Peak Performance Group, Inc.
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COURSE CATALOGUE

PPG's mission is to provide our global client-partners services, products and research that optimize enterprise performance and maximize the value and effectiveness of their organizational and human assets.

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A.

PEAK PERFORMANCE GROUP, INC. QUALIFICATIONS

On leading people…

The only thing that endures over time is the law of the farm: I must prepare the ground, put in the seed, cultivate it, weed it, water it, then gradually nurture the growth and development to full maturity.

Stephen Covey, *Principle Centered Leadership*

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I. THE PEAK PERFORMANCE GROUP MISSION

Peak Performance Group is a team of experts who share the belief that people are an organization's greatest asset. We are committed to advancing the value of the "human asset" in the workplace by nurturing individual potential and challenging the way people work, team, and lead.

PPG's mission is to provide our global client-partners services, products and research that optimize enterprise performance and maximize the value and effectiveness of their organizational and human assets.

Since 1987 the Peak Performance Group has been successfully partnering with our clients to provide long-term sustained value to their global businesses.

II. PPG CLIENT VALUE PROPOSITION

Through a low risk investment in key personnel, our clients *improve their global businesses* by:

- Enhancing individual executive capability in leading and managing the enterprise
- Developing critical professional skills of individuals and teams
- Optimizing the organizational effectiveness through the use of sophisticated analytic and design techniques that elegantly transform systemic complexity into simplified opportunities for improvement.

III. PPG EXPERTISE

The professionals at Peak Performance Group have exceptional knowledge, expertise and advanced degrees in adult education and in their respective fields, which include business, organization development, team development, motivation, negotiation, conflict management, interpersonal influence and organizational psychology. We hold advanced degrees, conduct ongoing research, maintain affiliations with professional organizations – and have the experience to translate sound, well-established theory to practical applications in the workplace.

PPG matches each client's need with exactly the right expert. We teach courses only in our field of expertise, and we consult only on topics and issues we are fully qualified to address and resolve.

Peak Performance Group and individual staff hold Top Secret Security clearances with multiple governmental organizations.

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IV. PPG CLIENT-FOCUSED PHILOSOPHY

Whether the project involves course delivery or organizational consulting, Peak Performance Group focuses on the broad systemic aspects of our client's business with special attention to long-term sustained success by:

- Providing high quality professional education that has ***measurable results*** in the performance of their employees.
- Educating and coaching our clients in our specialty areas which enables their independent action and achievement long after a particular project is completed.
- Providing our clients with *no-cost access* and use of our intellectual property and research as part of every project to support their individual and company's on-going success.
- Collaboratively building a set of analytic and execution tools for the client to independently use as their conditions, needs and business challenges and demands change over time.
- Taking a systemic perspective in all our work together to ensure that our clients are addressing the true root causes and ensuring their investment enjoys the highest rate of return.
- Guaranteeing the level our client's investment through a well-planned fixed cost fee structure.
- Providing lifetime client support is provided to all our clients. PPG offers *free* telephone consulting for any client that we have partnered with no expiration date.
- Guaranteeing confidentiality, sensitivity and discretion in all matters.

V. PPG'S EDUCATION AND TRAINING PHILOSOPHY

PPG'S aim is to provide our clients with the training, education and development services that enable them to successfully achieve individual, group and overall company goals. We believe it is the client who owns and drives training and education. We work in partnership with you to achieve measurable and defined business objectives using well-researched and proven instructional design and adult education methodologies.

Our courses are comprehensive, instructionally sound, professionally written, and reflective of current research. Our goal is to *teach people more how to think than what to think.*

PPG's educational opportunities offer participants the opportunity to learn new behaviors, analyze situations, solve problems and modify attitudes in ways that

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will increase both their job satisfaction and success. Ongoing course validation activities helps PPG to ensure that our programs remain successful in meeting their objectives and providing development opportunities that can lead to long-term, self-sustained personal change.

According to HR Focus, a recent survey of 231 senior executives indicated that talent management – including retention, development, and succession planning – was the number one challenge faced by their companies. Educational development of current employees provides an excellent vehicle to address many facets of these issues by offering existing employees an avenue to develop their contributions to the company while helping them achieve their personal career goals.

VI. THE PPG ADVANTAGE

PPG'S aim is to provide our clients with the training, education and development services that enable them to successfully achieve individual, group and overall company goals. We work in partnership with our clients to achieve measurable and defined business objectives. To do this, we offer the following:

- All PPG's training and education courses, whether a custom course or one from our extensive library, are designed, developed and delivered based on **current research** and **proven instructional design methodologies.**
- Educational opportunities that help clients **realize their individual potential and increase their motivation** in a long-term, self-sustained manner.
- Evaluation is built into course design to **tie** training and education solutions to **overall business results.**
- PPG has a **20+-year track record** using a approach based on sound and proven business, instructional design, adult education and human development theories and principles applied in diverse clients' environments.

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- Direct access to **over 50 copyrighted courses** in the areas of management, team building, leadership, communication and conflict resolution, among others with **measurable results.**

- **Adapting course materials** to specific client needs without additional fees. PPG courses are designed and built for effectively and seamlessly adapting to unique client needs.

- PPG offers a full range of educational and organizational consulting services for **a comprehensive solution** that addresses structure, process and people.

- **Education solutions** are seen as being part of an overall solution that seeks to **address the root cause(s)** of organizational problems and challenges.

- Our learning engagement model is **highly interactive**, employs **real-life case studies**, provides timely, constructive feedback and can be customized to meet individual development goals. Discussions and projects provide insights, ideas, critical analysis and collaborative learning opportunities.

VII. CLIENT TRAINING AND EDUCATION OPTIONS

PPG recognizes that one size does not fit all training and educational needs or budgets. We offer several options to meet different corporate requirements:

A. FULL CURRICULUM OF COPYRIGHTED COURSES.

Comprehensive courses with a *proven track record* of *measurable* success in the areas of management, team building, leadership, communication and conflict resolution. Any of these courses may be customized for a minimal fee with rapid delivery at a convenient time and place of the client's choosing.

B. COURSE LICENSING.

A cost-efficient client option is to license a PPG course. A license provides:

- One-fee annual license with unlimited usage
- Train-the-trainer certification training for instructors
- Coaching support for the new instructor's first course delivery
- Full set of instructor materials: Instructor guide, PowerPoint presentation materials, timing charts,
- Master copy of the student guide, allowing for unlimited use without additional fees
- Exercise materials
- Telephone consulting and coaching for all instructors

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C. CUSTOM INSTRUCTIONAL DESIGN AND DEVELOPMENT.

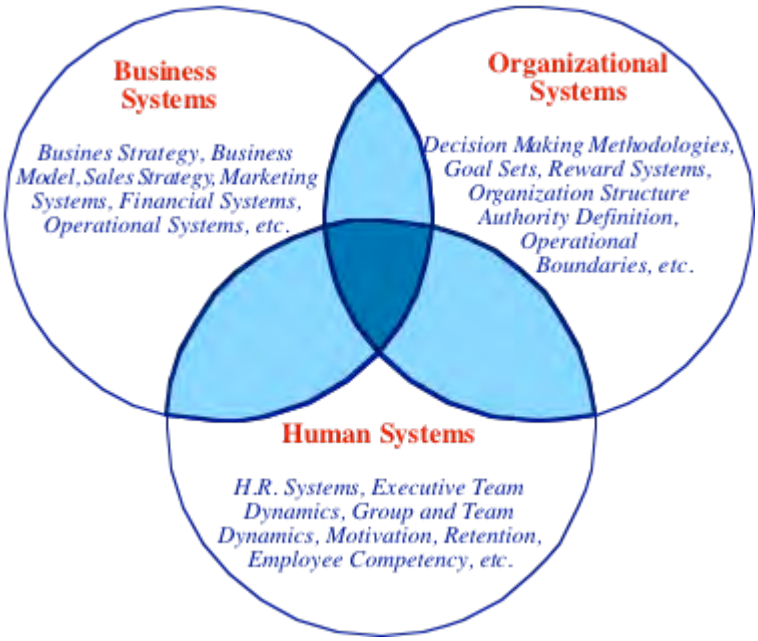
Corporate curriculum development based on theoretically sound concepts in adult learning and long-term, sustained behavioral change to meet measurable objectives provides clients with client-owned and client-driven cost effective training and education solutions.

D. A TOTAL SOLUTION.

PPG offers a full range of educational and organizational consulting services for a comprehensive solution that includes organizational assessment and analysis, corporate restructuring, operational design, corporate education, leadership development, executive coaching, corporate change management and strategic planning, among others.

VIII. PPG APPROACH TO ITS PRODUCTS AND SERVICES

PPG are experts in the human and organizational aspects of business. Our clients serve as the experts in their business. Together we partner to create solutions to meet our clients' support the sustained success of their enterprise.



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PPG PRODUCTS AND SERVICES

In support of our client's needs, we offer products and services in following areas:

A. ORGANIZATIONAL ANALYSIS AND DESIGN CONSULTING SERVICES

- Organizational Analysis Consulting
- Organizational Design Consulting
- Organizational Change Consulting
- Global Organizational Design
- Organizational Design for Innovation
- Structure, Process and Staff Operational Design
- Remote Operations Design
- Best Practices Research

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B. PROFESSIONAL EDUCATION PRODUCTS AND SERVICES

- *Leadership Gateway Program®* Certificate
- *Program Management Leadership Certificate Program*
- *Instructional Design and Development Certificate Program*
- Management and Professional Education Courses
- Team Development Courses
- Curriculum Design
- Custom Instructional Design and Development Consulting and Services
- Needs Assessment Services
- Functional Competency Modeling
- Individual and Enterprise Competency and Educational Assessment
- Employee Skills Assessment and Development Plan Design
- Best Practices Research
- Course Licensing

C. TEAM BUILDING AND DEVELOPMENT

- Team Effectiveness Analysis
- Team Capability Assessments
- Team Performance Assessments
- Team Building Services and Consulting
- Team Development Training and Consulting
- Team Skills Education and Training
- Team Design Consulting

D. EXECUTIVE AND MANAGEMENT COACHING

- Sophisticated Performance Analysis Techniques
- Integration of Business, Professional and Personal Goals
- Long-Term Results Focused
- Focus on Personal Accountability and Responsibility
- Measurable Results

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E. EXECUTIVE AND EMPLOYEE PERFORMANCE ASSESSMENTS

- Focus on Business Strategy and Goals
- Employee Performance Assessments
- Individual, Group and Function Competency Assessment and Modeling
- Leadership Performance Assessments
- Selected Assessment Tools:
  - Leadership Capability Assessment
  - NEO-PIR
  - MBTI
  - EQ-i and CQI
  - 360º Feedback
  - Conflict Management Survey
  - Organizational Change Readiness Survey
  - Leadership Effectiveness and Adaptability (LEAD)
  - Managing Change Assessment
  - Leadership Competency Assessment
  - Personal and Organizational Diversity Assessment
  - Personal and Organizational Stress Assessment

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IX. SELECTED PPG GLOBAL CLIENTS

3M
Allied Domecq Retailing, USA
American Express
Anderson Power Products
Bayer
Boston University
Federal Bureau of Investigation
General Motors
GTE
Hanover Insurance
IBM
Nortel
Oxford Insurance
Sears
Stop & Shop Company
U. S. Department of Defense
U.S. Department of Labor
Zeneca Resins

Akamai
Allmerica
Ametek Aerospace
Apple
Bose Corporation
Cisco Systems
Ford Motor Company
General Electric
Harvard Pilgrim Health Care
Hewlett Packard
Millipore Corporation
Oracle
Primavera Systems
State Farm Insurance
Sun Microsystems
U.S. Air Force
Union Auto Workers

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PARTICIPANT COMMENTS ABOUT PPG COURSES
(All comments were given anonymously.)

- **This is the best course I have attended.** Effective, practical, and adapted to our needs. It should be a "must" for everyone.

- **The instructor was able to successfully cover more in two days than some of my graduate** professors did in two months.

- **Unlike what happens in other [company] courses, the instructor used direct job-related examples--not examples out of a textbook.** He encouraged participation yet kept control. His handouts were tailored to fit our specific needs.

- **He handled questions and discussion masterfully.** I've also got a bundle of tips I can use as soon as tomorrow!

- **I found I needed the course more than I thought I did.**

- **No bull. Every minute was enjoyable.** Only complaint: too short.

- **The instructor's interest in each student was obvious and commendable.** His animation and vitality kept interest high.

- **Outstanding!** In my business days I have attended 15 or so seminars on this subject, and, in my opinion, This is #1 in both materials and delivery. Thank you for giving life to the concept of excellence.

- **The course was very well organized.** The lecture material was reinforced by the workshops. I enjoyed meeting and working with the other participants, learning from their professional expertise...

- **I feel a course like this that can expand the thinking process** is of far greater value than mere fact learning.

- **Great course**. I feel it developed many of my business skills in a manner never utilized. It was really fascinating addressing business in this manner.

- **The course was flexible in covering areas of concern of student.** This was a key success factor in the course. It was interesting how the course is designed to adopt.

- **The course stimulated and held my interest throughout the course.** I learned something about myself and human behavior.

- **The course was fast-paced, intensive, extensive, and excellent!** It was very appropriate for my personal interest.

- **The instructor was exceptional teacher and highly motivated.** I would take classes knowing he was the instructor.

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B.

LEADERSHIP AND TEAM DEVELOPMENT COURSE DESCRIPTIONS

Go to the people
Learn from them
Love them
Start with what they know
Build on what they have
But the best of leaders
When their task is accomplished
Their work is done
The people will remark:
"We have done it ourselves."

Two-Thousand-Year-Old Chinese Poem

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Team Leadership

Mastering the Dynamics of Collective Action

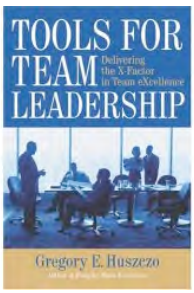
The art of team leadership involves creating an effective team design, driving task accomplishment, nurturing individual and group potential; building effective team dynamics that maximize synergy and creativity; developing inter-team and intra-team relationships that lead to commitment and dedication; and appropriately empowering people to make the right decisions for the team and the organization. Market leading companies who have achieved sustained success claim that successful team leadership is one of the most critical factors contributing to their success. Focused, inspired, and motivated teams of people do not get that way without a skillful team leader.

This course is a blend of current leadership theory, team development concepts and psychological styles of leadership. The focus is on developing participants' ability to understand the changing and different needs of a team and its members, while adapting to the changing needs of the business.

Who Should Attend: Any team leader, manager, or person responsible for guiding a group of people working together. The tools and techniques learned in this course are adaptable to all functional areas and business environments.

Course Length: 3 days

***Student Materials*:** *Team Leadership Skills Participant Guide*, 300 pages



Benefits

- Establish the foundation for a successful team
- Create goals, roles and responsibilities for team members that align with the mission of the team and lead to synergy
- Understand and manage the human dynamics that impact a team's success
- Build team relationships and influence team members for maximum performance
- Build stronger working relationships with their colleagues, superiors and subordinates
- Create, analyze and manage team dynamics that will drive the success of your team.
- Use tools and techniques to analyze the effectiveness of a team and make critical adjustments when necessary
- Design the appropriate collaborative/competition model that maximizes the team's potential, including knowing when competition is productive and when it is destructive

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Team Leadership (cont'd)

What You Will Learn

- Identify factors that make teams effective and successful
- Analyze your own leadership style and learn how to adapt that style to the needs of the team and individual team members
- Understand the differences between management and leadership behavior and know which is appropriate for a particular situation
- Use Situational Leadership tools to maximize the growth and performance of a team
- Identify ways to motivate individuals and groups to perform above and beyond expectations
- Understand the advantages of collaborative teams and ways to achieve them
- Evaluate your team's effectiveness using team analysis instrument

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C.O.L.T.
Colloquium on Leadership and Teams
Seizing the Opportunity and Leading from Anywhere

In today's complex and global environment, corporations depend on individuals stepping up and taking leadership roles from wherever they are in the organization. Astute professionals recognize and seize the moment to move the company further, demonstrating: a broad perspective that is in the best interest of the company, insight and courage to engage others by asking the right questions, and the pursuit of options even when the choices are potentially volatile and are hard to accomplish.

The challenges are many in today's business environment, such as: competition; culture; global team dynamics; remote operating environments; conflicts involving business, management and between employees; and competing enterprise objectives and needs. Often there is no single or one right answer to any problem. Effectiveness and success demands engaging the best efforts and best thinking of many.

