

TRAINING



Meeting the needs of the new global marketplace with a flexible, total-systems approach

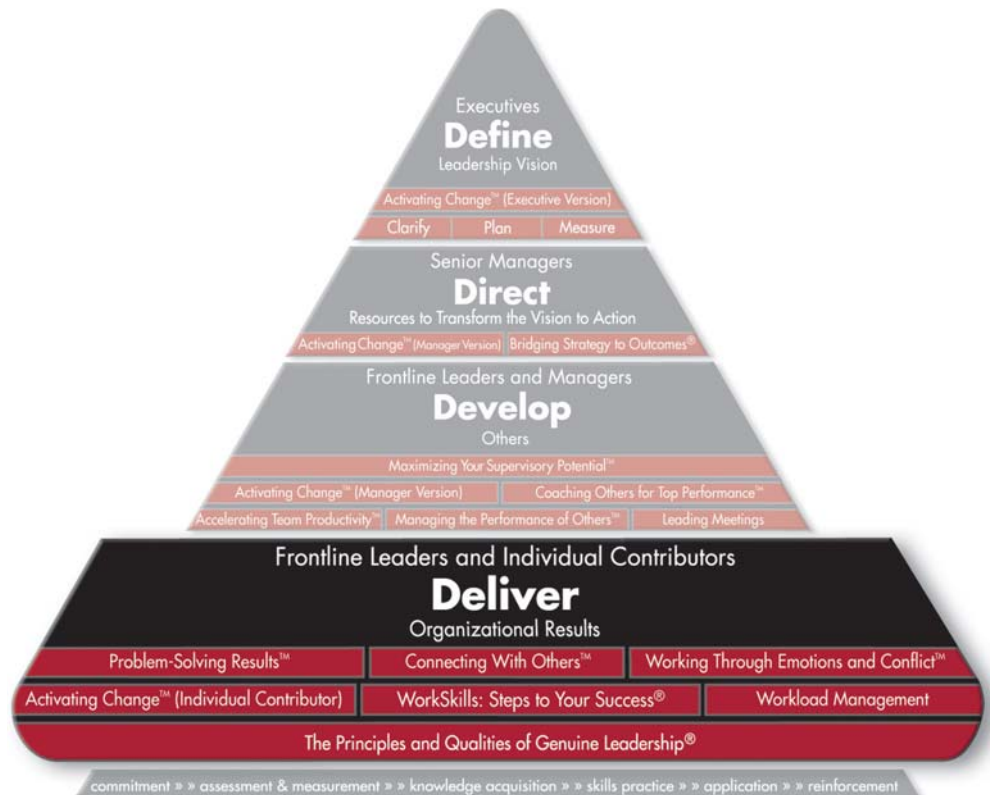
Achieving Results Through Genuine Leadership™

Deliver Level Programs

Frontline Leaders and Individual Contributors DELIVER Organizational Results

Individuals take appropriate and timely actions—supported by knowledge, commitment and ability—to deliver results. Organizations get results when individuals are equipped with the appropriate skills and are energized to do the right things at the right time.

The contributors on the front lines of your organization face special challenges and have unique leadership needs—needs that AchieveGlobal has identified and addressed through a specific learning plan.



At the Deliver Level of our *Genuine Leadership*™ system, we offer a foundational module, as well as additional modules in four skill areas.

The Principles and Qualities of Genuine Leadership™ (4 hours)

More than ever, everyone in the organization needs a deep knowledge of leadership best practices and help in tailoring those practices to their own situations. To meet this need, this module outlines the universal leadership qualities and principles that help individuals become genuine leaders who can translate intentions into reality.

In this four-hour module, participants learn about five critical leadership qualities that contribute to personal and organizational success, and discuss how they relate to key business issues. They also learn six basic principles that can help them develop effective relationships.

The purpose of this module is to help participants achieve results in their jobs by applying the principles and developing the qualities of *Genuine Leadership*™.

At the completion of this module, participants will be able to:

- Explain how current business issues affect their organizations and their ability to achieve results.
- Discuss five critical leadership qualities that contribute to both organizational and personal success.
- Discuss six principles that help leaders develop effective working relationships.
- Assess the regularity with which they apply The Basic Principles in their daily behaviors.
- Explain how applying The Basic Principles can help them develop the qualities of *Genuine Leadership*™.
- Use The Basic Principles to address organizational problems and develop the qualities of *Genuine Leadership*™.
- Plan to use the principles and qualities of *Genuine Leadership*™ in their jobs.

Problem-Solving Results: Solutions, Improvements, and Innovations™ (2-day workshop)

Clearly, the ability to generate innovative solutions to workplace problems is more important than ever. But how do you create the energy to implement these solutions in a climate where resources are scarce and people are already overworked? This workshop provides participants with the skills and strategies required to find appropriate problem solutions and the energy to implement them.

