CNIC Guide to
AchieveGlobal Curriculum

Finding the Right AchieveGlobal Curriculum to meet Your Professional Development Needs

Commander, Navy Installations Command

June 2018
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How to Use this Guide

CNIC is committed to the development of its workforce. We want all employees to develop to their full career potential. Our Human Capital Strategic Plan (HCSP) and specifically the Leadership Enrichment Line of Effort (LOE) has adopted OPM’s Leadership Competencies as our methodology to grow leaders across the enterprise.

This guide was developed as a way to identify the training solutions available via Achieve Global curriculum based on your developmental needs. Please note these Achieve Global offerings are not the only source or means of training available to support your development. The CNIC HCSP and accompanying LOEs are identifying, developing and providing additional information across the full spectrum of employee development, to include information on other training opportunities.

You may navigate the extensive curriculum through two filters:
- Developing your potential via OPM Leadership Competencies
- Improve performance within the enterprise through the specific modules that address common workplace performance issues

We want CNIC personnel to see Workforce Development as a valuable enterprise-wide learning asset with a wealth of knowledge, helpful staff, and a deep library of learning content aligned to CNIC positions.

Questions to Think About as You Consider Training

1. Who is the audience?
2. What would you like them to do better?
3. Describe the difference between the current state and the desired state—what will audience members do differently after training?
4. Can you describe a few specific activities or tasks that you hope training will help improve?
5. What business results in your organization do you want to impact through providing training (e.g., improved productivity, reducing costs)?

How to Make the Most of Training

Your WD Liaison is your partner in helping you get the results you’re after. Depending on your goals, learning and development activities that may be important to complement training include supervisor consultation and coaching, communities of practice, mentoring, and technical assistance to enhance employee potential in reaching personal and enterprise stretch goals and assignments.

Training isn’t always the answer to a performance problem. However, when it is, measurable performance improvement is achieved when learners partner with supervisors to:
- Remove barriers to learning
- Actively engage in the learning process
- Discuss and implement new knowledge and skills
- Coach and reinforce desired behaviors and performance improvement
We hope you find this guide easy to navigate and a useful planning tool. If at any time additional information is needed, please feel free to contact your CNIC and AchieveGlobal team:

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## AchieveGlobal Courseware Mapped to OPM Competencies

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<td>External Awareness – Activating Change™: Executive Version</td>
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<td>Vision – Profiles in Genuine Leadership™</td>
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<td>Creating Line of Sight (module from Bridging Strategy to Outcomes™)</td>
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<td><strong>Leading &amp; Managing Programs</strong></td>
<td><strong>Manager</strong></td>
<td>Creativity &amp; Innovation – Leading Innovation: From Concept to Customer Value™</td>
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<td>Shaping a Motivational Workplace™</td>
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<td>Activating Change™: Manager Version</td>
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<td><strong>Financial Management</strong></td>
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<td><strong>Partnering</strong></td>
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<td>Building Trust Under Pressure: The Basic Principles™</td>
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<td>Bridging Strategy to Outcomes™ (full course)</td>
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<td><strong>Leading &amp; Managing People</strong></td>
<td><strong>Supervisor</strong></td>
<td>Accountability – Identifying Work Priorities and Setting Verifiable Goals™</td>
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* FFR version recommended with an all NS audience
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* FFR Star Service: Creating Stellar Customer Relations is foundational for all N9 personnel.
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| Building Team Pride and Purpose     | ILT        | Leveraging Diversity Accountability     | • Recognize the roles team pride and purpose play in accelerating team productivity  
• Identify actions that can build pride within individuals and groups  
• Demonstrate a set of key actions for building a sense of purpose within a team  
• Communicate team goals in a compelling way to inspire commitment |
| Clarifying Performance Expectations  | vILT       | Accountability Conflict Management Developing Others | • Respond effectively to questions and concerns people have about work priorities and goals  
• Demonstrate a set of key actions for clarifying performance expectations  
• Use the Key Actions to hold a productive discussion about expectations  
• Clarify expectations in a way that increases employees' ability to manage more of their job responsibilities on their own |
| Conducting Performance Reviews       | ILT        | Developing Others Accountability        | • Prepare for a focused and collaborative performance review meeting  
• Help employees prepare for the performance review meeting  
• Give the Learner’s perspective of the employee’s performance by focusing on core points  
• Demonstrate a set of key actions for conducting performance reviews  
• Overcome major performance disconnects with the employee  
• Increase employee motivation, learning, and productivity and ensure collaboration throughout the year |
| Correcting Performance Problems      | vILT       | Conflict Management Developing Others Accountability Human Capital Management | • Recognize why leaders delay correcting poor performance  
• Describe the consequences of delaying actions to correct poor performance or conduct  
• Identify situations in which to take action  
• Explain the benefits of collecting background information prior to a discussion about poor performance or conduct  
• Demonstrate a set of Key Actions for correcting employee performance problems  
• Conduct focused conversations about poor performance that result in action toward improvement |
| Delegating for Shared Success        | ILT        | Team Building Accountability            | • Assess their delegation challenges and skills  
• Evaluate what work must be done by them versus what can or should be delegated  
• Plan tasks to delegate and align the tasks with the appropriate staff  
• Demonstrate a set of key actions for conducting a delegation conversation  
• Identify follow-up actions to ensure delegation success |
| Realizing Talent in Others           | vILT       | Human Capital Management Developing     | • Recognize psychological needs of individuals and incorporate leadership behaviors to support them  
• Uncover high impact development opportunities that tap into the employee’s internal motivation  
• Link employee development activities to business goals and objectives |
### Effectively Lead People

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<th>Learning Event Title</th>
<th>Modality</th>
<th>Competencies Addressed</th>
<th>Learning Objectives</th>
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| **Facilitating for Results** | ILT | Decisiveness, Partnering, Oral Communication | • Collaborate on development plans that boost employee interest and activate productivity  
• Unleash and leverage individual capabilities to achieve workgroup and organizational results |
| **Generations in the Workplace: Leveraging Age Diversity** | ILT vILT | Leveraging Diversity | • Describe how using The Basic Principles in meetings creates an environment that fosters productive and efficient meetings  
• Prepare the group for a focused meeting  
• Encourage diverse points of view  
• Keep the group focused and moving  
• Make sure action items are planned  
• Describe the planning involved in preparing a team for a focused meeting  
• Successfully start a meeting by reviewing the purpose, desired outcomes, ground rules and agenda  
• Apply numerous facilitation techniques to encourage a wide range of views on discussion topics  
• Describe plans for using the skills from this Learning Event when leading meetings  
• Explain the difference between meeting process and meeting content  
• Demonstrate how to keep the discussion on track while maintaining an appropriate meeting pace  
• Demonstrate how to assign action items and make follow-up plans to conclude a meeting  
• Explain how to evaluate a meeting  
• Describe how the key actions can be used by meeting Learners  
• Demonstrate techniques for handling disruptive behavior |
| **Giving Needs-Based Feedback** | ILT vILT | Developing Others Human Capital Management | • Describe negative consequences of age-based stereotypes  
• Avoid projecting age-based stereotypes on others  
• Describe common workplace needs across age groups  
• Treat others as individuals, regardless of their age  
• Leverage the talents and experience of others, regardless of their age |
| **Offering Rewards and Recognition** | ILT vILT | Developing Others Accountability Human Capital Management | • Explain the difference between reward and recognition  
• Offer rewards that foster employee motivation  
• Offer spoken and written recognition that supports employee motivation  
• Sustain motivation by helping employees identify their own contributions  
• Recognize team performance to encourage collaborative effort |
Effectively Lead People

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<tr>
<td><strong>The Hallmarks of Supervisory Success</strong></td>
<td>ILT eLearning vILT</td>
<td>Teambuilding Problem Solving Developing Others</td>
<td>• Manage their transition to a supervisory role • Outline actions required to build credibility • Identify strategies to tap into the commitment of others • Create a clear connection between departmental and organization goals to increase work group commitment • Plan for conversations with their managers that build constructive relationships and gain their support</td>
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<td><strong>Leading Innovation</strong></td>
<td>vILT</td>
<td>Creativity &amp; Innovation Problem Solving</td>
<td>• Demonstrate behaviors that positively impact CNIC • Sustain focus on innovation that shows itself in customer satisfaction and employee engagement • Lead innovation • Engage co-workers in the innovation process • Contribute to improved performance of the overall organization</td>
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<td><strong>Leading Virtually: A Framework for Results</strong></td>
<td>ILT vILT</td>
<td>Leveraging Diversity Developing Others Team Building Accountability Human Capital Management</td>
<td>• Provide clear focus and guidelines that will promote group cohesion • Determine how to leverage communication skills and technology in ways that will enhance individual commitment • Encourage collaboration among people from diverse work groups • Apply leadership practices to effectively lead dispersed work teams</td>
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<td>Developing Others Accountability Human Capital Management</td>
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<td>ILT</td>
<td>Problem Solving Creativity &amp; Innovation Developing Others Leveraging Diversity</td>
<td>Optimizing Diversity is Unit 3 of Leading Innovation</td>
</tr>
</tbody>
</table>
# Effectively Lead People

<table>
<thead>
<tr>
<th>Event Title</th>
<th>Modality</th>
<th>Competencies Addressed</th>
<th>Learning Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profiles in Genuine Leadership</td>
<td>ILT</td>
<td>Leveraging Diversity Continual Learning</td>
<td>• Describe the unique challenges they face in their organization&lt;br&gt;• Describe six key areas of action for leaders in the 21st century&lt;br&gt;• Identify their own assets and liabilities as a leader&lt;br&gt;• Plan ways to apply their assets and reduce their liabilities</td>
</tr>
<tr>
<td>Giving Needs-Based Feedback</td>
<td>ILT vILT</td>
<td>Developing Others Human Capital Management</td>
<td>• Plan and facilitate effective feedback conversations, both face-to-face and voice-to-voice&lt;br&gt;• Support employees' internal motivation to achieve business results&lt;br&gt;• Improve performance by helping employees find personal benefits in organizational structure and self-generated solutions&lt;br&gt;• Receive feedback in ways that promote improved performance and maintain constructive relationships</td>
</tr>
<tr>
<td>Realizing Talent in Others</td>
<td>ILT vILT</td>
<td>Human Capital Management Developing Others</td>
<td>• Recognize psychological needs of individuals and incorporate leadership behaviors to support them&lt;br&gt;• Uncover high impact development opportunities that tap into the employee's internal motivation&lt;br&gt;• Link employee development activities to business goals and objectives&lt;br&gt;• Collaborate on development plans that boost employee interest and activate productivity&lt;br&gt;• Unleash and leverage individual capabilities to achieve workgroup and organizational results</td>
</tr>
<tr>
<td>Shaping a Motivational Workplace</td>
<td>ILT vILT</td>
<td>Strategic Thinking Vision Developing Others Human Capital Management</td>
<td>• Recognize and leverage three basic needs in the workplace&lt;br&gt;• Create an environment that supports needs satisfaction&lt;br&gt;• Adopt the employee's perspective to build stronger working relationships&lt;br&gt;• Communicate with employees in an informational way&lt;br&gt;• Increase engagement by generating opportunities for employee choice in meeting business objectives&lt;br&gt;• Facilitate enhanced motivation and results</td>
</tr>
<tr>
<td>Shaping and Selecting Innovative Ideas</td>
<td>ILT</td>
<td>Problem Solving Creativity &amp; Innovation Developing Others</td>
<td>• Define the two ends of the protect/promote continuum and explain the conditions demanding each&lt;br&gt;• List leadership actions along the protect/promote continuum&lt;br&gt;• Practice a conversational model that helps to advance ideas at any stage of development&lt;br&gt;• Explain the essential nature of messy learning&lt;br&gt;• Suggest a range of messy learning actions to advance concepts, helping to prove or disprove their viability</td>
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<tr>
<td><strong>Activating Change: Individual Contributor</strong></td>
<td>ILT eLearning vILT</td>
<td>Creativity &amp; Innovation</td>
<td>• Describe the benefits of becoming change-capable&lt;br&gt;• Learn about a change in efficient, productive ways&lt;br&gt;• Identify external business realities that create the need for change&lt;br&gt;• Leverage past successes and strengths to adapt to change&lt;br&gt;• Take positive action within their areas of control&lt;br&gt;• Resist the natural tendency to sink into a negative view of change</td>
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<tr>
<td><strong>Activating Change: Manager Version</strong></td>
<td>ILT eLearning vILT</td>
<td>Human Capital Management Creativity &amp; Innovation Flexibility &amp; Resilience Vision Conflict Management</td>
<td>• Describe the central role of change capability in improved organizational and individual performance&lt;br&gt;• Take high-payoff actions to build change capability in their areas and throughout the organization&lt;br&gt;• Maximize their commitment – and encourage the commitment of others – to making change happen&lt;br&gt;• Work toward expected change results</td>
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<tr>
<td><strong>Addressing Emotions at Work</strong></td>
<td>ILT eLearning vILT</td>
<td>Interpersonal Skills Conflict Management</td>
<td>• Identify the impact of emotions on their own productivity&lt;br&gt;• Be more aware of factors that cause their emotions to intensify, so they can manage them more effectively&lt;br&gt;• Choose and apply techniques to address their own strong emotions, so they can focus on getting work done&lt;br&gt;• Know when it is useful and appropriate to take positive action to help others manage their emotions&lt;br&gt;• Respond to the strong emotions of others in a constructive and objective way</td>
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<tr>
<td><strong>Building Trust Under Pressure: The Basic Principles™</strong></td>
<td>ILT eLearning vILT</td>
<td>Flexibility &amp; Resilience Conflict Management Leveraging Diversity Influencing &amp; Negotiating Interpersonal Skills Integrity &amp;</td>
<td>• Identify organizational issues affecting their ability to achieve results&lt;br&gt;• Identify and apply their Basic Principle strengths&lt;br&gt;• Use the Basic Principles to address problems and take positive action in challenging situations</td>
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## Enhance Ability to Manage Emotions