This course is an ***advanced*** *extension of the* Team Leadership *course. Where the prior focuses on the dynamics, development and human aspects of teams, this course concentrates on values-based leadership, focusing on the greater good of the organization, leading through trust and influence, resolving difficult conflict, and looking for transformational moments.*

C.O.L.T. is a leadership course in the context of teams, whether the person is a leader, a member of the team, or a person supporting the team. This course has been deemed "The Gold Standard" of leadership courses in specific operational divisions.

Who Should Attend: Any person in the organization whose contribution and ability to take the lead will benefit the mission of the business.

Course Length: 4 days

Student Materials: *C.O.L.T. Participant Guide*, 300 pages

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Colloquium On Leadership and Teams (cont'd)

Benefits

- Lead from anywhere regardless of position and power
- Identify moments where leadership can be applied without having the power and position to do so
- Focus on the broad, systemic greater good of the company
- Resolve seemingly unresolvable conflict
- Develop the dynamics of an adaptive and learning team
- Influence others to look at difficult issues from new perspectives
- Lead using influence without authority

What You Will Learn

- Apply principles of values-base leadership
- Identify constructive conflict from destructive conflict
- Lead, influence and motivate by understanding individual personality styles
- Design constructive competition and recognize destructive competition
- Diagnose organization and interpersonal conflict for its root source and recognize the role of values in the debate
- Applying specific types of leadership as the needs of the team dictate
- Determining the right conversation to break through roadblocks, issues and problems
- Analyze the ethics of a situation and employing a principled approach to resolving issues
- Diagnose team behaviors and constructively effect team dynamics

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Managing Generational Differences

Piloting and Motivating the New Work Force

Many organizations have figured out how to recruit young talent only to watch them drive down a collision course with seasoned employees over issues like work ethic, respect for authority, dress code and every work arrangement imaginable. The fact is generational conflicts are not merely a matter of young versus old. They mirror critical business issues every organization faces as it transitions from the workplace of the past to that of the future.

This course focuses on the new multi-generation workplace as a complex and dynamic organism that requires flexibility and skill from all participants, especially from managers and leaders.

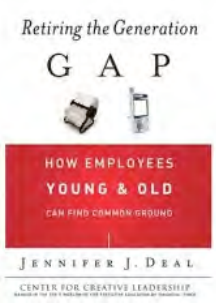
Companies have reported in numerous publications such as the Wall Street Journal that managing and leading with and understanding the generational differences increases retention, commitment and motivation in their employees.

Module length: 2 days

Selected skills the participant will master include:

- Identify commonly held attitudes and beliefs about younger and older generations of workers
- Compare and contrast differences between veterans, boomers, "Xers" and "Yers" that impact the workplace
- Assess the work environment for its success in addressing the needs of different generations of workers
- Describe factors that motivate different generations of workers according to research conducted on four distinct populations
- Analyze conflict attributed to generational differences
- Address the real life needs of different generations of workers in your place of employment

Course Materials: *Managing Generational Differences: Piloting and Motivating the New Work Force* Student Guide, 150+ pages; and *Retiring the Generation Gap: How Employees Young and Old Can Find Common Ground* by Jennifer Deal.



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Leading and Managing Change

The Only Constant is Change

When change occurs, the ability for a team and an organization to be successful depends on its ability to analyze, design an approach and manage the change in the best interest of the enterprise's business model and strategy. Leaders have a responsibility to attend to the organizational, team and personal requirements and challenges related to the evolving environment.

This course provides a model for the change process, tools for assessing individual and organizational readiness for the change, techniques for guiding the organization and coaching the individual through the change, and methods for measuring the success of the change. Embedded throughout the module are analysis and design tools necessary to attend to the broad enterprise organizational requirements, pressures, resistances and systemic impacts of change.

Who Should Attend: Any executive, manager or individual contributor that must influence, support, create or implement change

Course Length: 3 days

Student Materials: *Leading and Managing Change Participant Guide*, 295 pages

Benefits

- Identify unique barriers that impact the success of a change initiative
- Employ techniques of change that focus on the structural, process and interpersonal elements of the enterprise
- Use concepts and techniques of human motivation for encouraging positive-productive behaviors and discouraging counter-productive behaviors
- Developing a change management strategy for a team that can successfully implement change
- Optimizing group performance during change
- Create change that will be driven by individuals within the organization and sustain itself over the long-term

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Leading and Managing Change (cont'd)

What You Will Learn

- Assess the skills of team members, sponsors, and change agents and then creating a plan for enhancing and leveraging those skills
- Identifying likely sources of resistance to change and developing strategies for managing that resistance
- Create a communication system for a change initiative to build momentum and keep it moving rapidly forward
- Optimize group performance during change
- Identify key symptoms that point to a systemic change or problem that needs to be addressed

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Building High Performance Teams

Capturing the Magic of Synergistic Effort

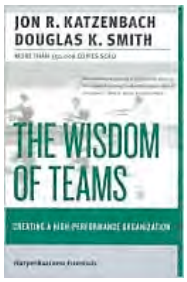
There is strength in numbers. That is why effective teams are so powerful in the corporate environment. Effective teams don't just happen. They require team members, managers, and leaders who possess special team building skills, collaboration skills, and a willingness to cooperate to achieve mutually agreed-upon goals.

This course focuses on the human side of teamwork and how project managers, leaders, and team members develop and maintain productive working relationships. The course provides professionals with specific tools to enable them to manage tasks and people more effectively in a project environment. The focus is on the individual as part of a team; managing oneself, one's colleagues, managers, and clients, as well as subordinates.

Who Should Attend: Individual contributors, leaders, managers, and clients who work together on teams, and who must establish and maintain collaborative working relationships with peers, colleagues, and upper-level managers.

Course Length: 3 days

Student Materials: *Building High Performance Teams Participant Guide*, 250 pages



Benefits

- Understand and manage the human dynamics that impact a team's success
- Evaluate your team's effectiveness using team analysis instruments
- Identify steps you, your managers, and other team members can take to improve performance
- Apply proven tools and techniques to improve your team's performance

What You Will Learn

- Identify factors that make teams effective and successful
- Build stronger working relationships with colleagues
- Understand the advantages of collaborative teams and ways to achieve them
- Recognize five different team design models and choose the most appropriate model

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Team Facilitation Skills

Orchestrating the Symphony of Team Member Work

Team leaders and others responsible for helping a group of people work effectively together need facilitation skills. Synergy requires effective facilitation. The facilitator needs to be able to keep a group focused, record ideas so they don't get lost, get everyone involved, and manage the group process. Team facilitation is critical in a number of team-related events, including: problem solving, brainstorming, design work, conflict management, planning, and evaluating progress.

This course teaches participants to successfully facilitate group meetings and one-on-one sessions through self-assessment, feedback from other participants, exercises, case studies, presentation and discussion.

Who Should Attend: Team leaders, group leaders, managers, and anyone else who conducts group meetings, group meetings also include one-on-one meetings.

Course Length: 2 days

Student Materials: *Team Facilitation Skills Participant Guide*, 250 pages

Benefits

- Create goals, roles and responsibilities for team members that align with the mission of the team and that lead to synergy
- Build team relationships and influence team members toward optimal performance levels
- Identify ways to motivate individuals and groups to perform beyond expectations
- Analyze your leadership style and learn how to adapt that style to the needs of the team and individual team members
- Analyze and manage team dynamics that will drive the success of your team

What You Will Learn

- Establish the foundation for a successful team
- Understand the differences between management and leadership behavior and know which is appropriate for a particular situation
- Use Situational Leadership tools to maximize the growth and performance of a team
- Use tools and techniques to analyze the effectiveness of a team and make critical adjustments then necessary

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Analyzing and Designing Successful Organizations

Leading a Complex Effort in a Changing World

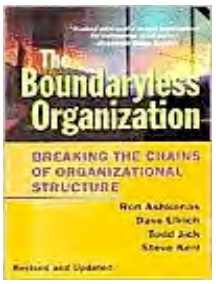
The success of any enterprise is largely dependent on the ability of its leaders to navigate the changing marketplace. Once the decision of direction is made, the business operations, including the organization, must be designed to effectively and efficiently to execute the business plan and meet the enterprise's goals.

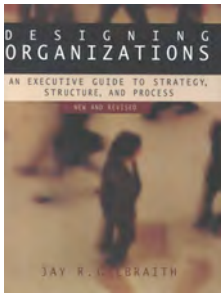
Through the use of real-life case studies, industry case studies and interactive exercises, this course teaches participants to analyze their organizations, analyze problems to uncover true root cause and design operations that drive their companies to higher levels of short-term and long-term effectiveness and competitiveness.

Who Should Attend: The course is designed for any manager, executive, internal consultant or organizational specialist that is responsible for analyzing, designing, leading and/or managing business operations.

Course Length: 3 days

Student Materials: *The Analysis and Design of Successful Organizations Participant Guide*, 295 pages





Benefits

- Collect the right data at the right time from the right sources, then apply a variety of analytical models and tools to analyze the data
- Identify root causes to business, structural, process and personnel problems
- Use a variety of theoretical and practical tools to analyze and design your business and/or function
- Analyze your business systemically to identify problems, assess effectiveness and efficiency, evaluate cross-functional alignment and integration, and assess the company's long-term and short-term operational potential
- Analyze the corporate life cycle level to determine whether your organization is experiencing normal or abnormal problems of growth
- Design your business or function to be both efficient and effective over the short-term and long term
- Apply sound and tested principles to the detailed design of your operation
- Manage the change process effectively when re-designing business operations

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Analyzing and Designing Successful Organizations (cont'd)

What You Will Learn

- Identify key symptoms that point to a systemic change or problem that needs to be addressed
- Select and apply appropriate analytical tools to accurately diagnose the situation and determine root cause
- Use detailed phases of an operations and organizational assessment project to guide you in the order of operations for analyzing business problems
- Design data collection methodologies including identification of data sources, interview protocols and data collection tool
- Analyze and design solutions in an integrated systems model addressing business systems, organizational systems and human systems
- Conduct a 60/20/20 analysis to isolate for root cause in the structural, process and human systems areas
- Analyze and design charters to align authority, power and influence responsibilities
- Design business models and operations to create systemic balance and effective decision-making capability
- Design an operation or function to drive the enterprise into higher levels of its evolution and effectiveness
- Create productive business conflict and eliminate destructive conflict to drive the growth of the business
- Use operational mapping tools to model activities, uncover inefficiencies, identify ineffectiveness activities, and to design improved operations

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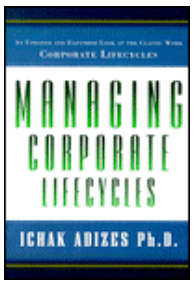
Concepts of Organizational Analysis And Design for Executives

Gems for Leading an Organization

The success of any enterprise is largely dependent on the ability of its leaders to navigate the changing marketplace. Once the decision of direction is made, the business operations, including the organization, must be designed to effectively and efficiently to execute the business plan and meet the enterprise's goals.

Through the use of participant real-life case studies this course provides concepts and an overview principles of organizational analysis and design. Insights will be gained that will allow executives to see flags and symptoms that suggest an organization is operating constructively or having non-obvious problems heading to long-term consequences.

Who Should Attend: The course is designed for executives leading an organization who need to identify flags that suggest their organization is operating sub-optimally or headed for significant problems.



Course Length: 1 day

Student Materials: *Concepts Of Organizational Analysis and Design for Executives Participant Guide*, 295 pages

Benefits

- Identify key symptoms that point to a systemic change or problem that needs to be addressed which unattended could have long-term consequences
- Begin to identify root causes to business, structural, process and personnel problems
- Analyze the corporate life cycle level to determine whether your organization is experiencing normal or abnormal problems of growth

What You Will Learn

- Begin to conduct a 60/20/20 analysis to isolate for root cause in the structural, process and human systems areas
- Analyze and design charters to align authority, power and influence responsibilities
- Review design business models and operations to create systemic balance and effective decision-making capability
- Begin to understand the good conflict and wrong conflict occurring in the organization

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Designing and Managing Remote Operations

Maximizing Global Success

As the economy globalizes, competition requires companies to become more efficient and effective in a boundaryless manner. The remote individual and manager of remote operations needs new skill sets and tool kits to be successful. Technology tools may help to mitigate time and distance but have limited effectiveness used absent of other methods. Project task design, communication strategies, problem solving methods, organizational design, tracking and evaluation of remote activities, and working across functional boundaries are necessary in a virtual environment.

Through hands-on development, skill building exercises, group discussions, real life case studies, and reviews of best-in-class success stories participants learn how to design, work within and manage remote operations using a variety of tools, methods and approaches.

Who Should Attend: The course is for any individual who works remotely or manages remote operations and individuals.

Course Length: 3 days

Student Materials: *Maximizing Global Success Participant Guide*, 300 pages

Benefits

- Knowledge of benefits and drawbacks of various models of virtual offices
- Application of key operational and organizational design principles to create an optimal business operation
- Design and best practice usage of technology tools
- Decide when to work in a virtual mode and when face-to-face interaction is needed
- Select the right tools, methods and operational design to meet specific business goals, requirements and to solve specific problems
- Develop and maintain critical interpersonal relationships in geographically dispersed work groups by applying key principles of human engagement
- Use of best-in-class industry techniques to maximize operational effectiveness and efficiency
- Use of tools and methods including technology tools to optimize work in a virtual environment
- Physical design guidelines for the facility design of virtual offices

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Maximizing Global Success (cont'd)

What You Will Learn

- Understand how remote operations differ from traditional co-location model and what the implications are for the organization and the individuals who work within it
- Recognize signs and symptoms of poorly designed remote operations
- Analyze and design project tasks and operational dependencies that support the overall organizational design
- Build project and task plans to maximize operational efficiency and effectiveness
- Build work methods within work groups and across functional boundaries based on an understanding of interpersonal dependencies
- Identify employee competency requirements necessary to be successful in a geographically dispersed or virtual work environment
- Track project work across virtual environments
- Design and use evaluation tools to assess operational efficiency and effectiveness
- Use communication techniques to transfer information, give direction, influence, and/or build relationships
- Apply influence and decision making methods to optimize business effectiveness

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C.

PROFESSIONAL DEVELOPMENT COURSES

"The journey, not the arrival matters."

Michel DeMontaigne

"Progress, not perfection."

Bill Wilson

"Look over your shoulder now and then to make sure someone is following."

Henry Gilmer

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Communicating With Influence I

Strategies for Personal and Team Success

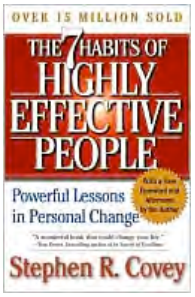
The latest business research indicates that the most important factor in individual and team success is the ability of individuals to communicate effectively and influence others. In this course, participants develop communication and influence skills needed to build team dynamics that lead to long-term organizational success. In addition, participants learn how to effectively and influentially send and receive messages in work environments that are, at times, volatile and antagonistic.

This knowledge- and skills-based course lays the foundation necessary for building successful team dynamics and interpersonal and team communications. The learning methods and exercises focus on creating new ways of thinking and behaving, leading to long-term, self-sustained personal change.

Who Should Attend Any person whose success depends on his or her ability to communicate effectively and influence the thinking and performance of others.

Course Length: 3 days

***Student Materials*:** *Communicating With Influence Participant Guide*, 300 pages



Benefits

- Provide and receive constructive feedback to influence change
- Define goals for a specific communication and design the most effective methods of delivery
- Use communication techniques to positively influence how another person thinks or behaves
- Drive up your influence while lowering antagonism related to a very difficult and potentially emotional communication
- Create collaborative work environments that lead to synergy among team members
- Create methods and plans to improve the productivity and quality of a team's work.

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Communicating With Influence I (cont'd)

What You Will Learn

- Analyze your own psychological communication and work styles.
- Analyze another person's style of processing information, working, and making decisions
- Understand how perceptions are created and be better able to successfully manage them
- Effectively listen and understand the content and emotional components of messages
- Prepare and adapt influential messages to all the potential styles of receivers
- Create and send clear uncontaminated communications
- Create messages that increase the influence factor and lower the antagonism factor
- Analyze the communication and work styles of intact teams and team members
- Analyze and effectively manage key team dynamic issues related to intact teams

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Communicating With Influence II

Developing Communication and Influence Techniques to Maximize the Impact of Your Messages

Individual and team success depends upon the ability of individuals to communicate effectively with one another. The communication skills covered in this course, and the prerequisite course, give participants the ability to influence other's beliefs and actions that ultimately lead to changes in the way others think and behave.

