

2019 Program Overviews

OUR APPROACH: TOOL AND TECHNIQUES COMMON TO ALL WORKSHOPS

While sessions vary greatly depending on topic and duration, at their core training is *highly interactive, tailored, and practical*. What you won't see: long lectures, overloaded slide decks, and quick jumps from one unlinked activity to another. Learning is a consequence of thinking and doing, not teaching. Theory, research, and extensive stakeholder interviews are leveraged to ground workshops in best practices while in session time is spent deep in hands-on experience, feedback, and reflection to help bridge the knowing-doing gap. A snapshot of some of our in session approaches:

- A mix of external (localized cases inspired by Kellogg/Harvard simulations) and custom client simulations co-created with leaders.
- Structured pair-work, small group, and plenary discussions, activities, and problem solving.
- 360° Video with peer and trainer feedback, leveraging the use of live rewinds, sub-texting (reading between the lines), and conversation mapping.
- Hot-seat/Fishbowl simulation with senior client role-players.
- Speech and interactive simulation transcript deconstruction: applying sentiment analysis to see where back and forth dialogues break down.
- Gamification of key elements— card based techniques for surfacing difficult concepts and making thinking visible.

Pre-Workshop: Build before we begin

Pre-session work includes stakeholder interviews and alignment, brief readings and surveys/assessments via our app, and optional flipped workshops (interactive videos delivered before the session, with session focused entirely on hands-on work).

Featured Follow-Ups

Often training is treated as a one-off event. Without strong lead-up and follow-through, we lose the majority of our momentum. In addition to our tailoring and pre-assessment, as follow-up we offer:

- **Knowmium Learn (5 Minute Mentor iOS/Android App):** Just-in-time delivery of ideas to your computer, tablet, or phone. Carefully sectioned bite-sized chunks of learning to grow without

wearing out or cutting into the work day. Usage reporting is available for LandD.

- **Impact Boosters:** Short 1 to 2 hour sessions, ideally in small groups, to reconnect with and stretch beyond session topics. Strong proven ROI and highly encouraged.
- **Accountability Partners:** Picture the buddy system, only better— partners check in on each other and peer evaluate.
- **Coaching Culture:** Short training for managers to better enable them to coach, mentor, provide feedback, and lead discussions on our training topics.

Durations and Formats



- **Wake Up:** When time or buy-in is a factor, 1–3 hour express sessions are a great way to cover a few key learning points in highly motivated short intensives with groups up to 24.



- **Mix It Up:** A balanced mix of morning whole group intensive class, and afternoon small group/ one-on-one sessions for personal attention and feedback. MIU delivers the strongest ROI of any group session.



- **Show Up:** Available in durations from 4 hours to 3 days, this standard class format (although the sessions are anything but standard) is good for groups of 8 to 16 participants.



- **Beam Me Up:** Increasingly, organizations are looking for ways to save travel costs by de-locating sessions and hosting via video and blended learning/flipped classrooms.

3 key themes, each with 5 subtopic workshops in each

- I. Change Your Conversations
- II. Change Your Message
- III. Change Your Organization

I. Change Your Conversations

1. MOVING MINDS: Influence without authority and master positive persuasion's push and pull of sharing and understanding.



Charles Darwin once wrote, *"It is not the strongest of the species, nor the most intelligent that survives, but rather the one that is most adaptable to change."* The way we move minds has changed: whether we are influencing clients through planned meetings or chance encounters, collaborating and persuading both inside and outside our organizations, or presenting our ideas upwards, laterally, and beyond—today's professionals aren't getting things done because they can tell someone else what to do.

Our expertise, our position, is not enough: so how do you influence others without organizational authority? Developing your influence skills can help you gain commitment from people at all levels: direct reports, peers and bosses. This practical workshop teaches the positive communication skills that will increase your performance and impact in complex relationships and show you how to achieve short term goals without sacrificing future goodwill.

