

Course Catalog



Workshops and Seminars 2009

The problem with most training programs is that they rarely produce behavior changes. What makes our programs different is that we don't just lecture and leave.

Instead of using a one-size fits all approach, we work with you to design a dynamic training program that gets the results you want! Our training programs are lively sessions filled with experiential activities that make training stick. To ensure long-lasting behavioral changes, we do follow-up coaching to help people become more effective leaders.

Our training and coaching sessions help people overcome resistance and provide the framework for life-long learning. In today's competitive market, you need results, and the Leadership that Works team is your powerful ally. We love our work and it shows!

Your Facilitators

Your trainers and coaches are subject-matter experts who bring learning to life by:

- Challenging participants to explore alternate perspectives and behaviors
- Providing real examples and illustrations
- Coaching participants to get the most out of their learning experience
- Providing feedback on learning activities
- Discovering opportunities to transfer learning to the workplace

Choosing Your Courses

When we custom design a leadership development program for your team, we help you put together a dynamic program based on the results you want. As you read through some of the courses we offer, ask yourself a few questions:

- What needs to change in our work culture?
- What behaviors do we want in our leaders?
- What outcomes do we want from a Leadership Development Program?
- What competencies will we need in five years?

1. Leadership Development

Around the world, people are hungry for leaders, but many people are reluctant to take a leadership role. This Leadership Development workshop helps you develop the confidence to step into leadership. Not only will you learn the latest in practical leadership skills, but also you'll get help on your own current issues and concerns. In this dynamic program you'll discover new tools and techniques that make you a more effective leader.

Using a leadership skills self-assessment tool, you can pinpoint your strengths and use them to overcome barriers to success. From the results, you'll create a personal development plan that becomes the blueprint for your professional growth. You'll also learn about cutting edge leadership development tools and techniques that you can apply immediately. In this highly interactive approach, you

learn by doing. Instead of role-playing, you'll work on real issues and get hands-on experience developing outstanding skills that get results.

2. Communication Skills for an Evolving Organization

Not feeling heard is one of the most common experiences in the workplace. Proactive listening is the basis for authentic interpersonal communication which leads to respect for ourselves, each other, and our differences. This course helps you listen more deeply, and tune into multiple intelligences to understand the nuances of communication. You learn to read body language, use your intuition and read the energy. Find out how to reduce barriers to listening, and to accurately summarize what you hear. You'll practice listening between the lines and checking for understanding.

Interpersonal communication skills come easily for some and remain elusive for others, but everyone can improve their communication skills. You'll assess your emotional intelligence, learn to identify your own communication style, and flex your style to promote understanding. To develop confidence as a communicator, you need to identify and eliminate behaviors that inhibit team interaction. Communication activities teach you how to build trust and gain cooperation to achieve new performance objectives.

3. Giving and Receiving Feedback as a Gift

Except for a few star employees, most people do not have an accurate picture of how they're doing. Effective feedback is critical in clarifying expectations, improving performance, resolving conflict, and building trust. Using 360-degree feedback, you get new information about how well you're doing from your boss, your peers and your direct reports. This information becomes the basis for discovering what needs to change in order for you to become an outstanding leader.

In this workshop you learn how to give feedback that is useful, timely and inspiring. By learning how to apologize for your mistakes, you'll learn the power of vulnerability and how overcoming weaknesses build your reputation and earn the respect of your peers. When you learn techniques for reducing defensiveness you can create safe space for open two-way communication. Tools for discussing the undiscussables will help you create developmental conversations that are highly beneficial to your employees.

4. Coaching for Results

Instead of spoon-feeding solutions, coaches help people discover their own answers and challenge them to step up to the plate and swing big. Coaching is a dynamic relationship-building tool that bolsters productivity, facilitates change and transforms organizations. This workshop gives you the opportunity to try new skills that help people solve problems, stay focused, and take action.

You will discover new ways to bring out the best in people and expand their potential. Using a coaching skills assessment tool, you will identify your strengths as a coach and target new opportunities for skill development. Developing coaching skills helps you become a more dynamic leader. When you wholeheartedly believe in the capabilities of others, you help people think bigger and go beyond their perceived potential.

