

## TRAINING PROGRAMS CATALOGUE 2009\*

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*\*Synapse offers both custom and tailored training design. In addition, the above programs can be adjusted to fit your specific training needs, time constraints, and budget. We are also able to deliver specialized instruction for licensed professionals or where regulations require an insured and licensed professional in clinical psychology or equivalent to deliver the curriculum.*

“After attending,  
I felt like some-  
one had turned  
on the lights in a  
dimly lit room. For  
the first time I truly  
understood how our  
company functioned  
and what we needed  
to do to improve our  
performance.”

-Program Participant  
Coach Leatherware

# Assessing Your Organization for High Performance

All organizations are perfectly designed to get the results they get.

By attending this program, you will learn a model that reduces the vast complexity of your organization to the seven key elements that account for its success.

These seven elements enable you to diagnose the current functioning of your organization and to know where and how to make improvements.

## What Will You Do

During the program you will:

- Learn a model for understanding your organization.
- Do a comprehensive assessment of the current performance of your organization.
- Benchmark your organization in relation to others within your community/industry.
- Develop a shared understanding of your greatest strengths and weaknesses.
- Target and prioritize the top opportunities for change.
- Develop detailed improvement plans.

## Structure and Format

This is a very hands-on program. During each module, you will:

- Learn the meaning of one of the seven elements of an organization's performance.
- Divide into small groups to assess your organization's performance on this element.
- Get back together and share your findings with the larger group.
- Summarize and identify key learning and opportunities.

The program can be delivered in a modularized format

(2 1/2-to-3 hour sessions spaced over time) or in a 2-to-2 1/2-day format.

It usually involves not only the leaders of the organization but also other key people representing a cross-section of all employees

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# Assessing your Organization for High Performance

## MODULE 1 The Transformation Model

1

- Define organization assessment and understand its purpose.
- Learn basic principles of open systems.
- Learn the purpose and uses of the Transformation Model.
- Use the Transformation Model to analyze an organization case study.

## MODULE 2 Current Results

2

- Review and discuss the current financial/cost structure of the organization.
- Summarize your organization's key result area and performance.
- Assess the adequacy of current resources.

## MODULE 3 Business Environment

3

- Review current market conditions and key competitors.
- Identify key customer, key stakeholders, and their expectations.
- Evaluate current market conditions affecting your organization
- Review the strengths and weaknesses of key competitors.

## MODULE 4 Current Strategy

4

- Define business strategy and core ideology and learn their importance.
- Analyze the elements of business strategy within your organization.
- Analyze the elements of core ideology within your organization.
- Report findings and draw conclusions about your current business strategy and the core ideology.

## MODULE 5 Core Process

5

- Learn the elements of simple core process mapping.
- Map the macro core process of your organization.
- Identify process variances and key variances related to your organization's core process.
- Determine the efficiency of your core process and identify the biggest process issues to be addressed.
- Describe and analyze the computer information delivery system supporting your core process.

## MODULE 6 Structure

6

- Analyze the nature and rationale of your current hierarchical structure.
- Examine management, worker, team, and support group roles.
- Identify how you are currently grouped and why (functions, departments, team, etc.)
- Identify how organizational units are currently linked and why.
- Develop and "organigraph" (pictograph) of how your organization really works.
- Summarize key learnings and critical structure issues to address.

## MODULE 7 Systems

7

- Learn about coordination and development systems.
- Verify how each system is currently working.
- Identify strengths and weaknesses of coordination systems.
- Identify strengths and weaknesses of development systems.
- Identify strengths and weaknesses, and key culture learnings and challenges.

## MODULE 8 Culture

8

- Survey the basic work culture and general morale in your organization.
- Assess current job satisfaction
- Identify common management and worker attitudes, practices, and beliefs.
- Identify organizational norms around collaboration and performance.
- Identify strengths and weaknesses, and key culture learnings and challenges.

## MODULE 9 Opportunity and Plans

9

- Summarize key issues from Modules 2 through 8.
- Identify organization strengths weaknesses, and alignment issues.
- Identify biggest opportunities/issues to address.
- Develop a list of change initiatives
- Create a sequenced initiatives time line.
- Learn how to set up and manage project teams.

**Program Hours:**  
**2.5 days**

“If the answers to ‘future’ questions are not significantly different than the ‘today’ answers, there is little chance that a company will remain a market leader.”

-Gary Hameland,  
C.K. Prahalad,  
Competing for  
the Future, 1994

# Developing High-Performance Strategy

## Competing to Win

### Laying the foundation for tomorrow’s success while competing to win today

Most organizations face stiff challenges in today’s marketplace. Changing demographics, new technologies, aggressive competition, and sophisticated consumers demand that organizations change the way they do business or face extinction.

Too many organizations respond to these challenges by trying to do what they have done in the past. Those that thrive welcome change and renew themselves by aligning with current and future realities.

### Core Strategic Decisions

Strategy is defined as the way an organization meets the challenges and opportunities presented by its environment. It consists of a set of conscious choices about how it will deliver value to its customers and distinguish itself from its competitors.

By participating in this program, you and members of your organization will:

- Understand the challenges and opportunities present in your external environment.
- Identify assumptions about the future.
- Clarify a reason for being that motivates and inspires.
- Identify the principles by which people will conduct themselves.
- Define your future customers and how you will deliver value to them.
- Identify core organizational competencies needed to succeed in the long run.
- Create a long-term business focus and anchors that distinguish you from your competitors.
- Set short-term performance goals.
- Establish performance initiatives and a master plan to manage your organization’s long-term development.

### An Imperative

Formulating a clear and compelling strategy is among the most important work that leaders of an organization can accomplish. It is not something that would be nice to do when they have more time, but is essential to their survival.

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# Developing a High-Performance Strategy

## MODULE

### 1

## Overview of Strategy

- Learn the meaning and critical elements of strategy.
- Understand two orientations to strategy and determine where you are on this continuum.
- Explore three approaches to strategy.
- Assess the current strategy of your organization.
- Assess the current results of your organization.
- Learn the strategic design sequence you will follow in clarifying your strategy.

## MODULE

### 2

## Analyzing the Business Environment

- Review current market conditions and key competitors.
- Identify key customers, key stakeholders, and their expectations.
- Identify key suppliers and rate your relationship with them.
- Identify external factors influencing your organization.
- Evaluate current market conditions affecting your organization.
- Review the strengths and weaknesses of key competitors.

## MODULE

### 3

## Forecasting the Future

- Identify assumptions about the future environment of the organization.
- Reduce this list into the big hitters, that define your future business situation.
- Evaluate the impact of the big hitters on your organization.
- Determine how your organization might respond to each of these assumptions.
- Identify alternative future business situations.
- Conduct a SWOT analysis to prepare to effectively manage the future business situation.

## MODULE

### 4

## Creating Core Ideology

- Understand the role of a core ideology in your organization's success.
- Learn about the ideologies of some of the most successful companies.
- Explore the legacy of your organization.
- Define your organization's mission.
- Analyze the beliefs that have created your culture.
- Reach consensus on your guiding principles.

## MODULE

### 5

## Defining Your Strategic Direction

- Understand the primary questions that must be answered to establish strategic direction.
- Clarify a vision of your organization five years in the future.
- Identify the characteristics of your current customers and the deliverables you provide them.
- Describe your future customers and how your deliverables and products or services may change to meet their needs.
- Explore your organization's core competencies and define the competencies you will need in order to compete in the future.

## MODULE

### 6

## Defining Your Competitive Advantage

- Understand customers' perception of value as the foundation of differentiation.
- Create a long-term business focus.
- Identify competitive differentiators within your industry.
- Do a competitor analysis against the competitive differentiators.
- Select competitive anchors that distinguish you from your competitors and competitive necessities that define in which area you must keep up.
- Develop a value position.

