE MATERIAL

Atomic Habits - James Clear  
Dealing with Difficult People - Harvard Business Review  
The Empath's Survival Guide - Judith Orloff  
Hardwiring Happiness - Rick Hanson  
Why Has Nobody Told Me This Before? - Julie Smith

Provocations, techniques and wide-ranging material to help people approach interactions in the most emotionally intelligent way and create a stronger team by increasing your proportion of sympathetic **Listeners**.



## Early Career Navigation

The early part of a career can be tough. You have to work out what type of work will suit you best, navigate how the company works, do well at your job and deal with tough times. This workshop is designed to work through important decision-making processes and prepare people for when things get tough. Equipping attendees with tools to deal with working life, to find their stride and handle the hiccups.



### SUMMARY

Aimed at employees in the first decade of their career. Helping to decrease churn rate whilst encouraging them to be the best they can be.

### OUTCOME

This course is designed to give attendees the tools to self-mentor. It can be followed by one-on-one, personalised mentoring sessions.

### EXAMPLE CONTENT

#### VALUES

- Evaluating and developing authentic values
- Creating a personal manifesto

#### BOUNDARY SETTING

- Emotional dumping, Work dumping, Energy vampires

#### HOW TO BE YOUR BEST

- Be keen, Be seen, Be heard

#### WHEN THINGS GET TOUGH

- What to do when you screw up

#### FINDING YOUR STRIDE

- Enthusiasm cycles

#### CREATING A PLAN

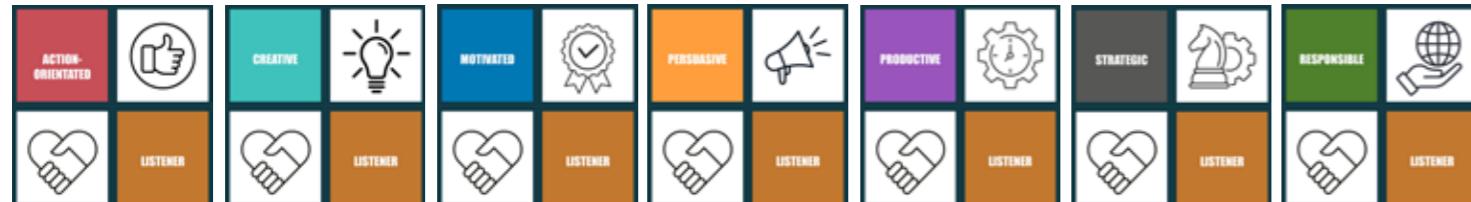
- Goal setting, Manifestation, Self-sabotage

#### CONTINUOUS SELF-IMPROVEMENT

- Positive self-talk
- Pledges

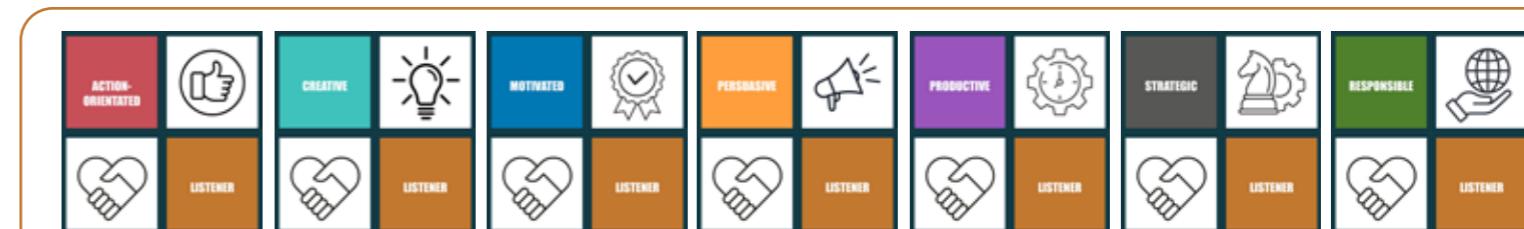
### SAMPLE SOURCE MATERIAL

A Beautiful Constraint - Morgan, Barden et al  
Atomic Habits - James Clear  
Hardwiring Happiness - Rick Hanson  
Why Has Nobody Told Me This Before? - Dr Julie Smith