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| Caring for Customers                | ILT      | Customer Service                        | • Explain why meeting customers' human needs is essential to their success as service providers  
• Demonstrate interest and concern for customers by listening attentively, projecting a willingness to help, and conveying respect  
• Use four caring responses to communicate the customer's value to their organizations:  
  o Acknowledge the customer and his/her situation  
  o Appreciate something about working with the customer  
  o Affirm something the customer has said or done  
  o Assure the customer of good service |
| Conducting Performance Reviews      | ILT vILT | Developing Others Accountability        | • Prepare for a focused and collaborative performance review meeting  
• Help employees prepare for the performance review meeting  
• Give the Learner’s perspective of the employee's performance by focusing on core points  
• Demonstrate a set of key actions for conducting performance reviews  
• Overcome major performance disconnects with the employee  
• Increase employee motivation, learning, and productivity and ensure collaboration throughout the year |
| Delegating for Shared Success       | ILT vILT | Team Building Accountability            | • Assess their delegation challenges and skills  
• Evaluate what work must be done by them versus what can or should be delegated  
• Plan tasks to delegate and align the tasks with the appropriate staff  
• Demonstrate a set of key actions for conducting a delegation conversation  
• Identify follow-up actions to ensure delegation success |
| Developing Team Agility: Day-to-Day | ILT vILT | Leveraging Diversity                    | • Develop team agility through day-to-day behaviors and actions  
• Identify when to apply strategies and tools to enhance agility and improve results  
• Select and use agility tools to focus team effort and energy  
• Help team members quickly gain new skills and knowledge  
• Help the team stay current on information needed to produce results |
| Giving Needs-Based Feedback         | ILT vILT | Developing Others Human Capital Management | • Plan and facilitate effective feedback conversations, both face-to-face and voice-to-voice  
• Support employees' internal motivation to achieve business results  
• Improve performance by helping employees find personal benefits in organizational structure and self-generated solutions  
• Receive feedback in ways that promote improved performance and maintain constructive relationships |
## Enhance Ability to Manage Emotions

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| Offering Rewards and Recognition | ILT vILT | Developing Others Accountability Human Capital Management | • Explain the difference between reward and recognition  
• Offer rewards that foster employee motivation  
• Offer spoken and written recognition that supports employee motivation  
• Sustain motivation by helping employees identify their own contributions  
• Recognize team performance to encourage collaborative effort. |
| Healing Customer Relationships | ILT     | Customer Service                                    | • Explain why it is important for the Fleet and Family Readiness organization to heal relationships with customers who are frustrated or angry  
• Describe four guidelines for effectively restoring customer trust and confidence  
• Manage their own reactions to emotional statements from customers  
• Use defusing techniques with customers who are angry or upset  
• Take appropriate actions to address and resolve customers' concerns satisfactorily |
| Identifying Work Priorities and Setting Verifiable Goals | ILT eLearning vILT | Strategic Thinking Accountability | For Part 1: Identifying Work Priorities:  
• Rate and rank work responsibilities based on their organizational contributions  
• With their manager’s guidance, use the key actions to identify work priorities  
• Plan for successful meetings with their managers to review work priorities  
For Part 2: Setting Verifiable Goals  
• Describe opportunities for goal setting  
• Translate high-priority responsibilities into intended outcomes using verifiable terms  
• Successfully use the key actions to set verifiable goals  
For Both Parts 1 and 2:  
• Recognize opportunities to use these processes as part of their continuing communication with others about priorities and goals |
| Managing Difficult Conversations | ILT vILT | Customer Service Interpersonal Skills Conflict Management | • Listen non-defensively to angry or upset customers  
• Use eight techniques to defuse tension with customers  
• Explain what happened to upset the customer  
• Explain what they will do to address the issue  
• Offer an appropriate goodwill gesture  
• Describe the value of keeping promises to customers |
## Enhance Ability to Manage Emotions

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| Managing Your Priorities               | ILT      | Accountability                    | - Explain why the ability to manage competing priorities is an important skill in today's workplace  
- Review their individual priorities as the basis for communicating clearly with others about what must be done to meet important goals  
- Handle interruptions and requests for help in ways that build or maintain good working relationships  
- Clarify expectations for tasks they need to perform  
- Analyze their own needs and work with others to identify ways to handle competing priorities  
- Decide when to delegate or hand off tasks and how to do this effectively |
| Meeting Human Needs                   | ILT      | Customer Service Interpersonal Skills | - Identify customers' human needs  
- Project a willingness to help the customer  
- Choose words that support customers' human needs  
- Acknowledge what the customer shares  
- Appreciate what the customer does  
- Affirm what the customer chooses  
- Assure the customer of their commitment |
| Customer Experience Fundamentals 1 and 2 | vILT    | Customer Service                  | - Describe the goal of owning the customer’s experience  
- Describe the goal of owning the customer’s experience  
- Identify defining moments in customer interactions  
- Make the emotional effort required to improve the customer's experience  
- Identify strengths and areas for improvement in owning the customer experience |
| Resolving Conflicts With Your Peers    | vILT    | Conflict Management Technical Credibility | - Work towards reducing the impact that conflict has on productivity and work relationships  
- Get a clear picture of the causes behind a conflict  
- Prepare to address conflict with a resolution mindset  
- Talk through a conflict situation objectively and non-defensively  
- Develop first steps and trial solutions to begin to resolve a conflict  
- Follow through to keep momentum toward a solution |
| Resolving Conflicts Within Your Team   | vILT    | Conflict Management Technical Credibility | - Identify behaviors that can fragment a team and negatively impact productivity  
- Demonstrate a set of key actions for resolving conflict within a team  
- Successfully manage unproductive reactions when dealing with team issues  
- Determine when leader-led or team-member-led resolutions are most appropriate  
- Describe how to support team members in addressing conflict themselves |
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| Clarifying Performance Expectations | ILT vILT | Accountability Conflict Management Developing Others | • Respond effectively to questions and concerns people have about work priorities and goals  
• Demonstrate a set of key actions for clarifying performance expectations  
• Use the Key Actions to hold a productive discussion about expectations  
• Clarify expectations in a way that increases employees' ability to manage more of their job responsibilities on their own |
| Conducting Performance Reviews | ILT vILT | Developing Others Accountability                      | • Prepare for a focused and collaborative performance review meeting  
• Help employees prepare for the performance review meeting  
• Give the Learner’s perspective of the employee’s performance by focusing on core points  
• Demonstrate a set of key actions for conducting performance reviews  
• Overcome major performance disconnects with the employee  
• Increase employee motivation, learning, and productivity and ensure collaboration throughout the year |
| Delegating for Shared Success | ILT eLearning vILT | Team Building Accountability                         | • Assess their delegation challenges and skills  
• Evaluate what work must be done by them versus what can or should be delegated  
• Plan tasks to delegate and align the tasks with the appropriate staff  
• Demonstrate a set of key actions for conducting a delegation conversation  
• Identify follow-up actions to ensure delegation success |
| Realizing Talent in Others   | ILT vILT | Human Capital Management Developing Others            | • Recognize psychological needs of individuals and incorporate leadership behaviors to support them  
• Uncover high impact development opportunities that tap into the employee's internal motivation  
• Link employee development activities to business goals and objectives  
• Collaborate on development plans that boost employee interest and activate productivity  
• Unleash and leverage individual capabilities to achieve workgroup and organizational results |
| Giving Needs-Based Feedback  | ILT vILT | Developing Others Human Capital Management            | • Plan and facilitate effective feedback conversations, both face-to-face and voice-to-voice  
• Support employees' internal motivation to achieve business results  
• Improve performance by helping employees find personal benefits in organizational structure and self-generated solutions  
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| Identifying Work Priorities       | ILT      | Strategic Thinking     | For Part 1: Identifying Work Priorities:  
• Rate and rank work responsibilities based on their organizational contributions  
• With their manager’s guidance, use the key actions to identify work priorities  
• Plan for successful meetings with their managers to review work priorities  
For Part 2: Setting Verifiable Goals:  
• Describe opportunities for goal setting  
• Translate high-priority responsibilities into intended outcomes using verifiable terms  
• Successfully use the key actions to set verifiable goals  
For Both Parts 1 and 2:  
• Recognize opportunities to use these processes as part of their continuing communication with others about priorities and goals. |
| and Setting Verifiable Goals      | eLearning| Thinking Accountability |                                                                                                                                                                                                                     |
| Managing Your Priorities          | ILT      | Accountability         | • Explain why the ability to manage competing priorities is an important skill in today’s workplace  
• Review their individual priorities as the basis for communicating clearly with others about what must be done to meet important goals  
• Handle interruptions and requests for help in ways that build or maintain good working relationships  
• Clarify expectations for tasks they need to perform  
• Analyze their own needs and work with others to identify ways to handle competing priorities  
• Decide when to delegate or hand off tasks and how to do this effectively |
|                                  | eLearning|                         |                                                                                                                                                                                                                     |
|                                  | vILT     |                         |                                                                                                                                                                                                                     |
| Shaping a Motivational Workplace  | ILT      | Strategic Thinking      | • Recognize and leverage three basic needs in the workplace  
• Create an environment that supports needs satisfaction  
• Adopt the employee’s perspective to build stronger working relationships  
• Communicate with employees in an informational way  
• Increase engagement by generating opportunities for employee choice in meeting business objectives  
• Facilitate enhanced motivation and results |
|                                  | vILT     | Vision Developing      |                                                                                                                                                                                                                     |
|                                  |          | Others Human Capital   |                                                                                                                                                                                                                     |
|                                  |          | Management             |                                                                                                                                                                                                                     |
## Build Trust