Session Goals:

- Move beyond a reliance on positional power: Know what is meant by personal power and learn how to use it to enhance your credibility and Achieve results through others without using direct authority
- Appreciate what drives your own influence style, and how your behavior impacts on others
- Develop and practice a variety key push and pull influence behaviors: assert, rationalize, bridge and inspire
- Identify how organizational structure and politics impact on communication and acquire techniques for managing these effectively

2. NEGOTIATE TO GREAT: Leverage systematic frameworks to build trust and achieve truly integrative deals.



Whether we are aware or not, we negotiate every day. For many of us, this causes anxiety: we don't like conflict, and are uncertain how to positively position ourselves or what we have to offer. The greater competition becomes, the greater the pressure of industry commodification, the more critical being able to navigate uncertainty while creating value and building trust becomes.

Successful negotiating is one part art and one part science: problem solving, framing conversations, setting anchors, combining and unpacking possibilities, all while keeping an eye towards what is possible, and when to walk away. Through an understanding of the choice of tactics, you will be able to leverage a template driven system to plan and conduct negotiations effectively, taking account of how others may respond so that you are clear about your own options. At the heart of this is a recognition that long term relationships are best served by finding win-win solutions.

Session Goals:

- Acquire a systematic framework for understanding and preparing for negotiation
- Heighten your awareness of your strengths and weaknesses as a negotiator
- Learn how to expand the size of the pie by creating value in negotiations
- Gain problem-solving techniques for distributing value and strengthening relationships
- Ascertain how to choose the right process to craft deals that last
- Learn how to manage across the table and behind the table negotiations

I. Change Your Conversations

3. SAVVY SELLING: Combine consultative and insight selling techniques to reach clients of today.



What does selling mean today? The sales landscape is drastically different, and many modern clients don't want to be sold to in the same way as a decade ago. Endless questions followed by 'matching' skills are frustrating busy clients as they struggle to understand the value in giving up precious time to provide information: in doing the sales rep's homework for them. Clients are better informed than before and looking for a different approach.

This thinking is reinforced by research carried out by the Corporate Executive Board which found that sales people who teach customers something new, bring unique insights and tailor their sales message to the customer's specific needs and objectives are doing rather better than their traditional 'solution selling' counterparts. How do you motivate and gain commitment from your clients? Our practical focus will be on sales insight structuring, conversational consultation, and advanced stakeholder management.

Session Goals:

- Move beyond selling as telling into consultative conversations
- Identify clients most likely to be receptive to new ideas, and position ideas better
- Create deeper conversations that position you as a trusted advisor through powerful questions
- Craft deeper sales narratives that engage buyers more than product and feature pushing
- Reframe objections as opportunities for greater exploration and problem solving

4. IMPROMPTU FOR YOU: Get organized, speak on the spot, and connect Q&As to your audience.



Having several days or weeks to prepare a presentation can be nerve-racking enough, but do you feel panic-stricken if you are asked to speak at a moment's notice with no preparation?

Do you wish you could:

- Speak confidently and clearly the next time your boss asks you a question?
- Be able to give an effective business briefing when suddenly asked to do so?
- Handle questions with poise and grace even under hostile circumstances?

The good news is: clear systems are available to transform average impromptu messages into ones that create the impact we desire. We will focus on getting comfortable in front of audiences when put on the spot, learning to think and structure a message on your feet, combining creativity and narrative when speaking off the cuff, and delivering with confidence. These techniques will be applied to impromptu speech scenarios and delivering audience focused Q&As.

Session Goals:

- Apply clear structure techniques to quickly prototype speeches live in an organized fashion
- Handle difficult questions on the spot with positive audience connected answers
- Adapt your message to different impromptu scenarios and audience needs
- Build messages bridges when stuck without easy answers and create powerful link backs to your core message
- Develop creative ideas in the moment

I. Change Your Conversations

5. TELLING ISN'T TRAINING: Teach your clients and people. Turn subject matter information dumps into engaging seminars.



What's the risk of delivering the same old subject matter expert (SME) training year after year internally as well as to clients?

Some would say it is in the company's best interest to deliver the cheapest, most basic training possible that still meet the necessary requirements. Why waste effort on making it memorable and engaging when the bare minimum will do?