5. Understanding People Using the DISC Profile

How people respond to you is a direct reflection of how you treat them. Self-awareness and understanding human behavior is the foundation of leadership development. Having a deep understanding of other's preferences helps you accept others' styles and develop strong interpersonal relationships.

The DISC profile offers insights into the four behavioral preferences of Dominance, Influence, Steadiness and Conscientiousness. You'll learn about the four styles, the

value of each, as well as the limitations of each style. You'll also learn about the default emotions of each style. When people are under stress, why is it that some people are more likely to express anger, and others express optimism, or fear, or almost no emotion at all? This workshop helps you deepen your understanding of others, enhance your interactions and improve your effectiveness.

6. Time Mastery

Either you control your time or it controls you! This helps you focus your time, energy, and resources on the things that are most important to you. Learn how to prioritize your daily activities so that your focus is on your long-range goals. The secrets of time management are easily mastered when you learn the tools for setting the right goals, managing multiple priorities and delegating effectively. You'll learn to set inspiring stretch goals that are specific, measurable, and aligned with your values.

By eliminating energy zappers and actively managing your priorities, you can make the most of your time. You'll learn new ways to say "no" to time wasters and procrastination. Become aware of bad habits that prevent you from living and working at your fullest potential and choose habits that support your long-term goals.

7. Team Building

The command, coercion and control organizations are losing ground to empowered team-based organizations. This Team Building workshop helps you develop team spirit throughout the organization. Using fun interactive activities, this program provides upbeat, powerful team experiences that motivate people to combine their talents and perform at their best, individually and as team players.

Exploring the tasks and issues at each stage of the team's development helps your team raise the bar and reach excellence. You also learn how roles and responsibilities charting helps team members value individual competencies and optimize team success.

Team players learn how to use new tools for developing support systems and open communications. As a participant, you learn that trust, cooperation and effective communications are the keys to team success. Peer coaching skills play an essential role in team development and foster a culture of powerful learning and commitment to action. You also learn how to set a team charter and clarify team purpose, goals, and roles.

8. Nonviolent Communication

The practice of Nonviolent Communication helps people connect at the heart level and transform judgment into compassion. Your team will learn new ways to deepen their emotional intelligence, listen empathically, and understand what motivates people. By learning how to differentiate needs from strategies, you'll learn to co-create strategies that generate ownership.

Based on the work of Marshall Rosenberg, this program helps people connect with the human spirit, in each person, in any situation. You'll learn to interact with others in a way that allows everyone's needs to be equally valued. You can shift from the domination to the partnership paradigm and create life-serving systems responsive to the needs of all of your stakeholders. Nonviolent Communication helps connect us with what is alive in ourselves and in others moment-to-moment. The language of compassion strengthens our ability to inspire compassion from others and respond compassionately to others and ourselves. NVC guides us to reframe how we express ourselves, how we hear others and resolve conflicts by focusing our consciousness on what we are observing, feeling, needing, and requesting.

9. Facilitating Dynamic Meetings

Sometimes people walk out of a meeting smoldering, barely able to disguise their anger and then the real meeting happens afterwards at the water cooler. The same people sometimes come out of other meetings feeling inspired,

passionate and fired up about moving forward. Learn how to lead dynamic meetings using the FIRED UP!® process to surface group passion and wisdom. You'll learn some simple tools that promote dialog and openness so that people feel heard and understood.

You'll learn how to keep egos and turf wars in check, by using some tools that encourage people to express their passion productively. Creating an environment where people can safely express their feelings helps your team capitalize on the synergy of diverse viewpoints, backgrounds, perspectives and work styles.

Leadership that Works facilitators give you the tools to talk about the tough issues. We share with your team tools for preventing conflict, tools for dialog and tools for resolution. You also learn how to plan a successful meeting, create an effective agenda, and manage disruptive behaviors.

10. Vision and Passion

Few people in an organization share the same picture of the future, yet being able to communicate a compelling, shared vision is one of the most important attributes of a leader. You'll participate in some inspiring activities for exploring the fire in the belly and communicating the passion from within. Learn to align your values with your vision and turn your vision into action. You work on weaving other key players' visions into an inviting tapestry that gets people excited about the future.

Using right-brain visioning questions, you'll explore the value of thinking beyond what's practical and discover new ways of making your vision real.