## MODULE

### 7

## Setting Goals

- Understand the importance of setting goals and tracking performance.
- Learn the building blocks of goal-setting.
- Identify your organization's key result areas.
- Establish metrics in each of your key result areas.
- Assess your current performance.
- Set goals in each of your key result areas.
- Evaluate your feedback system.

## MODULE

### 8

## Creating a Master Plan

- Understand the importance of an integrated master plan for managing your organization.
- Select a number of critical success factors for your organization.
- Identify major performance initiatives to implement your ideal vision.
- Fill out a performance initiatives matrix showing the relationship between your critical success factors and performance initiatives.
- Learn how to create a project charter to guide the implementation of each initiative.
- Know how to commission project teams for each initiative.
- Understand the basics for project management and how to use a project implementation worksheet.

**Program Hours: 30**

A high  
performance  
organization

achieves superior,  
sustainable results  
by clarifying its  
strategy, streamlining  
its processes and creat-  
ing a culture in which  
each person is a  
contributing partner  
in the business.

-Roger K. Allen, Ph.D.  
& Preston C. Pond

# Principles of High Performance

## How to achieve outstanding results in your organization

It is becoming more and more difficult for organizations to survive in today's world: 40% of all new businesses fail by the end of the first year; only 12% survive five years; and 2 to 3% survive 10 years.

Unfortunately, most of the responses to the challenges companies face today are ineffective. They attack symptoms while leaving intact the root causes of organizational ineffectiveness.

Now, by attending this program, you can learn principles and methodologies that will enable you to achieve outstanding and sustainable results within your organization.

### A Few Principles of High Performance

- The strategy and direction of the organization are clear and guide day-to-day actions and decision-making.
- Members of the organization understand the business and are committed to getting results.
- People govern themselves by shared values and guiding principles rather than rigid policies.
- People are organized, when possible, into self-managing teams.
- Processes are streamlined and systems aligned to support the strategy and philosophy of the business.
- The role of management changes from controlling workers to creating an environment in which people can be most effective.

### What You Will Gain:

As a business owner or manager, you face two challenges:

- 1) meeting your short-term business and financial goals;
- 2) building an organization that will sustain you for the long-run.

The purpose of this program is to accomplish objective #1. You and other members of your organization will attend four modules, each one tailored to your schedule and needs, that will teach you how to design your organization to:

- Take control of your future.
- Achieve outstanding results.
- Gain commitment from your employees.
- Exceed your customers' expectations.

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# Principles of High Performance

MODULE

1

## Traditional vs. High Performance Paradigms

- Learn the concept of paradigms.
- Understand practices and principles of the traditional paradigm.
- Know what is it like to work in a traditional work environment.
- Learn practices and principles of the High Performance paradigm.
- Learn what is it like to work in a High Performance work environment.
- Understand why the High Performance model works.
- Learn the challenges of moving your organization toward High Performance.

MODULE

2

## Characteristics of High Performance

- Learn the origin of High Performance work systems concepts.
- Learn the characteristics of traditional and High Performance organizations.
- Understand the leadership role shift required for High Performance.
- Recognize the characteristics of High Performance teams.
- Learn the importance of stability before moving to High Performance.

MODULE

3

## Building Trust

- Have fun.
- Experience the consequences of win-lose and win-win strategies.
- Learn how to achieve win-win relationships.
- Understand what is meant by trust.
- Identify the biggest organizational trust issues.
- Set personal goals for improving trust.

MODULE

4

## High Performance Tools and Plans

- Examine the High Performance Development Model.
- Learn the Transformation Model.
- Identify the Transition Planning Model.
- Recognize forces driving and restraining change in your current organization.
- Create top priorities for moving to High Performance.

**Program Hours: 9**

// Leadership is  
the pivotal force  
behind successful  
organizations.

To create vital and  
viable organizations,  
leadership is necessary  
to develop a new vision  
of what they can be,  
and then mobilize  
the organization to  
change towards that

vision. //

-Warren Bennis  
and Burt Nanus

# High Performance Leadership

## *Moving from Control to Empowerment*

### Bringing out the best in you so you can bring out the best in others

Leadership is a rich and meaningful word. It stirs up a sense of idealism, excitement, hope and courage. It is a word that inspires us to be our best, a word that we associate with those who have made the greatest difference in our lives. In short, leadership is a significant part of the answer to whatever challenges our organizations may face.

### What You Will Gain

“High Performance Leadership: From Control to Empowerment” will teach you how to be an outstanding leader within your organization. The principles and practices you learn in this program are based upon observation and research from the foremost authorities in the field of leadership. From the program you will:

- Understand the five practices of the world’s greatest leaders.
- Create a clear and compelling vision of the future.
- Find an appropriate balance between the five major leadership roles (technician, manager, trailblazer, architect and coach).
- Become a leader who empowers others and brings out their best.
- Learn how to organize and manage your priorities so that big things control little things.
- Recognize leadership qualities in yourself.

### Structure and Format

“High Performance Leadership” consists of eight modules (each two to three hours in length) that are scheduled and delivered at least one week apart. The modules include numerous individual and group exercises that make the training come alive and ensure that participants translate the principles into a personal plan of action. This program can be taught to a large group or even a single leader with the trainer acting as a personal coach. The number of participants, structure and format can all be tailored to fit the needs of your organization.

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# High-Performance Leadership: Moving from Control to Empowerment

## MODULE

### 1

#### Principles of Leadership

- Learn the importance of leadership in achieving long-term organizational success.
- Discover the five myths of leadership.
- Understand the difference between leadership and management.
- Learn the difference between controlling and empowering leadership styles.

## MODULE

### 2

#### Practices of Empowering Leaders

- Empowering leaders have a driving passion to realize their vision.
- Empowering leaders build and sustain trust with their followers.
- Empowering leaders unleash the commitment and motivation of their followers.
- Empowering leaders are social and organizational architects.
- Empowering leaders act from positive beliefs about people and situations.

## MODULE

### 3

#### The Five Leadership Roles

- Examine the three core elements of team effectiveness.
- Learn the five roles of leadership.
- Discover the appropriate balance among the five roles.
- Understand how to lead “from the balcony”.
- Learn how to use a set of diagnostic questions to lead “from the balcony”.

## MODULE

### 4

#### Leadership Practices

- Understand your strengths and weaknesses as a leader.
- Assess yourself in the five leadership roles.
- Know how you are viewed by others in your organization.
- Develop personal improvement plans.

## MODULE

### 5

#### Personal Productivity

- Assess how you currently use your time.
- Discover the barriers that keep you from managing your time more effectively.
- Learn the difference between the important and the urgent and how to schedule the time for the important.
- Learn to set professional goals to guide your use of time.
- Learn a systematic approach to managing daily events.

## MODULE

### 6

#### Fundamentals of High-Performance Teams

- Learn the definition of a high-performance team and how it differs from traditional work groups.
- Discover the three elements of high-performance teams.
- Learn the four types of teams.
- Learn the stages of team development.

## MODULE

### 7

#### Performance Expectations

- Learn to confront behavior that fails to meet your expectations.
- Understand the importance of discipline and conformity in building high performance.
- Develop a set of non-negotiables for those whom you lead.
- Practice the skill of harnessing harmful behavior.
- Apply the skill to back-home situations.

## MODULE

### 8

#### Empowering Others For Success

- Learn the difference between commitment and compliance motivation.
- Understand how leadership changes to create commitment.
- Learn the four principles of empowerment.
- Learn the elements of empowerment.
- Discover a matrix for identifying what people need in order to be empowered.
- Develop a dialogue to transfer power to others.
- Create a model of situational leadership.