*"A brilliant balance of wisdom, practical actions, and inspiration."*

Steve Hatch, Chief Executive Officer, You Gov



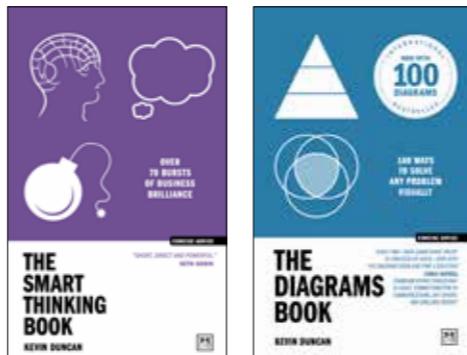
*"Kevin and Rosie are a great duo. They bring different perspectives on a huge range of subjects."*

Charley Walsh, Senior Learning & Development Manager, TBWA/Media Arts Lab

# STRATEGY TRAINING

## The Consultative Leader

How to hold your line when running a team, command the respect of demanding clients, and prevail with a clear point of view. Introduces the important elements of being a consultant rather than just the provider of transactional services.



### EXAMPLE CONTENT



#### YOU

- What am I like? Understand yourself
- The Gatekeeper role
- Setting a good example
- Assertive listening

#### YOUR TEAM

- Relationships
- Communication
- Moral purpose and style
- Why should anyone work for you?

#### YOUR CLIENTS AND CUSTOMERS

- Provide proper air cover
- Say no politely
- Self-brief

#### ETHICAL LEADERSHIP

- Authenticity
- Ethical strategies
- Overcoming resistors
- Are you an ethical game changer?

### SUMMARY

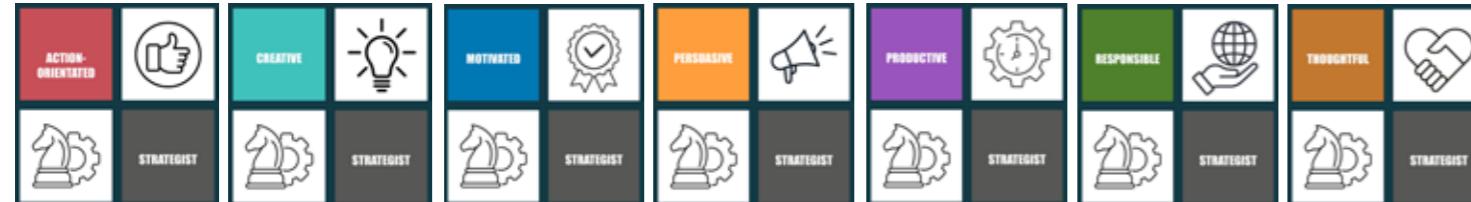
A combination of smart thinking and an empathetic approach is the basis of an appropriate modern leadership approach. There are many types of leader, so this course is highly flexible and can be pitched at any suitable level.

### OUTCOME

This course hugely improves leadership confidence and provides a suite of wide-ranging craft skills that can be put into action immediately.

### SAMPLE SOURCE MATERIAL

Execution – Bossidy & Charan  
The First Mile – Scott D. Anthony  
Surrounded By Bad Bosses - Thomas Erikson  
The Power Of Difference - Simon Fanshawe  
A World Without Email – Cal Newport



"A fast, no bullshit shot in the arm for all of us who forgot how simple business can be. Punchy + Bouncy = Refreshing."

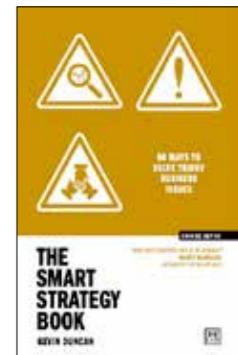
Chris Berez-Brown, Founder of Upping Your Elvis and author of Shine and Free!