Managing SME training is no longer a tick box exercise and is ranked second only to leadership development in training importance globally. Fostering a learning culture will be easier to achieve by deploying training that is about changing behavior not just imparting facts, and on the external side, clients will truly see you as trusted partners if the training you deliver creates real change. Employers know that an intelligent, well-trained workforce is central to productivity and well-being. SME's have a crucial role to play in this effort, provided the knowledge they impart is transferred to the work of the organization.

Session Goals:

- Diagnose current ability in delivering training
- Identify measurable learning objectives and apply adult learning principles
- Create diverse opportunities for participants to connect with the content
- Facilitate using learner-centered training methods and alternatives to lectures and do so with true confidence
- Develop strategies for different learning needs to keep participants engaged and involved
- Know how to present information clearly, respond to questions, and manage groups

II. Change Your Message

6. SPEAK TO PERSUADE: Craft memorable speeches that motivate change and spark conversations.



It is estimated over 80 million presentations are given around the world everyday—and we'd argue most of them are not making the most of their opportunity, with billions lost yearly on dull speeches with little follow through and no power. Isn't it time we communicated better? In a recent survey of more than 300 Fortune 100 business leaders, what do you think was ranked number 1 among desired skills of new employees? Effective speaking.

Whether your challenge is moving from data dumps to engaging persuasive structures, or delivering technical content in a way that better translates information into action—ultimately, the goal of a great presentation is not its completion, but in how much the audience remembers and acts. Even experienced presenters can fail to motivate their audience. Confidence alone is not enough to deliver the right result: presenters need skill and finesse to truly connect.

Session Goals:

- Structure and build compelling presentations — make your mark and be remembered
- Establish stage presence (confident/charismatic body language and voice) and rapport with the audience
- Deliver technical content to non technical audiences with clear business narratives
- Deliver high-power, captivating speech “openers”
- Confidently present complex or controversial information, using well-planned arguments to increase audience receptivity to ideas
- Transform static topics into meaningful persuasive pitches

7. BUILDING BUSINESS STORIES: Turn facts and data into compelling narratives that bring your points to life.



Organizations are changing quickly. Everyone is deafened by the “noise” of information overload. The sharing of stories is a powerful way of cutting through. When we tell stories, people ‘get’ what we are saying – and they remember. This is the case whether we are communicating informally or in a more formal environment. Yet few people in business systematically harness the natural power of story in the workplace. When we tell stories, people “get” what we are saying – and they remember.

John Kotter writes, *“Those in leadership positions who fail to grasp or use the power of stories risk failure for their companies and for themselves.”* We can use the power of stories to make our values come to life, to persuade audience, to build common ground, and create confidence for change. In our workshop you'll learn where to source stories,, how to match stories to purpose, and how to bring your narratives to life.

Session Goals:

- Discover how to get people hooked on you & your messages: structure & build compelling narratives
- Confidently present complex information, using stories to increase audience receptivity to ideas
- Understand Denning's 8 categories of stories, & how they can be used to move minds
- Explain things in ways that connect with different audiences: be able to clearly identify your audience's needs, obstacles & desires in the stories you create
- Move beyond summaries & data dumps by leveraging dramatic tension & narrative elements

II. Change Your Message

8. THE WRITE WAY: Banish boring emails and postings with clear tools for busy readers that will make sure your message gets read.



On an average day we spend at least 30% of our time writing emails. Both the volume and speed of business communication is increasing rapidly, leading to massive overload on the reader side, as well as the danger of sending messages that come across poorly in tone. How can we make sure what you write in your emails get read and truly considered, without running into negative obstacles?

What we write must be focused, concise, accurate and compelling in order to keep interest and avoid violations in tone and content. Fair or not: people will form opinions about you, and your organization's ability to deliver, by the way you write. Our persuasive writing approach provides pinpointed feedback to your specific writing needs, and gives you the ability to not only contribute more effectively from an organizational perspective but also to improve the workflow of your overall writing process.