**Program Hours: 17.25**

// The  
performance

challenges that  
face companies in  
every industry ...  
demand the kind of  
responsiveness, speed,  
online customization,  
and quality that is  
beyond the reach  
of individual  
performance. Teams  
bridge the gap.

-Jan Katzenbach &  
Douglas Smith,  
The Wisdom of  
Teams, 1993

## Developing High-Performance Teams What They Are and How to Make Them Work

### Create an organization in which people's hearts are in their work

Few would argue that people are an organization's most valuable asset. Do you want better quality, faster response time, higher productivity, greater sensitivity to customers, improved profitability? People make these happen.

Unfortunately, many people are motivated by compliance. Their hearts are not in their work. They get by, do the minimum required, and watch the clock. The organization reaps mediocrity.

Other people are motivated by commitment. They care about the work they do, know that they are valued by their organization and can make a significant contribution to its success. The organization reaps vitality and excellence.

### Why Team?

High Performance teams are more than a group of people working together to accomplish a common task. They share a common vision and purpose that inspires their performance. They feel accountable for their work. They solve problems and make decisions and act like full partners in the business.

When you attend this program you will learn, from foremost experts in the field, how to create a team environment that results in outstanding performance.

### What you will do:

- Gain an understanding of how teams differ from traditional work groups.
- Create a team charter that includes a clear statement of your team's purpose, operating guidelines, performance objectives, and an ideal team vision.
- Learn good meeting management skills, critique your meeting effectiveness and develop action plans to improve your meetings.
- Identify your team's customer requirements and how these guide team performance.
- Analyze and streamline the core work of the team.
- Clarify team member roles and responsibilities and ensure greater accountability. Set up systems for measuring your performance, setting goals and tracking progress.

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# Developing High-Performance Teams

MODULE

1

## Fundamentals of High Performance Teams

- The definition of a High Performance team and how it differs from a traditional work group.
- The three elements of High Performance teams.
- Four types of teams.
- The stages of team development.
- To create an image and name your team.

MODULE

5

## Managing The Process

- Learn basic process mapping definitions and skills.
- Map the team's core process.
- Identify and analyze process variances.
- Identify and analyze key variances.
- Develop action plans to improve the team's core process.
- Develop action plans to control key variances.

MODULE

2

## The Team Charter

- Identify your team's key customers and stakeholders.
- Determine the performance results expected of your team.
- Decide your team's purpose.
- Identify the ideal characteristics of your team.
- Develop a set of team operating norms.

MODULE

6

## Team Member Roles And Responsibilities

- Learn how to be a self-sufficient and self-directing team.
- Clarify shared team responsibilities.
- Define and prioritize coordinating responsibilities.
- Assign designated roles.
- Understand the aspects of empowerment.
- Use the empowerment matrix as a developmental tool.
- Develop a maturation matrix.

MODULE

3

## Effective Meetings

- The characteristics of effective meetings.
- How efficient and effective your meetings are.
- Guidelines to improve the effectiveness of your meetings.
- How to establish and run a meeting from an agenda.
- A format for meeting minutes.
- The three leadership roles required for successful meetings.
- Discussion skills to improve the quality of team meetings.

MODULE

7

## Setting Goals and Keeping Score

- Understand the importance of setting goals and tracking your performance.
- Learn the building blocks of score keeping.
- Identify your team's key results areas.
- Establish metrics in each of your key result areas.
- Assess your current performance.
- Set goals in each of your key result areas.
- Evaluate your feedback system.

MODULE

4

## Customer focus

- Examine your attitude toward your customer.
- Assess how customer-oriented your team and organization are.
- Discuss and analyze feedback from key customers.
- Identify key customer requirements.
- Develop improvement plans to respond to customer feedback.
- Develop a system for measuring and tracking key customer requirements.

**Program Hours: 19.25**

In spite of our technological advances, our competitive advantage lies in our ability to work effectively together.

-Roger K. Allen, Ph.D.

# Skills for High Performance Teamwork

## Have fun while learning to work together collaboratively

We all depend on each other. Everything we accomplish within an organization is through the efforts of people working together.

### Discover the Benefits of Collaboration

The Premise of this program is that organizations are much more healthy and productive when their relationships are strong and people know how to work together.

In a highly interactive environment team members have fun while learning principles, make decisions and maintain a positive social environment.

### Format

Skills for High Performance Teamwork consists of seven modules that are usually delivered at least a week apart. Each module contains lots of exercises to make the training come alive and ensure back home application. It is designed to be fun and dynamic as well as educational.

### Participants Will Come Away:

- Valuing perspectives different from their own
- Knowing how to listen and understand the point of view of others
- Understanding the importance of two-way communication
- Being committed to giving and receiving constructive feedback with other team members
- Handling conflicts directly and in a win-win way
- Looking below the surface to diagnose and improve how the team is really operating
- Conducting excellent discussions and making effective decisions
- Understanding several skills for solving technical problems together

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# Skills for High Performance Teamwork

## MODULE

### 1

## Basic Communication

- Learn how people's perceptions and viewpoints differ
- Learn the basics of face-to-face communication
- Analyze the difference between one-way and two-way communication
- Understand the skill of listening
- Improve active listening skills

## MODULE

### 2

## Giving and Receiving Feedback

- Learn what feedback is
- Discover how open or closed you are to giving and receiving feedback
- Learn to give effective feedback to others
- Learn how to receive live feedback from others
- Practice giving and receiving live feedback from team members
- Make a personal improvement plan to respond to team feedback

## MODULE

### 3

## Group Dynamics

- Learn what group dynamic is
- Experience as discuss group dynamics in action
- Learn about group process and shared leadership
- Determine what you can do personally to improve group process skills
- Rate your team's group process
- Identify how your team will improve its group process

## MODULE

### 4

## Team Decision-Making

- Discuss barriers to group decision-making
- Learn about methods of group decision-making
- Practice consensus decision-making
- Practice a group decision-making model
- Identify how your team will improve its group decision-making
- Review who is responsible for current team decisions
- Identify team decision issues to be addressed
- Discuss shifting to ideal team decision-making responsibilities

## MODULE

### 5

## Team Problem Solving

- Learn the challenges of group problem solving
- Gain a working definition of problem solving
- Create a model for group problem solving and how to use it
- Learn how to do creative brainstorming
- Learn how to use cause and effect diagrams to analyze problems
- Analyze how well your team is set up for effective problem solving
- Learn the areas of group problem solving in which your team will improve

## MODULE

### 6

## Conflict Resolution

- Learn a definition of unhealthy conflict and how to keep from crossing over into it
- Learn about five different conflict management styles
- Use a model to help you to choose how to respond to potential conflict situations
- Assess which conflict styles you most often use
- Practice a Three-Step Model for resolving conflict
- Decide how you want to modify your conflict style and how you will better handle your current conflicts

## MODULE

### 7

## Time Management

- Learn how you are currently using your time
- Learn the barriers which keep you from managing your time more effectively
- Learn the difference between the important and the urgent, and how to schedule time for the important
- Learn to set professional goals to guide your use of time
- Create a systematic approach to managing daily events

**Program Hours: 19**

# SALES & SALES MANAGEMENT



Success is  
the natural  
consequence  
of consistently  
applying the 'core  
skills' to your life.

-Chip Wilson, CEO  
360 Solutions

## **Core Skills for Sales Professionals Building a Strong Foundation for Today's Professionals**

Results speak louder than words. Consider this:

People don't work harder and smarter because the company will benefit. People take steps in new and challenging directions because they themselves will benefit. We address this reality by creating a bridge between personal and professional goal achievement. In order for this to happen, the program must address the participant's question, "What's in it for me?" We take great care to answer that question for all salespeople. When salespeople motivate themselves, everyone benefits. Our unique approach to integrated skills training is the result of years of research. This research isolated certain critical "core skills" as a basis of all achievement.