Provocations, techniques and wide-ranging material to help replace short-term tactical thinking with more mature approaches and create a stronger team by increasing your proportion of thoughtful **Strategists**.



## Smart Strategy

This covers seven of the most common strategic areas: commercial, brand, customer, sales, people, innovation, and communication. Strategic wisdom from over 500 business books, applicable to any category or company.



### EXAMPLE CONTENT

#### COMMERCIAL STRATEGY

- Strategy is choice
- Think before you plan
- Pursue principles, not money

#### BRAND STRATEGY

- Gap in the market vs. market in the gap
- Change the problem
- Messiness = unexpected links

#### CUSTOMER STRATEGY

- The thinking/doing gap
- Disloyal loyalists
- Panic-free service recovery

#### SALES STRATEGY

- Selling isn't just for salespeople
- Rational drowning
- New business could be old business

#### INNOVATION STRATEGY

- The creativity + commerce crossroads
- See your business as a service
- Keep it frugal

### SUMMARY

The options offered are infinitely fertile for new and diverse strategic thought. Any of 50 strategic approaches can be discussed and tried on any type of business. There is always another way of approaching business problems, and this training provides 50 of them.

### OUTCOME

This course offers strategists, planners and business leaders a toolkit of perspectives on their work. Typical outcomes include new strategic angles that provide fresh impetus in any business context.

### SAMPLE SOURCE MATERIAL

Business Genius - James Bannerman  
Copy Copy Copy - Mark Earls  
The Brand Gap - Marty Neumeier  
We Are All Weird - Seth Godin  
The Strategy Book - Max McKeown  
Working Backwards - Bryar & Carr



"Kevin has an uncanny ability to make the complex seem simple. Packed with immediately useful advice."

Graeme Adams, Head of Media, BT Group

# SUSTAINABILITY TRAINING



Making sustainability everyone's business is a challenge - that starts from the top. This workshop is aimed at senior leadership teams and decision makers - working through the commercial and moral imperatives for supporting a sustainability agenda, including all of the Risks, Rewards and Requirements.

It concentrates on ensuring everyone takes accountability for the company's sustainability goals and ambitions.

## EXAMPLE CONTENT

### PANIC:

What is the true state of affairs when it comes to Sustainability/ESG?

### LEARN:

What do we need to know to safeguard our business?

### AGREE:

What's our strategy (Risks, Rewards, Requirements)?

### NAVIGATE:

What's stopping us?

### ENACT:

What are we going to do right now (as a result of this workshop)?

### TELL:

Who do we need to engage with to make this happen and how?

**THE PLANET SYSTEM®**  
From The Sustainable Business Book

## SUMMARY

Ensuring that senior staff understand sustainability issues properly from all angles and take responsibility to influence company behaviour.

## OUTCOME

A firm commitment from all participants to progress the company's sustainability agenda and take individual responsibility for 'one big initiative' in their department or business function.

## SAMPLE SOURCE MATERIAL

Conscious Leadership – Mackey, McIntosh & Cripps  
Green Swans - John Elkington  
Sustainable Business: A One Planet Approach - Jeanrenaud & Gosling  
The Sustainable Business - Jonathan T Scott



Provocations, techniques and wide-ranging material to encourage integrity and responsibility in all business decisions and create a stronger team by increasing your proportion of measured **Long-termists**.



Whether you have five or 500 in your team, changing day-to-day behaviour through education will transform the culture of your business. Our PLANET Action workshop takes your team through the full PLANET System® – making it real and relevant to everyone.

Many companies struggle to mobilise their staff to take personal responsibility for sustainability issues, and this workshop does the trick by ensuring that participants are motivated to introduce new thinking into day-to-day behaviour.

## EXAMPLE CONTENT

### PANIC:

What's all the fuss about?