This course focuses specifically on techniques that create a basis for trust and openness. Participants learn how to deliver key messages, interpret body language, manage perceptions, and use specific skills to change other people's viewpoints and behavior.

Who Should Attend: Any person whose success depends on the ability to communicate clearly, be understood, and influence how another person performs.

Course Length: 3 days

Prerequisite: Communicating with Influence I is recommended

Student Materials: *Communicating With Influence II Participant Guide*, 300 pages

Benefits

- Establish a bias-free communications environment
- Create an open, honest work environment through trust building communications
- Communicate effectively in hostile and difficult situations
- Influence other people's behavior and ways of thinking using specific communication and influence models and techniques
- Develop specific communication and influence strategies for the delivery of specific messages

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Communicating With Influence II (cont'd)

What You Will Learn

- Define goals for a specific communication and the most effective methods for delivery
- Send messages whose meanings are understood and agreed upon
- Develop methods to break down barriers to effective communication and influence
- Understand how perceptions are created and be better able to manage them
- Use techniques for sending massages and then analyzing the results of those messages
- Analyze and use nonverbal forms of communication to enhance message effectiveness

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Building Successful Team Communication and Collaboration Skills

Team Success Depends on Effective Communication and Collaboration

Team Success depends on its ability to communicate and collaborate effectively in every day work, when in crisis and when change or creativity are warranted. This course is similar to the Communicating With Influence course except additional team and collaboration concepts replace influence topics.

Who Should Attend Any person whose success depends on his or her ability to communicate effectively and work collaboratively with others.

Course Length: 3 days

Student Materials: *Building Successful Team Communication and Collaboration Participant Guide*, 300 pages

Benefits

- Provide and receive constructive feedback to influence change
- Define goals for a specific communication and design the most effective methods of delivery
- Use communication techniques to positively influence how another person thinks or behaves
- Create collaborative work environments that lead to synergy among team members
- Create methods and plans to improve the productivity and quality of a team's work.
- Analyze competition and identify when it is healthy and productive and when it is not constructive

What You Will Learn

- Analyze your own psychological communication and work styles.
- Analyze another person's style of processing information, working, and making decisions

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Building Successful Team Communication and Collaboration Skills (cont'd)

- Understand how perceptions are created and be better able to successfully manage them
- Effectively listen and understand the content and emotional components of messages
- Prepare and adapt influential messages to all the potential styles of receivers
- Analyze the communication and work styles of intact teams and team members
- Analyze and effectively manage key team dynamic issues related to intact teams
- Build teams to optimize collaboration and synergy

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Building Successful Team Communication Skills

Communication Leads to Synergy

The latest business research indicates that a team's ability to succeed depends on how effectively individuals, and the team as a whole, communicate effectively, accomplish their work and collaborate. Individuals communicate effectively when they successfully analyze and adapt to the way other people process information, work and makes decisions. Team members collaborate effectively and produce in a synergistic way only when they are clear about their own communication and work styles and can effectively adapt to the style needs of their colleagues.

This two-day program focuses heavily on interpersonal and team communication skills, with less emphasis on collaboration skills and designing effective teams. This course is the two-day version of Communicating with Influence I *without: a. the influence, b. delivering difficult messages, and some of the team communication topics.*

This knowledge- and skill-based course lays the foundation for building successful team dynamics and communicating successfully in team and one-on-one interactions. The learning methods and exercises in this course focus on creating new ways of thinking and behaving that can lead to long-term, self-sustained personal change.

Who Should Attend: Any person whose success depends on their ability to communicate effectively and influence how other team members think and perform.

Course Length: 2 days

Student Materials: *Communicating With Influence II Participant Guide*, 300 pages

Benefits

- Use communication techniques to positively influence how another person thinks or behaves
- Analyze the communication and work styles of intact teams and individual team members
- Analyze and effectively manage key team dynamic issues related to intact teams
- Create methods and plans to improve the productivity and quality of a team's work
- Design a team that has the greatest potential for accomplishing specific goals and objectives

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Building Successful Team Communications (cont'd)

What You Will Learn

- Define goals for a specific communication and design the most effective methods of delivery
- Analyze your psychological communication and work styles
- Analyze another person's style of processing information, working, and making decisions
- Prepare and adapt an influential messages to all the potential styles of receivers
- Understand and practice using the rules for win/win/win collaborations
- Develop solutions to real-life organization problems using effective collaboration techniques

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Using Dialogue and Discussion for Creative and Productive Communications

Success Through the Lost Art of Discourse

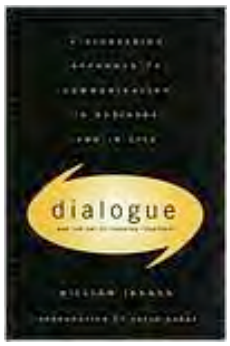
Senge writes in The Fifth Disciple, that the theories and discoveries of great thinkers such as Einstein, Bohm, Bohr, and Pauli had their roots in conversations and co-operations between many people in and out of their direct fields of study. Skilled dialogue and discussion generates new ideas, creates opportunities for mutual influence, reduces unhealthy conflict while generating healthy discord, and consistently results in true consensus.

This course provides professionals with specific tools to enable them to participate and lead effective dialogue and discussion meetings.

Who Should Attend: Any person whose success depends on the ability to communicate clearly, be understood, and influence how another person performs.

Course Length: 2 Days

Student Materials: *Using Dialogue and Discussion for Creative and Productive Communications Participant Guide*, 200 pages



Benefits

- Analyze the accuracy of one's perceptions, discern the facts and then effectively manage each participant's misperceptions
- Create the environment for successful dialogue and discussion
- Recognize common statements and language that provokes arguments instead of meaningful dialogue or discussion
- Use dialogue techniques to create open and creative communication interactions and apply discussion to make effective decisions and bring the group to consensus

What You Will Learn

- Identify the key attributes of successful dialogue and discussion that lead to groups obtaining consensus
- Use communication techniques to find common interests that serve to foster and strengthen relationships
- Apply a communication tool to evaluate the extent and type of information that you tend to give and receive in the course of conversation.
- Identify your assumptions and then set them aside so they will not negatively impact a successful dialogue

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Growing Your Career

Skills for Conducting Internal Growth Opportunities and Promotions

Taking control of growing your career is the key to success in most companies. Critical to successfully obtaining opportunities for growth are the skills related to identifying opportunities, preparing your paperwork that will market your capabilities and to interview in a manner that puts you ahead of the competition.

This course focuses on the key elements of clarifying your career goals, designing your search, building communication and resume materials, networking for success, and building the skills to interview, win and negotiate for the best opportunities.

Methods for adapting searches, paperwork and networking to multiple environments, including global, is a specialty of the approaches taught.

Module length: 2 days

Selected skills the participant will master include:

- Clarifying your professional objective
- Creating a communications strategy for internal searches
- Developing your resume
- Defining your target market
- Creating and executing a networking plan
- Building stories that demonstrate your unique expertise that will be in your resume and during interviews
- Behavioral interviewing skills that communicate your value to the business and each new opportunity
- Negotiating a new position and transitioning to the new job

Course Materials: *Growing Your Career: Skills for Conducting Internal Growth Opportunities and Promotions* Student Guide, 150+ pages; and *Competency-Based Interviews* by Robin Kessler.

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Making Meetings Matter

Scrap the Waste…Speed the Pace

Unlike the ho-hum stuff you can read in any book or see touted in many a training catalog, the subject matter in this course is presented by a nationally known consultant who understands verbal and nonverbal communication, interpersonal dynamics, the insidiously common language barriers to effective decision-making and the critical link between incoherent documents and the meetings that give birth to them.

Who Should Attend: Any executive, manager, or individual contributor who has to run or attend meetings.

Course Length: 2 Days

Student Materials: *Making Meetings Matter Participant Guide,* 200 Pages.

Benefits

- Apply methods to control such Profit Robbers as the Intimidator, the Know-It-All, the Tangent Traveler and others
- Run meetings that motivate people, encourage them to take risks, share ideas, and reach decisions
- Deliver effective phone messages, one of the most prevalent and overlooked precursors of meetings?
- Use quick steps for streamlining meetings–whether they be video conferences, one-on-one get-togethers or face-to-face meetings with a staff, task force, or client group?
- Design meetings to ensure that outcomes are clear, understandable, and, when appropriate, action-oriented?

What You Will Learn

- Understand why *Industry Week* calls meetings the greatest of white-collar crimes?
- Identify dangers that lurk in the World of Poofery—the world of the spoken word?
- Recognize how meetings—especially in the explosive pace of today—*unwittingly* sabotaged by some of the most common "shorthand language," and how can that fate be avoided?
- Structure a typical agenda so that it is a call to order, not chaos?
- Create routine directives to eliminate meetings that have been spawned or to help legitimate meetings become more focused and effective?
- Write meeting announcements and agendas that ensure better preparation, participation and follow-through?

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Diagnosing and Managing Interpersonal and Organizational Conflict

Differences are the Seed of Creativity and Achievement

Conflict is a fact of life. By better understanding conflict and how it impacts your effectiveness at work, you can begin to make conflict work for you, not against you. This highly interactive three-day course helps strengthen your ability to work creatively with all types of conflict and improves your effectiveness in leading, accomplishing goals and managing interpersonal relationships. Extensive resources for further learning will be provided throughout the course.

Situation learning, role simulation, and group discussions supplement lectures and set the stage for on-the-job application of conflict management strategies. Extensive time is devoted to understanding the nature of conflict, its uses to management, and specific actions to take to improve the way you deal with real-life conflict situations.

Who Should Attend: Supervisors, managers, team leaders and others who are faced with and must effectively resolve conflict situations at work.

Course Length: 3 days

Student Materials: *Managing Interpersonal and Organizational Conflict Participant Guide*, 300 pages

Benefits

- Understand more fully signs and symptoms of conflict as well as your personal triggers
- Examine your behavior in a particular conflict situation and assess which actions were beneficial and which were detrimental
- Use a four-phase conflict management process that covers initial assessment through implementation of appropriate solutions to effectively guide resolution of a conflict from beginning to end
- Apply intervention models to assess conflict situations and determine root causes
- Apply conflict management skills learned in class to real-life situations
- Use a theoretically sound method to determine when to get involved in a conflict situation and, if so, to what extent
- Gain skills needed to drive a successful negotiation
- Develop a workable plan that helps you manage conflict more effectively

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Managing Conflict (cont'd)

What You Will Learn

- Understand how conflict is formed and how it can be constructive or destructive
- Use key interpersonal foundation skills including perceptions analysis, active listening, dialogue/discussion and climate setting to increase understanding and improve the likelihood of finding mutually agreeable, creative solutions
- Recognize the three layers in which conflict takes place and how conflict can be healthy or unhealthy
- Separate initial positions from the underlying interests as an important step in resolving conflict
- Resolve interpersonal conflict using a communications process designed to diminish anger and hostility
- Understand key dynamics of interpersonal conflict
- Identify tools and approaches to successfully manage organizational conflict
- Identify information necessary to define project boundaries and objectives

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Understanding and Managing Stress

Turning Stress into Productive Energy

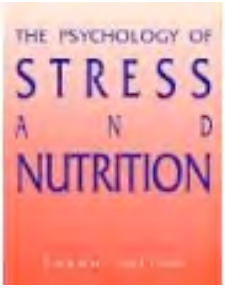
We all have stress in our daily lives. Often we think of stress as a negative force, a drain on our physical, mental and emotional resources. If stress is not managed effectively our capacity to function successfully is diminished. Industry research reports that the annual costs of stress-related disorders runs in the billions of dollars resulting from decreased productivity, work loss, and medical expenses. However, well-managed stress is a positive ingredient. Well-managed stress can stimulate growth, creativity, productivity, and tune our skills. The difference between positive and negative stress is how we deal with it.

Participants learn different ways to better manage stress in their lives. A combination of lecture, discussion, self-assessments techniques, small group activities, and skill training is used as vehicles for learning.

Who Should Attend: Anyone who finds themselves in situations where they feel that personal and professional pressures are limiting their effectiveness.

Course Length: 2 Days

Student Materials: *Understanding and Managing Stress Participant Guide*, 250 pages



Benefits

- Apply a model to examine personal and professional goals and how these relate to stress management
- Determine your level of stress resistance
- Identify significant work and non-work stressors and select those stressors that have the greatest personal impact
- Use techniques for managing stress
- Use skills to manage personal, interpersonal, and organizational stress

What You Will Learn

- Understand what stress is and identify signs and symptoms
- Determine the relationship between stress and productivity
- Understand the difference between stress and anxiety and how these relate to each other
- Examine job suitability and see how it may contribute to stress
- Identify actions that alleviate stress created by organizations
- Develop a stress management plan

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Preventing Harassment and Discrimination in the Workplace

Ensuring a Safe and Productive Environment for Everyone

Anyone who holds a management or supervisory position has added legal responsibilities to stop harassment and discrimination from occurring in the workplace. And, should it occur, managers and supervisors must be able to address these situations in a manner that can stand up to legal scrutiny.

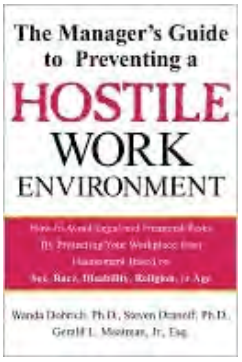
In this hands-on course, you will learn current laws and legal trends, proven ways to recognize workplace discrimination, prevention steps, effective organizational policies and procedures, and sound investigation processes. By applying this knowledge, you will be able to effectively handle inappropriate behaviors as they arise in the workplace and establish a respectful, positive, and safe work environment.

Note: Federal law and many state laws strongly encourage corporate education and training on harassment and discrimination for all employees; management and individual contributors.

Who Should Attend: Supervisors, managers and human resource professionals

Course Length: 1 day

Student Materials: *Preventing Harassment and Discrimination in the Workplace Participant Guide*, 300 pages



Benefits

- Fully understand the current legal basis for and definitions of harassment and discrimination
- Apply a systematic method to determine whether inappropriate behavior meets legal definitions
- Evaluate real-life situations to identify harassing and discriminatory behaviors
- Have opportunities to practice responding to life-like simulations of harassing and/or discriminatory behavior
- Take actions to resolve complaints in an appropriate, timely and confidential manner
- Create or modify policies and procedures that meet or exceed legal requirements
- Go beyond satisfying basic legal requirements by outlining management responsibilities for creating a respectful work environment

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Preventing Harassment/Discrimination for Managers and HR Professionals (cont'd)

What You Will Learn

- Recognize harassing and discriminatory behaviors and situations in the workplace
- Use effective and appropriate responses to stop inappropriate workplace behavior
- Define an organization's legal responsibilities when addressing complaints of harassment or discrimination
- Identify staff roles and responsibilities for preventing and responding to inappropriate workplace behavior
- Apply organization policies and procedures to address complaints
- Follow a defined series of steps in the complaint resolution process to fully resolve a complaint that complies with legal standards
- Conduct an investigation to resolve a harassment complaint

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Preventing Harassment and Discrimination in the Workplace

Helpful Insights For All Employees

It's the law! Did you know that anyone who holds a job has legal obligations when it comes to workplace harassment and discrimination.

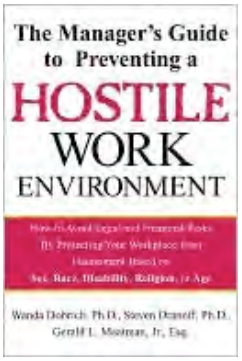
In this hands-on course, you will learn current laws and legal trends, proven ways to recognize workplace harassment and discrimination, your responsibilities for preventing it from occurring and, should it occur, how to report it. By applying this knowledge, you will be able to effectively identify harassing and/or discriminatory behaviors and respond in an appropriate and legal way.

Note: Federal law and many state laws strongly encourage corporate education and training on harassment and discrimination for all employees; management and individual contributors.

Who Should Attend: Employees and independent contractors without management or supervisory responsibilities

Course Length: 1 day (2 day extended program is available.)