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| **Building Team Pride and Purpose** | ILT eLearning vILT | Leveraging Diversity Accountability | • Recognize the roles team pride and purpose play in accelerating team productivity  
• Identify actions that can build pride within individuals and groups  
• Demonstrate a set of key actions for building a sense of purpose within a team  
• Communicate team goals in a compelling way to inspire commitment |
| **Building Trust Under Pressure: The Basic Principles™** | ILT eLearning vILT | Flexibility & Resilience  
Conflict Management  
Leveraging Diversity  
Influencing & Negotiating Interpersonal Skills  
Integrity & Honesty | • Identify organizational issues affecting their ability to achieve results  
• Identify and apply their Basic Principle strengths  
• Use the Basic Principles to address problems and take positive action in challenging situations |
| **Generations in the Workplace: Leveraging Age Diversity** | ILT vILT | Leveraging Diversity | • Describe negative consequences of age-based stereotypes  
• Avoid projecting age-based stereotypes on others  
• Describe common workplace needs across age groups  
• Treat others as individuals, regardless of their age  
• Leverage the talents and experience of others, regardless of their age |
| **The Hallmarks of Supervisory Success** | ILT eLearning vILT | Teambuilding  
Problem Solving  
Developing Others | • Manage their transition to a supervisory role  
• Outline actions required to build credibility  
• Identify strategies to tap into the commitment of others  
• Create a clear connection between departmental and organization goals to increase work group commitment  
• Plan for conversations with their managers that build constructive relationships and gain their support |
| **Healing Customer Relationships** | ILT | Customer Service | • Explain why it is important for the Fleet and Family Readiness organization to heal relationships with customers who are frustrated or angry  
• Describe four guidelines for effectively restoring customer trust and confidence  
• Manage their own reactions to emotional statements from customers |
## Build Trust

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| Resolving Conflicts With Your Peers | ILT eLearning vILT | Conflict Management Technical Credibility | • Use defusing techniques with customers who are angry or upset  
• Take appropriate actions to address and resolve customers' concerns satisfactorily |
| Resolving Conflicts Within Your Team | ILT eLearning vILT | Conflict Management Technical Credibility | • Work towards reducing the impact that conflict has on productivity and work relationships  
• Get a clear picture of the causes behind a conflict  
• Prepare to address conflict with a resolution mindset  
• Talk through a conflict situation objectively and non-defensively  
• Develop first steps and trial solutions to begin to resolve a conflict  
• Follow through to keep momentum toward a solution |

## Acquire Desired Results

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| Bridging Strategies to Outcomes | ILT | Flexibility & Resilience Strategic Thinking Vision Conflict Management Team Building Accountability Partnering Influencing & Negotiating Oral Communication Integrity & Honesty | • Seek out, clarify, and confirm ideas and information  
• Describe organizational issues and strategy in a compelling way  
• Recognize the challenges and benefits of giving feedback  
• Focus individual action on issues through feedback  
• Explore useful ideas for turning strategies into action  
• Lobby for the support and resources they need to address key organizational issues |
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| Clarifying Performance Expectations | ILT vILT | Accountability, Conflict Management, Developing Others | • Respond effectively to questions and concerns people have about work priorities and goals.  
• Demonstrate a set of key actions for clarifying performance expectations  
• Use the Key Actions to hold a productive discussion about expectations  
• Clarify expectations in a way that increases employees' ability to manage more of their job responsibilities on their own |
| Connecting People and Process | ILT eLearning vILT | Problem Solving, Technical Credibility | • Recognize how to achieve problem-solving results through a blended approach to process an people  
• Use the five-step Results Process to solve problems with their team  
• Describe how demonstrating The Basic Principles can create a problem-solving culture  
• Use tools that incorporate four types of problem-solving thinking |
| Dazzling Your Customers | ILT | Customer Service | • Define dazzling service  
• Explain how dazzling service contributes to customer loyalty  
• Recognize opportunities for delivering dazzling service in challenging and routine interactions  
• Generate and select a variety of dazzling actions that are meaningful for your Customers  
• Offer dazzling actions in a way that builds rapport and creates positive defining moments that are memorable |
| Deciding on a Solution | ILT eLearning vILT | Team Building, Accountability, Decisiveness, Problem Solving, Technical Credibility | • Work with their team to objectively evaluate solutions and gain consensus on the decision that is implemented |
| Developing Team Agility: Day-to-Day Tools | ILT eLearning vILT | Leveraging Diversity | • Develop team agility through day-to-day behaviors and actions  
• Identify when to apply strategies and tools to enhance agility and improve results  
• Select and use agility tools to focus team effort and energy  
• Help team members quickly gain new skills and knowledge  
• Help the team stay current on information needed to produce results |
| Executing Innovation | ILT | Problem Solving, Creativity & Innovation, Partnering, Influencing & | Executing Innovation is Unit 6 of Leading Innovation  
LEARNING OBJECTIVES FOR THE OVERARCHING LEARNING EVENT:  
• Demonstrate behaviors that positively impact CNIC  
• Sustain focus on innovation that shows itself in customer satisfaction and employee engagement  
• Lead innovation |
### Acquire Desired Results

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<tr>
<td><strong>Negotiating</strong></td>
<td>ILT</td>
<td>Team Building</td>
<td>• Engage co-workers in the innovation process</td>
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<td>Accountability</td>
<td>• Contribute to improved performance of the overall organization</td>
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<tr>
<td><strong>Exploring Gaps, Causes, and Solutions</strong></td>
<td>eLearning</td>
<td>Decisiveness Problem Solving Technical Credibility</td>
<td>Exploring Gaps, Causes, and Solutions is Unit 2 of Problem Solving Results: Solutions, Improvements and Innovations</td>
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<td>LEARNING OBJECTIVES FOR THE OVERARCHING LEARNING EVENT:</td>
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<td>• Recognize how to achieve problem-solving results through a blended approach to process and people</td>
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<td>• Use the five-step Results Process to solve problems with your team</td>
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<td>• Describe how demonstrating the Basic Principles can create a problem-solving culture</td>
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<td>• Use tools that incorporate four types of problem-solving thinking</td>
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<td>• Begin the problem-solving process by quantifying the gap that exists between the current state and the desired state</td>
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<td>• Identify and verify probable causes of problems</td>
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<td>• Generate a variety of innovative solutions to choose from</td>
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<td>• Develop effective decision-making guidelines</td>
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<td>• Demonstrate the steps for gaining group consensus on a solution</td>
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<td>• Describe the techniques for supporting implementation success</td>
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<tr>
<td><strong>Facilitating for Results</strong></td>
<td>ILT</td>
<td>Decisiveness Partnering Oral Communication</td>
<td>• Describe how using The Basic Principles in meetings creates an environment that fosters productive and efficient meetings</td>
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<td>• Prepare the group for a focused meeting</td>
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<td>• Encourage diverse points of view</td>
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<td>• Keep the group focused and moving</td>
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<td>• Make sure action items are planned</td>
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<td>• Describe the planning involved in preparing a team for a focused meeting</td>
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<td>• Successfully start a meeting by reviewing the purpose, desired outcomes, ground rules and agenda</td>
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<td>• Apply numerous facilitation techniques to encourage a wide range of views on discussion topics</td>
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<td>• Describe plans for using the skills from this Learning Event when leading meetings</td>
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<td>• Explain the difference between meeting process and meeting content</td>
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<td>• Demonstrate how to keep the discussion on track while maintaining an appropriate meeting pace</td>
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<td>• Demonstrate how to assign action items and make follow-up plans to conclude a meeting</td>
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<td>• Explain how to evaluate a meeting</td>
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<td>• Describe how the key actions can be used by meeting Learners</td>
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<td>• Demonstrate techniques for handling disruptive behavior</td>
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| Giving Needs-Based Feedback                | ILT, vILT| Developing Others Human Capital Management |  • Plan and facilitate effective feedback conversations, both face-to-face and voice-to-voice  
  • Support employees' internal motivation to achieve business results  
  • Improve performance by helping employees find personal benefits in organizational structure and self-generated solutions  
  • Receive feedback in ways that promote improved performance and maintain constructive relationships |
| The Hallmarks of Supervisory Success       | ILT, eLearning, vILT | Teambuilding Problem Solving Developing Others |  • Manage their transition to a supervisory role  
  • Outline actions required to build credibility  
  • Identify strategies to tap into the commitment of others  
  • Create a clear connection between departmental and organization goals to increase work group commitment  
  • Plan for conversations with their managers that build constructive relationships and gain their support |
| The Heart of Innovation                    | ILT      | Problem Solving Creativity & Innovation Developing Others Influencing & Negotiating | THE HEART OF INNOVATION IS UNIT 1 OF LEADING INNOVATION  
LEARNING OBJECTIVES FOR THE OVERARCHING LEARNING EVENT:  
• Demonstrate behaviors that positively impact CNIC  
• Sustain focus on innovation that shows itself in customer satisfaction and employee engagement  
• Lead innovation  
• Engage co-workers in the innovation process  
• Contribute to improved performance of the overall organization |
| Leading Innovation                         | vILT     | Creativity & Innovation Problem Solving |  • Demonstrate behaviors that positively impact CNIC  
  • Sustain focus on innovation that shows itself in customer satisfaction and employee engagement  
  • Lead innovation  
  • Engage co-workers in the innovation process  
  • Contribute to improved performance of the overall organization |
| Leading Virtually: A Framework for Results  | ILT, vILT | Leveraging Diversity Developing Others |  • Provide clear focus and guidelines that will promote group cohesion  
  • Determine how to leverage communication skills and technology in ways that will enhance individual commitment  
  • Encourage collaboration among people from diverse work groups |
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<td>• Apply leadership practices to effectively lead dispersed work teams</td>
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<tr>
<td>Accountability</td>
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<td>Making It Happen is Unit 4 of Problem Solving Results: Solutions, Improvements and Innovations.</td>
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<tr>
<td>Human Capital</td>
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<td>LEARNING OBJECTIVES FOR THE OVERARCHING LEARNING EVENT:</td>
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<td>• Identify and verify probable causes of problems</td>
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<td>Optimizing Diversity is Unit 3 of Leading Innovation</td>
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<td>• Engage co-workers in the innovation process</td>
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<td>• Contribute to improved performance of the overall organization</td>
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<td>• Describe the unique challenges they face in their organization</td>
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## Acquire Desired Results