### LEARN:

How have we got here and what can we do about it?

### AGREE:

How does this affect me and what can I do (Personal Me + Professional Me)?

### NAVIGATE:

What are my main challenges (at Home + at Work)?

### ENACT:

What do I pledge to change?

### TELL:

How am I going to spread the word and inspire others?

**THE PLANET SYSTEM®**  
From The Sustainable Business Book

## SUMMARY

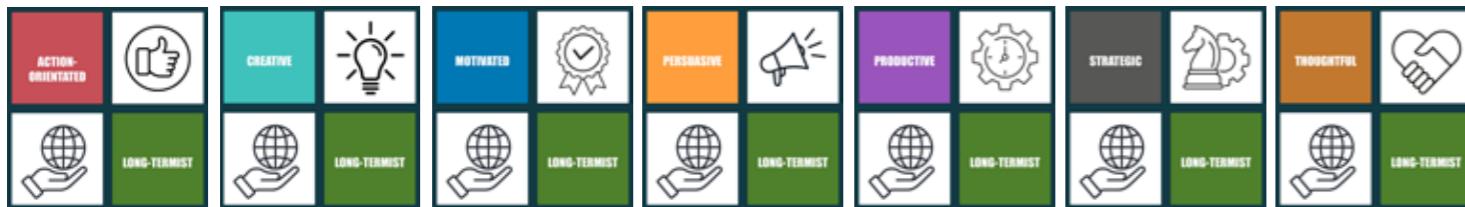
This is for company-wide culture change, to embed Sustainability into the heart of your business.

## OUTCOME

This workshop encourages and empowers participants to think and behave differently, leading to a happier, healthier, and more sustainable company culture.

## SAMPLE SOURCE MATERIAL

Doughnut Economics - Kate Raworth  
How To Save Our Planet – Mark Maslin  
How Bad are Bananas? Mike Berners-Lee  
What If Solving The Climate Crisis Is Simple? - Tom Bowman



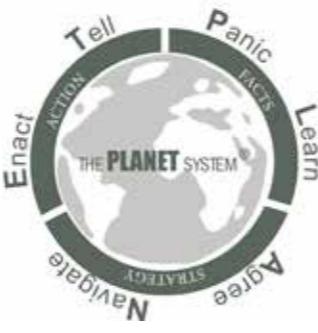
*"If you want to move further, faster, we all need to work with a consolidated plan."*

Oliver Joyce, Global Chief Transformation Officer, Mindshare



*"These thoughtful and persuasive techniques demonstrate the value of sustainable transformation."*

Laura Schacht, Head of Sustainability & External Affairs, EECM Benelux, Suntory



## How are your Sustainability efforts going?

We talk to many businesses, and a prevailing theme when it comes to sustainability (or ESG) is the gap between good intent (and formal policies) and actual execution. This is understandable because sustainability is easier said than done. The PLANET System® products, developed as the method behind The Sustainable Business Book, are designed to help you move to tangible action and make progress, wherever you are on your sustainability journey.

PLANET stands for: Panic, Learn, Agree, Navigate, Enact, Tell.

Our online products are designed to help you work through the system and move from panicked promises to tangible change.

**PLANET SNAPSHOT**

**Getting Started**  
A mini ESG self-audit with instant report containing 30 educational flashcards.  
Free

**PLANET KICKSTART**

**Education and Improvement**  
A full ESG online self-audit with instant report, interactive dashboard, educational PDFs, and personalised improvement framework.  
Aimed to support SMEs move from good intent to action in sustainable business development.  
Free

**PLANET ACTION**

**Employee Engagement**  
Inspirational employee engagement workshops that create an army of new sustainability champions throughout your business.  
£100 per attendee / minimum 10 people

**PLANET LEADERSHIP**

**Leadership Alignment**  
A bespoke senior leadership team / board strategy and positioning workshop to define your goals and commitments.  
Creating a clear and immediate action plan to embed ESG into business operations.  
From £1,500