Student Materials: *Preventing Harassment and Discrimination in the Workplace For Employees Participant Guide*, 300 pages



Benefits

- Fully understand the current legal basis for and definitions of harassment and discrimination
- Evaluate real-life situations to identify harassing and discriminatory behaviors
- Practice responding to life-like simulations of harassing and/or discriminating behavior
- Actions to take to address inappropriate workplace behavior
- Identify your responsibilities for creating a respectful workplace

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Preventing Harassment/Discrimination in the Workplace (cont'd)

What You Will Learn

- Recognize harassing and discriminatory behaviors and situations in the workplace
- Use effective and appropriate responses when dealing with inappropriate workplace behavior
- Understand your role and responsibilities for preventing and responding to inappropriate workplace behavior
- Follow a defined series of steps, as part of the complaint resolution process, to report inappropriate workplace behavior

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Project Management: Tools and Techniques

Everyday Project Management Skills for Professionals

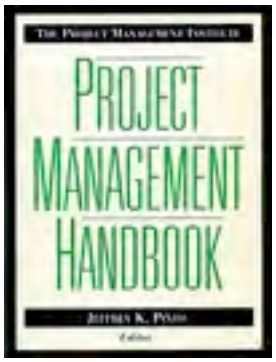
Success as a manager, project leader, or team leader depends on one's ability to define, plan, organize, control, and complete complex and interdependent tasks that are supported by limited resources.

This course is designed for professionals with multiple priorities, complex and numerous tasks, deadlines, constant communication and coordination across organizational boundaries, limited resources (time, money, people), and the requirement of completing all of these with little precedents or guidelines. The course also covers the management of resources allocated across several projects.

Who Should Attend: Managers, project leaders, team leaders and anyone else responsible for managing the successful outcome of projects who may or may not be a fulltime project manager.

Course Length: 3 Days

Student Materials: *Project Management Participant Guide*, 250 pages



Benefits

- Sequence, schedule, and assign project tasks
- Allocate and reallocate resources to maintain the project schedule
- Identify problems early and take corrective actions
- Formulate and communicate status information to senior managers
- Manage resource allocation across several projects
- Manage financial, personnel, and material resources of a project

What You Will Learn

- Recognize situations in which project management should be used
- Use work breakdown structures and mind-mapping to identify project tasks
- Use graphical tools for describing, monitoring, and controlling project activities
- Analyze the training/hiring mix to develop the needed staff skills inventory
- Identify inter-project dependencies and their impact on scheduling

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Project Management Concepts For Senior Managers

Insights for Managers of Project Managers

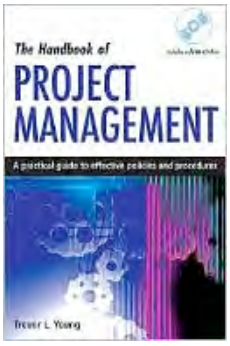
It is imperative for organizations in today's marketplace to introduce products with reduced cycle times and high customer acceptance. Effective project management does - just that, but it requires special organizational considerations, interpersonal skills, requirements planning, communications, and risk management techniques.

This course covers the concepts and techniques used by trained and successful project managers to achieve success through implementation of a five-stage project management life cycle.

Who Should Attend: Managers any others responsible for project managers and/or the successful development and deployment of high business value products or services.

Course Length: 1 Day

Student Materials: *Project Management Concepts Participant Guide*, 250 pages



Benefits

- Use the five stage project life cycle to continuously improve the development process
- Apply a project planning team approach to assure project success
- Use goal oriented projects as a key success factor in product development
- Optimize resources, motivating teams to develop and perform
- Recognize when management intervention is needed to keep a project on-track

What You Will Learn

- Define the characteristics of the successful project manager
- Describe work decomposition techniques as a method to control project activities
- Understand how to more accurately define customer requirements
- Apply techniques to oversee the management of cost, quality and risk to keep projects on-track

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D.

PROGRAM MANAGEMENT LEADERSHIP PROGRAM

If I think of the great educational experiences in my life, the ones that taught me the most, then it would be those that taught me what kind of person I was…the experiences that drew me out, strengthened me, made me taller and stronger, more fully human.

Abraham Maslow, *Motivation and Personality*

"Knowledge helps you make a living; wisdom helps you make a life."

Unknown

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PROGRAM MANAGEMENT LEADERSHIP PROGRAM OVERVIEW

Program management is a complex specialty that all successful companies depend. Often misunderstood, program management is much more than a sophisticated project manager. *Successful companies rely on program managers to: knit together critical components of the enterprise, influence staff to get their best, manage interdependent projects across the globe, manage conflict constructively, communicated effectively and lead mindshare in the best collaborative best interest of the enterprise and its employees.*

The Program Management Leadership Program is specifically designed to develop the interpersonal and organizational leadership skills of the program manager. These human leadership skills enable technical skills to be effective.

This program has been designed based on industry research of best practices and core competencies required for success.

A. THE PROGRAM MANAGEMENT LEADERSHIP PROGRAM CURRICULUM

Required Courses

- Communicating With Influence I: *Strategies for personal and team success*
- Managing Interpersonal and Organizational Conflict: *Differences are the seed of creativity and achievement*
- Team Leadership: *Mastering the dynamics of collective action*
- C.O.L.T. Colloquium on Leadership and Teams.: *Seizing the opportunity and leading from anywhere*
- Leading and Managing Change: *The only constant is change*
- Analyzing and Designing Successful Organizations: *Leading a complex effort in a changing world*

Elective Courses (Select at least one)

- Designing and Managing Remote Operations: *Maximizing global success*
- Making Meetings Matter: *Scrap the waste…speed the pace*
- Using Dialogue and Discussion for Creative and Productive Communications: *Success through the lost art of discourse*

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Communicating With Influence I

Strategies for Personal and Team Success

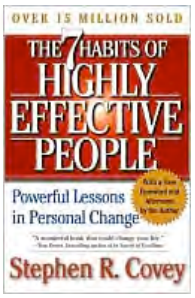
The latest business research indicates that the most important factor in individual and team success is the ability of individuals to communicate effectively and influence others. In this course, participants develop communication and influence skills needed to build team dynamics that lead to long-term organizational success. In addition, participants learn how to effectively and influentially send and receive messages in work environments that are, at times, volatile and antagonistic.

This knowledge- and skills-based course lays the foundation necessary for building successful team dynamics and interpersonal and team communications. The learning methods and exercises focus on creating new ways of thinking and behaving, leading to long-term, self-sustained personal change.

Who Should Attend Any person whose success depends on his or her ability to communicate effectively and influence the thinking and performance of others.

Course Length: 3 days

Student Materials: *Communicating With Influence Participant Guide*, 300 pages



Benefits

- Provide and receive constructive feedback to influence change
- Define goals for a specific communication and design the most effective methods of delivery
- Use communication techniques to positively influence how another person thinks or behaves
- Drive up your influence while lowering antagonism related to a very difficult and potentially emotional communication
- Create collaborative work environments that lead to synergy among team members
- Create methods and plans to improve the productivity and quality of a team's work.

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Communicating With Influence I (cont'd)

What You Will Learn

- Analyze your own psychological communication and work styles.
- Analyze another person's style of processing information, working, and making decisions
- Understand how perceptions are created and be better able to successfully manage them
- Effectively listen and understand the content and emotional components of messages
- Prepare and adapt influential messages to all the potential styles of receivers
- Create and send clear uncontaminated communications
- Create messages that increase the influence factor and lower the antagonism factor
- Analyze the communication and work styles of intact teams and team members
- Analyze and effectively manage key team dynamic issues related to intact teams

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Using Dialogue and Discussion for Creative and Productive Communications

Success Through the Lost Art of Discourse

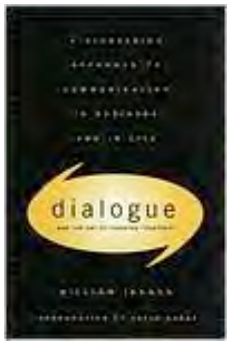
Senge writes in The Fifth Disciple, that the theories and discoveries of great thinkers such as Einstein, Bohm, Bohr, and Pauli had their roots in conversations and co-operations between many people in and out of their direct fields of study. Skilled dialogue and discussion generates new ideas, creates opportunities for mutual influence, reduces unhealthy conflict while generating healthy discord, and consistently results in true consensus.

This course provides professionals with specific tools to enable them to participate and lead effective dialogue and discussion meetings.

Who Should Attend: Any person whose success depends on the ability to communicate clearly, be understood, and influence how another person performs.

Course Length: 2 Days

Student Materials: *Using Dialogue and Discussion for Creative and Productive Communications Participant Guide*, 200 pages



Benefits

- Analyze the accuracy of one's perceptions, discern the facts and then effectively manage each participant's misperceptions
- Create the environment for successful dialogue and discussion
- Recognize common statements and language that provokes arguments instead of meaningful dialogue or discussion
- Use dialogue techniques to create open and creative communication interactions and apply discussion to make effective decisions and bring the group to consensus

What You Will Learn

- Identify the key attributes of successful dialogue and discussion that lead to groups obtaining consensus
- Use communication techniques to find common interests that serve to foster and strengthen relationships
- Apply a communication tool to evaluate the extent and type of information that you tend to give and receive in the course of conversation.
- Identify your assumptions and then set them aside so they will not negatively impact a successful dialogue

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Making Meetings Matter

Scrap the Waste…Speed the Pace

Unlike the ho-hum stuff you can read in any book or see touted in many a training catalog, the subject matter in this course is presented by a nationally known consultant who understands verbal and nonverbal communication, interpersonal dynamics, the insidiously common language barriers to effective decision-making and the critical link between incoherent documents and the meetings that give birth to them.

Who Should Attend: Any executive, manager, or individual contributor who has to run or attend meetings.

Course Length: 2 Days

Student Materials: *Making Meetings Matter Participant Guide,* 200 Pages.

Benefits

- Apply methods to control such Profit Robbers as the Intimidator, the Know-It-All, the Tangent Traveler and others
- Run meetings that motivate people, encourage them to take risks, share ideas, and reach decisions
- Deliver effective phone messages, one of the most prevalent and overlooked precursors of meetings?
- Use quick steps for streamlining meetings–whether they be video conferences, one-on-one get-togethers or face-to-face meetings with a staff, task force, or client group?
- Design meetings to ensure that outcomes are clear, understandable, and, when appropriate, action-oriented?

What You Will Learn

- Understand why *Industry Week* calls meetings the greatest of white-collar crimes?
- Identify dangers that lurk in the World of Poofery—the world of the spoken word?
- Recognize how meetings—especially in the explosive pace of today—*unwittingly* sabotaged by some of the most common "shorthand language," and how can that fate be avoided?
- Structure a typical agenda so that it is a call to order, not chaos?
- Create routine directives to eliminate meetings that have been spawned or to help legitimate meetings become more focused and effective?
- Write meeting announcements and agendas that ensure better preparation, participation and follow-through?

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Diagnosing and Managing Interpersonal and Organizational Conflict

Differences are the Seed of Creativity and Achievement

Conflict is a fact of life. By better understanding conflict and how it impacts your effectiveness at work, you can begin to make conflict work for you, not against you. This highly interactive three-day course helps strengthen your ability to work creatively with all types of conflict and improves your effectiveness in leading, accomplishing goals and managing interpersonal relationships. Extensive resources for further learning will be provided throughout the course.

Situation learning, role simulation, and group discussions supplement lectures and set the stage for on-the-job application of conflict management strategies. Extensive time is devoted to understanding the nature of conflict, its uses to management, and specific actions to take to improve the way you deal with real-life conflict situations.

Who Should Attend: Supervisors, managers, team leaders and others who are faced with and must effectively resolve conflict situations at work.

Course Length: 3 days

Student Materials: *Managing Interpersonal and Organizational Conflict Participant Guide*, 300 pages

Benefits

- Understand more fully signs and symptoms of conflict as well as your personal triggers
- Examine your behavior in a particular conflict situation and assess which actions were beneficial and which were detrimental
- Use a four-phase conflict management process that covers initial assessment through implementation of appropriate solutions to effectively guide resolution of a conflict from beginning to end
- Apply intervention models to assess conflict situations and determine root causes
- Apply conflict management skills learned in class to real-life situations
- Use a theoretically sound method to determine when to get involved in a conflict situation and, if so, to what extent
- Gain skills needed to drive a successful negotiation
- Develop a workable plan that helps you manage conflict more effectively

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Managing Conflict (cont'd)

What You Will Learn

- Understand how conflict is formed and how it can be constructive or destructive
- Use key interpersonal foundation skills including perceptions analysis, active listening, dialogue/discussion and climate setting to increase understanding and improve the likelihood of finding mutually agreeable, creative solutions
- Recognize the three layers in which conflict takes place and how conflict can be healthy or unhealthy
- Separate initial positions from the underlying interests as an important step in resolving conflict
- Resolve interpersonal conflict using a communications process designed to diminish anger and hostility
- Understand key dynamics of interpersonal conflict
- Identify tools and approaches to successfully manage organizational conflict

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Team Leadership

Mastering the Dynamics of Collective Action

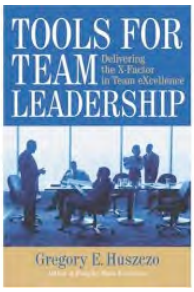
The art of team leadership involves creating an effective team design, driving task accomplishment, nurturing individual and group potential; building effective team dynamics that maximize synergy and creativity; developing inter-team and intra-team relationships that lead to commitment and dedication; and appropriately empowering people to make the right decisions for the team and the organization. Market leading companies who have achieved sustained success claim that successful team leadership is one of the most critical factors contributing to their success. Focused, inspired, and motivated teams of people do not get that way without a skillful team leader.

This course is a blend of current leadership theory, team development concepts and psychological styles of leadership. The focus is on developing participants' ability to understand the changing and different needs of a team and its members, while adapting to the changing needs of the business.

Who Should Attend: Any team leader, manager, or person responsible for guiding a group of people working together. The tools and techniques learned in this course are adaptable to all functional areas and business environments.

Course Length: 3 days

Student Materials: *Team Leadership Skills Participant Guide*, 300 pages



Benefits

- Establish the foundation for a successful team
- Create goals, roles and responsibilities for team members that align with the mission of the team and lead to synergy
- Understand and manage the human dynamics that impact a team's success
- Build team relationships and influence team members for maximum performance
- Build stronger working relationships with their colleagues, superiors and subordinates
- Create, analyze and manage team dynamics that will drive the success of your team.
- Use tools and techniques to analyze the effectiveness of a team and make critical adjustments when necessary
- Design the appropriate collaborative/competition model that maximizes the team's potential, including knowing when competition is productive and when it is destructive

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Team Leadership (cont'd)

What You Will Learn

- Identify factors that make teams effective and successful
- Analyze your own leadership style and learn how to adapt that style to the needs of the team and individual team members
- Understand the differences between management and leadership behavior and know which is appropriate for a particular situation
- Use Situational Leadership tools to maximize the growth and performance of a team
- Identify ways to motivate individuals and groups to perform above and beyond expectations
- Understand the advantages of collaborative teams and ways to achieve them
- Evaluate your team's effectiveness using team analysis instrument

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C.O.L.T.
Colloquium on Leadership and Teams
Seizing the Opportunity and Leading from Anywhere

In today's complex and global environment, corporations depend on individuals stepping up and taking leadership roles from wherever they are in the organization. Astute professionals recognize and seize the moment to move the company further, demonstrating: a broad perspective that is in the best interest of the company, insight and courage to engage others by asking the right questions, and the pursuit of options even when the choices are potentially volatile and are hard to accomplish.

The challenges are many in today's business environment, such as: competition; culture; global team dynamics; remote operating environments; conflicts involving business, management and between employees; and competing enterprise objectives and needs. Often there is no single or one right answer to any problem. Effectiveness and success demands engaging the best efforts and best thinking of many.

This course is an ***advanced*** *extension of the* Team Leadership *course. Where the prior focuses on the dynamics, development and human aspects of teams, this course concentrates on values-based leadership, focusing on the greater good of the organization, leading through trust and influence, resolving difficult conflict, and looking for transformational moments.*

C.O.L.T. is a leadership course in the context of teams, whether the person is a leader, a member of the team, or a person supporting the team. This course has been deemed "The Gold Standard" of leadership courses in specific operational divisions.

Who Should Attend: Any person in the organization whose contribution and ability to take the lead will benefit the mission of the business.