11. Leading Change for Improved Performance

Advances in technology, the global competitive nature of business, and the increased demands of customers are driving change at a relentless pace. This course provides

you with tools and techniques for managing change. You will develop a plan for managing change, deepen your understanding of resistance to change, and apply practical tools for helping people through transition.

To make change irresistible in your organization you need tools for diagnosing and overcoming the barriers to change. Learn new ways to manage employees' reactions to change from resistance to commitment.

12. Succession Planning and Mentoring for Leaders

Organizations run by a lone hero have gone the way of the dinosaur. Today, leaders are needed at all levels of the organization and this course helps you plan your leadership development program. You start by exploring the future competencies your organization will need and design a 360-degree feedback survey to compare current skills with desired skills and come up with a plan to bridge the gap.

Discover the value of creating a professional development plan as a blue-print for success. Collaboratively you create a succession plan that develops talent from within. Using a mentor program to jumpstart high-potentials, both mentors and protégés commit to working on growth opportunities.

13. Six Thinking Hats

You can create dynamic, creative, results-oriented sessions that people want to attend by training your team to use Edward DeBono's Six Thinking Hats®.

Your team will learn to separate emotions from facts, explore the drawbacks and the benefits of an idea, and separate creative thinking from critical thinking. Studies have shown that individuals and teams trained in the Six Thinking Hats method experience a five-fold increase in the quantity and quality of their thinking and reduce meeting times by fifty percent.

This fast-paced, intense, interactive course asks team

members to mentally wear and switch symbolic “hats,” separating thinking into six categories for analyzing matters objectively and comprehensively. Your team will learn how to view and solve problems from new and unusual angles and go beyond the obvious to discover effective alternative solutions. You’ll generate quality ideas faster, and look at problems, decisions, and opportunities systematically. Creativity training helps people develop insight and intuition and releases team genius.

14. Customer Service

When people get poor customer service they usually tell 11 people about it, but when they get great customer service, you’re lucky if they tell one person.

Outstanding customer service is the key to survival in today’s fiercely competitive arena. In this course, you’ll examine the qualities of outstanding service, identify ways to exceed customer expectations, and build a tool set for customer retention. Turning complaining customers into loyal customers will help you build your business. Take this course to learn how to handle the most difficult customers with grace and efficiency.

15. Supervisory Skills

When you go from being a member of the workforce to managing the work of several people, sometimes the transition is difficult. For new or aspiring supervisors, this course helps you develop the skills you need to interact with people more effectively. Through experiential activities, you learn tips and techniques that make you a better supervisor.

Learn to make the shift from doing the work to planning and organizing work, making the decisions, and developing your employees. You get to practice improving your communication skills and learn how to make requests that get results. Learn new ways to delegate effectively and empower employees to do their best work.

16. Zapping the Generation Gap

Veterans, Boomers, GenXers and Nexters are often disgusted with each other simply because each generation has different values. To maximize the potential of a diverse workforce, managers must develop the skills to foster an environment that supports individual, workgroup, and organizational success.

You’ll learn a new framework for uncovering assumptions and perceptions, and develop skills to manage multiple generations.

By fostering the development of each individual’s talents you’ll maximize your organization’s effectiveness. Here’s an opportunity to increase your awareness of each generation’s culture, values and the impact on behaviors. You get to explore ways to reduce barriers between generations and create a plan to maximize the strengths of each generation.

17. Powerful Presentations

Rarely do people present with the self-confidence and comfort expected in today’s business environment. In this workshop you’ll learn how to give a powerful persuasive presentation and gain support for your ideas. You also practice using new tools to help you prepare, organize, and deliver dynamic presentations. In this course, you find out what makes you compelling and how to develop your personal brand of charisma.

Instead of feeling awkward in front of an audience you learn new ways to harness your fear, communicate with authenticity and find out what it takes to leave a lasting impression. This course uses interactive exercises, including videotaped sessions with follow-up coaching to help you build on your strengths as a presenter.

We help you identify your strengths as you practice high impact openings and powerful endings.

18. Managing Balance and Reducing Stress

Most adults are constantly juggling employment with multiple priorities such as family, professional development and personal growth. We all try to juggle too much and when we're feeling stressed, sometimes we don't know where to turn. This session helps you recognize and understand your stress factors, and offers positive methods for reducing stress and achieving balance. Using an enlightening self-assessment tool, you'll understand where your life is out of balance and identify your personal stressors and stress responses.