**PLANET STRATEGY**

**Support and Consultancy**  
Bespoke ESG consultancy (or fractional Sustainability leadership role). Providing a range of support to drive action: strategy delivery, employee engagement, BCorp and other accreditation advice, reporting guidance and marketing support.  
£100 per hour / minimum engagement £2,000

**PLANET MARKETING**

**Communicating ESG with Integrity**  
Marketing consultancy to ensure you communicate your ESG strategy and programmes in an authentic and engaging way to both internal audiences (to drive cultural change and action), and to external audiences (to bolster brand trust and loyalty).  
£100 per hour / minimum engagement £2,000

# Spotlight on: PLANET Snapshot



- It's free.
- Take the 30 question mini self-audit online.
- Receive an instant report with your scores.
- Includes 30 built-in educational flashcards.

This is suitable for anyone. It could help you get started, generate some new ideas, or simply reconfirm your direction of travel and highlight the progress you are already making.



**The PLANET System®**  
BASIC ESG Audit Report for: Canvas  
Date: 2024-05-22 08:37:25

**SNAPSHOT**  
Here is a fast snapshot of your business today in terms of E(Environmental), S(Social), and G(Governance). To learn more about any of these areas, click the word LEARN to download individual PDFs.

E	S	G	TOTAL			
ENVIRONMENTAL IMPACT - SCOPE 1+2	ENVIRONMENTAL IMPACT - SCOPE 3	SOCIAL IMPACT - EMPLOYEES	SOCIAL IMPACT - CUSTOMERS	SOCIAL IMPACT - COMMUNITIES	GOVERNANCE	
ON THE RIGHT TRACK	ON THE RIGHT TRACK	GOOD PROGRESS	GOOD PROGRESS	ON THE RIGHT TRACK	ON THE RIGHT TRACK	GOOD PROGRESS
3 / 5	3 / 5	4 / 5	4 / 5	3 / 5	3 / 5	20 / 30

**ENVIRONMENTAL IMPACT - SCOPE 1+2**

1. Does the company have Scope 1+2 emissions data?  
2. Has the company committed to a specific carbon reduction programme relating to Scope 1+2?  
3. Does the company use a green energy supplier in its business operations?  
4. Does the company have written energy efficiency policies within an energy management system (EMAS)?  
5. Does the company have written, revised or reviewing processes (internally or via carbon offsetting) to

Yes	Yes	LEARN
Yes	Yes	LEARN
Don't Know	Yes	LEARN
No	Yes	LEARN
No	No	LEARN

**ENVIRONMENTAL IMPACT - SCOPE 3**

1. Does the company have any Scope 3 emissions data?  
2. Has the company committed to a Net Zero carbon reduction programme?  
3. Does the company have a written water efficiency policy?  
4. Does the company have written river water reduction policies in place?  
5. Does the company have a formal, written supplier code of conduct that specifically holds the company's suppliers accountable for social and environmental impact?

No	No	LEARN
No	Yes	LEARN
Yes	Yes	LEARN
Yes	Yes	LEARN

**SOCIAL IMPACT - COMMUNITY**

1. Does the company have a net charitable giving policy?  
2. Does the company give any grants or services for free to those who cannot afford it?  
3. Does the company support local events?  
4. Does the company offer local apprenticeship programmes?  
5. Does the company offer local educational programmes?

Yes	Yes	LEARN
Yes	Yes	LEARN
Yes	Yes	LEARN
No	Yes	LEARN
No	No	LEARN

**GOVERNANCE**

1. Does ESG play a central role in the company's mission, values and purpose?  
2. Is ESG a fixed agenda item at all board meetings?  
3. Are environmental and social responsibility criteria built into performance reviews, KPIs and bonuses?  
4. Does the company have written policies to cover corporate governance?  
5. Have all staff received sustainability training including social and environmental responsibility?