Course Length: 4 days

Student Materials: *C.O.L.T. Participant Guide*, 300 pages

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Colloquium On Leadership and Teams (cont'd)

Benefits

- Lead from anywhere regardless of position and power
- Identify moments where leadership can be applied without having the power and position to do so
- Focus on the broad, systemic greater good of the company
- Resolve seemingly unresolvable conflict
- Develop the dynamics of an adaptive and learning team
- Influence others to look at difficult issues from new perspectives
- Lead using influence without authority

What You Will Learn

- Apply principles of values-base leadership
- Identify constructive conflict from destructive conflict
- Lead, influence and motivate by understanding individual personality styles
- Design constructive competition and recognize destructive competition
- Diagnose organization and interpersonal conflict for its root source and recognize the role of values in the debate
- Applying specific types of leadership as the needs of the team dictate
- Determining the right conversation to break through roadblocks, issues and problems
- Analyze the ethics of a situation and employing a principled approach to resolving issues
- Diagnose team behaviors and constructively effect team dynamics

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Leading and Managing Change

The Only Constant is Change

When change occurs, the ability for a team and an organization to be successful depends on its ability to analyze, design an approach and manage the change in the best interest of the enterprise's business model and strategy. Leaders have a responsibility to attend to the organizational, team and personal requirements and challenges related to the evolving environment.

This course provides a model for the change process, tools for assessing individual and organizational readiness for the change, techniques for guiding the organization and coaching the individual through the change, and methods for measuring the success of the change. Embedded throughout the module are analysis and design tools necessary to attend to the broad enterprise organizational requirements, pressures, resistances and systemic impacts of change.

Who Should Attend: Any executive, manager or individual contributor that must influence, support, create or implement change

Course Length: 3 days

***Student Materials*:** *Leading and Managing Change Participant Guide*, 295 pages

Benefits

- Identify unique barriers that impact the success of a change initiative
- Employ techniques of change that focus on the structural, process and interpersonal elements of the enterprise
- Use concepts and techniques of human motivation for encouraging positive-productive behaviors and discouraging counter-productive behaviors
- Developing a change management strategy for a team that can successfully implement change
- Optimizing group performance during change
- Create change that will be driven by individuals within the organization and sustain itself over the long-term

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Leading and Managing Change (cont'd)

What You Will Learn

- Assess the skills of team members, sponsors, and change agents and then creating a plan for enhancing and leveraging those skills
- Identifying likely sources of resistance to change and developing strategies for managing that resistance
- Create a communication system for a change initiative to build momentum and keep it moving rapidly forward
- Optimize group performance during change
- Identify key symptoms that point to a systemic change or problem that needs to be addressed

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Analyzing and Designing Successful Organizations

Leading a Complex Effort in a Changing World

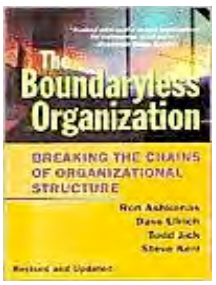
The success of any enterprise is largely dependent on the ability of its leaders to navigate the changing marketplace. Once the decision of direction is made, the business operations, including the organization, must be designed to effectively and efficiently to execute the business plan and meet the enterprise's goals.

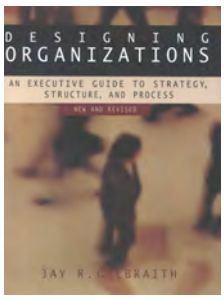
Through the use of real-life case studies, industry case studies and interactive exercises, this course teaches participants to analyze their organizations, analyze problems to uncover true root cause and design operations that drive their companies to higher levels of short-term and long-term effectiveness and competitiveness.

Who Should Attend: The course is designed for any manager, executive, internal consultant or organizational specialist that is responsible for analyzing, designing, leading and/or managing business operations.

Course Length: 3 days

Student Materials: *The Analysis and Design of Successful Organizations Participant Guide*, 295 pages





Benefits

- Collect the right data at the right time from the right sources, then apply a variety of analytical models and tools to analyze the data
- Identify root causes to business, structural, process and personnel problems
- Use a variety of theoretical and practical tools to analyze and design your business and/or function
- Analyze your business systemically to identify problems, assess effectiveness and efficiency, evaluate cross-functional alignment and integration, and assess the company's long-term and short-term operational potential
- Analyze the corporate life cycle level to determine whether your organization is experiencing normal or abnormal problems of growth
- Design your business or function to be both efficient and effective over the short-term and long term
- Apply sound and tested principles to the detailed design of your operation
- Manage the change process effectively when re-designing business operations

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Analyzing and Designing Successful Organizations (cont'd)

What You Will Learn

- Identify key symptoms that point to a systemic change or problem that needs to be addressed
- Select and apply appropriate analytical tools to accurately diagnose the situation and determine root cause
- Use detailed phases of an operations and organizational assessment project to guide you in the order of operations for analyzing business problems
- Design data collection methodologies including identification of data sources, interview protocols and data collection tool
- Analyze and design solutions in an integrated systems model addressing business systems, organizational systems and human systems
- Conduct a 60/20/20 analysis to isolate for root cause in the structural, process and human systems areas
- Analyze and design charters to align authority, power and influence responsibilities
- Design business models and operations to create systemic balance and effective decision-making capability
- Design an operation or function to drive the enterprise into higher levels of its evolution and effectiveness
- Create productive business conflict and eliminate destructive conflict to drive the growth of the business
- Use operational mapping tools to model activities, uncover inefficiencies, identify ineffectiveness activities, and to design improved operations

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E.

INSTRUCTIONAL DESIGN AND DEVELOPMENT COURSES AND CERTIFICATE PROGRAM

Lewin showed that all problems, even technical and economic, have social consequences that include people's feelings, perceptions of reality, sense of self-worth, motivation and commitment.

Marvin R. Weisbord, *Productive Workplaces*

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I. PPG'S INSTRUCTIONAL DESIGN AND DEVELOPMENT CERTIFICATE PROGRAM

Well-run companies are finding it increasingly important to educate their workforce. Recent studies show that an increase in education and training investment is followed by improved performance:

- Learning is becoming an increasingly important function for companies to develop and maintain individual and organizational skills needed to sustain a competitive advantage, increase efficiencies, and improve business results. *(IBM Research, January, 2006)*

- As organizations face stronger global competition, business leaders recognize that employee learning and skills development is more important than ever to grow and sustain a competitive advantage. *(ASTD, December, 2005)*

- Companies that spend more than the average amount on training have a higher placement of internal hires, and that reduces, in real dollars, recruiting costs and downtime…"The other thing we're able to show is that companies that spend more on training have lower annual turnover." *Workforce Management, September 2001)*

It logically follows that the effectiveness of today's organization is positively correlated to the way in which training and education programs are assessed, designed, delivered and evaluated. Peak Performance Group's (PPG) Training and Education Specialist Program empowers participants with practical, relevant tools and processes to create training and education programs that are aligned with business objectives and can be measured to demonstrate efficacy in supporting the organization.

II. KEY FEATURES AND BENEFITS

The PPG's Instructional Design and Development Program design is based on proven principles and theories from the disciplines of adult learning, instructional design, human motivation and learning, and developmental psychology.

The program features an integrated curriculum with measurable learning objectives tied to key competencies that are revisited throughout the seven modules and connected to the various phases of the training and development cycle.

Training and education are approached systemically and positioned as a value added function that supports broader organizational objectives and initiatives.

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Specific features and benefits include:

FEATURES	BENEFITS
• **Adult education model**	***Leads to successful skill development through application of proven methods and techniques geared specifically to the needs of adult learners***
• **Case studies**	***Broadens participants knowledge, insights and capabilities from the best-practices of other companies***
• **Participant company-based case studies and real-life projects**	***Improves expertise in the context of the participant's unique environment with the opportunity to create solutions for real problems within his or her firm***
• **Experiential learning-applying skills to real-life activities**	***Improves the likelihood that new skills will translate and be adopted in the work environment***
• **Systems approach**	***Participants learn to design training and education in the context of overall organizational objectives***
• **Collaborative learning approach**	***Enriches and expands knowledge and skill acquisition through peer engagement***
• **Technological relevance**	***Applies to e-learning and blended learning solutions***
• **Flexible scheduling and fee structure**	***Adapts to the needs of the firm by providing flexible scheduling for program delivery (from 6 to 18 months) and menu-based options to fit into budget constraints***

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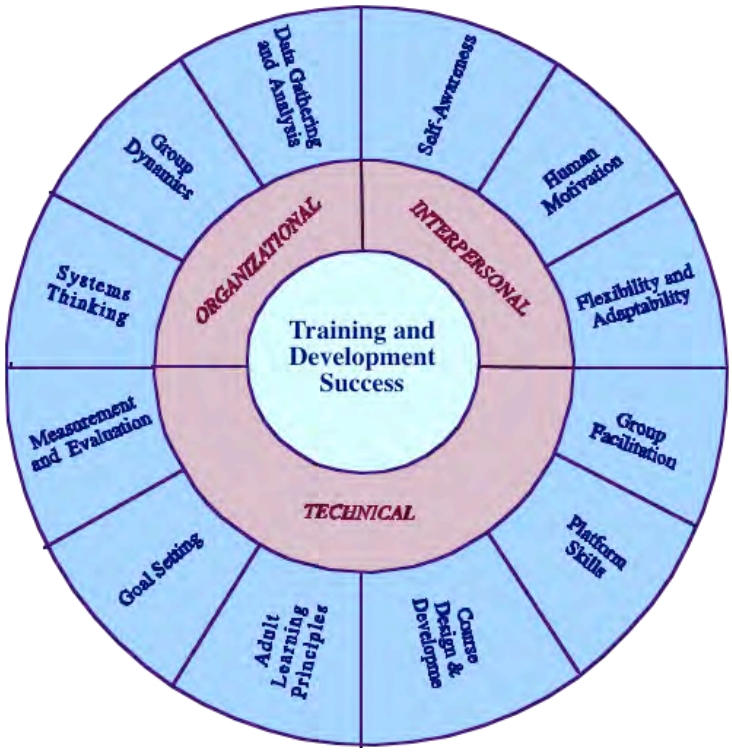
III. INSTRUCTIONAL DESIGN AND DEVELOPMENT COMPETENCIES

The Instructional Design and Development focuses on developing 10 critical core competencies. These competencies are integrated across the curriculum; revisited and reinforced throughout the program.

Figure 1 illustrates the ten critical competency areas that are developed and fostered throughout the program.



IV. PROGRAM CANDIDATES

The target audience for this program includes individuals who are new to the field of corporate training and education, as well as human resource generalists, organizational development specialists, technical specialists who make decisions about training and anyone whose primary responsibility includes managing designing, developing or delivering education, training and/or organization development programs.

V. LEARNING ENGAGEMENT MODEL

The Instructional Design and Development Program is highly interactive, and employs real-life student case studies whenever possible. Students may be asked to read cases and relevant materials and work on case study projects between classes. Projects will be presented to the class for insights, ideas, critical analysis, feedback and collaborative learning. Courses are stand-alone and may be taken individually. When this option is chosen, pre-requisite knowledge and skills are part of a review session presented at the beginning of each class.

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VI. INSTRUCTIONAL DESIGN AND DEVELOPMENT PROGRAM COURSE DESCRIPTIONS

The program consists of seven stand-alone modules that can either be taken in the pre-defined order (recommended) or based on a client-defined schedule. Each module focuses on a specific part of the instructional design and development cycle.

VII. CERTIFICATE PROGRAM REQUIRED COURSES AND ELECTIVES

The Instructional Design and Development Certificate Program consists of 6 required courses and 2 electives.

Required Courses

- Instructional Design I: *Key principles for Learner-Focused Performance-Based Instruction*
- Instructional Design II: *Tools and techniques for creating measurable, performance-based professional development program*
- Training and Education Facilitation Skills: *Optimizing the Learner Experience*
- Assessing Training and Development Needs to Support Business Goals: *Getting it right, ensuring the training his the mark*
- Designing Education and Training Assessment and Evaluation Tools: *Measuring effectiveness ensures business success*
- Communicating With Influence: *Strategies for personal and team success*

Elective Courses (Select two)

- Project Management Skills for Instructional Development: *On-time and within-budget course development*
- Managing Interpersonal and Organizational Conflict: *Differences are the seed of creativity and achievement*
- Leading and Managing Change: *The only constant is change*

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Instructional Design I

Key Principles for Learner-Focused Performance-Based Instructional Designs

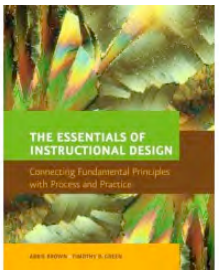
Do you know anyone who has ever taken a course and, as a result, his or her behavior changed very little, if at all? Have you ever designed or developed a program that did not result in quite the behavior or performance change that you had hoped for? If the answer to either of these questions is yes, the likely culprit is the instructional design of the program. Designing adult learning experiences that lead to real-life, self-sustained behavior and attitude change is one of the most challenging tasks that education, training, and organization development professionals face.

The primary goal of an instructional design is to create learning opportunities that lead to long-term, self-sustained performance change by the participants. Research in adult learning and education over the last thirty years has identified specific approaches and applied theoretical principles necessary to engage learners, motivate them to want to learn and develop, and to lay the foundation that leads to personal change. This is a highly interactive learning experience and participants are encouraged to bring actual training projects to use as cases throughout the course.

Who Should Attend: This course is designed for any person who's primary responsibility is the managing, designing, developing or delivering adult education and training programs.

Course Length: 3 Days

Student Materials: *Instructional Design I Participant Guide*, 350 pages



Benefits

- Apply and integrate principles of adult learning theory in every aspect of your design, development of materials and delivery of the learning experience
- Analyze and translate the competency requirements of both organizations and individuals into instructional designs that will result in measurable changes
- Apply techniques to instructional designs that attend to all psychological learning styles
- Design a course curriculum that adapts to the full range of learning styles, applies human change models and stimulates interest in the learning process
- Use methodologies for creating self-sustained performance and attitude change

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Instructional Design I (cont'd)

- Create instructional designs and learning experiences that stimulate the motivation in individuals to enthusiastically engage in the learning process, become excited about self-growth, and create plans that lead to long-term self-sustained performance improvement

What You Will Learn

- Understand the stages of adult learning and development and apply that knowledge in designing programs that effectively engage adult learners
- Understand of how education, training and organizational development can be integrated and mutually supportive in meeting the objectives of the business
- Apply key elements of the ADDIE model.
- Design four levels of program evaluation to ensure both the success and effectiveness of the education.
- Use a methodology that encompasses all aspects of instructional development and learning, including: environment assessment, teaching, materials, learning style methodologies, testing and on-going, post-course performance evaluation
- Integrate and adapt learning style methodologies to your instructional design and materials development.

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Instructional Design II

Tools and Techniques for Creating Measurable, Performance-Based Professional Development Programs

How do you create a course design and then ensure that your design results in specific, planned performance changes? This course provides some of the answers to that question. Instructional design that leads to predictable and measurable performance improvement and competency development can be as much a science as an art. This second of two courses teaches participants to create a comprehensive course design, including the development of a course design document, to the level of the delivery design, and all related design documentation. This is a highly interactive learning experience and participants are encouraged to bring actual training projects to use as cases throughout the course.

Who Should Attend: This program is designed for experienced instructional design professionals who are responsible for managing, designing, developing or delivering education, training and/or organizational development programs.

Course Length: 3 Days

***Student Materials*:** *Instructional Design II Participant Guide*, 350 pages

Prerequisite: Instructional Design I: Key Principles for Learner-Focused and Performance-Based Instructional Designs is a recommended perquisite

Benefits

- Analyze competency requirements of an organization and specific jobs, then, where appropriate, use that analysis to create a comprehensive instructional design
- Create of a comprehensive course design that clearly outlines all requirements of a learning experience, including: levels of competency, performance objectives, exercises, materials requirements, timing charts and critical resources
- Identify and design performance-based competency objectives and develop delivery methodologies that lead to measurable performance change
- Design exercises and student involvement opportunities that will deliver expected performance outcomes

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Instructional Design II (cont'd)

- Design student and instructor materials that lead to specific competency-based, performance outcomes
- Design and develop programs that measurably meet the needs of the business

What You Will Learn

- Use a systemic instructional design methodology that encompasses all aspects of instructional development and learning
- Use skills for conducting the four levels of an integrated analysis and design process
- Design competency-based, measurable performance objectives using a well-defined and proven approach
- Develop methodologies to conduct on-going validation analyses to ensure that education and training programs are meeting performance outcome expectations identified from the needs of the business
- Create measurement tools to assess individual performance against competency objectives in the short-term, mid-term and long-term ranges
- Develop tools to conduct Level I, II, III and IV assessments

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Assessing Training and Development Needs to Support Business Goals

Getting it Right, Ensuring the Training Hits the Mark

A high-level organization assessment for the purpose of identifying training and development needs is one of the most critical tools in supporting organizational efforts of growth and marketplace adaptability. A well-designed and executed organization assessment identifies the knowledge, skills and abilities that employees need to attain individual goals that ultimately support the business goals of the enterprise as a whole. The assessment process also identifies structural and process issues that may be negatively impacting individual and organizational performance.