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| **Genuine Leadership** |          | Diversity Continual Learning | • Describe six key areas of action for leaders in the 21st century  
• Identify their own assets and liabilities as a leader  
• Plan ways to apply their assets and reduce their liabilities |
| **Realizing Talent in Others** | ILT vILT | Human Capital Management Developing Others | • Recognize psychological needs of individuals and incorporate leadership behaviors to support them  
• Uncover high impact development opportunities that tap into the employee's internal motivation  
• Link employee development activities to business goals and objectives  
• Collaborate on development plans that boost employee interest and activate productivity  
• Unleash and leverage individual capabilities to achieve workgroup and organizational results |
| **Shaping a Motivational Workplace** | ILT vILT | Strategic Thinking Vision Developing Others Human Capital Management | • Recognize and leverage three basic needs in the workplace  
• Create an environment that supports needs satisfaction  
• Adopt the employee’s perspective to build stronger working relationships  
• Communicate with employees in an informational way  
• Increase engagement by generating opportunities for employee choice in meeting business objectives  
• Facilitate enhanced motivation and results |
| **Sparking New Thinking** | ILT | Problem Solving Creativity & Innovation Developing Others | Sparking New Thinking is Unit 4 of Leading Innovation  
LEARNING OBJECTIVES FOR THE OVERARCHING LEARNING EVENT:  
• Demonstrate behaviors that positively impact CNIC  
• Sustain focus on innovation that shows itself in customer satisfaction and employee engagement  
• Lead innovation  
• Engage co-workers in the innovation process  
• Contribute to improved performance of the overall organization |
| **Your Role in Innovation** | ILT | Problem Solving Creativity & Innovation Developing Others | Your Role in Innovation is Unit 2 of Leading Innovation  
LEARNING OBJECTIVES FOR THE OVERARCHING LEARNING EVENT:  
• Demonstrate behaviors that positively impact CNIC  
• Sustain focus on innovation that shows itself in customer satisfaction and employee engagement  
• Lead innovation  
• Engage co-workers in the innovation process  
• Contribute to improved performance of the overall organization |
## Enhance Communication

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| Caring for Customers                 | ILT      | Customer Service                           | • Explain why meeting customers' human needs is essential to their success as service providers  
• Demonstrate interest and concern for customers by listening attentively, projecting a willingness to help, and conveying respect  
• Use four caring responses to communicate the customer's value to their organizations:  
  o Acknowledge the customer and his/her situation  
  o Appreciate something about working with the customer  
  o Affirm something the customer has said or done  
  o Assure the customer of good service |
| Conducting Performance Reviews       | ILT vILT | Developing Others Accountability            | • Prepare for a focused and collaborative performance review meeting  
• Help employees prepare for the performance review meeting  
• Give the Learner's perspective of the employee's performance by focusing on core points  
• Demonstrate a set of key actions for conducting performance reviews  
• Overcome major performance disconnects with the employee  
• Increase employee motivation, learning, and productivity and ensure collaboration throughout the year |
| Correcting Performance Problems      | ILT vILT | Conflict Management Developing Others Accountability Human Capital Management | • Recognize why leaders delay correcting poor performance  
• Describe the consequences of delaying actions to correct poor performance or conduct  
• Identify situations in which to take action  
• Explain the benefits of collecting background information prior to a discussion about poor performance or conduct  
• Demonstrate a set of Key Actions for correcting employee performance problems  
• Conduct focused conversations about poor performance that result in action toward improvement |
| Realizing Talent in Others           | ILT vILT | Human Capital Management Developing Others | • Recognize psychological needs of individuals and incorporate leadership behaviors to support them  
• Uncover high impact development opportunities that tap into the employee's internal motivation  
• Link employee development activities to business goals and objectives  
• Collaborate on development plans that boost employee interest and activate productivity  
• Unleash and leverage individual capabilities to achieve workgroup and organizational results |
# Enhance Communication

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| **Facilitating for Results** | ILT      | Decisiveness Partnering Oral Communication | • Describe how using The Basic Principles in meetings creates an environment that fosters productive and efficient meetings  
• Prepare the group for a focused meeting  
• Encourage diverse points of view  
• Keep the group focused and moving  
• Make sure action items are planned  
• Describe the planning involved in preparing a team for a focused meeting  
• Successfully start a meeting by reviewing the purpose, desired outcomes, ground rules and agenda  
• Apply numerous facilitation techniques to encourage a wide range of views on discussion topics  
• Describe plans for using the skills from this Learning Event when leading meetings  
• Explain the difference between meeting process and meeting content  
• Demonstrate how to keep the discussion on track while maintaining an appropriate meeting pace  
• Demonstrate how to assign action items and make follow-up plans to conclude a meeting  
• Explain how to evaluate a meeting  
• Describe how the key actions can be used by meeting Learners  
• Demonstrate techniques for handling disruptive behavior |
| **Leading Virtually: A Framework for Results** | ILT vILT | Leveraging Diversity Developing Others Team Building Accountability Human Capital Management | • Provide clear focus and guidelines that will promote group cohesion  
• Determine how to leverage communication skills and technology in ways that will enhance individual commitment  
• Encourage collaboration among people from diverse work groups  
• Apply leadership practices to effectively lead dispersed work teams |
| **Listening in a Hectic World** | ILT eLearning vILT | Vision Interpersonal Skills | • Make better decisions about how and when they spend their listening time  
• Improve the quality of the information they receive by demonstrating curiosity and open-mindedness  
• Enhance the accuracy of what they hear by managing internal and external distractions more effectively  
• Improve performance by listening to negative feedback non-defensively  
• Save time by managing the flow of off-track conversations |
## Enhance Communication

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| Managing Difficult Conversations | ILT, vILT | Customer Service, Interpersonal Skills, Conflict Management | • Listen non-defensively to angry or upset customers  
• Use eight techniques to defuse tension with customers  
• Explain what happened to upset the customer  
• Explain what they will do to address the issue  
• Offer an appropriate goodwill gesture  
• Describe the value of keeping promises to customers |
| Meeting Human Needs | ILT, vILT | Customer Service, Interpersonal Skills | • Identify customers' human needs  
• Project a willingness to help the customer  
• Choose words that support customers' human needs  
• Acknowledge what the customer shares  
• Appreciate what the customer does  
• Affirm what the customer chooses  
• Assure the customer of their commitment |
| Giving Needs-Based Feedback | ILT, vILT | Developing Others, Human Capital Management | • Plan and facilitate effective feedback conversations, both face-to-face and voice-to-voice  
• Support employees' internal motivation to achieve business results  
• Improve performance by helping employees find personal benefits in organizational structure and self-generated solutions  
• Receive feedback in ways that promote improved performance and maintain constructive relationships |
| Shaping and Selecting Innovative Ideas | ILT | Problem Solving, Creativity & Innovation, Developing Others | • Define the two ends of the protect/promote continuum and explain the conditions demanding each  
• List leadership actions along the protect/promote continuum  
• Practice a conversational model that helps to advance ideas at any stage of development  
• Explain the essential nature of messy learning  
• Suggest a range of messy learning actions to advance concepts, helping to prove or disprove their viability |
## Enhance Communication

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| **Speaking to Influence Others**  | ILT      | Vision, Technical, Credibility, Human Capital, Management, Partnering, Influencing & Negotiating, Oral Communication | • Organize their thoughts with a focus on addressing the needs of their listeners and achieving their objectives  
• Encourage desired action by delivering their message clearly and concisely  
• Handle resistance by responding to their listeners' ideas, opinions and concerns  
• Ensure that their ideas are acted on by developing concrete follow-up plans  
• Share ideas for workplace improvements and innovations geared toward better business results |
|                                   | eLearning|                                                                                        |                                                                                           |
|                                   | vILT     |                                                                                        |                                                                                           |
| **Teaming Up for Seamless Service** | ILT      | Customer Service, Teambuilding, Problem Solving, Conflict Management                     | • Describe the importance of seamless service  
• Describe their role in delivering seamless service  
• Examine six best practices for ensuring seamless service  
• Demonstrate a five-step process for discussing service coordination issues with others  
• Identify actions they will take to increase teamwork and coordination with those who help them serve their customers |
|                                   | eLearning|                                                                                        |                                                                                           |
|                                   | vILT     |                                                                                        |                                                                                           |
## Advance Employee Performance

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| **Bridging Strategies to Outcomes** | ILT      | Flexibility & Resilience                      | • Seek out, clarify, and confirm ideas and information  
• Describe organizational issues and strategy in a compelling way  
• Recognize the challenges and benefits of giving feedback  
• Focus individual action on issues through feedback  
• Explore useful ideas for turning strategies into action  
• Lobby for the support and resources they need to address key organizational issues |
|                                   |          | Strategic Thinking Vision                     |                                                                                                                                                                                                                  |
|                                   |          | Conflict Management                            |                                                                                                                                                                                                                  |
|                                   |          | Team Building                                  |                                                                                                                                                                                                                  |
|                                   |          | Accountability                                  |                                                                                                                                                                                                                  |
|                                   |          | Partnering                                     |                                                                                                                                                                                                                  |
|                                   |          | Influencing & Negotiating                      |                                                                                                                                                                                                                  |
|                                   |          | Oral Communication                             |                                                                                                                                                                                                                  |
|                                   |          | Integrity & Honesty                            |                                                                                                                                                                                                                  |
| **Clarifying Performance Expectations** | ILT | Accountability Conflict Management Developing Others | • Respond effectively to questions and concerns people have about work priorities and goals  
• Demonstrate a set of key actions for clarifying performance expectations  
• Use the Key Actions to hold a productive discussion about expectations  
• Clarify expectations in a way that increases employees' ability to manage more of their job responsibilities on their own |
|                                   | vILT     | Accountability Conflict Management Developing Others |                                                                                                                                                                                                                  |
| **Conducting Performance Reviews** | ILT      | Developing Others Accountability                | • Prepare for a focused and collaborative performance review meeting  
• Help employees prepare for the performance review meeting  
• Give the Learner’s perspective of the employee's performance by focusing on core points  
• Demonstrate a set of key actions for conducting performance reviews  
• Overcome major performance disconnects with the employee  
• Increase employee motivation, learning, and productivity and ensure collaboration throughout the year |
|                                   | vILT     | Developing Others Accountability                |                                                                                                                                                                                                                  |
| **Correcting Performance Problems** | ILT     | Conflict Management Developing Others Accountability Human Capital | • Recognize why leaders delay correcting poor performance  
• Describe the consequences of delaying actions to correct poor performance or conduct  
• Identify situations in which to take action  
• Explain the benefits of collecting background information prior to a discussion about poor performance or conduct |
## Advance Employee Performance

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| Delegating for Shared Success   | ILT      | Team Building          | • Assess their delegation challenges and skills  
• Evaluate what work must be done by them versus what can or should be delegated  
• Plan tasks to delegate and align the tasks with the appropriate staff  
• Demonstrate a set of key actions for conducting a delegation conversation  
• Identify follow-up actions to ensure delegation success |
|                                 | eLearning|                        |                                                                                                                                                                                                                                                                                                                                                     |
|                                 | vILT     |                        |                                                                                                                                                                                                                                                                                                                                                     |
| Realizing Talent in Others      | ILT      | Human Capital Management Developing Others | • Recognize psychological needs of individuals and incorporate leadership behaviors to support them  
• Uncover high impact development opportunities that tap into the employee's internal motivation  
• Link employee development activities to business goals and objectives  
• Collaborate on development plans that boost employee interest and activate productivity  
• Unleash and leverage individual capabilities to achieve workgroup and organizational results |
|                                 | vILT     |                        |                                                                                                                                                                                                                                                                                                                                                     |
| Giving Needs-Based Feedback     | ILT      | Developing Others      | • Plan and facilitate effective feedback conversations, both face-to-face and voice-to-voice  
• Support employees' internal motivation to achieve business results  
• Improve performance by helping employees find personal benefits in organizational structure and self-generated solutions  
• Receive feedback in ways that promote improved performance and maintain constructive relationships |
|                                 | vILT     | Human Capital Management |                                                                                                                                                                                                                                                                                                                                                   |
| Identifying Work Priorities and Setting Verifiable Goals | ILT | Strategic Thinking Accountability | For Part 1: Identifying Work Priorities:  
• Rate and rank work responsibilities based on their organizational contributions  
• With their manager's guidance, use the key actions to identify work priorities  
• Plan for successful meetings with their managers to review work priorities  