Stress reduction tools and relaxation techniques help relieve tension and build your awareness of the choices available to you. In this workshop, you'll practice hands-on techniques that help you regain your confidence, stamina and self control. You can learn how to reduce stress-caused tension and frustration while changing the way you manage your busy life. Now is the time to achieve a fulfilling balance between work and home, and enjoy renewed vigor in all your relationships.

19. Board Development

Usually boards are full of highly resourceful people who care deeply about the mission of their organization and have a strong desire to serve. What's missing is that they don't have clearly stated goals and policies that empower their staff to creatively accomplish the mission. This workshop clarifies roles and responsibilities and allows the board to become the true visionaries, while the CEO runs the organization. You learn which reporting instruments are truly necessary, so that a highly evolved level of communication and trust develops between the board and the CEO, and you get the results you want.

The Policy Governance model is widely acclaimed as the new standard of excellence for governing boards, that challenges many deeply held beliefs about boards and the CEO / Executive Director. The model works for boards in

desperate need, but is absolutely inspirational when working with already high-functioning boards seeking new levels of excellence.

20. Career Exploration

Outplacement is a result of our times. This workshop helps out-placed, transitioning, new and reentering employees assess their interests and find their ideal profession. Clarifying your values helps you discover opportunities for a career that's aligned with what matters most.

We help you explore new possibilities, building on your unique strengths and gifts. This course is an opportunity to discover your life purpose and create an action plan for manifesting your dream career.

21. Energizing the Organization

Even the most focused and visionary organization sometimes loses its way, forgetting where its strengths lie and how to bring people alive in their work. This one-day program will help your organization become more energized, on target with your values and goals, and ready to build the next level from a place of strength and excitement.

Based on the tenets of Appreciative Inquiry, this retreat will have your people remember why they love their work, why you bother to do the work you do, and help you to see the next step based on these strengths. Telling the vital stories of the organization and tuning into rhythm helps you discover the heart of your culture. Expect a fun day that brings you alive in your passion and purpose.

22. Managing Conflict

Conflict is a normal part of the workplace, but often avoided because it's considered negative. Here's a chance to explore your own behavior and assumptions regarding conflict. You can practice new techniques for dealing with

the ten most common types of difficult people. The course also explores conflict prevention and dispute resolution.

This workshop identifies sources of team conflict, decreases team adversity and opposition, and increases the use of collaborative techniques. As part of the learning experience, you discover the ways you normally handle disagreements, and how conflict-coping methods can be adapted to become more appropriate, diplomatic, and productive.

The open communication and creative-thinking characteristics of high-performing teams often lead to conflict. When managed effectively, conflict bonds team members and increases innovation. Participants learn to diagnose the source of conflict and adopt new strategies for managing the conflict that result in productive outcomes.

Dynamic Leader Series

The *Dynamic Leader Series* includes monthly training and coaching sessions that take intact leadership teams to new heights. You and your team work on real-world performance goals as you develop leadership competencies. Using a values-based business approach, leaders learn to fully engage the entire organization in creating a better future. The courses focus on action and learning using a progression of courses that include:

1. Leadership Development
2. Communication Skills for an Evolving Organization
3. Giving and Receiving Feedback as a Gift
4. Coaching for Results
5. Understanding People Using the DISC Profile
6. Time Mastery
7. Team Building
8. Managing Conflict
9. Facilitating Dynamic Meetings
10. Vision and Passion
11. Leading Change for Improved Performance
12. Succession Planning and Mentoring for Leaders

Leaders learn to leverage their current strengths and to overcome fears and limitations. The *Dynamic Leader*

Series uses 360-degree feedback so that your entire team successfully builds the competencies needed to lead in a complex, competitive business environment. After each training session, follow-up coaching helps you transfer session learning to the work place with an emphasis creating an organization full of life-long learners.

Customized Training Gets Results!

We design and deliver customized performance-improvement programs. Instead of an off-the-shelf training program, we tailor each session based on the outcomes you want. If you're serious about results, call Leadership that Works today at 570-297-2270. Ask us about our complimentary coaching sessions, which are an easy way for you to check us out!