Session Goals:

- Get readers to agree with you by applying our persuasive strategies
- Hold your readers' attention by making your ideas easy to spot at a glance
- Boost understanding by connecting sentences and paragraphs in easy, essential ways
- Sharpen your message by knowing how to fix wordiness
- Improve visual design of proposals for better skimming and scanning

9. MANAGING BRAND YOU: Improve your executive presence, practical network, and career image.



Your personal brand impacts your interactions, your leadership style, and ultimately how you choose to live your life. Personal branding is often thought of nowadays as a way of describing self-packaging – in other words the way in which people market and promote themselves to the outside world. Though the concept of personal branding isn't new, questions remain about how to create one and, more importantly, what it means to maintain and inhabit that brand.

Everything you do can grow and reflect your personal brand: the projects you lead, the networks you develop, the clients you engage, and the initiatives you take. In today's market outstanding performance is no longer enough if you want to progress your career. Image and visibility are now essential components of career success. You are a brand - and you need to know what your brand stands for.

Session Goals:

- Acknowledge and recognize that you are a "brand"— understand both what personal branding means and what it means to inhabit their brand
- Be clear about your career values and how they shape your behavior. Figure out what distinguishes your personal brand and fruitfully market it to the people you want to reach
- Assess your perception of yourself and how that correlates with that portrayed to others
- Identify your strengths and areas for development in interpersonal relationships and gain tips and techniques on how to build and improve them

II. Change Your Message

10. SLIDES THAT DECIDE: Convert dull slide decks into visuals that guide focus and action.



PowerPoint is the bane of many professional's existence, but it is also key to our success. Our reality: passing on information is not the problem. The problem is turning information into persuasive visual communication. Connecting with an audience to push them to action or to a decision takes a very different mindset and skill than just sharing data and bullet points.

We cannot just dump the details and expect people to make sense of it all—to sort the trivial from the significant, make assumptions, and come to the same conclusions as we have. We need to think of creative ways to explain complex concepts and focus our slides on driving the memorability and momentum of our speech. We can put the power back in PowerPoint. Explore with us the key tools and elements for building slides and handouts that leave your audience with a positive lasting impression.

Session Goals:

- Understand the negative brain based impact on the audience created by the use of bad PowerPoint
- Recognize the strong positive value of visual media for crafting a business narrative and making data memorable
- Analyze slide design using paper-based workflow and squint tests to achieve maximum effect
- Learn how to utilize simple techniques and templates to rapidly create powerful slides and handouts
- Discover key resources for building your own toolkit of better PowerPoints, and how to use them to stand out from the crowd

III. Change Your Organization

11. INNOVATE TO GREAT: Think like a startup with systematic iteration, business analogies, and other divergent tools.



Do you wonder your own ability for creativity and innovation? You're not alone. Most organizations understand the value of innovation. We demand "innovative ideas," but without a clear *how*, organizations end up delivering mediocre solutions. We can do things differently. In this program, we'll discover new ways to break through mental barriers and roadblocks, and quickly generate and test numerous ideas, learning our way into solutions that are desirable, feasible and financially viable.

You'll get the chance to unpack your own personal ForeSight© profile which helps give you the tools to better work with other generating innovations. We'll explore effective innovation work within your unique organizational culture, building on existing strengths, not a set framework. Through real-world examples, you'll learn how to develop winning strategies and strengthen your organization's capacity to drive innovation. Our training gives you the skills to think, act and operate creatively in your daily work.

Session Goals:

- Assess your own individual innovation profile and how to improve the skills you'll need to grow to improve your flexibility
- Understand the 5 key innovation skills: associating, questioning, observing, experimenting, and networking
- Generate, strengthen and elaborate on ideas and evaluate and prioritize those ideas based on impact
- Practice and simulate the process to create new breakthrough business ideas for your organization

12. EQUALITY BY DESIGN: A reflective and practical journey that helps us to build beyond bias in the D&I space.



If we had to stop and think about every decision we made, we could not function, so, our brain takes shortcuts and uses past knowledge to make assumptions. We stay in our comfort zone and relying on prior experience, preferences and cultural influence to navigate our day. The result: We're more comfortable with people who are like us and conform to our expectations. We lose the ability to embrace different points of views, people and anything outside of our norm. This has a huge impact for many in the workplace.