In this case-driven course you will learn to conduct assessments that analyze business needs and then translate these needs into training and education curriculum.

Who Should Attend: Trainers, managers, executives, human resource development, generalists, organization development specialists, and technical specialists who make decisions about training, human resource programs, and coaching as part of their responsibilities.

Course Length: 3 Days

Student Materials: *Assessing Training and Development Needs Participant Guide*, 300 pages

Benefits

- Conduct a training and development assessment using a systemized process using tired and true methodologies
- Forecast your organization's training and development needs using a systematic approach to compare current and future business needs
- Design core competency models to support business requirements
- Design a training and development curriculum that supports overall business goals
- Integrate training and development goals and objectives into the business plan

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Assessing Training and Development Needs… (cont'd)

What You Will Learn

- Understand when and how to use a formal needs assessment process
- Use effective techniques to gather relevant information from internal and external clients
- Apply a model for identifying business goals and translating these into the design of overall curriculum
- Apply organizational analysis tools to accurately diagnose performance issues
- Conduct a 60/20/20 analysis to isolate for root cause in the structural, process and human systems areas
- Create training and development programs for the progressive growth of everyone in the organization from individual contributors through senior management

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Designing Education and Training Assessment and Evaluation Tools

Measuring Effectiveness Ensures Business Success

What are the most effective and cost efficient methods to identify the training and education needs for an organization? And, how do you ensure these programs are meeting performance outcome expectations? In this course you will learn how to design, administer, and analyze the results of five primary data collection tools. You will also learn how to conduct on-going validation analyses and assess individual and work-related performance against specifically defined competency objectives.

Who Should Attend: Trainers, managers, human resource development generalists, organization development specialists, and technical specialists who make decisions about training.

Course Length: 2 Days

Student Materials: *How to Design Education and Training Assessment and Evaluation Tools Participant Guide*, 300 pages.

Benefits

- Use of effective techniques to gather relevant information from internal and external clients to identify training needs and develop competency-based curriculum
- Skills required to immediately identify necessary program revisions
- Assess training effectiveness by incorporating evaluation into your program design and development
- Attain on-going measurements of success to ensure continued value-add learning experiences for participants

What You Will Learn

- Identify risks and benefits of formal and informal data gathering methods
- Examine and use five primary data gathering methods: interview, observations, focus groups archival data and surveys
- Design and use data collection tools including interviews, observations, focus groups, archival data, surveys, and questionnaires
- Use computer based assessment and evaluation methods as a means of gathering data and analyzing results
- Apply various data gathering techniques to real-life cases that results in collecting the right data in as efficient manner as possible

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Training and Education Facilitation Skills

Optimizing the Learner Experience

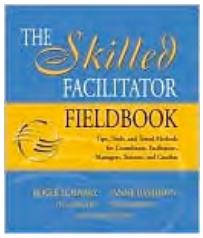
Effective learning requires a combination of solid instructional materials, well-designed delivery and learning methodology and an effective instructor who can facilitate in the best interest of the participant and his or her needs.

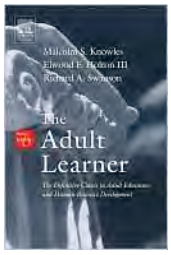
This course provides consultants, facilitators, managers, leaders, trainers, coaches, and anyone whose success depends on effective facilitation the tools, exercises, models, tips, and techniques that will help them develop sound responses to a wide range of learner, group, instructional design, and other challenging situations.

Who Should Attend: Trainers, managers, human resource development generalists or anyone who is responsible for facilitating learning-based meetings, events and courses.

Course Length: 2 Days

Student Materials: *Training and Education Facilitation Skills Participant Guide*, 300 pages.





Benefits

- Optimize the development of the participants and learners by applying effective facilitation tools and techniques
- Utilize templates for every stage of the facilitation process
- Obtain outcomes necessary to support individual learner and business goals
- Manage challenging behaviors that occur in the classroom and general group process

What You Will Learn

- Techniques for facilitating complex courses, requiring adaptation by the instructor
- Methods for facilitating problem solving and case study types of instructional events
- How to recognize individual participant needs and adapt one's style to their needs
- To develop evaluation tools to measure the effectiveness of the group and the facilitator
- How to design approaches to optimize the goals of the course, learners and general needs of the meeting.

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Project Management Skills for Instructional Development

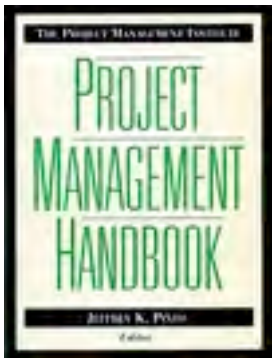
On-Time and Within-Budget Course Development

This program introduces the concepts and tools of project management and enables participants to implement specific processes and tools to reduce the number of problems they experience in the management of training projects. Attendees will have an opportunity to experience how project management can be used in their workplace environment. Upon completion of this seminar, individuals will be able to apply basic project management tools to further enhance their success and efficiency relative to their current training and development project activities.

Who Should Attend: Managers, project leaders, team leaders and anyone else responsible for managing the successful outcome of training and development projects, including course development.

Course Length: 3 Days

Student Materials: *Project Management Participant Guide*, 250 pages



Benefits

- Sequence, schedule, and assign project tasks
- Allocate and reallocate resources to maintain the project schedule
- Identify problems early and take corrective actions
- Formulate and communicate status information to senior managers
- Manage resource allocation across several projects
- Manage financial, personnel, and material resources of a project
- Manage a systems method of instructional development

What You Will Learn

- Recognize situations in which project management should be used
- Use work breakdown structures and mind-mapping to identify project tasks
- Use graphical tools for describing, monitoring, and controlling project activities
- Analyze the training/hiring mix to develop the needed staff skills inventory
- Identify inter-project dependencies and their impact on scheduling

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F.

STAYING SAFE IN A GLOBAL WORLD COURSES

Two are better than one, because they have a good reward for their toil. For if they fall, one will lift up his fellow; but woe to him who is alone when he falls and has not another to lift him up.... And though a man might prevail against one who is alone, two will withstand him. A threefold cord is not quickly broken.

King Solomon

It is no use walking anywhere to preach unless our walking is our preaching.

St. Francis of Assisi

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Staying Safe In A Global Environment

Preparation, Knowledge and Personal Diligence is the Key to Safety

The greatest myth is that **"It will never happen to me."** *The second greatest myth is* **"It happens to someone else when traveling overseas."** *The world is a dangerous place today to be complacent, business people and especially executives are prime targets for all forms of heinous acts from street crime, kidnapping and terrorism.*

Do you know how to recognize someone following you? Do you know what to do about it if it occurs?

Do you know how to prepare for a new environment and find out about the dangers and threats, where to go if you get in trouble, how to avoid dangerous situations, and if you do find yourself in a dubious or crisis-like position do you know how to manage the situation to keep yourself safe?

Do you know who to call and where to go under a life-threatening situation?

Most people don't.

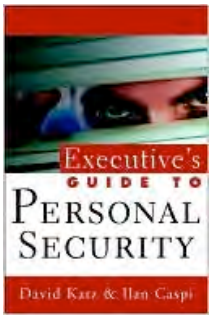
Global travel is the standard now in most companies and unfortunately the level of peril is increasing. This course helps individuals to prepare and conduct trips in a manner that will help improve their safety. It is must for anyone who must spend time in unfamiliar and foreign environments.

Educational techniques employ real-life case studies, on-street observation training in cars and walking, research exercises, and building of real-life travel plans for an upcoming trip. **Staying Safe In A Global Environment *is taught by former Department of Defense and Central Intelligence Agency officers and contractors who have had to apply these skills in real-life situations around the globe.***

Who Should Attend: All individuals who conduct foreign travel.

Course Length: 3 Days plus two hours of fieldwork

Student Materials: *Staying Safe In A Global Environment Participant Guide*, 250 pages



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Staying Safe In A Global Environment (cont'd)

Benefits

- Stay safe when traveling to foreign locations
- Know how to prepare prior to leaving
- Learn how to seek help if needed overseas
- Reduce risk when traveling requires judgment in deciding modes of transportation, places to stay and places to avoid
- Guide others, including employees in their preparation

What You Will Learn

- Research skills for learning about the risks and challenges about specific locations
- Trip planning skills to increase safety with air flight decisions, in-country travel and effective emergency responses
- Develop observation skills (the ability to read the streets) to identify potential problem areas and problem situations when driving and walking
- Map reading skills for the purpose of identifying streets, types of streets and areas to use and avoid
- Develop knowledge as to how to manage your emotions under crisis situations
- Response skills to various types of crises
- Select safe havens in preparation or as response to an aggressive attack
- Learn how to pass through foreign customs without raising undue attention
- Identify when you may be under surveillance
- Learn how to avoid creating a profile that a potential criminal or terrorist can use to predict your movements and use that against you

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Administrative Assistant's Guide To Preparing Their Executive For Global Travel

Preparation is Key

The greatest myth is that **"It will never happen to me."** *The second greatest myth is* **"It happens to someone else when traveling overseas."** *The world is a dangerous place today to be complacent, business people and especially executives are prime targets for all forms of heinous acts from street crime, kidnapping and terrorism.*

This one-day courses teaches the administrative assistants of executives who travel to conduct the background preparation and research necessary for making appropriate reservations from hotels to transportation to meeting venues. As a result, the administrative assistant will be able to produce a travel packet that will include country information, maps, information on threats and areas to avoid, important support numbers such as the U.S. Embassy in the area, and other emergency numbers.

Who Should Attend: All individuals who do planning for others who do global travel.

Course Length: 1 Day

***Student Materials*:** *Administrative Assistant's Guide To Preparing Their Executive For Global Travel Participant Guide*, 250 pages

Benefits

- Keep your boss safe while overseas
- Efficiently and effectively plan a global trip with an eye to safety
- Identify support agencies while overseas
- Reduce risk when traveling

What You Will Learn

- Research skills for learning about the risks and challenges about specific locations
- Trip planning skills to increase safety with air flight decisions, in-country travel and effective emergency responses
- Select safe havens in preparation or as response to an aggressive attack
- Learn how to lower risk of getting stopped while passing through customs
- Create a complete travel packet with comprehensive information to help the executive to stay safe

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G.

LEADERSHIP GATEWAY CERTIFICATE PROGRAM®

The Universal Mission:

To improve the economic well-being and quality of life of all stakeholders.

Stephen Covey, *Principle-Centered Leadership*

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LEADERSHIP GATEWAY PROGRAM®

Developing future leaders is the single greatest challenge that all enterprises face today. Corporate research over the last 30 years proves that those companies that invest in the development of leaders and maintain a bench strength of talent have a significant competitive edge demonstrated in profitability, adaptiveness and sustained and predictable results.

I. COMPELLING LEADERSHIP RESEARCH

A series of recent corporate studies suggest that *developing* leadership talent, versus buying transient leaders, is the most efficient and effective means of strategic success. Notable among the findings:

- Executive and leadership succession over a 19-year time span accounted for 44% of the variance in profit and 47% of the variance in stock prices. (Weiner and Mahoney, 1981)
- Long-term performance success led by a succession-based leader exceeds that of externally hired leaders. (Hill, 2005)
- Executives report that leadership bench strength has significantly decreased due to economic challenges in recent years and have few strategies to reverse the trend.
- Organizational performance improves with regular internal leadership changes year-over–year. (Hill, 2005)
- The second most important issue facing business reported by corporate directors is succession planning, second only to strategic planning. (Wall Street Journal, October, 2004)
- "…two out of five top leaders fail in the first eighteen months….inadequate attention to succession issues…corporations must build their pipelines to the top." (Wall Street Journal, October, 2005)
- More and more companies are reporting preferences for growing managers and future executives over "buying" leadership talent.

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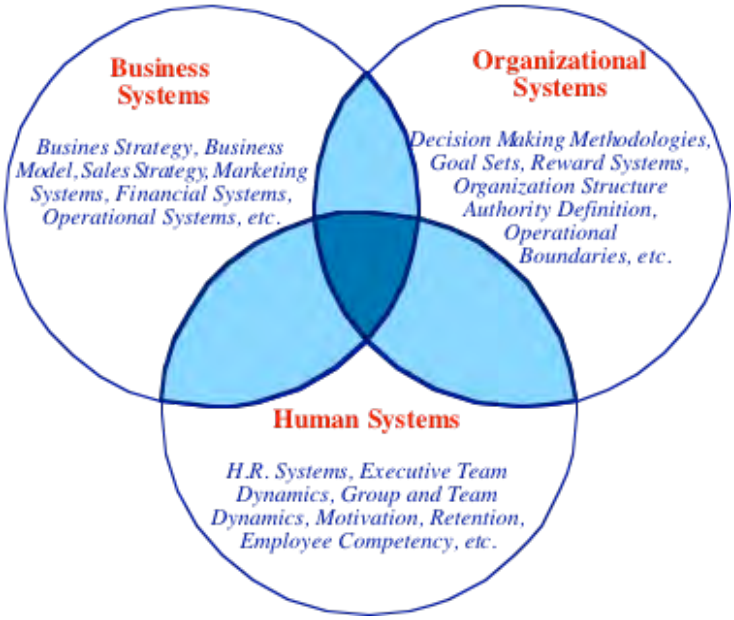
II. THE COMPLEXITY OF LEADERSHIP

Effective leaders are skilled at integrating business systems, organizational systems, and human development principles. A critical and complex component of the leadership quotient is being able to think and analyze systemically, understanding the inter-relationships and then isolating for root cause and solution building. The LGP® specializes in developing this sophisticated perspective.



III. THE BROAD SCOPE OF LEADERSHIP

Today's leadership requirements are not only complex but broad and global. Figure 2 outlines the diversity of management and leadership skills necessary for today's executives to be successful in what is inherently and unavoidably a global economy.

Figure 2

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IV. THE VALUE PROPOSITION

The enterprise can most efficiently and effectively improve executive continuity and increase leadership bench strength through the development of proven talent who have organizational knowledge, experience with the company, and demonstrated success with the enterprise's products, markets and customers.

Internally promoted professionals will have demonstrated commitment and dedication and will incur less risk than hiring unknown and transient executives from outside the firm.

V. LEADERSHIP GATEWAY PROGRAM® CANDIDATES

The target audience for this program includes individuals who are currently successful managers, highly skilled technical specialists leading projects, or individuals who have been identified as high-potential employees. The Gateway Leadership Program® is an especially effective strategic tool in building depth and breadth to support executive continuity, bench strength, and global deployment plans.

VI. CHALLENGES OF PROMOTING FROM WITHIN

Promoting from within has its challenges. Companies report the following issues that they often faced when promoting internal candidates:

- Typical candidates are employees with exceptional technical skills. However these skills fail to translate into business and employee leadership skills.
- First-line executive promotions often result in less than stellar performance for the first three years.
- Employees rarely have preparatory education and development prior to assuming executive responsibility the reason for poor initial results.

VII. THE LEADERSHIP GATEWAY PROGRAM®

The global business environment changes daily and the successful leader must be able to adapt, improvise and employ sound principles to day-to-day management and leadership decisions. The Leadership Gateway Program® (LGP®) focuses on cultivating each individual's executive capability by teaching him or her *how* to think, not what to think. The LGP® integrates into the learning design each student's environment and unique needs through case studies and the real-life project that cause the course to be dynamically modified as the modules unfold.

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The Leadership Gateway Program®:

- **Is a transitional development approach for preparing management and leadership candidates for first line executive positions.**
- ***Is a proven and critical tool in developing, screening and identifying leaders at an early stage and building long-term bench strength.***
- **Develops skills critical to leadership and enterprise success.**
- ***Integrates enterprise case studies with all educational and developmental activities.***
- **Teaches leadership candidates how to think, as opposed to what to think.**

VIII. LEADERSHIP GATEWAY PROGRAM MODULES

Over a span of 28 days, participants will be challenged with real-life case projects integrated throughout each module.