For Part 2: Setting Verifiable Goals  
• Describe opportunities for goal setting  
• Translate high-priority responsibilities into intended outcomes using verifiable terms  
• Successfully use the key actions to set verifiable goals  

For Both Parts 1 and 2:  
• Recognize opportunities to use these processes as part of their continuing communication with others  
• Plan for successful meetings with their managers to review work priorities  

• Plan and facilitate effective feedback conversations, both face-to-face and voice-to-voice  
• Support employees' internal motivation to achieve business results  
• Improve performance by helping employees find personal benefits in organizational structure and self-generated solutions  
• Receive feedback in ways that promote improved performance and maintain constructive relationships |
|                                 | eLearning|                        |                                                                                                                                                                                                                                                                                                                                                     |
|                                 | vILT     |                        |                                                                                                                                                                                                                                                                                                                                                     |
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| Leading Virtually: A Framework for Results | ILT vILT | Leveraging Diversity Developing Others Team Building Accountability Human Capital Management | • Provide clear focus and guidelines that will promote group cohesion  
• Determine how to leverage communication skills and technology in ways that will enhance individual commitment  
• Encourage collaboration among people from diverse work groups  
• Apply leadership practices to effectively lead dispersed work teams |
| Managing Your Priorities | ILT eLearning vILT | Accountability | • Explain why the ability to manage competing priorities is an important skill in today’s workplace  
• Review their individual priorities as the basis for communicating clearly with others about what must be done to meet important goals  
• Handle interruptions and requests for help in ways that build or maintain good working relationships  
• Clarify expectations for tasks they need to perform  
• Analyze their own needs and work with others to identify ways to handle competing priorities  
• Decide when to delegate or hand off tasks and how to do this effectively |
| Giving Needs-Based Feedback | ILT vILT | Developing Others Human Capital Management | • Plan and facilitate effective feedback conversations, both face-to-face and voice-to-voice  
• Support employees' internal motivation to achieve business results  
• Improve performance by helping employees find personal benefits in organizational structure and self-generated solutions  
• Receive feedback in ways that promote improved performance and maintain constructive relationships |
| Shaping a Motivational Workplace | ILT vILT | Strategic Thinking Vision Developing Others Human Capital Management | • Recognize and leverage three basic needs in the workplace  
• Create an environment that supports needs satisfaction  
• Adopt the employee’s perspective to build stronger working relationships  
• Communicate with employees in an informational way  
• Increase engagement by generating opportunities for employee choice in meeting business objectives  
• Facilitate enhanced motivation and results |
## Strengthen Self-Control

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| **Activating Change Individual**             | ILT      | Creativity & Innovation      | • 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 areas of control  
• Resist the natural tendency to sink into a negative view of change |
| **Clarifying Performance Expectations**      | ILT vILT | Accountability Conflict     | • Respond effectively to questions and concerns people have about work priorities and goals.  
• Demonstrate a set of key actions for clarifying performance expectations  
• Use the Key Actions to hold a productive discussion about expectations  
• Clarify expectations in a way that increases employees' ability to manage more of their job responsibilities on their own |
| **Managing Your Priorities**                 | ILT      | Accountability               | • Explain why the ability to manage competing priorities is an important skill in today's workplace  
• Review their individual priorities as the basis for communicating clearly with others about what must be done to meet important goals  
• Handle interruptions and requests for help in ways that build or maintain good working relationships  
• Clarify expectations for tasks they need to perform  
• Analyze their own needs and work with others to identify ways to handle competing priorities  
• Decide when to delegate or hand off tasks and how to do this effectively |
| **Resolving Conflicts With Your Peers**      | ILT vILT | Conflict Management Technical | • Work towards reducing the impact that conflict has on productivity and work relationships  
• Get a clear picture of the causes behind a conflict  
• Prepare to address conflict with a resolution mindset  
• Talk through a conflict situation objectively and non-defensively  
• Develop first steps and trial solutions to begin to resolve a conflict  
• Follow through to keep momentum toward a solution |
| **Resolving Conflicts Within Your Team**     | ILT vILT | Conflict Management Technical | • Identify behaviors that can fragment a team and negatively impact productivity  
• Demonstrate a set of key actions for resolving conflict within a team  
• Successfully manage unproductive reactions when dealing with team issues  
• Determine when leader-led or team-member-led resolutions are most appropriate  
• Describe how to support team members in addressing conflict themselves |
## Strengthen Teamwork

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| **Addressing Emotions at Work** | ILT eLearning vILT | Interpersonal Skills, Conflict Management | • Identify the impact of emotions on their own productivity  
• Be more aware of factors that cause their emotions to intensify, so they can manage them more effectively  
• Choose and apply techniques to address their own strong emotions, so they 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 |
| **Bridging Strategies to Outcomes** | ILT | Flexibility & Resilience, Strategic Thinking, Vision, Conflict Management, Team Building, Accountability, Partnering, Influencing & Negotiating, Oral Communication, Integrity & Honesty | • Seek out, clarify, and confirm ideas and information  
• Describe organizational issues and strategy in a compelling way  
• Recognize the challenges and benefits of giving feedback  
• Focus individual action on issues through feedback  
• Explore useful ideas for turning strategies into action  
• Lobby for the support and resources they need to address key organizational issues |
| **Building Team Pride and Purpose** | ILT eLearning vILT | Leveraging Diversity, Accountability | • Recognize the roles team pride and purpose play in accelerating team productivity  
• Identify actions that can build pride within individuals and groups  
• Demonstrate a set of key actions for building a sense of purpose within a team  
• Communicate team goals in a compelling way to inspire commitment |
## Strengthen Teamwork

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| **Connecting People and Process** | ILT eLearning vILT | Problem Solving Technical Credibility | Connecting People and Process is Unit 1 of Problem Solving Results: Solutions, Improvements and Innovations
LEARNING OBJECTIVES FOR THE OVERARCHING LEARNING EVENT:
• Recognize how to achieve problem-solving results through a blended approach to process and people
• Use the five-step Results Process to solve problems with your team
• Describe how demonstrating the Basic Principles can create a problem-solving culture
• Use tools that incorporate four types of problem-solving thinking
• Begin the problem-solving process by quantifying the gap that exists between the current state and the desired state
• Identify and verify probable causes of problems
• Generate a variety of innovative solutions to choose from
• Develop effective decision-making guidelines
• Demonstrate the steps for gaining group consensus on a solution
• Describe the techniques for supporting implementation success |
| **Deciding on a Solution** | ILT eLearning vILT | Team Building Accountability Decisiveness Problem Solving Technical Credibility | Deciding on a Solution is Unit 3 of Problem Solving Results: Solutions, Improvements and Innovations
LEARNING OBJECTIVES FOR THE OVERARCHING LEARNING EVENT:
• Recognize how to achieve problem-solving results through a blended approach to process and people
• Use the five-step Results Process to solve problems with your team.
• Describe how demonstrating the Basic Principles can create a problem-solving culture.
• Use tools that incorporate four types of problem-solving thinking.
• Begin the problem-solving process by quantifying the gap that exists between the current state and the desired state.
• Identify and verify probable causes of problems.
• Generate a variety of innovative solutions to choose from.
• Develop effective decision-making guidelines.
• Demonstrate the steps for gaining group consensus on a solution.
• Describe the techniques for supporting implementation success |
| **Developing Team Agility: Day-to-Day** | ILT eLearning vILT | Leveraging Diversity | • Develop team agility through day-to-day behaviors and actions
• Identify when to apply strategies and tools to enhance agility and improve results
• Select and use agility tools to focus team effort and energy |
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| **Tools**           |          |                        | • Help team members quickly gain new skills and knowledge  
|                     |          |                        | • Help the team stay current on information needed to produce results |
| **Exploring Gaps, Causes, and Solutions** | ILT eLearning | Team Building Accountability Decisiveness Problem Solving Technical Credibility | Exploring Gaps, Causes, and Solutions is Unit 2 of Problem Solving Results: Solutions, Improvements and Innovations  
LEARNING OBJECTIVES FOR THE OVERARCHING LEARNING EVENT:  
• Recognize how to achieve problem-solving results through a blended approach to process and people  
• Use the five-step Results Process to solve problems with your team  
• Describe how demonstrating the Basic Principles can create a problem-solving culture  
• Use tools that incorporate four types of problem-solving thinking  
• Begin the problem-solving process by quantifying the gap that exists between the current state and the desired state  
• Identify and verify probable causes of problems  
• Generate a variety of innovative solutions to choose from  
• Develop effective decision-making guidelines  
• Demonstrate the steps for gaining group consensus on a solution  
• Describe the techniques for supporting implementation success |
| **Facilitating for Results** | ILT | Decisiveness Partnering Oral Communication | • Describe how using The Basic Principles in meetings creates an environment that fosters productive and efficient meetings  
• Prepare the group for a focused meeting  
• Encourage diverse points of view  
• Keep the group focused and moving  
• Make sure action items are planned  
• Describe the planning involved in preparing a team for a focused meeting  
• Successfully start a meeting by reviewing the purpose, desired outcomes, ground rules and agenda  
• Apply numerous facilitation techniques to encourage a wide range of views on discussion topics  
• Describe plans for using the skills from this Learning Event when leading meetings  
• Explain the difference between meeting process and meeting content  
• Demonstrate how to keep the discussion on track while maintaining an appropriate meeting pace  
• Demonstrate how to assign action items and make follow-up plans to conclude a meeting  
• Explain how to evaluate a meeting  
• Describe how the key actions can be used by meeting Learners  
• Demonstrate techniques for handling disruptive behavior |
# Strengthen Teamwork

<table>
<thead>
<tr>
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| **Generations in the Workplace: Leveraging Age Diversity** | ILT vILT | Leveraging Diversity   | • Describe negative consequences of age-based stereotypes  
• Avoid projecting age-based stereotypes on others  
• Describe common workplace needs across age groups  
• Treat others as individuals, regardless of their age  
• Leverage the talents and experience of others, regardless of their age |
| **Giving Needs-Based Feedback**                           | ILT vILT | Developing Others Human Capital Management | • Plan and facilitate effective feedback conversations, both face-to-face and voice-to-voice  
• Support employees' internal motivation to achieve business results  
• Improve performance by helping employees find personal benefits in organizational structure and self-generated solutions  
• Receive feedback in ways that promote improved performance and maintain constructive relationships |
| **Offering Rewards and Recognition**                      | ILT vILT | Developing Others Accountability Human Capital Management | • Explain the difference between reward and recognition  
• Offer rewards that foster employee motivation  
• Offer spoken and written recognition that supports employee motivation  
• Sustain motivation by helping employees identify their own contributions  
• Recognize team performance to encourage collaborative effort |
| **The Hallmarks of Supervisory Success**                  | ILT eLearning vILT | Teambuilding Problem Solving Developing Others | • Manage their transition to a supervisory role  
• Outline actions required to build credibility  
• Identify strategies to tap into the commitment of others  
• Create a clear connection between departmental and organization goals to increase work group commitment  
• Plan for conversations with their managers that build constructive relationships and gain their support |
| **Leading Innovation**                                   | ILT vILT | Creativity & Innovation Problem Solving | • At the end of the Learning Event, Learners will be able to:  
• Demonstrate behaviors that positively impact CNIC  
• Sustain focus on innovation that shows itself in customer satisfaction and employee engagement  
• Lead innovation |
## Strengthen Teamwork