Yes	Yes	LEARN
Yes	Yes	LEARN
No	Yes	LEARN
No	Yes	LEARN
No	No	LEARN

**HOW DO WE OBTAIN BASELINE SCOPE 1+2 EMISSIONS DATA?**

Unless you establish a proper system, you will be unable to know proper data. As your Scope 1 + 2 emissions, The GHG Protocol classifies a company's GHG data:  
controlled sources (e.g. gas for heating, owned vehicles), uncontrolled sources (e.g. purchased energy (e.g. electricity, gas, oil, water, etc.))  
and other sources (e.g. purchased goods and services, external transport and distribution, external business travel, external waste, etc.).  
To obtain a baseline, you will need to:  
1. Measure and understand your emissions (Scope 1+2).  
2. Set a target and track progress.  
3. Report your emissions and progress.  
4. Use the data to inform your strategy and actions.  
For more information on The Sustainable Business Book and The PLANET System® products visit: [thesustainablebusinessbook.com](http://thesustainablebusinessbook.com)

# Spotlight on: PLANET Kickstart



All of The PLANET System® products are designed to help organisations self-reflect on their current status and move to action.

PLANET Kickstart is the full interactive platform that leads you through The PLANET System® framework. It contains an interactive self-audit results spreadsheet, an automated dashboard, interactive improvement and communication tools, plus over 100 downloadable learning PDFs. And it's currently free to use.

**Step One:**  
Complete the full PLANET self-audit of around 75 questions.



**Step Two:**  
Within minutes, receive your interactive online spreadsheet.



**Step Three:**  
Check out your dashboard and review your current status.



**Step Four:**  
Download up to 100 educational and motivational PDFs to help you tackle some of the trickier aspects of ESG.



## Step Five:

Gather your team together and work through your personalised improvement plan, agreeing what areas to prioritise, appropriate timeframes, what human or financial resources are necessary, and who's ultimately responsible for getting it done.

ENVIRONMENTAL IMPACT - SCOPE 1+2		ENVIRONMENTAL IMPACT - SCOPE 3	
Is this something we want to commit to do?	If Yes, is it a Quick Win, Strategic, Housekeeping or something we should Rethink?	What is our agreed Timeline for this?	Which SDG is this most closely aligned with?
Quick Win	7. Affordable & Clean Energy		
Quick Win	12. Climate Action		
Quick Win	13. Climate Action		
Strategic	13. Climate Action		
Strategic	15. Life on Land		
Is this something we want to commit to do?	If Yes, is it a Quick Win, Strategic, Housekeeping or something we should Rethink?	What is our agreed Timeline for this?	Which SDG is this most closely aligned with?
Quick Win	8. Clean Water & Sanitation		
Quick Win	8. Clean Water & Sanitation		
Quick Win	13. Climate Action		
Quick Win	13. Climate Action		
Quick Win	11. Sustainable Cities & Communities		

## Step Six:

Once actions are completed, update your status page and review your personalised communication tab containing all the tangible actions that have been completed and use this as the basis for your internal and external impact reporting.

IMPACT REPORTING, ENGAGEMENT + COMMUNICATIONS FRAMEWORK					
WHAT'S DRIVING THIS?		SUSTAINABILITY STATEMENT TEMPLATE (FOR WEBSITE / COMPANY UPDATE)			
OUR SUSTAINABILITY JOURNEY		FULL IMPACT REPORT DESIGN TEMPLATE			
OUR TOP 10 COMMITMENTS		GREENWASHING ALERT CHECKLIST			
SUSTAINABLE DEVELOPMENT GOALS					
ENVIRONMENTAL IMPACT - SCOPE 1+2		ENVIRONMENTAL IMPACT - SCOPE 1+2			
MEASURING OUR CARBON IMPACT		REDUCING OUR IMPACT			
REDUCING OUR IMPACT		REDUCING OUR IMPACT			
Details		Details			
Learn More		Learn More			
Primary SDG Alignment		Primary SDG Alignment			
Other SDG Alignment		Other SDG Alignment			
Other SDG Alignment		Other SDG Alignment			

# Board Facilitation in Turbulent Times



Turbulent times require intelligence, experience and the maturity to navigate through difficult circumstances. This comes from having helped leadership teams hundreds of times over decades.