Our organization relies on creativity and innovation to succeed— skills that are not bound by gender, ethnicity, orientation or age. Indeed, having a more diverse group of people helps us perform better with a more diverse range of opinions and approaches. While most people are behind this objective, unconscious bias often hides us. In our training, participants will gain an understanding about common types of subtle diversity bias, how it impacts the workplace, and what practical tools can be applied right way how to improve it.

Session Goals:

- Understand clearly the personal and business case for inclusivity: why should inclusivity matter to me?
- Recognize our own bias and privileges— bring to the surface those elements which are often unconscious
- Demonstrate knowledge of how diversity in ideas, cultures, etc. shapes identity and influences behavior
- Guide participants in transferring a conceptual understanding of inclusiveness into effective communication skills

III. Change Your Organization

13. COLLABORATE TO GREAT: Get out of silos and develop trusted teams that communicate, create, and captivate together.



How can we best work together as a team and give everyone ownership of our common goals? In theory collaboration sounds great. In practice, working together can be a frustrating experience. Initially keen to collaborate, our enthusiasm easily wanes and frustration increases when so many obstacles block progress, so we head back to the comfort and safety of our “silos.” There are many challenges to effective collaboration: differences in communication styles, work habits, and cultural diversity -- all of which can result in conflict, misunderstandings, and ineffective behaviors.

Based on a combination of research and real practical experience of what works and what doesn't, we help you understand the fundamental principles, benefits and barriers to collaboration and the many “faces” of tension and conflict. Our program is a highly interactive session focusing on key skills that are essential to building and maintaining climates of trust and collaboration within organizations.

Session Goals:

- Articulate and buy into the benefits of collaboration vs. cooperation
- Build high trust relationships with colleagues to build consensus
- Overcome barriers and conflicts that typically arise during the collaboration process
- Enhance listening to anticipate and avoid misunderstandings
- Empathize with team members for engagement and connection

14. CREATING COACHING CULTURE:

Differentiate managing from real coaching and accelerate internal learning.



Leadership and management responsibilities have changed dramatically, particularly in the last decade. In order to be an effective manager in increasingly fast-paced and complex organizational environments, coaching has become essential. Taking an interest and active role in employee development is a key tool for keeping staff engaged, growing their skills, and encouraging enthusiasm and excitement about their contributions to the organization.

When would using a coaching style deliver better results for you at work? Do you find yourself frequently trying to solve others' problems, when you believe they could solve them themselves? Do you understand the skills of coaching in a professional context? This course covers the fundamentals of workplace coaching. During this program, participants will explore a range of coaching models, and practice their skills at coaching.

Session Goals:

- Know what coaching is and when it is appropriate to use it at work
- Differentiate coaching from other kinds of conversations
- Apply a clear coaching model to conversations
- Select appropriate coaching question, and thus be able to add value to discussions where you may not be the expert or have all the answers
- Support your coachees to follow through on actions with a clear framework for catch-ups and scaffolding

III. Change Your Organization

15. WORKING BEYOND BORDERS: Whether virtual or face-to-face, cross cultures in ways that strengthen your teams.



In a rapidly expanding global marketplace with clients worldwide, it is crucial to understand the benefits cultural awareness can bring, not just on an organizational level, but to each of us on a very human scale. When communication becomes conflict, we have a tendency to excuse ourselves, and accuse others, especially when they are geographically or culturally distant. Our ability to truly perspective take, to understand others and not simply place blame, is crucial to our personal and professional success.

Cultural competence is a complex set of awareness, attitudes, and skills that allow you to interact with international business people in ways that are appropriate, respectful, and relevant. Our course provides an introduction to and understanding of the field, empowering participants to go back to their businesses with fresh perspectives. We guide participants through the hands on models of cross cultural understanding and apply them to real life situations - demonstrating how they influence business relationships, practices and policies and providing strategies to using it positively.

Session Goals:

- Understanding intercultural awareness and CQ: what constitutes a culture and why does it matter at work?
- You and your culture: looking at Dr. Meyer's Culture Map— 8 categories of cultural communication hot spots, and how we align and differ from our own cultures
- Understanding the intersection of culture, context, and character: how to be aware of culture while listening to the individual and avoiding stereotypes
- Generating trust and credibility across borders
- Turning conflict into cross-cultural communication