1. Communicating with Influence (3 days)
2. Leading and Managing Successful Teams (3 days)
3. Analyzing Organizational and Operational Effectiveness and Efficiency (3 days)
4. Analyzing and Managing Interpersonal and Organizational Conflict (3 days)
5. Leading and Managing Change (3 days)
6. Performance Management, Coaching and Employee Motivation (3 days)
7. Global and Cultural Leadership and Ethics (3 days)
8. Specialty Topics Adapted to Each Specific Audience (2 days)
9. Principles and Techniques of Project Management* (3 days)
10. Final Project Presentations and Graduation (2 days)

.

IX. INTEGRATED EXECUTIVE CAPABILITY MODEL

The Leadership Gateway Program® employs an integrated building block approach to executive development. The five key capabilities are *integrated throughout each course in the program*, all based on a foundation of a sound and constructive set of corporate and personal values, see Figure 3.

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Each course in the program requires the students to conduct a private and personal self-analysis related to the topics at hand. This leads them to developing strategies that aid them in analyzing their impact and managing their own behaviors in a variety of environments and situations. With these insights in-hand, the developing executive then has the capability of improving his or her interpersonal leadership skills.

Self-management and interpersonal leadership are the foundation stones of effective operational management, developing effective global business acumen and evolving the much more sophisticated abilities related to leading the enterprise in strategic endeavors.

Industry research suggests that these are the five critical capability areas of successful executives, with the underlying set of appropriate values that align on both personal and corporate levels.

Integrated Executive Capability Model

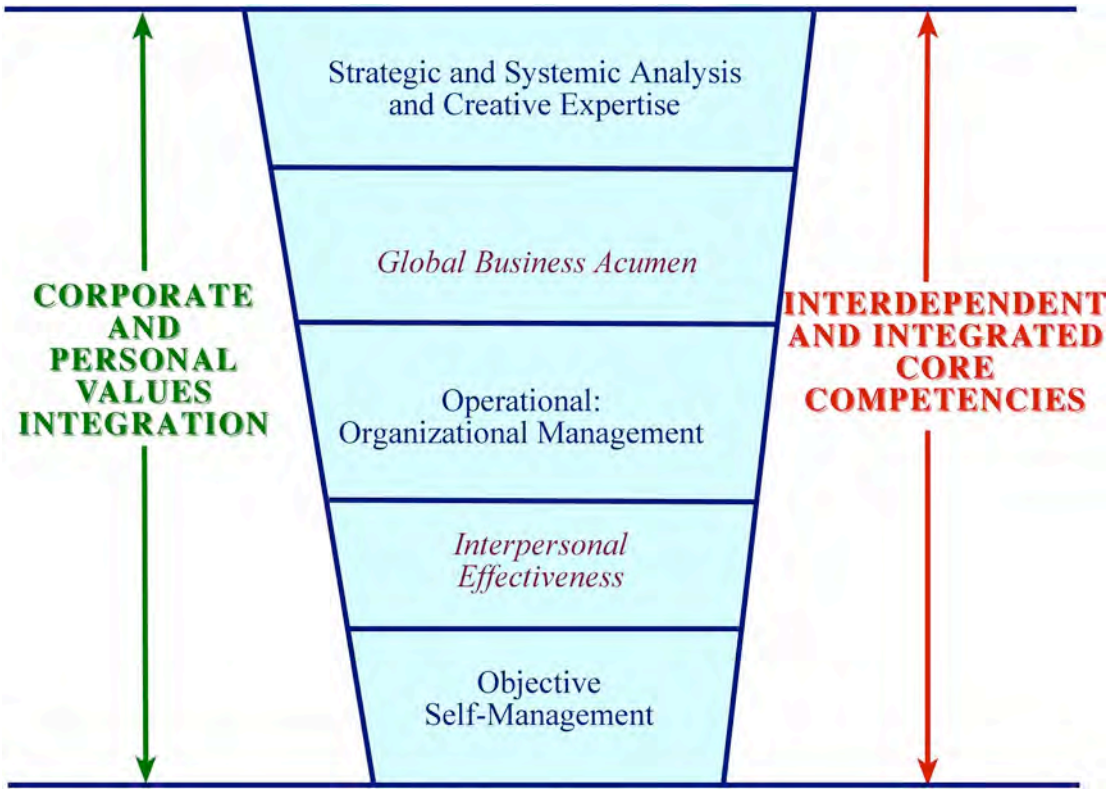

Figure 3

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X. KEY FEATURES AND BENEFITS

The Leadership Gateway Program's® design is based on extensive industry research intended to identify the critical leadership competencies necessary for professionals transitioning from first-level management or highly technical positions to first-level executive leadership positions.

FEATURES	BENEFITS
• **Proven performance-based educational model**	***Leads to successful firm performance through measurable skill development***
• **Industry case studies**	***Broadens participants knowledge, insights and capabilities from the best-practices of other companies***
• **Participant company-based case studies and real-life projects**	***Improves expertise in the context of the participant's unique environment with the opportunity to create solutions for real problems within his or her firm***
• **Experiential learning–applying skills to real-life activities**	***Improves the likelihood that new skills will translate and be adopted in the work environment***
• **Industry-researched curriculum**	***Ensures that all material is grounded and based on current economic conditions and industry best-practices***
• **Program flexibility to add topics not initially included**	***Improves the firm's investment in the learning experience through researched industry validation of all topics taught in the program***
• **One-on-one coaching and consulting**	***Improves the development of the student and supports the needs of the sponsoring firm through focused consultative opportunities throughout the program on real-life business issue***
• **Specialty assessment, coaching and consulting services**	***Increases individual participant relevance and talent development through opportunities for the firm to engage special services for individual employees***
• **Flexible scheduling and fee structure**	***Adapts to the needs of the firm by providing flexible scheduling for program delivery (from 9 to 24 months) and menu-based options to fit into budget constraints***

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XI. LEADERSHIP COMPETENCIES

The Leadership Gateway Program® focuses on developing sixteen critical leadership competencies. These competencies are integrated throughout the curriculum; revisited and reinforced throughout the modules.

Figure 4 depicts the sixteen critical competencies that serve as the foundation for learning throughout this comprehensive program.

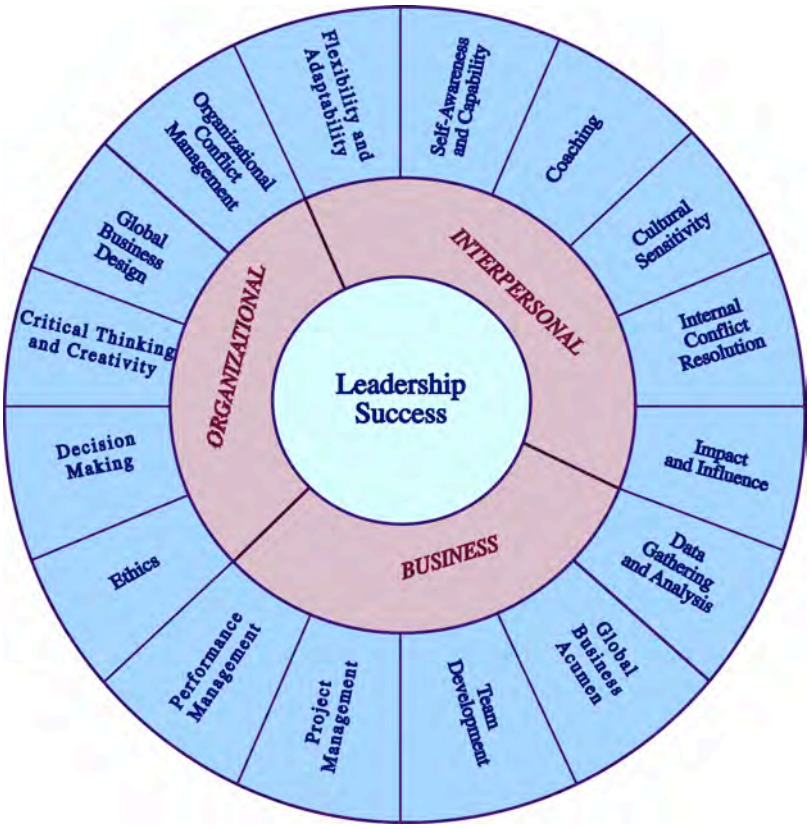

Figure 4

XII. LEADERSHIP GATEWAY PROGRAM® DELIVERY TIMELINE

PPG understands that all client environments and demands are different and need to be accommodated. Our experience has suggested that some clients can afford to have their employees gone for three days a month for executive development and other clients need the courses to be spread out over a larger period of time to lessen the impact of their key employees' absences.

The delivery timeline for the LGP® provides ultimate flexibility for the client to choose between a 9 month and 2 year window. Please refer to Figure 5.

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LEADERSHIP GATEWAY PROGRAM® DELIVERY TIMELINE

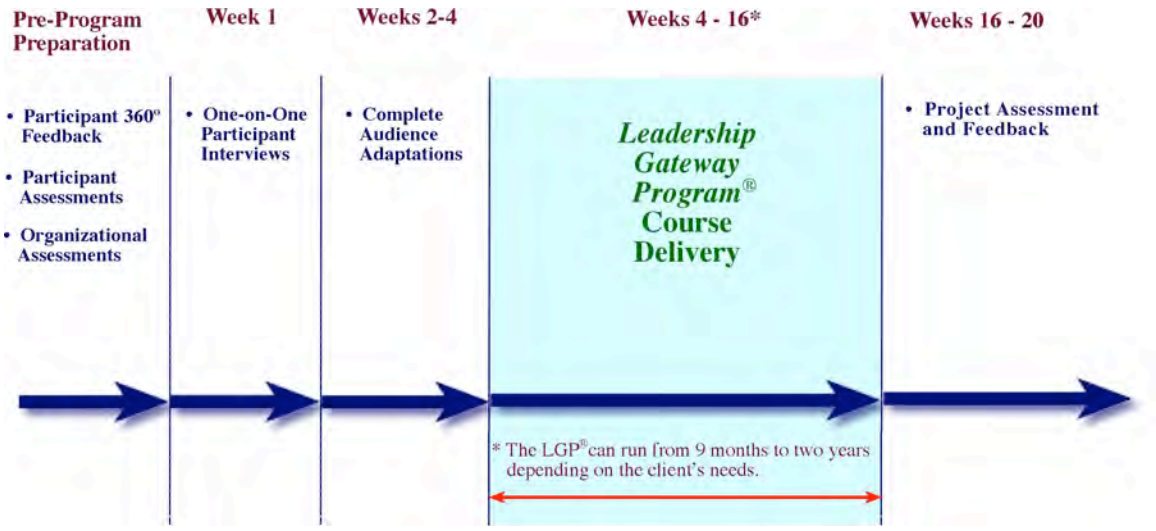

Figure 5

The complete Leadership Gateway Program® is comprised of five components:

- **Pre-Program Preparation**

  If the clients selects to enhance the program through organizational or personal assessments, this preparation is completed approximately 4 weeks prior to the beginning of the program.

- **Week 1**

  Each of the students is interviewed. Personal information, company information, both corporate and personal needs, challenges the employee is facing, business environment data, and other relevant information are collected. All this data will be used to modify and ensure that the various elements of the LGP® are adapted to individual student and client needs.

- **Weeks 2 - 4**

  PPG prepares the program by making necessary modifications and adaptations to meet specific needs uncovered during the interviews and preparation with the client.

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- **Leadership Gateway Program's® Course Delivery**

  Delivery begins in week 4 and progresses based on the pace determined by the client.

- **Weeks 16-20**

  The instructors review the final project, make critiques and offer suggestions. The final evaluations are returned to the students with the option of having a one-on-one consultation regarding the topic of the final project.

XIII. LEARNING ENGAGEMENT MODEL

The Leadership Gateway Program® is highly interactive, employs real-life student case studies and requires work between classroom events. Students will be asked to read cases and relevant materials and work on case study projects between classes. Projects will be presented to the class for insights, ideas, critical analysis and collaborative learning.

Figure 6 outlines the variety of activities interwoven throughout the program. The value-added, student-focused opportunities include:

- Real-life business projects, selected by the student with the support of his or her firm, are accomplished progressively through each module of the course culminating in a final product and formal presentation.
- Regular one-on-one feedback is provided on personal and business topics during class, in person at other times, and over the telephone for the duration of the program.
- Special guest speakers are brought in based on the particular class's interests and needs.
- Module VIII, Specialty Topics, is reserved and customized to the needs of a particular class. This can be used to go into exceptional depth on a particular topic previously covered or to include a new topic.
- One-on-one consultation on the final project after its evaluation. Participants can obtain valuable insights and ideas for further action on-the-job. This meeting may include others' from the firm that would value from the conversation.

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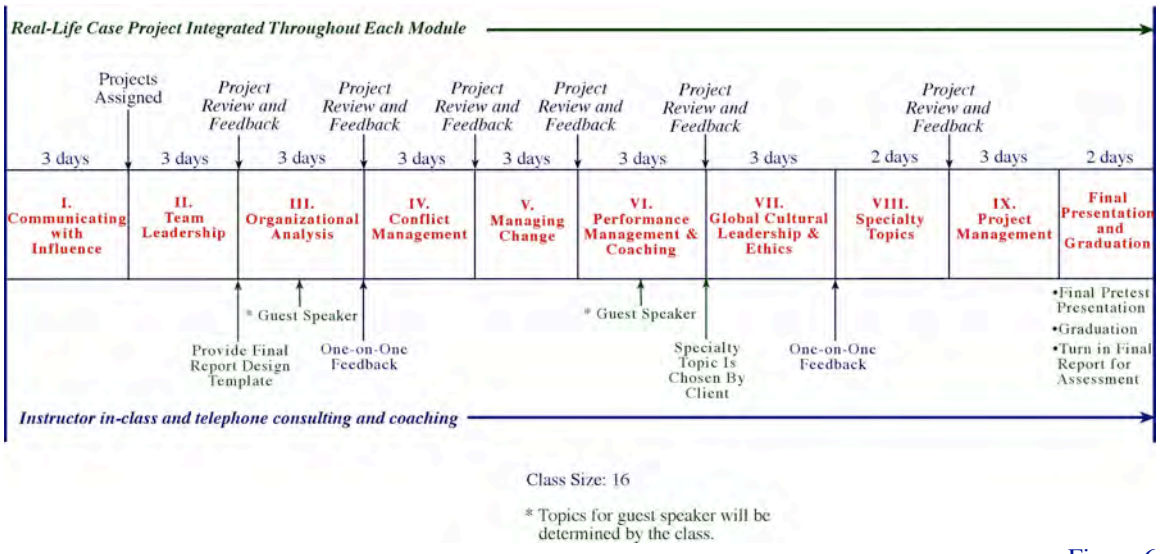
Learning Engagement Model



Class Size: 16

* Topics for guest speaker will be determined by the class.

Figure 6

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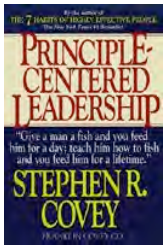
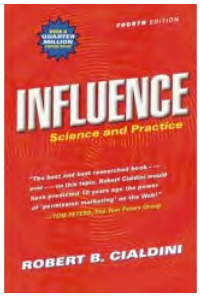
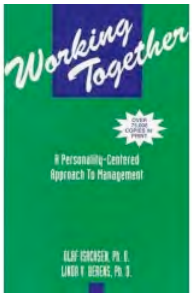
I. LEADERSHIP GATEWAY PROGRAM® COURSE DESCRIPTIONS

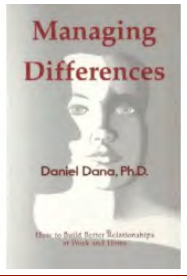
The program consists of nine stand-alone modules that can either be taken in the pre-defined order (recommended) or based on a client-defined schedule. Module 9 is considered optional and may be waived if a participant already has requisite project management skills and knowledge or if it is determined to be non-essential for their leadership success.

Each module focuses on specific leadership competencies such as impact and influence, organizational and conflict resolution, and data gathering and analysis, among others, while developing participant's overall performance capability as illustrated in Figure 4.









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Module 1: Communicating With Influence, Building Successful Interpersonal and Team Communications

The single most critical skill for leaders is their ability to communicate effectively and influence others. This module develops skills needed to lead staff and build team dynamics that drive long-term enterprise success. In this module participants develop communication and influence skills needed to build team dynamics that lead to long-term organizational success. In addition, participants learn how to effectively and influentially send and receive messages in work environments that are, at times, volatile and antagonistic.