At the end of the workshop, participants will be able to:

- Explain how the principles and qualities of genuine leadership help create an environment that supports constructive and effective problem solving.
- Describe the six steps in the problem-solving process.
- Describe four types of problem-solving thinking.
- Apply elements of the problem-solving process to a sample situation and actual work-related situations.
- Define problems and/or opportunities in terms of gaps between current situations and expectations.
- Identify strengths that can be leveraged to close the gaps.
- Identify and verify probable causes.
- Generate a variety of innovative solution alternatives.
- Develop effective decision-making criteria.
- Demonstrate the steps for gaining group consensus around a decision.
- Identify the techniques to use in specific situations to support implementation success.

Unit 1: Connecting People and Process (4 hours)

This unit acquaints leaders with a five-step process for defining and analyzing problems, finding solutions, and implementing them. *The Principles and Qualities of Genuine Leadership*™ are positioned as strategies to create an environment in which people are encouraged to offer their best thinking in line with a clear problem-solving process.

Unit 2: Exploring Gaps, Causes, and Solutions (4 hours)

In this unit, leaders explore a number of tools that can enhance their success in using the problem-solving approach. Tools are sorted into different categories, and participants use a separate toolkit to work with the following methods:

Generating Ideas

- Brainstorming
- Double reversal

Gathering Information

- Check sheet
- Structured surveys

Analyzing Information

- Flowchart
- Fishbone diagram

Making Decisions

- Rating and ranking
- Risk analysis matrix

Planning and Follow-up

- Gantt chart
- Force field analysis

Unit 3: Deciding on a Solution (4 hours)

Problem-solving efforts can easily lose momentum as people struggle with decisions about what to do. In difficult situations, team members can default to voting or accepting the views of the most verbal individuals. This lack of decision buy-in greatly impacts the energy level required to implement solutions and follow-through. In this unit, leaders learn how to define decision-making procedures and use objective criteria to evaluate choices and alternatives.

Unit 4: Making It Happen (4 hours)

Organizations are full of ideas about how to solve problems and exploit opportunities ... ideas that don't always materialize into results. Implementation and follow-through is often given short shrift and, as a result, problem-solving efforts fall short of expectations. In this unit, leaders learn specific strategies to aid in action planning and follow-through, as well as approaches that build and sustain momentum for those involved.

Working Through Emotions and Conflict™ (1-day workshop)

Addressing Emotions at Work™

Emotions are as much a part of the workplace as the air we breathe. Happiness, surprise, frustration, anger—they are all there and more. Emotions play a role in the choices we make and actions we take. Directed emotions can motivate, inspire, and add positive intensity to our work. When strong emotions leave our control, or “run away,” our personal productivity and the productivity of others suffers. Key relationships in our network are damaged, making it even harder to maintain necessary focus. Individuals who take the initiative to stay on top of their own emotional reactions and help others to do the same have a positive impact on productivity, relationships, the overall atmosphere of the workplace, and their personal well-being.

The purpose of this module is to provide employees with strategies to address strong emotions - their own, and when appropriate, those of people they work with.

At the end of the module, participants will be able to:

- Identify the impact of emotions on your own productivity.
- Be more aware of factors that cause your emotions to intensify so that you can manage them more effectively.
- Choose and apply techniques to address your own strong emotions, so you can focus on getting work done.
- Know when it is useful and appropriate to take positive action to help others manage their emotions.
- Respond to the strong emotions of others in a constructive and objective way.

Resolving Conflicts With Your Peers™

The more people have to depend upon each other to achieve results under pressure, the higher the instance of conflict. Given the complex web of inter-relationships that exist in most organizations today, there is ample opportunity for conflicts - big and small - to arise.

Conflicts can show up as minor disagreements or heated debates. However they present themselves, mishandled conflict situations damage work relationships and deplete personal energy and focus, causing productivity to plummet. People and organizations can greatly benefit from learning to handle conflicts skillfully and confidently.

The purpose of this module is to provide participants with a process for resolving conflicts with their peers that encourages neutral solutions while building constructive work relationships.

At the end of the module, participants will be able to:

- Get ready to address conflict with a resolution mindset.
- Talk through a conflict situation objectively and non-defensively.
- Get a clear picture of the causes behind a conflict.
- Develop first steps and trial solutions to begin to resolve a conflict.
- Follow through to keep momentum toward a solution.
- Work towards reducing the impact conflict has on productivity and work relationships

Connecting With Others: Listening and Speaking™ (1-day workshop)

It's a true reality: In today's workplace, people must be able to quickly absorb and share an overwhelming number of messages each day. Human beings continue to be the richest and most insightful sources of knowledge and experience ... when time is allowed for exchange. This workshop helps answer these vital questions:

- How do we get the information we need to make decisions in the most efficient way possible?
- When does it make sense to take more time to listen to others ... and when should we cut to the chase?
- How can we win the competition for our listener's attention?
- What can we say or do to quickly make our point?