### **Program Objective**

**To help sales professionals and sales managers increase productivity and improve interactions through specific goal-setting, time leveraging, communication, negotiation, teamwork, and leadership skills.**

### **Program graduates are able to:**

- **Set complete and measurable goals.**
- **Develop strategic plans for both sales and personal goals.**
- **Leverage time in accordance with those goals.**
- **Communicate to persuade.**
- **Use leadership skills and team effort to bring goals to fruition.**
- **Achieve higher quality, optimum performance, and consistent results.**

**Start mastering the "core skills."**

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# Core Skills for Today's Sales Professionals

## MODULE 1 Goal-Setting and Planning

1

- Identify the difference between dreams and well-stated goals.
- Strategically plan and tactically execute goal processes.
- Develop a sales strategy based on where you are and where you want to be.
- Create specific goals, stating them in measurable, action-oriented terms.
- Develop a sales funnel to track goals, identify areas for improvement, determine daily activities and produce results.
- State specific goals for individual customers.
- Identify personal motivation for your own goal achievement.

## MODULE 2 Leveraging Time

2

- Identify time wasters and deal with them.
- Allocate time for your strategic goals.
- Focus time toward goal achievement.
- Plan activities based on peak productivity periods.
- Prioritize your customers using the Account Gradation System.
- Apply Account Gradation to increase productivity, using business planning and account clustering.

## MODULE 3 Communication

3

- Identify the goals of communication.
- Identify the difference between active and passive listening.
- Utilize active listening to more effectively understand buyer needs.
- Use a variety of questioning techniques to uncover, clarify, and understand buyer needs, wants, and goals.
- Control the direction of communication with questions.
- Understand others and have them understand you.

## MODULE 4 Negotiation

4

- Describe how negotiation impacts sales results.
- Describe and demonstrate the link between negotiation and communication, goal-setting, time management, teamwork, and the sales process.
- Enhance negotiation results by using core skills.
- Prepare the three-tiered goal analysis for negotiable issues.
- Develop negotiation strategies based on opportunity and buying behavior.
- Identify and apply bargaining techniques.

## MODULE 5 Teamwork

5

- Identify how teamwork relates to other sales skills.
- Integrate the core skills into effective sales team operations.
- Identify the key characteristics of successful sales teams.
- Identify which individuals and functions are potentially part of your sales teams for different selling situations.
- Identify sources of resistance and strategize ways to strengthen key relationships to improve teamwork.
- Describe the characteristics of an effective team leader.

**Program Hours: 15.25**



// Formal

education will

make you a living.

Self-education

will create a great

income. Sales training

will make you a

fortune! //

-Chip Wilson, CEO  
360 Solutions

# Empowering Sales Performance

## A Sales Manager's Guide to Success

Being the best sales manager is not single handily selling the most; it is creating a sales force that produces results. Everyday, sales managers are called to lead their teams. Their success depends on their ability to successfully get others to follow them.

Empowering Performance: A Sales Manager's Guide to Success is a training program intended for anyone in a sales management position, whether new to sales management position or looking to fine-tune current management skills. This program teaches sales managers how to create and drive a sales force to achieve remarkable results. Through interaction and skill practice participants will learn how to hire, retain, motivate, develop, and lead a team to achieve the results needed.

### What You Will Do

- Gain a clear understanding of the primary responsibilities to increase sales performance
- Learn how to find, recruit, and hire top salespeople
- Identify the most effective ways to coach and develop a sales team
- Analyze the best ways to coach and develop a sales team
- Determine ways to motivate a sales force to produce remarkable results
- Set up systems for measuring performance, setting goals, and tracking progress

A sales manager's success depends upon his team's success. Becoming an effective sales manager takes determination, patience, drive, and an undying will to help other succeed. As a sales manager, you will achieve success through effective leadership.

### Program Objectives

A major goal of this program is to provide sales managers with the skills necessary to effectively lead a sales team and to identify the key characteristics that will lead to success. The program is divided into five modules, each with specific learning objectives.

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# Empowering Sales Performance

## A Sales Manager's Guide to Success

### MODULE

# 1

## Learning to Lead Your Sales Team

- Recognize qualities of successful salespeople
- Define your role as a sales manager
- Understand the qualities of top sales managers
- Create a common vision for your sales team
- Execute your plans to accomplish goals

### MODULE

# 2

## Building Your Sales Team

- Identify your hiring needs
- Assess your company's reputation
- Discuss where to recruit salespeople
- Determine how to recruit
- Develop a system to manage your leads

### MODULE

# 3

## Developing Essential Sales Management Skills

- Facilitate effective sales meetings
- Understand how your employees learn best
- Define your responsibilities as a coach
- Recognize challenges coaches face
- Increase performance through individual development plans

### MODULE

# 4

## Achieving Results as a Sales Manager

- Understand the three basic communication styles
- Deliver two types of feedback
- Identify guidelines for delivering effective feedback
- Recognize the importance of positive and constructive feedback

### MODULE

# 5

## Leading Your Sales Team with Momentum

- Develop S.M.A.R.T. goals
- Determine what motivates your employees
- Analyze differences between logical and emotional benefits
- Discuss techniques that motivate
- Identify frustrations as a sales manager
- Accept responsibility for your development

**Program Hours: 19.5**

// Formal

education will

make you a living.

Self-education

will create a great

income. Sales training

will make you a

fortune! //

-Chip Wilson, CEO  
360 Solutions

# Principles of Partnership Selling

## Products Don't Sell, People Do!

### Mastering the Sales Process

You have probably heard the comment: "This product sells itself!" While there are definitely fantastic products of every kind out there, we believe that in reality Products Don't Sell, People Do! A quality product and product training are essential to your success but only in part. Strategic and tactical sales techniques are the vital tools that give you the edge in your market. This program is specifically geared to teach these techniques in a highly interactive and experiential environment - a methodology proven to work.

From an instructional standpoint, our programs include presentation, practice and application methods. We provide the structure; you provide the content. We provide proven methodologies for producing sales results. We work with you to tailor the practice and application sections to your products and markets so you can easily turn classroom learning into workplace results. You determine the level of customizing necessary for your needs and expectations.

### Program Objective

Our primary objective is to equip you with real and practical skills to make your career more productive and more rewarding. Our programs become your programs. We provide sales expertise; you enrich the program with your specific product and market expertise.

Program Graduates Are Able To:

- Understand characteristics of top sales people
- Know the difference between a peddler and a partner
- Learn to ask questions that lead you to YES!
- Write proposals that lead to close sales.
- Set specific, achievable, trackable, sales goals that impact both personal and professional success
- Relate long-term goals and objectives to short-term business planning
- Build strong partnerships with clients to create customers rather than just close sales
- Profile client needs and match benefits specifically to meet those needs
- Develop effective presentations that address client concerns rather than conduct "product dumps"
- Handle objections with ease and use them as opportunities to close the sale
- Service and maintain client relationships to generate repeat business and referrals

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# Principles of Partnership Selling: Mastering the Sales Process

## MODULE

### 1

#### Partnering

- Distinguish between peddler and partnership approaches
- Define benefits for partnering
- Apply skills and tools to facilitate long-term partnerships
- Provide value over and above product.
- See the sales process from the customer's point of view.
- Identify four personality styles and how to work best with each.
- Identify five buyer roles.
- Create rapport with customers through "mirroring" techniques.