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| Leading Virtually: A Framework for Results | ILT vILT | Leveraging Diversity Developing Others Team Building Accountability Human Capital Management | • Engage co-workers in the innovation process  
• Contribute to improved performance of the overall organization  
• Provide clear focus and guidelines that will promote group cohesion  
• Determine how to leverage communication skills and technology in ways that will enhance individual commitment  
• Encourage collaboration among people from diverse work groups  
• Apply leadership practices to effectively lead dispersed work teams |
| Making It Happen           | ILT eLearning | Team Building Accountability Decisiveness Problem Solving Technical Credibility | Making It Happen is Unit 4 of Problem Solving Results: Solutions, Improvements and Innovations.  
LEARNING OBJECTIVES FOR THE OVERARCHING LEARNING EVENT:  
• Recognize how to achieve problem-solving results through a blended approach to process and people  
• Use the five-step Results Process to solve problems with your team  
• Describe how demonstrating the Basic Principles can create a problem-solving culture  
• Use tools that incorporate four types of problem-solving thinking  
• Begin the problem-solving process by quantifying the gap that exists between the current state and the desired state  
• Identify and verify probable causes of problems  
• Generate a variety of innovative solutions to choose from  
• Develop effective decision-making guidelines  
• Demonstrate the steps for gaining group consensus on a solution  
• Describe the techniques for supporting implementation success |
| Managing Your Priorities   | ILT vILT | Accountability                                                                          | • Explain why the ability to manage competing priorities is an important skill in today’s workplace  
• Review their individual priorities as the basis for communicating clearly with others about what must be done to meet important goals  
• Handle interruptions and requests for help in ways that build or maintain good working relationships  
• Clarify expectations for tasks they need to perform  
• Analyze their own needs and work with others to identify ways to handle competing priorities  
• Decide when to delegate or hand off tasks and how to do this effectively |
| Negotiating Resources for  | ILT eLearning | Problem Solving                                                                    | • Identify resources that require negotiated solutions  
• Identify day-to-day strategies for building and nurturing strong networks |
## Strengthen Teamwork

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| Your Team                            | vILT     |                                                                                        | • Distinguish between another person’s position and his or her underlying interests  
|                                      |          |                                                                                        | • Demonstrate a set of key actions for negotiating resources on behalf of your team                                                                                                                                   |
| Offering Rewards and Recognition     | ILT vILT | Developing Others, Accountability, Human Capital Management                           | • Explain the difference between reward and recognition  
|                                      |          |                                                                                        | • Offer rewards that foster employee motivation  
|                                      |          |                                                                                        | • Offer spoken and written recognition that supports employee motivation  
|                                      |          |                                                                                        | • Sustain motivation by helping employees identify their own contributions  
|                                      |          |                                                                                        | • Recognize team performance to encourage collaborative effort                                                                                                                                                        |
| Realizing Talent in Others           | ILT vILT | Human Capital Management, Developing Others                                            | • Recognize psychological needs of individuals and incorporate leadership behaviors to support them  
|                                      |          |                                                                                        | • Uncover high impact development opportunities that tap into the employee's internal motivation  
|                                      |          |                                                                                        | • Link employee development activities to business goals and objectives  
|                                      |          |                                                                                        | • Collaborate on development plans that boost employee interest and activate productivity  
|                                      |          |                                                                                        | • Unleash and leverage individual capabilities to achieve workgroup and organizational results                                                                                                                          |
| Resolving Conflicts With Your Peers  | ILT vILT | Conflict Management, Technical Credibility                                              | • Work towards reducing the impact that conflict has on productivity and work relationships  
|                                      |          |                                                                                        | • Get a clear picture of the causes behind a conflict  
|                                      |          |                                                                                        | • Prepare to address conflict with a resolution mindset  
|                                      |          |                                                                                        | • Talk through a conflict situation objectively and non-defensively  
|                                      |          |                                                                                        | • Develop first steps and trial solutions to begin to resolve a conflict  
|                                      |          |                                                                                        | • Follow through to keep momentum toward a solution                                                                                                                                                                   |
| Resolving Conflicts Within Your Team | ILT vILT | Conflict Management, Technical Credibility                                              | • Identify behaviors that can fragment a team and negatively impact productivity  
|                                      |          |                                                                                        | • Demonstrate a set of key actions for resolving conflict within a team  
|                                      |          |                                                                                        | • Successfully manage unproductive reactions when dealing with team issues  
|                                      |          |                                                                                        | • Determine when leader-led or team-member-led resolutions are most appropriate  
|                                      |          |                                                                                        | • Describe how to support team members in addressing conflict themselves                                                                                                                                            |
| Shaping a Motivational Workplace     | ILT vILT | Strategic Thinking, Vision, Developing Others, Human Capital Management                | • Recognize and leverage three basic needs in the workplace  
|                                      |          |                                                                                        | • Create an environment that supports needs satisfaction  
|                                      |          |                                                                                        | • Adopt the employee’s perspective to build stronger working relationships  
|                                      |          |                                                                                        | • Communicate with employees in an informational way  
|                                      |          |                                                                                        | • Increase engagement by generating opportunities for employee choice in meeting business objectives                                                                                                                    |
## Strengthen Teamwork

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| Teaming Up for Seamless Service | ILT     | Customer Service Teambuilding Problem Solving Conflict Management | • Facilitate enhanced motivation and results  
• Describe the importance of seamless service  
• Describe their role in delivering seamless service  
• Examine six best practices for ensuring seamless service  
• Demonstrate a five-step process for discussing service coordination issues with others  
• Identify actions will take to increase teamwork and coordination with those who help them serve their customers |
## Embrace Change or Innovation

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<tr>
<td><strong>Activating Change:</strong></td>
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</table>
| **Executive Version**              | ILT      | Accountability, Creativity & Innovation      | - Inspire and support organizational change-capability  
- Work as a team to build momentum for change  
- Coach managers who lead change efforts in their areas                                                                                                    |
| **Individual Contributor**         | ILT      | Creativity & Innovation                      | - 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                                                                                       |
| **Manager Version**                | ILT      | Human Capital Management, Creativity & Innovation, Flexibility & Resilience, Vision, Conflict Management | - Describe the central role of change capability in improved organizational and individual performance  
- Take high-payoff actions to build change capability in their areas and throughout the organization  
- Maximize their commitment - and encourage the commitment of others - to making change happen  
- Work toward expected change results                                                                                                                      |
| **Addressing Emotions at Work**    | ILT      | Interpersonal Skills, Conflict Management    | - Identify the impact of emotions on their own productivity  
- Be more aware of factors that cause their emotions to intensify, so they can manage them more effectively  
- Choose and apply techniques to address their own strong emotions, so they 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                                                                 |
| **Clarifying Performance Expectations** | ILT | Accountability, Conflict Management, Developing | - Respond effectively to questions and concerns people have about work priorities and goals  
- Demonstrate a set of key actions for clarifying performance expectations  
- Use the Key Actions to hold a productive discussion about expectations  
- Clarify expectations in a way that increases employees’ ability to manage more of their job                                                                 |
### Embrace Change or Innovation

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| **Conducting Performance Reviews** | ILT      | Developing Others Accountability                                                      | • Prepare for a focused and collaborative performance review meeting  
• Help employees prepare for the performance review meeting  
• Give the Learner’s perspective of the employee’s performance by focusing on core points  
• Demonstrate a set of key actions for conducting performance reviews  
• Overcome major performance disconnects with the employee  
• Increase employee motivation, learning, and productivity and ensure collaboration throughout the year |
| **Executing Innovation**      | ILT      | Problem Solving  
Creativity & Innovation  
Partnering  
Influencing & Negotiating | Executing Innovation is Unit 6 of Leading Innovation  
LEARNING OBJECTIVES FOR THE OVERARCHING LEARNING EVENT:  
• Demonstrate behaviors that positively impact CNIC  
• Sustain focus on innovation that shows itself in customer satisfaction and employee engagement  
• Lead innovation  
• Engage co-workers in the innovation process  
• Contribute to improved performance of the overall organization |
| **Giving Needs-Based Feedback** | ILT      | Developing Others  
Human Capital Management                                                          | • Plan and facilitate effective feedback conversations, both face-to-face and voice-to-face  
• Support employees’ internal motivation to achieve business results  
• Improve performance by helping employees find personal benefits in organizational structure and self-generated solutions  
• Receive feedback in ways that promote improved performance and maintain constructive relationships |
| **The Heart of Innovation**   | ILT      | Problem Solving  
Creativity & Innovation  
Developing Others  
Influencing & Negotiating                                                          | The Heart of Innovation is Unit 1 of Leading Innovation  
LEARNING OBJECTIVES FOR THE OVERARCHING LEARNING EVENT:  
• Demonstrate behaviors that positively impact CNIC  
• Sustain focus on innovation that shows itself in customer satisfaction and employee engagement  
• Lead innovation  
• Engage co-workers in the innovation process  
• Contribute to improved performance of the overall organization |
# Embrace Change or Innovation

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| **Leading Innovation** | vILT | Creativity & Innovation, Problem Solving | • Demonstrate behaviors that positively impact CNIC  
• Sustain focus on innovation that shows itself in customer satisfaction and employee engagement  
• Lead innovation  
• Engage co-workers in the innovation process  
• Contribute to improved performance of the overall organization |
| **Optimizing Diversity** | ILT | Problem Solving, Creativity & Innovation, Developing Others, Leveraging Diversity | Optimizing Diversity is Unit 3 of Leading Innovation  
LEARNING OBJECTIVES FOR THE OVERARCHING LEARNING EVENT:  
• Demonstrate behaviors that positively impact CNIC  
• Sustain focus on innovation that shows itself in customer satisfaction and employee engagement  
• Lead innovation  
• Engage co-workers in the innovation process  
• Contribute to improved performance of the overall organization |
| **Shaping a Motivational Workplace** | ILT, vILT | Strategic Thinking, Vision, Developing Others, Human Capital Management | • Recognize and leverage three basic needs in the workplace  
• Create an environment that supports needs satisfaction  
• Adopt the employee’s perspective to build stronger working relationships  
• Communicate with employees in an informational way  
• Increase engagement by generating opportunities for employee choice in meeting business objectives  
• Facilitate enhanced motivation and results |
| **Shaping and Selecting Innovative Ideas** | ILT | Problem Solving, Creativity & Innovation, Developing Others | • Define the two ends of the protect/promote continuum and explain the conditions demanding each  
• List leadership actions along the protect/promote continuum  
• Practice a conversational model that helps to advance ideas at any stage of development  
• Explain the essential nature of messy learning  
• Suggest a range of messy learning actions to advance concepts, helping to prove or disprove their viability |
| **Sparking New Thinking** | ILT | Problem Solving, Creativity & Innovation, Developing Others | Sparking New Thinking is Unit 4 of Leading Innovation  
LEARNING OBJECTIVES FOR THE OVERARCHING LEARNING EVENT:  
• Demonstrate behaviors that positively impact CNIC  
• Sustain focus on innovation that shows itself in customer satisfaction and employee engagement  
• Lead innovation  
• Engage co-workers in the innovation process |
### Embrace Change or Innovation

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</table>
| **Your Role in Innovation** | ILT      | Problem Solving, Creativity & Innovation, Developing Others | Your Role in Innovation is Unit 2 of Leading Innovation

**LEARNING OBJECTIVES FOR THE OVERARCHING LEARNING EVENT:**
- Contribute to improved performance of the overall organization
- Demonstrate behaviors that positively impact CNIC
- Sustain focus on innovation that shows itself in customer satisfaction and employee engagement
- Lead innovation
- Engage co-workers in the innovation process
- Contribute to improved performance of the overall organization
APPENDIX: Full Course Descriptions

Building Trust Under Pressure: The Basic Principles
AchieveGlobal’s recent study of nearly 1000 leaders around the world identified today’s key organizational pressures and challenges:

- Far-reaching globalization
- Demand for higher and higher levels of productivity
- Intense and unpredictable competition from more and more sources
- Ever-changing and escalating customer demands
- Balancing cost management with the need for business growth
- Dizzying technological change
- Increasingly diverse workforce and customers

This workshop addresses these and other pressures by helping leaders to focus on key priorities and keep other people engaged and productive.