Deep experience + firm direction = progress.

- Strong facilitation encourages balance and diversity.
- Control outspoken senior executives and encourage deeper contribution from more softly-spoken participants.
- Ensures collective, decisive and tangible outcomes.

## Facilitation Examples:

- Leaders discussing global positioning for an international network need to be guided to a mutually agreeable consensus.
- A global network needs a new management structure and positioning designed over two days.
- A communications network has to agree the positioning of two worldwide brands.
- A major UK bank needs to unite a board of eight and add greater momentum to a challenger brand initiative.
- A well-known film producer and distributor has to resolve a sales issue. We gather a team of 20 for a meaty working session to analyse the problem and whittle the issues into a manageable number of strategies.
- A major technology client is not getting on very well with its advertising agency. The session airs and resolves the issues to generate a better working relationship.
- A top advertising agency wants to improve the quality of strategic thinking for its clients. We use the latest business thinking to apply to a wide range of sectors.
- A research company wants to increase its sharpness with its clients. We mix intellectual thinking with training for better relationships and sales skills.
- A new team at the head of a performance and data agency has only worked together for a few months and it's time to get the plan together.
- A media agency wants to start the year with a bang.
- An innovation agency wants its global sales team to pull together more consistently.
- The leadership team of a media agency is not taking enough collective responsibility. Over two days we thrash out the reasons and design more responsible objectives.
- An agency needs new ideas for a prospective client. We plan the pitch, the approach to winning the business, and the chemistry session.

# Consultancy



## To help businesses develop in the right way.

With over 100 years of experience between us, we are generalists. So whilst we try to package up wisdom in all the products in this brochure, there are always specific issues that companies and individuals are experiencing that we can help with.

We have hundreds of techniques and approaches to support and stimulate companies, brands and individuals. Everything from global corporations to start-ups and SMEs. From Global CEOs to interns. Whatever stage you or your company is at, we probably have something to help.

## Example projects include:

- Designing an effective leadership team.
- Advisory board, NED and company growth.
- Strategic advice on brands and projects.
- Working through an accreditation application.
- Interim sustainability leadership.

# Mentoring



## Senior Leadership Mentoring: to pass on experience.

Strategy, clarity, personal direction, company direction.

- How to gain respect.
- How to manage upwards, downwards and sideways.
- How to get promoted.

## Personal Mentoring: to provide career guidance and personal direction.

Practical career advice to help personal development.

- How to navigate your early career.
- How to set appropriate boundaries and deal with difficult bosses.
- How to get promoted.
- **Mentoring is free to anyone who has been made redundant.**

# Supporting Students, Start-Ups and SMEs

We have written a lot of books over 20 years with a range of publishers. Kevin's books on start-ups have sold over 50,000 copies and helped countless businesses. Other topics include condensed learning from the best business writing, effective working practices, how to question business approaches intelligently, and how to tame your technology. If you have particular circumstances that are not covered by the Concise Advice series, you may find something specific here.



## SME TOOLKIT

A suite of classic business exercises and provocations to help any small business including:

- Branding
- Customers
- Marketing
- Sales
- People
- Productivity
- Ideas
- Ethics.



# International Experience

The team has lived or conducted business in over 20 different countries and have travelled to around 100 countries.

Our books are available in over 40 overseas editions and published in China, France, Germany, Greece, Hungary, India, Indonesia, Italy, Japan, Korea, Netherlands, Poland, Portugal, Romania, Spain, Sweden, Thailand and Turkey.

We have researched and read over 25 books on cultural understanding, and so offer a balanced view and mature perspectives on how to do business around the world.



# Clients and Partners

Recent clients and partners include:



*“Short, direct and powerful.”*  
Seth Godin



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