## MODULE

### 2

#### Value Profiling

- Understand why customers buy and what customers value.
- Develop questions for your value profile to address the needs and values of customers.
- Apply the value profile to match your own products and services to customer-defined value.
- Develop and "up-front close" to ensure that both your time and your customer's time is well spent.
- Focus your presentation to say, "Here's what you said you wanted."

## MODULE

### 3

#### Developing Benefits

- Know the difference between facts, features, benefits, and "partners benefits".
- Tailor benefits to specific customers.
- Identify benefits for your own products or services.
- Use a formula for developing and presenting benefits.
- Present a product in terms of benefits that answer the buyer question, "What's in it for me?"

## MODULE

### 4

#### Presenting Solutions

- Construct partnership presentations that involve your customers.
- Identify and evaluate the elements of an effective presentation.
- Plan for the logistics of a presentation.
- Conduct a presentation with appropriate benefit statements to meet the prospect's needs.
- Understand obtaining and using proofs and other materials to back up your presentation.
- Design and practice the presentation using literature, visual aids, and support material.
- Make a confident and persuasive presentation that will close the sale.

## MODULE

### 5

#### Handling Objections

- Recognizing objections by type.
- Determine which objections are productive to answer and which are not.
- Form appropriate responses to objections using a four-step procedure.
- Handle objections positively.
- Be confident in handling objections.
- Use objections to move the sale along.

## MODULE

### 6

#### Closing

- Understand what closing is and what it is not.
- Gauge how well you have carried out the whole process by your customer's readiness to close.
- Recognize when the customer is ready to make a decision.
- Use trial closes to define closing opportunities.
- Develop closing objectives that meet both the needs of your customer and your need to make the sale.
- Develop a variety of approaches that facilitate customer decisions.

## MODULE

### 7

#### Putting It All Together

- Apply the core skills that you have been learning throughout the program.
- Practice your own Action Plan for your CSO through role playing.
- Act as a key decision-maker for one of your task force member's role-play.
- Work in a team to aid, observe, and critique.

**Program Hours: 18.5**

// The single  
most important  
thing to

remember about  
any enterprise is that  
there are no results  
inside its walls.

The result of a business  
is a satisfied customer. //

-Peter Drucker

# Customer Service

In reality, goods and services aren't sold; products and services are bought by customers

Leaders in today's rapidly changing business world have determined that there is more to success than catchy advertising campaigns. Whether it's a business, a professional practice, a health care facility, or a government agency, success comes to organizations that are dedicated to looking after their customers. Quality alone isn't enough.

## MODULE

# 1

## Customer Service Skills

High-performance organizations have realized that their proactive approach to employee skills development helps them leverage customer service as a strategic advantage.

**In this first module you will:**

- Define a version of customer service
- Discover customer expectations
- Recognize the customer experience
- Enhance customer service skills

## MODULE

# 2

## Coaching Customer Service

Effective customer service coaches focus on their attention on monitoring performance, providing feedback and recognizing accomplishments. They direct their attention to every level of customer service delivery, working with superstars as well as low performers to improve their customer service skills.

Organizations that place high value on attracting new customers, dazzling customers with their superior services and keeping them long term, value the role that coaching plays in developing their workforce.

**In this module you will:**

- Understand customer service coaching
- Develop customer service coaching techniques
- Coach customer service personnel
- Enhance customer service coaching skills

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**Program Hours: 7.5**

# EMPLOYEE & ORGANIZATIONAL DEVELOPMENT

Time is the coin  
of your life. It is  
the only coin you  
have, and only you  
can determine how  
it will be spent. Be  
careful let you let other  
people spend it for you.  
- Carl Sandburg

# Time Management

“Time is money”- Those that can manage time will increase the bottom line!

## MODULE **Managing Your Time**

**1**

Effective time management is essential to success. The most successful organizations in the 21st century will require employees who are effective time managers, and who know how to set and reach goals based on the organization's vision and values.

In today's changing economy, those who are able to determine what's important to themselves and to their organizations, prioritize their activities, and set and reach goals in their personal and organizational lives will make the biggest impact.

Organizations value employees who are able to:

- Define time management.
- Prioritize time use.
- Adopt a time management approach.
- Enhance your time management skills.

## MODULE **Leading Others for Effective Time Management**

**2**

Whether you are a part of a small firm or a Fortune 500 company, today's workplace requires motivating, developing, and managing your employees' time management skills. Increasing and enhancing your current time management leadership abilities is paramount to your organization's success.

In this module managers will be able to:

- Model time-wise leadership.
- Manage leadership time.
- Use timesaving communication tips.
- Enhance time management leadership skills.

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**Program Hours: 8**

// People  
and their  
differences make  
up the foundation  
of an organization's  
ability to develop  
broad perspectives  
and to approach  
business problems  
in new and creative  
ways.  
-Barbara Walker

# Diversity

The uniqueness of the individual is what brings strength to the team

## MODULE

### 1

## Valuing the Individual

Individual differences in the workplace must be sought after, nurtured, and respected. High performance organizations understand this, but sometimes that's easier said than done. How do you coach workers not only to respect their colleagues and traits each individual possesses, but also to seek out those co-workers as team members? How do you teach everyone to get along?

In this course, you will discover the foundation for understanding diversity and developing skills for working in environments and groups composed of diverse individuals.

Specifically you will learn the value of:

- Diversity in high performance organizations.
- Appreciating diversity.
- Using the advantages of diversity and inclusion for growth and expansion in a global marketplace.
- Communication guidelines.

## MODULE

### 2

## Managing Diversity

**Problem:** *A manager faces a team in which everyone is different. What does she do?*

**Solution A:** She demands that everyone think and act alike.

**Solution B:** She observes the differences and puts them to work for the team.

The manager is likely to choose either solution before participating in the Managing Diversity course. Afterwards, Solution B will be her choice. This module will align participants with High Performance thinking and managing. In this session, leader will cover a wide range of topics including issues of race, gender, ethnicity, age, disability, sexual orientation, and physical ability in the workplace.

**Program Hours: 8**



The world  
doesn't fear  
a new idea.

What it fears is a  
new experience.

-D.H. Lawrence

# Change Management

The future is guaranteed to bring more  
change, not less!

MODULE

1

## Managing Change

We believe that the most successful organizations help their employees understand the importance of developing effective change management skills for personal and professional success.

Change is a constant, challenging part of the workplace environment. Taking time to improve your skills is a worthwhile investment in your self-development. Organizations that value change management as a strategic tool recognize the value of learning about the following:

- Learning about change.
- The change process.
- Developing change resilience.
- Enhancing your change management skills.

MODULE

2

## Leading Others Through Change

**Organizations in today's chaotic business environment recognize that the ability to effectively manage change is not only a strategic advantage, but also an essential to doing business successfully in the 21st century.**

Leaders need to be aware of their attitudes toward, and abilities for, leading others through organizational change. It takes both effort and practice to develop effective change leadership skills, but the payoff will be worth it.

In this module organizational leaders will learn:

- Leadership & change.
- Helping others manage change.
- Becoming a change leader.
- Enhancing leading change skills.

**Program Hours: 8**

// For good  
or ill, your  
conversation is  
your advertisement.  
Every time you open  
your mouth you let me  
look into your mind. Do  
they see it well clothed,  
neat, business wise?  
-Bruce Burton

# Effective Communication

## The Art of Communication is the Language of Leadership

MODULE

1

### Effective Communication

Effective communication is an essential skill in today's fast-paced business world. Effective communicators understand that communication is a complex process that can often be challenging.

Creating an organization in which communication is truly valued is more than just a good idea; it's good business. Organizations that choose to foster good communication skills will aid their employees in both their professional and personal development.