Target Audience: Executives, Managers, Supervisors, Team Leads, All Employees

Purpose
Participants learn to apply six “Basic Principles”, which help earn credibility and trust, build a wide network of effective relationships, maintain a positive work environment even under pressure, and defuse highly-charged situations with other people. In more detail, participants:

- Explore their own pressures and challenges as a context for the workshop
- Discover their Basic Principle strengths through a self-assessment
- Prioritize application of the principles to guide consistently positive action
- Plan how they will put the Basic Principles and related behaviors into action

Learning Outcomes
Participants are able to:

- Identify organizational issues affecting their ability to achieve results
- Identify and apply their Basic Principle strengths
- Use the Basic Principles to address problems and take positive action in challenging situations
Profiles in Genuine Leadership

In the early years of the 21st century the world has seen profound change – notably the rise of the global economy and its impact on countries everywhere. This and many other challenges place new demands on leaders to help their organizations succeed.

As always, leaders still need to understand their customers, adapt to changing conditions, and organize to execute solid plans. But today, leaders also need to consider the common good and do their best to promote it. They must offer and execute good ideas and help others do the same. Leaders need to appreciate differences within their teams – and also differences between countries.

Today, strong leaders also know how to read the emotions of other people and react in a genuine way. And before anything else, leaders have to look inside and ask, “How might I be contributing to the difficulties that I’m facing?”

Target Audience: Executives, Managers, Supervisors, Team Leads, All Employees

Purpose

This workshop helps participants assess their own readiness and plan concrete actions to meet the complex leadership demands they face. In more detail, they:

- Complete a confidential self-assessment to gain a sense of their leadership strengths and areas for development
- Explore a research-based picture of leadership today called “The Zones of 21st Century Leadership”
- Create and interpret their own “Leadership Zone Profile”
- Analyze a case study to assess the impact of different assets and liabilities in the leadership zones
- Plan ways to apply their assets and reduce any possible liabilities in the leadership zones

Learning Outcomes

Participants are able to:

- Describe the unique challenges they face in their organization
- Describe six key areas of action for leaders in the 21st century
- Identify their own assets and liabilities as a leader
- Plan ways to apply their assets and reduce their liabilities
Activating Change: Individual Version

In a complex and competitive business environment, organizations are pummeled by external factors that demand change in order to survive. At the same time, employees within the organization are doing more with fewer resources and are challenged by the call to keep pace.

Within this context, 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.

Target Audience: All Employees

Purpose
The purpose of this module is to help participants learn and apply three practices that will help them activate their change capability.

Process
During the module, participants will take part in a variety of individual and group activities, skills practices, video observations, and large group discussions that explore the following topics:
- Gathering vital information about change
- Increasing energy and minimizing stress as you get involved in a change
- Exploring ways to keep moving forward during a period of change

Payoff
At the end of the 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 their 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

Key Content
Practices that Activate Change Capability
- Learn about the change
- Get involved
- Stand your ground
Activating Change: Manager Version

Managers and supervisors are the lynchpins in the organization, integrating change into the already dense stream of day-to-day activities. The complex business environment has created heightened pressure to achieve concrete, measurable results at a faster pace. Overload and seemingly conflicting priorities abound. Employees look for leaders to cut through the noise, and provide clarity and direction in a workplace where change is constant. Leaders must find high-impact practices and tools that not only guide them in this challenge, but also fit with the demands and time pressures of today's work environment. As a result, this solution calls out and underlines the most critical practices for leading change today.

**Target Audience:** Managers and Supervisors

**Purpose**
The purpose of this program is to help managers or supervisors learn and plan the application of daily practices that build change capability in their work areas and throughout the organization.

**Process**
During the program, participants will experience a number of activities, discussions, and videos covering three Hallmarks of Change Capability:

- Activate capability
- Communicate for results
- Monitor mechanics and mood

**Payoff**
At the end of the program, participants will be able to:

- Acknowledge the pivotal role change capability plays in improved organizational and individual performance
- Take high payoff actions to build change capability in their organizations
- Maximize their commitment—and encourage the commitment of others—to making change happen
- Work toward ensuring that expected change results are realized

**Key Content**
- High-Impact Strategies and Practices
- Activate Capability
- Communicate for Results
- Monitor Mechanics and Mood
Activating Change: Executive Version

As organizations struggle with the changing business landscape, they often realize that they do not possess a change-capable culture. They must nurture and grow a culture that not only understands and accepts change, but embraces change, transforming it into a vital asset. For a successful transformation to take place, organizations must have executives who apply change-management practices and understanding for each change initiative by successfully framing the change for the rest of the organization.

Target Audience: Executives

Purpose
Executives learn and apply key practices to activate change in their organization.

Process
Executives explore key responsibilities in change:

- Maintain the pace, tone, and level of change
- Create a change-capable workforce
- Articulate change messages
- Monitor change efforts

Payoff
Executives extend their abilities to:

- Inspire and support organizational change-capability
- Work as a team to build momentum for change
- Coach managers who lead change efforts in their areas

Key Content
The hallmarks of change-capable organizations and individuals:

- Frame the change
- Activate capability
- Communicate for results
- Monitor mechanics and mood
Bridging Strategy to Outcomes

The central challenge for today’s managers is to bridge the gap between strategic goals and day-to-day operations. Pulled in many directions, managers must address complex business issues, implement directives from senior leadership, and meet the human and operational needs of direct reports and frontline employees.

This two-day workshop helps senior managers build commitment and focus effort at every organizational level. Participants master and apply key interpersonal skills, fine-tuned and framed for this audience.

**Target Audience:** Executives

**Purpose**
The purpose of this two-day workshop is to help participants overcome the challenges involved with being a leader of other leaders.

**Process**
During the workshop, participants complete a variety of individual and group activities that explore the following topics:

**DAY ONE**
- Business issues
- The need for interpersonal leadership skills
- Building Trust Under Pressure: The Basic Principles™
- Sifting organizational noise
- Creating line of sight
- Aligning performance: Recognition

**DAY TWO**
- Aligning performance: Aligning feedback
- Exploring ideas
- Lobbying
- Power outcomes
- Bridging strategies to outcomes

**Payoff**
At the end of the module, participants will be able to:
- Seek out, clarify, and confirm ideas and information
- Describe organizational issues and strategy in a compelling way
- Recognize the challenges and benefits of giving feedback
- Focus individual action on issues through feedback
- Explore useful ideas for turning strategies into action
- Lobby for the support and resources they need to address key organizational issues
Key Content

Effectively negotiating today’s complex organizational terrain—and retaining balance while standing with one foot on each shore—requires the consistent use of the skills illustrated in the model below. In this workshop, participants hone these skills to help them be successful at building bridges to action.

**DAY 1**

Building Trust Under Pressure: The Basic Principles™ serve as a strong foundation for the interpersonal skills managers need to turn strategy into day-to-day action.

**The Basic Principles**

- Focus on the situation, issue, or behavior, not on the person
- Maintain the self-confidence and self-esteem of others
- Maintain constructive relationships
- Take initiative to make things better
- Lead by example
- Think beyond the moment

Sifting organizational noise helps managers quickly filter through the influx of information they receive on a daily basis and extract the “nuggets” that could impact business results.

**HOW:**

- Assume value in what others say
- Clarify and confirm
- Identify information that requires action
- Explain the actions you will take
- Creating line of sight is a skill managers can use to help others understand where the organization is going and the important roles they play in accomplishing organizational goals

**HOW:**

- Clarify the direction your organization is taking
- Compose your message
- Deliver the message to enhance focus
- Aligning performance involves two skills that managers can use to help people recognize how their performance contributes to or detracts from the organization’s direction
- Recognition helps managers reinforce performance that supports the identified direction

**HOW:**

- Compare performance to the stated direction
- Highlight the merits
- Describe their value
- Express your appreciation
DAY 2
Aligning feedback provides a constructive approach to identifying how performance can be improved.

HOW:
- Compare performance to the stated direction
- Highlight the merits
- Highlight the concerns
- Discuss ways to retain merits and eliminate concerns
- Agree on next steps
- Exploring ideas is a skill that managers can use to help others share their ideas and engage in active discussions that can bring out their best thinking

HOW:
- Refer to the topic and purpose
- Invite suggestions
- Offer suggestions
- Build on the ideas of others
- Recap agreements and next steps
- Lobbying can help managers involve others, gain support, and secure resources for executing strategies that lead to business results

HOW:
- Describe the issue, opportunity, or need
- Offer your recommendation
- Highlight key features and benefits
- Check for acceptance
Leading Innovation - From Concept to Customer Value

**Purpose and Learning Outcomes**
This workshop reverses this dangerous and costly trend by providing leaders at all levels of the organization with the framework and practices required to make innovation pay off. It offers practical, actionable practices and tools that are within any leader’s scope of influence, designed to be used long after the workshop has ended to drive innovation results. These invaluable resources can be applied at the individual and organizational level for those organizations looking to make innovation part of their DNA.

**Target Audience:** Managers, Supervisors, and Team Leads

**Unit 1: The Heart of Innovation**
‘Innovation’ is a word that’s used loosely to describe everything from market-shifting breakthroughs to incremental improvements. And, while there may be disagreement about its exact definition, there is clear consensus in the marketplace that innovation is among the most powerful competitive advantages in today’s business environment. Effective and sustained innovation is the result of structured, premeditated steps that proactively harness creativity and marry it with unparalleled implementation rigor.

In this unit, participants are introduced to the nature of innovation. They develop a shared understanding of what it is and what it’s not, clarifying the challenges they and their organizations face. Participants discover the cultural characteristics that support innovation and generate specific steps they can take to boost innovation and innovative results.

**Learning Objectives**
After actively participating in this unit, participants will be able to:
- Define innovation for their organization, pointing to specific examples of various forms of innovation
- List the challenges they face to creating and supporting innovative results
- Explain how creativity and execution drive innovation success
- Evaluate their organization’s culture relative to innovation
- List actions they can take to create a culture of innovation

**Tools**
- IQ (Innovation Quotient) Assessment

**Unit 2: Your Role in Innovation**
Organizations that excel at innovation have succeeded in making innovation everyone’s responsibility, not just R&D’s, or a select club of creative thinkers and top-level strategists. At the same time, because of the inherent challenges innovation presents, these organizations also appreciate the pivotal role leaders must play in making innovation happen. Leaders at all levels need to commit to making innovation a priority before they can expect others to do the same. And deep executive support or no, innovation won’t happen unless employees believe their direct manager or supervisor is behind it. In this unit participants are introduced to a process that is at the core of what leaders do to bring innovation to new levels. They explore how to convey their commitment in ways that matter most, moving beyond words to day-to-day actions.
CNIC Guide to AchieveGlobal Curriculum

Learning Objectives

After actively participating in this unit, participants will be able to:

- Apply a structured process to promote innovation/create a common language
- Describe the key role individual leader commitment plays in innovation success
- Take high impact actions to demonstrate their commitment to innovation

Practices

- Speak genuinely
- Back it up with action

Tools

- The Commitment Conversation Map

Unit 3: Optimizing Diversity

Innovation requires looking everywhere and listening to everyone for ideas, associations, perspectives and trends...people inside and outside of your organization, in the next cubicle and thousands of miles away. Break through innovations often have an element of serendipity—the unpredictable moment when perspectives collide, combine and connect in a moment of brilliance. Tapping into diversity on this scale sets the stage for serendipity. The broader and deeper the pool of diverse perspectives and inputs from which to draw the more likely a breakthrough idea will occur. In this unit participants identify the diverse range of voices they will include in their own innovation network. In addition, they explore the many combinations of viewpoints, knowledge, skills and characteristics available to them to leverage diverse thinking. Leaders cannot force serendipity to occur. Introducing the right structures, however, in the right balance can ramp up the likelihood that those breakthrough moments occur.