Listening in a Hectic World™

At a tactical business level, listening is a vehicle to get the information we need to accomplish our work objectives. In today's information-saturated work environment, everyone needs to be able to tune out the "noise" and tune in to what's important. At a more strategic level, effective listening is a powerful tool for maintaining the constructive relationships needed for ongoing job effectiveness. This module presents a listening approach that balances the demands of getting the information we need with the awareness that every interaction provides an opportunity to cement solid work relationships with others.

The purpose of this module is to help participants focus their listening time and attention so they can get the information they need to accomplish their work objectives and maintain constructive relationships with others. Participants will learn how to:

- Make better decisions about how and when to spend their listening time and energy.
- Demonstrate curiosity and open-mindedness when listening to others.
- Manage internal and external distractions more effectively.
- Identify the outcomes they are seeking in any listening interaction.
- Listen to negative feedback non-defensively.
- Manage the flow of conversation with someone who has a tendency to get off track.

Speaking to Influence Others™

While new technologies provide a variety of ways to quickly share information with others, there is still no substitute for speaking in real time when trying to sell an idea, make a point, or persuade others to take action. Speaking clearly, concisely and convincingly is especially important in today's fast-paced work environment, where people are continually bombarded with competing requests for their attention. This module shows how to organize and deliver one's ideas to get results in such an environment.

The purpose of this module is to provide participants with speaking techniques and strategies that achieve business results by gaining the attention, ensuring the understanding, and influencing the actions of other people. Participants will learn how to:

- Organize their thoughts with a focus on addressing the needs of listeners and achieving objectives.
- Encourage desired action by delivering their messages clearly and concisely.
- Handle resistance by responding to listeners' ideas, opinions and concerns
- Ensure that ideas are acted on by developing concrete follow-up plans.
- Share ideas for workplace improvements and innovations geared toward better business results

NEW!

Activating Change™: Individual Contributor Version

An individual's greatest professional asset is the ability to adapt to constant organizational change. By learning skills that activate their capability for change, individuals regain personal empowerment and confidence, experience less stress, and strengthen their ability to identify and capitalize on individual opportunities generated through change.

As individuals learn skills that activate their capability for change, they become less resistant to change and adapt to change more quickly and positively. Ultimately, this improves morale and productivity and expedites the process of organizational change adoption. This module teaches three key practices to help individuals activate their capability for change, empower themselves in productive ways and experience less stress.

At the end of the half-day module, participants will be able to:

- Describe the benefits of becoming change capable.
- Learn about a change in efficient, productive ways.
- Identify external business realities that create the need for change.
- Leverage past successes and strengths to adapt to change.
- Take positive action within their areas of control.
- Resist the natural tendency to sink into a negative view of change.

Workload Management

The modules in this skill area help individual contributors excel in today's fast-paced, sometimes chaotic workplace.

Identifying Work Priorities and Setting Verifiable Goals *(Leadership for Results, 4 hours)*

Today's managers and individual contributors often take on many different cross-functional, project-related, short- and long-term tasks, activities, and responsibilities. And the work often comes from many sources. As a result, both managers and individual contributors need to step in from time to time and ask themselves two questions:

- What should my high-priority responsibilities be right now?
- How will I, and others, know how well I'm performing?

This module consists of two closely related processes. The first helps people prioritize their work according to key results the organization is trying to achieve. The second helps formulate clear goals that have high payoffs for the organization and use objective terms that support verification of results.

Managing Your Priorities *(Leadership for Results, 4 hours)*

Rapid change, flatter organizational structures, and cross-functional duties mean employees today must assume greater responsibility for managing their own tasks. To do that successfully, they need to be able to handle competing priorities, shift gears smoothly, and coordinate and negotiate responsibilities, schedules, and resources with others.

The activities in this module provide the awareness and skills participants need to make better decisions about their daily work. Participants learn techniques that help them deal with complex interpersonal interactions, build strong work relationships, and increase their overall productivity, even in an environment in which changing priorities is a daily reality.

Personal Strategies for Navigating Change *(Leadership for Results, 4 hours)*

In today's workplace, employees are experiencing tremendous changes in organizational strategies, in the way work gets done, and in the way people work together. These changes present new demands and challenges for every individual in the organization. Without personal strategies for dealing productively with change, employees can become overwhelmed and communication can break down.

This module provides an effective approach to navigating change that people in any organization can use. Participants explore skills that help them deal with change both individually and interpersonally, and they develop strategies to deal effectively with a change that's difficult for them.

WorkSkills: Steps to Your Success

The group of modules in this skill area addresses the specific needs of today's line and staff support employees—new hires as well as established employees.