This module will discuss the following:

- Communicating effectively.
- Nonverbal communication.
- Listening effectively.
- Practicing using communication tools.
- Enhancing your communication skills.

MODULE

2

### Communication Skills for Supervisors

Organizations that are strategically positioned to effectively compete in the global marketplace recognize that they must have supervisors who can communicate effectively.

This module will help supervisors understand the role communication plays in leadership. The role of a supervisor requires additional communication skills; developing those skills takes time and effort, but results in more effective performance and higher productivity.

In this module participants will learn the following:

- Communication in leadership.
- Effective feedback.
- Making meetings work.
- Making presentations.
- Enhancing your supervisory communication skills.

**Program Hours: 8**

// I start with  
the premise  
that the function  
of leadership is  
to produce more  
leaders, not more  
followers. //

-Ralph Nader

# Effective Supervisory Skills

*A great leader Inspires Others to find confidence in themselves.*

## MODULE 1 Understanding The Role of The Supervisor

### 1

Supervisors play a key role in any organization. They are responsible for creating a link between upper management and front-line employees, and have a dramatic impact on employee performance and behavior.

In this full day program your supervisors will gain an understanding of their role in the organization, acquire knowledge of the legal issues and liabilities facing supervisors, and have a desire to develop more effective supervisory skills and leadership competencies.

#### Part 1: The Effective Supervisor

- Identify top ten mistakes of new supervisors
- Identify competencies necessary for success
- Identify individual strengths and opportunities for improvement
- Develop ideas and a plan to improve your individual competencies

#### Part 2: Legal Considerations for New Supervisors

- Identify a supervisor's legal responsibility
- Discuss aspects of the employment relationship

#### Part 3: Leadership and Vision

- Identify the role of vision in leadership
- Identify the key characteristics of an effective vision
- Create a personal leadership vision statement

#### Part 4: Motivating Others

- Identify a model of motivation
- Identify the differences and similarities between values and beliefs
- Practice developing "win-win" situations when attempting to change others' behaviors

#### Part 5: Enhancing Your Supervisory Skills

- Write a personalized Action Plan
- Complete a performance plan to assist in professional growth and development

**Program Hours: 8**

// The person  
who knows  
“how” will always  
have a job.  
The person who  
knows “why” will  
always be his boss. //

-Anonymous

## Compass Management Builder

The best companies invest in their people. They realize that their employees are more than a payroll expense. Employees are intelligent and resourceful people who can think, learn, and therefore, continually improve their value and ability to contribute to the organization.

Look around, read the literature, and a theme you will discover is that the best companies within any industry invest in their employees by providing them with training to become a knowledgeable and committed workforce. Training is not simply another perk or reward for above-par job performance. It is an absolute necessity that pays for itself many times over in improved performance and business results.

The Career Builder program was designed for organizations that recognize the enormous capability of their employees and are willing to invest in their development. The combination of subject matter in the series was carefully selected to represent the most important topics in employee development. It is based upon 20+ years of research into those skill sets that will have the greatest impact upon the performance of employees and, therefore, upon the future of their organizations.

### Management Builder advances competencies in four critical areas:

- Self management and personal effectiveness.
- Interpersonal relationships, communication, and trust.
- Teamwork and collaboration.
- Leadership and accomplishing results through others.

The workshops use the latest techniques in adult learning including simulations, case studies, behavior modeling, application exercises, group discussion, and skill building. The emphasis is on application rather than theory. It enables participants to learn new competencies and gives them the tools to apply them back home.

### Workshop Topics:

As people attend the Career Builder workshops, they develop knowledge and skills that will significantly increase their personal effectiveness and ability to successfully interact and lead others. They will develop habits of success that will produce more capable people and more valuable employees. Never before have such diverse and critically important business, interpersonal, and leadership topics been combined into a training series with such impact.

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# Compass Management Builder

MODULE

1

## **Trust: The Game of Collaboration:**

A fun and dynamic simulation that teaches people the results of win-lose strategies. Learn how to build trust and achieve win/win outcomes with others.

MODULE

2

## **Creating Teams: A Blueprint for High Performance:**

Experience the advantages of high-performing teams over traditional work groups. Understand the essential ingredients of teams and how to create them.

MODULE

3

## **Face to Face: Communication for Today's Professional:**

Improve relationships by practicing a powerful model of two-way communication to ensure that people establish mutual understanding before taking action.

MODULE

4

## **Effective Meetings: The Power to Get Things Done:**

Few would disagree that many (if not most) meetings are poorly organized and run. Learn how to create effective and efficient meetings that result in action and accountability.

MODULE

5

## **Emotional Excellence: Handling Life's Challenges:**

When and how do we get "hooked" into unproductive ways of thinking, feeling, and behaving? Identify the weakening patterns that keep us from being fully capable and learn strategies and techniques to conquer them.

MODULE

6

## **Taking Responsibility: How to be Proactive not Reactive:**

"Claim ownership" of the results of your life and learn to see choices available in each circumstance and situation. Experience the power and personal effectiveness that come from owning responsibility.

MODULE

7

## **Conflict Resolution: The Road to Win/Win:**

Learn about healthy and unhealthy ways of dealing with interpersonal conflict. Assess your own "style" and practice a powerful skill for resolving conflicts in a way that everyone wins.

MODULE

8

## **Empowering Employees: A Guide for Success:**

Learn to solicit commitment rather than compliance from others. Learn the elements of empowerment and specific tools for transferring responsibilities to others.

MODULE

9

## **Setting Performance Expectations: A Guide to Managing People:**

High-performing organizations require more - not less - from their employees. Learn to set performance expectations and then confront behavior that fails to meet those expectations.

MODULE

10

## **Time Management: Acting From My Priorities:**

Understand the difference between "urgent" and "important" and develop habits of self-management that allow you to be proactive and not reactive in the use of time.

MODULE

11

## **Team Decisions: Making Things Happen:**

Understand several methods of group decision making and the advantages and disadvantages of each. Learn methods of making wise decisions based upon a correct analysis of the problem and exploration of all alternatives.

MODULE

12

## **Winning Relationships: Strengthening Self and Others:**

Understand the critical features of a vibrant and strong relationship and develop skills to interact with others in ways that strengthen their ability to clarify their vision and handle life's problems.

**Program Hours:**  
**5-6 days OR 12 half-days**

// We can  
build our  
relationships on  
fear, obligation, or  
trust. However, only  
a  
foundation of  
trust results in the  
collaboration and  
goodwill necessary  
to achieve our peak  
performance.

-Roger K. Allen, Ph.D.  
The Center for  
Organizational Design

# The Trust Factor: Creating Win/Win Relationships

Dramatically increase your effectiveness with others as you learn the principles and skills of trust and interpersonal dialogue.

When trust is absent, relationships are characterized by an adversarial attitude: me vs. you; us vs. them. Rather than goodwill, there are deep and hidden animosities. Respect is lost and our performance is compromised as our energies go into manipulation and protection rather than working together towards a shared vision.

We believe that the most successful organizations of the 21st century will be those that know how to create a climate of trust and goodwill among their employees.

## What You Will Gain

In this program, you will learn how to interact with others in ways that build trust and win/win outcomes. Specifically, you will:

- Learn the core elements of trust.
- Identify how we engage in collusive, weakening patterns of relating to others.
- Experience a change of heart and know how to break out of collusive patterns.
- Come to view others in a way that promotes unity, trust, and goodwill.
- Understand the three phases of interpersonal dialogue and practice the dialogue skills.
- Commit to interacting with others in strengthening rather than weakening ways.
- Develop the ability to confront poor performance and behavior problems.

## Structure and Format

The Trust Factor consists of eight modules (two to three hours each) that are scheduled and delivered at least one week apart. The training comes alive as you participate in experiential exercises and role-playing that help you internalize the principles and skills that are taught.