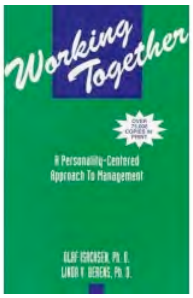
This knowledge- and skills-based module lays the foundation necessary for building successful team dynamics and interpersonal and team communications. The learning methods and exercises focus on creating new ways of thinking and behaving, leading to long-term, self-sustained personal change.

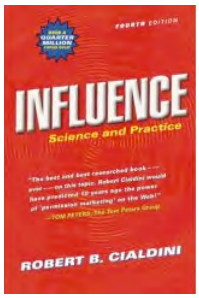
Module length: 3 days

Selected skills the participant will master include:

- Defining goals for a specific communication and designing the most effective methods of delivery
- Using communication techniques and models to positively influence how another person thinks or behaves
- Analyzing his or her own and another person's style of processing information, working, and making decisions
- Preparing and adapting an influential message to all the potential styles of receivers
- Creating a message that increases the influence factor and lowers the antagonism factor
- Analyzing the communication and work styles of intact teams and individual team members
- Creating methods to improve the productivity and quality of a team's work

Course Materials: *Student Guide, 200 + pages; Myers Briggs Type Indicator; Working Together; and Influence: Science and Practice (4th Ed.):*





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Module 2: Leading and Managing Successful Teams

The art of team leadership involves creating an effective team design, driving task accomplishment, nurturing individual and group potential; building effective team dynamics that maximize synergy and creativity; developing inter-team and intra-team relationships that lead to commitment and dedication; understanding the effects of competition and collaboration on the effectiveness of a team; and, appropriately empowering people to make the right decisions for the team and the organization. Companies who are market leaders and have achieved sustained success claim that successful team leadership is one of the most critical factors contributing to their success. Focused, inspired, and motivated teams of people do not get that way without a skillful team leader.

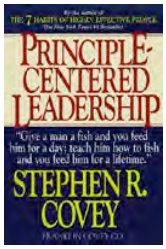
This module is a blend of current leadership theory, team development concepts and psychological styles of leadership. The focus is on developing each participant's ability to understand the changing and different needs of a team and its members, while adapting to the changing needs of the business.

Module length: 4 days (This module is delivered in 2 two-day segments.)

Selected skills the participant will master include:

- Creating goals, roles and responsibilities for team members that align with the mission of the team and lead to synergy
- Understanding and managing the human dynamics that impact a team's success
- Building team relationships and influencing team members toward maximum performance
- Building stronger working relationships with colleagues, superiors and subordinates
- Creating, analyzing and managing team dynamics that will drive the success of a team
- Using tools and techniques to analyze the effectiveness of a team and make critical adjustments when necessary
- Designing the appropriate collaborative/competition model that maximizes the team's potential, including knowing when competition is productive and when it is destructive

Course Materials: *Student Guide, 300+ Pages; Principle-Centered Leadership; and Mastering Virtual Teams*



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Module 3: Analyzing Organizational and Operational Effectiveness and Efficiency

All businesses and products go through predictable life stages. The challenge for any manager or executive is to analyze the current states of the business, marketplace and products in order to make operational and organizational adjustments. These adjustments may come in numerous forms, including: goal adjustments, functional organizational changes, role and responsibility changes, process changes, charter adjustments, business model changes, personnel changes, just to name a few.

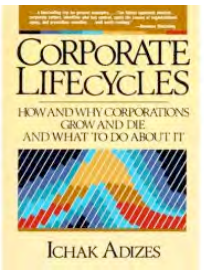
Through the use of real-life case studies, industry case studies and interactive exercises, this course teaches participants to analyze their organizations, analyze problems to uncover true root cause and to design operations that drive their companies to higher levels of short-term and long-term effectiveness and competitiveness

Module length: 3 days

Selected skills the participant will master include:

- Analyzing a business systemically to identify problems, assessing effectiveness and efficiency, evaluating cross-functional alignment and integration, and assessing the company's long-term and short-term operational potential
- Analyzing the corporate life cycle level to determine whether an organization is experiencing normal or abnormal problems of growth
- Using a variety of theoretical and practical tools to analyze and design a business and/or function
- Designing a business or function to be both efficient and effective over the short-term and long-term
- Applying sound and tested principles to the detailed design of a business operation
- Managing the change process effectively when re-designing business operations

Course Materials: Student Guide, 150+ pages;
Corporate Lifecycles



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Module 4: Analyzing and Managing Interpersonal and Organizational Conflict

Conflict is a fact of life. There is good conflict and bad conflict. The key is to understand when either is present and then manage each appropriately. This module specializes in teaching participants how to a) diagnose the root cause of conflict (organizational, interpersonal or intrapersonal); b) build a plan to manage the conflict to a constructive end; and c) resolve the conflict in the best systemic interest of the enterprise and the individuals involved.

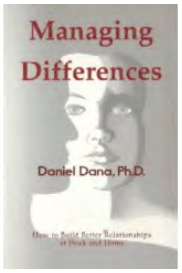
This highly interactive 3-day module helps strengthen a person's ability to work creatively with all types of conflict and improves effectiveness in interpersonal relationships and negotiations. Extensive resources for further learning are provided throughout this module.

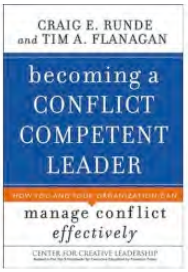
Module length: 3 days

Selected skills the participant will master include:

- Using key interpersonal foundation skills including perceptions analysis, active listening, dialogue/discussion and climate setting to increase understanding and improve the likelihood of finding mutually agreeable, creative solutions
- Using a theoretically sound method to determine when to get involved in a conflict situation and, if so, to what extent
- Resolving interpersonal conflict using a communications process designed to diminish anger and hostility
- Identifying tools and approaches to successfully manage organizational conflict
- Using a four-phase conflict management process that covers initial assessment through implementation of appropriate solutions to effectively guide resolution of a conflict from beginning to end
- Applying an intervention model to assess a conflict situation and determine its root cause(s)

Course Materials: *Student Guide, 260+ pages; Managing Differences; and Becoming a Conflict Competent Leader*





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Module 5: Leading and Managing Change

When change occurs, the ability for a team and an organization to be successful depends on its ability to analyze, design an approach and manage the change in the best interest of the enterprise's business model and strategy. Leaders have a responsibility to attend to the organizational, team and personal requirements and challenges related to the evolving environment.

This module provides a model for the change process, tools for assessing individual and organizational readiness for the change, techniques for guiding the organization and coaching the individual through the change, and methods for measuring the success of the change. Embedded throughout the module are analysis and design tools necessary to attend to the broad enterprise organizational requirements, pressures, resistances and systemic impacts of change.

Module length: 3 days

Selected skills the participant will master include:

- Identifying unique barriers that impact the success of a change initiative
- Assessing the skills of team members, sponsors, and change agents and then creating a plan for enhancing and leveraging those skills
- Using concepts and techniques of human motivation for encouraging positive-productive behaviors and discouraging counter-productive behaviors
- Developing a change management strategy for a team
- Identifying likely sources of resistance to change and developing strategies for managing that resistance
- Creating a communication system for a change initiative to build momentum and keep it moving rapidly forward
- Optimizing group performance during change

Course Materials: Student Guide, 150+ pages; *Leading Change; and Managing Transitions*

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Module 6: Performance Management, Coaching and Motivation

As the world becomes increasingly more complex and the rate of change accelerates, organizations and the people they employ must perform more effectively and efficiently. This course focuses on individual and group performance from goal setting, to development planning to the performance appraisal process. Beyond the nuts and bolts, this course is also devoted to developing coaching skills and using motivational principles to inspire others to optimal levels of performance that achieve business results.

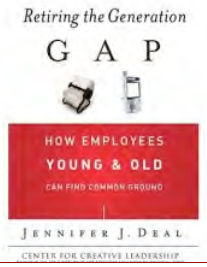
Through the use of real-life case studies, and interactive exercises, this multi-faceted course teaches participants the practical aspects of the performance appraisal process as well ways to impact and influence the direction, commitment, vision and values of different generations of workers.

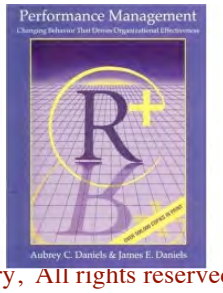
Module length: 3 days

Selected skills the participant will master include:

- Writing performance objectives, measuring and evaluating performance, providing timely feedback
- Designing performance plans, training courses and other antecedents to clearly communicate required and desired workplace behaviors
- Creating opportunities for continued growth and development that are aligned with the organizational objectives
- Using targeted coaching tools to deal with specific situations
- Increased proficiency in dealing with performance issues
- Methods and models to gain rapport, change behavior and influence others to want to improve
- Describing factors that motivate different generations of workers according to research conducted on four distinct populations
- Addressing real life needs of different generations of workers in your place of employment

Course Materials: *Student Guide, 100+ pages; Performance Management; Masterful Coaching; and Retiring the Generation Gap: How Employees Young and Old Can Find Common Ground*





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Module 7: Global and Cultural Leadership and Ethics

Leading a global team poses an additional challenge: that of building alignment, involvement and effective communication in a highly complex environment spread across distance, cultures and time-zones where face-to-face contact is infrequent. In a complex global environment no single approach will fit the broad range of situations a leaders will encounter.

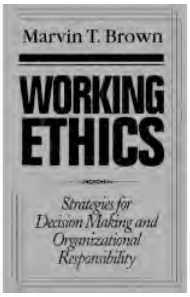
This course translates and combines current research and theory into practical approaches through role-play, exercises, case studies, examples, and tools for managers and leaders who work in positions that are globally complex.

Module length: 3 days

Selected skills the participant will master include:

- Increasing awareness of prevailing leadership characteristics in Europe, Asia, and Latin America
- Recognizing subtle, value and behavioral differences that exist within different cultural groups
- Adapting existing leadership skills to a global context
- Developing and maintaining critical interpersonal relationships in geographically dispersed work groups by applying key principles of human engagement
- Leading productive teams with members from many cultures across time-zones
- Improving leadership skills relative to ethics, decision-making and culture building
- Embedding shared ethical values into the decision-making processes used to resolve critical issues

Course Materials: *Student Guide, 150+ pages; And Working Ethics: Strategies for Decision Making and Organizational Responsibility; and Managing Cultural Differences*



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Module 8: Specialty Advanced Leadership Topics Critical to the Firm

Each participant comes to the program with unique experiences, needs, work environments and challenges. These two days have been reserved to provide the participants with the ability to select topics that either need more in-depth review or address specific issues. This will enhance the relevance of the learning and provide the opportunity to introduce topics that are not part of the core curriculum.

Module length: 2 days

The topics could include, but not be limited to, the following:

- Human motivation
- Managing stress in the workplace
- Designing individual and operational goals
- Developing vision, mission, value and charter statements
- Developing creativity skills within teams
- Meeting facilitation
- Interviewing, screening and hiring qualified staff
- Successful interpersonal negotiations
- Preventing workplace harassment and discrimination

Course Materials: *To be determined based on participant input*.

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Module 9: Principles and Techniques of Project Management*

Success as a manager, project leader, or team leader depends on one's ability to define, plan, organize, control, and complete complex and interdependent tasks that are supported by limited resources.

This course is designed for professionals with multiple priorities, complex and numerous tasks, deadlines, constant communication and coordination across organizational boundaries, limited resources (time, money, people), and the requirement of completing all of these with little precedents or guidelines. The course also covers the management of resources allocated across several projects.

Module length: 3 days

Selected skills the participant will master include:

- Allocating and reallocating resources to maintain the project schedule
- Sequencing, scheduling, and assigning project tasks
- Formulating and communicating status information to senior executives
- Managing resource allocation across several projects
- Managing financial, personnel, and material resources of a project
- Recognizing situations in which project management should be used
- Using graphical tools for describing, monitoring, and controlling project activities
- Analyzing the training/hiring mix to develop the needed staff skills inventory

*Module 9 may be waived if a participant has requisite project management skills and knowledge or if it is determined to be nonessential for his or her leadership success.

Course Materials: *Student Guide, 200+ pages; and A Guide to the Project Management Body of Knowledge*

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H.
EXECUTIVE AND INDIVIDUAL ASSESSMENT INSTRUMENTS AND TOOLS

An army of a thousand is easy to find, but, ah, how difficult to find a general.

Chinese Proverb

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I. EVALUATION AND ASSESSMENT DESCRIPTIONS

Self-evaluation, peer feedback and interpretation of results by a qualified instructor, executive coach or consultant are critical components that raise the level of self-awareness and lead to behaviorally specific and organizationally relevant personal growth and development. Peak Performance Group options include:

A. Myers Briggs Type Indicator (MBTI)

A well-validated and researched personality styles self-assessment instrument based on the work of Carl Jung. The MBTI provides insight into preferred ways of information processing, energy orientation, decision-making as well as work and lifestyle patterns.

B. NEO-PIR

The NEO-PIR measures the *Five Factor Model* of personality. One of the most respected psychological instruments, the NEO provides distinct insights into one's behaviors and innate capabilities in reference to the situations and environments in which they work and live. The NEO provides a focus on leadership characteristics and can be employed as a group instrument measuring the dynamic of intact work teams. Additionally, a NEO peer feedback instrument is available to compare and contrast experiences and perceptions.

C. EQ-i and ECI

The EQ-i and ECI are instruments that measure an individual or group's Emotional Quotient. A peer feedback option is also available. Research over the last 20 years has clearly suggests that a leader's emotional intelligence is more important than IQ.

D. Leadership Effectiveness and Adaptability Description (LEAD)

Based on Situational Leadership theory, the LEAD is a self-assessment instrument that assesses two important dimensions of leadership behavior—task and relationship. Results are plotted on a 4-quadrant grid to show individual preferences toward task and relationship when leading a group or team effort. Analysis and interpretation looks at style range and adaptability as well as alignment with a team's needs depending on its stage of development.

E. Conflict Management Styles Survey

This self-assessment instrument identifies tendencies or styles when approaching interpersonal, group and inter-departmental conflicts. The assessment is interpreted using a situational approach with the goal of identifying ways of increasing personal flexibility by adapting one's approach to the situation at hand.

F. 360º Behavioral-based Feedback

One-on-one interviews are conducted with a pre-determined number of colleagues, supervisors, subordinates and key stakeholders to assess leadership

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behavior in the context of real-life situations. The feedback results are behaviorally specific and contextualized. Effective and ineffective behavior patterns are identified and used to create individual development plans.

G. Leadership Capability Assessment

Through focused, intensive interviews respondents analyze problems, create solutions and essentially demonstrate the manner in which they cognitively and intellectually assimilate and process information.

The Leadership Capability Assessment (LCA) assesses the level of complexity an individual is capable of leading and managing. Additionally, executive job requirements and the enterprise are assessed for their complexity requirements then a comparative assessment measures the individual's effectiveness and ability to support the requirements of his or her position in the organization.

H. Managing Change Assessment

This assessment focuses on the areas of personal flexibility, implementing change and reinforcing change skill categories. Detailed feedback results identify strengths to build on, areas for development, and are used in developing a self-directed action plan.

I. Leadership Competency Assessment

Using behaviorally-based interviews, respondents are evaluated for their ability to perform against those specific competencies using a standardized six-point scale. Results are presented graphically to show gaps between desired and current competency levels. Also included is a narrative that helps formulate individual and team development goals. An up front assessment is also completed for the explicit purpose of identifying competencies and linking associated skills, knowledge and behaviors to current and future business strategy.

J. Personal and Organizational Diversity Assessment

This inventory provides insight into the ability of individuals and the work environment as a whole to motivate employees from diverse backgrounds. Assessment categories include accommodating employee differences, creating workplace choices, management flexibility, respect for competence and initiative and encouraging retention. Individual scores are compared and contrasted to that of the organization for the purpose of individual and organizational action planning.

K. Personal and Organizational Stress Assessment

The Hanson Scale of Stress Resistance coupled with individual and organizational stress questionnaires distinguish physical, psychological and organizational symptoms associated with unhealthy levels of stress. Results focus on identifying stress promoters and specific forms of stress that negatively impact individual motivation and organizational effectiveness.

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