What it Takes to Succeed: The Basic Principles *(WorkSkills: Steps to Your Success)*

To succeed in today's changing workplace, every employee needs a firm foundation for communicating with managers and coworkers, and a clear understanding of workplace norms, and expected attitudes and behaviors.

What it Takes to Succeed: The Basic Principles addresses the basics of success in the workplace: minimal expectations (including appropriate dress, regular attendance, and other aspects of a strong work ethic) as well as broad guidelines for day-to-day interactions with others.

Getting the Information You Need *(WorkSkills: Steps to Your Success)*

When taking on a new assignment or learning a new task, employees must actively seek out the information they need to succeed. Given the pace of many work settings, however, that can be a challenging task.

This module centers on a four-step process for identifying gaps in knowledge, asking focused questions, encouraging others to share information, and checking their own understanding of what they hear.

Participants identify situations to apply the process, consider the potential impact of their questions, practice the process in a range of situations, and plan for later application of the process. Overall, the module helps participants gain skill and confidence in asking for and verifying the information they need to succeed at work.

About AchieveGlobal

AchieveGlobal is the world leader in helping organizations translate business strategies into business results by developing the skills and performance of their people. We are a single resource for aligning employee performance with organizational strategy through training and consulting solutions in sales performance, customer service, leadership and teamwork.

With 75 offices in 43 countries—and programs and services in more than 40 languages and dialects—we can work with our customers virtually anywhere in the world. We welcome the opportunity to work with you, too.



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Speaking with Confidence (*WorkSkills: Steps to Your Success*)

Expressing themselves clearly at work is a task many employees find challenging, whether in day-to-day interactions, during a meeting, or with someone in a position of authority. Even so, the ability to speak confidently is vital for success at work. In addition, many organizations today ask employees to express their opinions, make suggestions, and present ideas.

The four-step process in this module helps participants prepare and deliver a clear message. The module includes practical tips on overall organization and presentation, and helps participants look at the information from the listener's point of view. Through multiple practice opportunities, participants gain the confidence and skills to speak out in ways that help them achieve positive results through a positive impact on their listeners.

Positive Responses to Change (*WorkSkills: Steps to Your Success*)

If the only constant these days is change, it's vital for all employees to respond swiftly and positively to the many changes they face or will face in their jobs. Because of the natural human resistance to change, however, it's easy for them to feel victimized and, as a result, to be left behind or worse, to seek other employment.

This module offers a four-step process for making the most of change, rather than resisting or just enduring it. After a video examination of resistance to change, the module helps participants come to grips with their own resistance, weigh their options, find positive responses and encourage others to do the same. The module fosters practical optimism by helping participants see the bright side of a new situation, rather than dwelling on what is lost.

Defusing Emotionally Charged Situations (*WorkSkills: Steps to Your Success*)

Frequent changes, tight deadlines, unresolved issues, personality conflicts and issues from home all can make the workplace a pressure-cooker where emotions get out of control—affecting both performance and relationships. To succeed at work, employees need to understand what tends to set them off and possess skills for cooling down tense situations.

This module helps participants explore the consequences—for themselves and others—of allowing emotion to get the better of them. They then work together to identify their individual “hot buttons” and develop appropriate coping strategies. They also consider and apply guidelines for handling others who may be out of control emotionally, and for moving the conversation toward calm, rational problem solving. Participants come up with their own reminders of key techniques and plan later application of the skills they've learned.

Helping Your Team Work (*WorkSkills: Steps to Your Success*)

In almost every job, success depends on shared projects, effective group interaction, coordinated effort and helping one another in a pinch. Where team skills and awareness are weak, an employee can impede the performance of the team, with potentially disastrous secondary impact on the entire organization.

This module takes a close look at key team behaviors—thinking big picture, extending a hand, appreciating others, and making one's needs known. In the dynamic opening activity, participants recognize the value of strong teamwork and the consequences of a lack of teamwork. Then, using four TEAM guidelines, participants assess video examples, evaluate their own team behaviors, apply the guidelines in practice situations and plan for application after the class.

Managing Life Outside Work: Handling Emergencies and Resisting Temptations (*WorkSkills: Steps to Your Success*)

Many employees find it difficult to be effective at work—or even go to work—when outside emergencies and needs intervene. To succeed long-term in their jobs, they need practical strategies for handling likely outside emergencies that may prevent them from going to work and for resisting the many possible temptations to skip work.

This module helps participants cope with a range of issues and events that can make it hard for them to meet an employer's minimum requirements. Participants begin by identifying the emergencies (e.g., a car problem) and temptations (e.g., a day at the beach) they may encounter. They then learn and apply a four-step process for developing emergency plans, and a five-step process for resisting (and rewarding themselves for resisting) common temptations to “call in sick” or just not show up.