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# The Trust Factor

## MODULE

### 1

#### The Trust Imperative

- Appreciate the need for a collaboration in our interdependent society.
- Learn the definition and key elements of trust.
- Evaluate the consequences of high and low trust within an organization.
- Understand the importance of being trustworthy in building trust and rate your trustworthiness.
- Receive feedback from others about your personal trustworthiness.

## MODULE

### 2

#### Collusion

- Understand the dynamic of collusion.
- Be able to identify and diagram collusive relationships.
- Write a personal story of collusion.
- Evaluate the consequences of collusion.

## MODULE

### 3

#### A Change of Heart

- Learn the four reasons we engage in collusion.
- Identify payoffs and prices from our collusions.
- Understand the folly of trying to get others to change.
- Learn the two ways of being in our relationships with others.
- Experience a change of heart towards others.
- Learn and practice the skill of creating safe and trusting conditions.

## MODULE

### 4

#### Face-to-Face Communication

- Explore the role of communication in interpersonal relationships.
- Learn about alternative ways of communicating/influencing others.
- Identify your “native tongue” or preferred style of communicating.
- Understand the consequences of an absence of dialogue.

## MODULE

### 5

#### Interpersonal Dialogue: Core Principles

- Understand the definition and meaning of interpersonal dialogue.
- Learn a model and the core principles of dialogue.
- Understand why mutuality is the “bedrock” of dialogue.
- Learn how to create a pool of shared understanding.
- Know how to solve problems in a win-win way.
- Do a self-assessment of your skills in interpersonal dialogue.
- Receive feedback from others regarding your dialogue skills.

## MODULE

### 6

#### Interpersonal Dialogue: The Steps

- Learn the steps of dialogue.
- Practice the skills of mutuality.
- Learn and practice various inquiry skills.
- Understand the meaning and guidelines of advocacy.
- Know how to identify and share your left-hand column.
- Practice using the skills of dialogue.
- Identify actions to improve your ability to engage in dialogue.

## MODULE

### 7

#### Harnessing Harmful Behavior

- Learn to confront behavior that fails to meet your expectations.
- Understand the importance of discipline and conformity in building trust.
- Develop a set of non-negotiables for those whom you lead.
- Practice the skill of harnessing harmful behavior.
- Apply the skill to back-home situations.

## MODULE

### 8

#### Strengthening Our Relationships

- Understand the characteristics and consequences of co-dependency.
- Know the difference between responsibility for and responsibility to another.
- Learn a credo for your relationships.
- Understand what you do that weakens others when you intend to help.
- Learn the valuing process as a skill to strengthen others.
- Evaluate what you do to strengthen others in your relationships.
- Understand how contracting can be used to strengthen yourself and others.

**Program Hours: 23**

// If you want  
to change the  
world, begin with  
yourself. //

-Preston C. Pond  
The Center for  
Organizational Design

# Emotional Intelligence

## The Pathway for Sustainable Personal Success

**Mastery: “ascendancy or victory in struggle or competition.”  
(Webster’s New Word Dictionary)**

Masters are the victors of life, those who step up to the challenges and opportunities of life with the courage, determination, and wisdom to win the private and public victories.

Mastery does not happen by accident. It is a process that occurs as we interact effectively with the events and circumstances of our lives. Each moment of our lives provides an opportunity to practice mastery by expanding our visions, awakening the faculties of our minds and our hearts, and assuming full responsibility for living, growing, and contributing.

### What You Can Expect:

People who attend this program will learn a set of principles that will change the way they view their lives as well as their performance on the job. They will grow in self-understanding, confidence, personal effectiveness, and their ability to handle the challenges/opportunities of the workplace. Such personal transformation forms the foundation for organizational transformation.

### Principles of Self-Mastery

- **The Integrity Model:** A paradigm of personal effectiveness that defines success as what happens within you rather than what happens to you.
- **Embrace Reality:** Discover power and fulfillment as you stop wasting time resenting, complaining, wishing, and blaming and instead keep your focus on what you can control.
- **Exercise Responsibility:** See how your success and quality of life come from choices you make and learn to act rather than react to the events of your life.
- **Conquer Your Key Moments:** Learn how to conquer and transcend the challenges of life by changing your thinking, feelings, and behavior.
- **Clarify Your Vision:** Know what you want and the steps that you must take to achieve it.
- **Define Your Purpose:** Decide what your life is about and those principles by which you will govern yourself.
- **Act With Integrity:** Translate your purpose and vision into reality and make your day-to-day actions consistent with what is most important.
- **Value Who You Are:** Make a decision to care for yourself, accept your weaknesses, and acknowledge and build upon your strengths.

This approach to change is not a quick fix. However, during this program you will learn principles and participate in exercises that will allow you to truly become master of your own life.

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# Emotional Intelligence: The Pathway for Sustainable Personal Success

## MODULE **The Integrity Model**

# 1

- Understand the process of self-mastery.
- Learn the flaw inherent in the common symbols of success.
- Develop a new definition of success based upon your personal paradigm.
- Experience the power of your personal paradigm.
- Learn the four different paradigms from which people live.
- The core beliefs of each paradigm.

## MODULE **Conquer Your Key Moments**

# 2

- Understand how you respond to challenging or upsetting events (key moments).
- Explore and understand the patterns in your responses to key moments.
- Develop a process for exploring the consequences of your behavior.
- Choose positive behaviors and feelings during your key moments.
- Identify and challenge the distortions in your interpretations.
- Learn a method for changing weakening beliefs to empowering beliefs.

## MODULE **Embrace Reality**

# 3

- Understand the nature of reality.
- Learn the importance of aligning your life to reality.
- Accept some of the difficult realities of your life.
- Explore and let go of resentments, complaints, and blame.
- Learn to live in the here and now.

## MODULE **Exercise Responsibility**

# 4

- Learn the meaning and nature of personal responsibility.
- Understand how you avoid taking responsibility for yourself.
- Assess your willingness to accept personal responsibility.
- See the choices available in your life.
- Understand the power and freedom that comes from accepting responsibility.

## MODULE **Clarify Your Vision**

# 5

- Understand the meaning and power of vision.
- Clarify your personal vision.
- Evaluate the thoughts that keep you from living your vision.
- Set goals to achieve your vision.

## MODULE **Define Your Purpose**

# 6

- Understand the difference between three kinds of vision.
- Write your personal purpose statement.
- Clarify your guiding principles.
- Develop affirmations to support you in living your purpose and guiding principles.
- Use the technique of visualization to make your vision a reality.

## MODULE **Act With Integrity**

# 7

- Understand the meaning of personal integrity.
- Recognize when you are acting from personal integrity.
- Know the symptoms and consequences of self-betrayal.
- Learn to let what matters most govern what matters least.
- Deepen your commitment to what is most important.
- Learn to make your behavior more congruent with what is most important to you.

## MODULE **Value Who You Are**

# 8

- Understand the meaning and importance of self-esteem.
- Become the primary source of your self-esteem.
- Accept your imperfections.
- Learn to make time for self-renewal.
- Acknowledge and build upon your strengths.
- Maintain an attitude of gratitude.

**Program Hours: 2.5 days**

“ Say not always  
what you know,  
but always know  
what you say. ”

-Anonymous

## Speaking for a Lasting Impression

Have you ever heard the statement by Jerry Seinfeld that if attending a funeral most people would rather be in the casket than giving the eulogy? Have you ever thought about your response to hearing this? Most Americans would agree with this statement, which is why public speaking is, and has been the most dreaded fear, even over death.

Speaking for a Lasting Impression is a training program intended for anyone who is interested in developing their ability to successfully present in front of a group of people. This program provides participants with the essential components involved in presenting effectively and delivering a presentation that will create a positive lasting impression on the audience members. Through interaction and skill practice, participants will learn how to create, deliver, and enhance their ability to speak in front of a group.

### What Will You Do

- Gain a clear understanding of the adult learning process.
- Develop techniques to capture and maintain the attention of the audience.
- Identify different types of presentations and the purpose behind each.
- Learn how to prepare your topics and deliver your message.
- Assess the key elements involved in successful presentations.
- Analyze how to increase retention and create a lasting impression.

The fear associated with speaking in front of a group will only be overcome when you have delivered a successful presentation.

Speaking for a Lasting Impression will provide you with the tools necessary to achieve this goal. Not only will you meet the needs of the audience, you will also gain an increase in self-confidence, pride, and accomplishment.

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# Speaking for a Lasting Impression Objectives

**Program Purpose:** A major goal of this program is to provide you with the skills and knowledge necessary to create, deliver, and enhance your ability to deliver a presentation that produces the results desired by you as well as your audience members. The program is divided into five separate modules, each with its own learning objectives.

## MODULE

### 1

#### Understanding the Adult Audience

- Recognize characteristics of adult learners.
- Understand the key elements of the learning process.

## MODULE

### 2

#### Developing a Dynamic Delivery

- Identify the purpose of presentations.
- Discuss ways to overcome the fear of speaking in front of a group.
- Determine how to captivate your audience within the first 30 seconds.
- Use body language to maintain interest.
- Develop techniques to become an effective presenter.

## MODULE

### 3

#### Speaking with Conviction

- Identify types of speeches.
- Understand how to prepare your topic.
- Define different types of delivery.
- Determine key elements when writing a speech.
- Assess ways to deliver your message.
- Identify techniques to interact with the audience.

## MODULE

### 4

#### Presenting with Purpose

- Understand different types of business presentations.
- Determine your approach.
- Utilize five key components of business presentations.

## MODULE

### 5

#### Raising Retention

- Enhance retention through group discussion.
- Understand the importance of demonstrations as a form of learning.
- Recognize the importance of asking questions while facilitating.
- Solve training situations you may face.

**Program Hours: 19.5**

// Employee  
development  
is a unique  
combination  
of 'when to' and  
'how to'. When we  
give attention to  
both these areas, we  
begin to see incredible  
results, sometimes in  
the places where we  
least expect it. //

-Chip Wilson, CEO  
360 Solutions

## Positive Impact

# How to Be the Person Successful Companies Fight to Keep...& Hire!

Most companies today, whether large or small, struggle with the common dilemma of how to make their organization more productive. We believe it starts with knowledgeable employees. The Positive Impact training program instills high performance behaviors that create strong organizations, productive in the areas where it counts most.

### What You Will Gain

Program participants will learn to:

- Communicate openly and directly.
- Work smarter, harder, faster, and better.
- Demonstrate "value added".
- Look for leadership opportunities.
- Embrace and initiate change.
- Have a positive impact on their company, customers and colleagues.
- Take charge of their personal life.

As individuals within an organization master the behaviors taught in this program, the organization has the opportunity to reap the rewards of sustainable improvements in productivity.

### Format

Positive Impact consists of seven modules (two to three hours in length) and can be delivered in a variety of ways, including half-day sessions, full-day sessions, or once a week. This program was designed to develop behaviors that are beneficial at all levels of an organization and is recommended for all employees. A companywide implementation of this program can produce measurable results for any organization.

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# Positive Impact

MODULE

**1**

## Attitude

- Discover how your attitude, behavior and job performance are related.
- Treat customers and coworkers respectfully and professionally.
- Prevent negative feelings from affecting your performance and actions at work.

MODULE

**2**

## Personal Accountability

- Learn how your specific job is directly linked to the financial stability, success, and growth of your organization.
- Document your results and cultivate advocates and allies.
- Let the appropriate people know of your accomplishments.

MODULE

**3**

## Balance

- Discover how the quality of your personal life has a direct impact on the quality and success of your professional life.
- Have a stable personal life that allows you to direct your attention and energy toward your work, customers, and teammates.

MODULE

**4**

## Change

- Accept and adapt to organizational and life changes with professionalism, determination, and optimism.
- Accept your role in initiating change when appropriate.
- See yourself and use yourself as a change agent for your team.

MODULE

**5**

## Productivity

- Focus on working diligently despite anything else that is going on in your life.
- Reinforce the concept that using time wisely and maintaining balance between work and home/leisure will make you a healthier, more consistently productive employee.

MODULE

**6**

## Communication

- Use effective communication techniques for the success of your organization.
- Be open, honest, and assertive with customers, coworkers, and management about their needs, feelings, preferences, and ideas.

MODULE

**7**

## Leadership Opportunities

- Assume a leadership role in your organization, regardless of job title.
- Be a problem solver and take charge when necessary and appropriate.
- Have a proactive attitude that adds value to interactions with customers, coworkers and your employer.

**Program Hours: 17**



The best executive is the one who has sense enough to pick good men to do what he wants done, and self restraint enough to keep from meddling with them while they do it.



- Theodore Roosevelt

## High Payoff Hiring

# The ability to hire the right people is essential to the bottom line.

Have you ever found the perfect candidate during an interview who turned out to be the wrong person for the job, costing you money, time, resources, customers, and possibly even growth within the organization? Imagine if you could ensure the person sitting across from you in an interview would actually be one of your top performing employees. The ability to hire the right people is extremely important to the wealth and profitability of you and your organization.

**High Payoff Hiring** is intended for anyone involved in the hiring process. As a hiring manager you need to have a hiring process that covers all the essential steps, from creating a solid job description to making an offer. Through interaction and skill practice you will assess your current hiring needs and learn how to fill them with top performers.

### What You Will Do

- Evaluate your current hiring skills and the costs associated with your past hiring decisions.
- Identify your selection criteria for current positions you have available.
- Learn how to effectively create or update an existing job description.
- Gain a clear understanding of the interview process from screening resumes through the four parts of the interview.
- Analyze the best questions to determine how the candidate will really perform within your organization.
- Identify the most common hiring mistakes and how to avoid them.
- Learn how to effectively evaluate the candidates and make an offer.
- Set up systems for measuring your performance, setting goals and tracking progress.

Having an effective interview process will save you time, money, frustration, and resources and will help provide you with the tools you need to grow your business. The company is only as strong as the weakest employee. Invest your time and energy into finding the right people and you will achieve the results you want through your greatest investment, your people.

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# High Payoff Hiring

MODULE

## **1** Evaluating the Process

- Assess your current hiring skills.
- Analyze costs involved in making hiring decisions.
- Determine your selection criteria.

MODULE

## **2** Preparing for Effective Hiring

- Create specifications through a job description.
- Update or create a job description.
- Determine the most effective ways to recruit qualified candidates.

MODULE

## **3** The Interview Process

- Prepare for the process.
- Identify positive and negative characteristics throughout the screening process.
- Execute a phone interview.
- Prepare and set up successful interviews.
- Discuss four parts of the interview.
- Identify fundamental interview questions.
- Understand the importance of behavioral-based questioning.
- Avoid common hiring mistakes.
- Understand the legalities of hiring (if applicable).

MODULE

## **4** Making the Hiring Decision

- Execute a second interview.
- Understand the use of employment assessments to aid in your hiring decision.
- Conduct reference checks.
- Evaluate candidates and make an offer.

MODULE

## **5** Managing the Hiring Process

- Identify cost per hire.
- Write a personalized action plan.
- Complete a performance plan to assist with professional growth and development.

**Program Hours: 8**