Learning Objectives

After actively participating in this unit, participants will be able to:

- Define the impact diversity can have on quality and quantity of idea generation
- Identify and tap into sources of innovative ideas
- Identify the mix of perspectives, skill sets and capabilities that maximize diversity

Practice

- Create multiple and mixed channels.

Tools

- Idea Source and Capture Planner

Unit 4: Sparking New Thinking

Optimized diversity creates the opportunity and space for varied perspectives to bounce up against each other and combine creatively into something unique and new. If, however some of those perspectives are based on the same tired information, frame of reference and set of conventional assumptions and norms nothing truly new and innovative will emerge. Innovation needs a boost, a spark. In this unit participants will learn ways to broaden freshen up and then connect the perspectives that in turn lead to new ways of thinking. Given that many
innovations stem from an intense customer connection, participants learn how to put the customer perspective front and center of idea generation.

**Learning Objectives**
After actively participating in this unit, participants will be able to:

- Take action to broaden exposure to inputs that fuel innovative thinking
- Identify ways to bring the customer perspective into the innovation process
- Challenge perspectives that block new thinking

**Practices**
- Widen your world
- Ignite new insights

**Tools**
- Know Your Customers
- The Ignition Checklist

**Unit 5: Shaping and Selecting Ideas**
Boosting the volume of ideas is not enough to boost innovative results. Leaders must know how to select and shape promising ideas into viable opportunities, protecting, advancing and promoting those ideas as appropriate throughout the organizational system. Instead of relying on the simplicity of go/no go ‘gates’, leaders must have the skill to facilitate any number of adjustments – large or small – that allow the concept to develop until its viability is proven or disproven.

In this unit, participants become more alert to promising opportunities even when the concept is in its infancy. They explore ways to shape and support early ideas through idea coaching, messy learning, collaboration and experimentation.

**Learning Objectives**
After actively participating in this unit, participants will be able to:

- Define the two ends of the protect/promote continuum and explain the conditions demanding each
- List leadership actions along the protect/promote continuum
- Practice a conversational model that helps to advance ideas at any stage of development
- Explain the essential nature of messy learning
- Suggest a range of messy learning actions to advance concepts, helping to prove or disprove their viability

**Practice**
- Advance, protect, and promote ideas

**Tools**
- Protect/Promote Continuum
- Idea Coaching Conversation Map
Unit 6: Executing Innovation

Innovation excellence requires a level of rigor beyond even the most comprehensive project management processes. It only makes sense. Innovative action and ideas by their very nature assault past experience and introduce something entirely novel. As a result, leaders must expect and anticipate confusion, resistance and other challenges – both from inside and outside the organization. Disciplined – yet fast and flexible – execution is the key to working through the complexity and translating viable ideas to marketplace results.

In this unit, participants are introduced to the practices of implementation success. They assess their organization’s effectiveness at: developing and deploying the strong teams required to execute innovation; managing the range of changes associated with innovation; and solving the problems that are a natural part of the innovation process. They explore criteria for making tough decisions about when and how to terminate innovations that are not delivering appropriate returns on investment and prioritize their personal next steps to support innovation in their organizations.

Learning Objectives

After actively participating in this unit, participants will be able to:

- Explain the hallmarks of implementation success
- Assess their organization’s ability to effectively execute innovative ideas
- List criteria and steps for appropriately terminating the execution of an innovation
- Plan personal actions for supporting innovation within their organizations

Practices

- Team effectively
- Manage changes
- Solve problems
- Make tough decisions

Tools

- Innovation Implementation Success (I-Squared) Predictor
- Tough Decision (Pulling the Plug) Conversation Map
Accelerating Team Productivity

*Accelerating Team Productivity* is a two-day workshop designed for team leaders who are faced with the dilemma of developing enhanced teamwork along faster and faster time lines, while at the same time working to:

- Focus teams on key results and outputs
- Build energy and momentum toward achieving goals
- Create high levels of ownership, flexibility, and agility
- Make the most of on-the-spot learning opportunities
- Provide information to keep teams informed about the organization’s strategy and customer needs
- Resolve conflicts within a team
- Negotiate resources on their team’s behalf

**Workshop Goal**

To provide the skills needed to build team pride and purpose, develop team agility, resolve team conflicts, and negotiate resources for the team.

**Modules:**

- Building Team Pride and Purpose
- Developing Team Agility: Day-to-Day Tools
- Resolving Conflicts Within Your Team
- Negotiating Resources for Your Team

**Building Team Pride and Purpose**

This module helps participants explore ways to unleash the power of pride and purpose in their teams. When team members feel pride in what they do and have a clear sense of purpose, they begin to anticipate success. This anticipation becomes a powerful motivator to deliver better results. And when the results do come, team pride and purpose increase even more—and the cycle continues.

**Target Audience:** Managers, Supervisors, and Team Leads

**Purpose**

To provide team leaders with skills for instilling pride and purpose in their teams

**Process**

During the module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:

- Elements involved in building team pride
- Key actions for building team pride and purpose
- Planning and practicing how to build team pride and purpose
- Action planning

**Payoff**

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

- Recognize the roles team pride and purpose play in accelerating team productivity
- Identify actions that can build pride within individuals and groups
- Demonstrate a set of key actions for building a sense of purpose within a team
Communicate team goals in a compelling way to inspire commitment

**Key Actions**

Provide a context for collaboration.

**HOW:**
- Explain how the team’s work supports the organization
- Use terms and language everyone can understand
- Use examples and personal stories to illustrate your points

Review the team’s goals

**HOW:**
- Describe your own commitment to the team’s goals
- Link team goals to larger objectives
- Help team members commit to the goals by describing what’s in it for them, individually and as a team

Highlight team strengths and accomplishments

**HOW:**
- Identify team strengths that can be leveraged toward each goal
- Remind the team of past successes
- Share external and internal customer feedback that reinforces the team’s abilities

Generate ideas for meeting goals

**HOW:**
- Ask open-ended questions to stimulate thinking
- Use concerns to determine how to meet goals
- Appeal to team members’ creativity and experience
- Encourage team members to build on each other’s ideas
- Use positive reinforcement for each expression of an idea

Agree on strategies to move forward

**HOW:**
- Agree on the best strategies for achieving the desired results
- Avoid “solution overload”
- Clarify roles and responsibilities
- Identify needed resources
- Identify how the team would like you to support its efforts

Provide ongoing support

**HOW:**
- Schedule periodic progress reports
- Express your confidence in the team’s abilities
Developing Team Agility: Day-to-Day Tools

In today's fast-paced environment, teams are called upon to adapt to changing conditions quickly and smoothly. Adept leaders consciously develop team agility in three important areas:

Focus: Leaders focus effort by continually clarifying how the team will work together as a cohesive unit.

Learning: Leaders provide opportunities for team members to quickly gain new skills and knowledge, and facilitate the application of lessons learned to new challenges.

Information: Leaders increase adaptability by keeping team members informed of outside events and decisions that impact the team's work.

Target Audience: Managers, Supervisors, and Team Leads

Purpose
To provide team leaders with strategies and actions for building high levels of team agility: quickness, flexibility, and adaptability.

Process
During the module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:

- Factors that impact team agility
- Tools to focus team effort on goals and outcomes
- Tools to leverage just-in-time learning for adaptability and speed
- Tools to stay informed of new data and perspectives that impact the team's work
- Strategic application of tools to develop agility
- Action planning

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

- Develop team agility through day-to-day behaviors and actions
- Identify when to apply strategies and tools to enhance agility and improve results
- Select and use agility tools to:
  - Focus team effort and energy
  - Help team members quickly gain new skills and knowledge
  - Help the team stay current on information needed to produce results

Tool Kit

This module contains a series of tools that team leaders can use to develop team agility. The tools are divided into three main categories:

1. Focusing Team Effort
   - Setting Team Boundaries
   - Establishing Ground Rules
   - Measuring Your Team’s Contribution
Resolving Conflicts Within Your Team

When individuals work together, differences will occur—in opinions, work styles, personalities, and so on. These differences often lead to conflict. Effective leaders understand the impact conflict can have on a team and put processes in place for dealing with it, either by intervening directly or by helping team members resolve conflicts on their own. This module provides skills for resolving conflicts that hinder team productivity.

Target Audience: Managers, Supervisors, and Team Leads

Purpose
To provide team leaders with skills for resolving conflicts that are hindering their team’s performance and ability to produce results.

Process
During the module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:
- Team dynamics that negatively impact performance
- Key actions for resolving conflicts within their team
- Planning and practicing how to handle team conflicts
- Handling unproductive reactions
- Resolution options
- Supporting team member-led resolutions
- Action planning

Payoff
At the end of the module, participants will be able to:
- Identify behaviors that can fragment a team and negatively impact productivity
- Demonstrate a set of key actions for resolving conflict within a team
Key Actions

Describe the issue

HOW:
- Share your direct observations
- Be neutral and objective
- Express concern for the entire team’s welfare

State the impact on results

HOW:
- Cite specific evidence of negative impact on performance
- Describe the impact on people outside the team

Invite an open exchange of reactions

HOW:
- Create a safe, no-blame atmosphere
- Allow time for individuals to express feelings and opinions
- Summarize points of agreement and disagreement

Ask for suggestions on ways to proceed

HOW:
- Use open-ended questions
- Record ideas for all to see

Gain agreement on next steps

HOW:
- Jointly develop a plan of action
- Ensure that all team members have a role and stake in the actions
- Agree on ways to check and evaluate progress

Negotiating Resources for Your Team

To accelerate productivity, teams need a steady flow of the right resources at the right time.

Negotiating skills play an increasingly important role in securing the resources a team needs to maintain its momentum toward aggressive goals. This module provides team leaders with negotiation skills that can help them secure resources for their teams.

Target Audience: Managers, Supervisors, and Team Leads

Purpose

To provide team leaders with the negotiation skills they need to secure resources for their teams

Process

During the module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:
- Day-to-day behaviors for negotiating success
Key actions for negotiating resources for their team
Planning for a productive exchange
Exploring options
Practicing the negotiation conversation
Closing the loop with their team
Action planning

Payoff
At the end of the module, participants will be able to:
- Identify resources that require negotiated solutions
- Identify day-to-day strategies for building and nurturing strong networks
- Distinguish between another person’s position and his or her underlying interests
- Demonstrate a set of key actions for negotiating resources on behalf of your team

Key Actions
Describe the need and its merits.

HOW:
- Be straightforward and courteous
- Keep your description brief, direct, and objective
- Fully describe the critical nature of the need
- Avoid presenting or arguing for a specific solution

Explore the other person’s viewpoint

HOW:
- Ask open-ended questions to gain understanding
- Focus on the needs behind the other person’s point of view
- Show sincere interest in the other person’s position and underlying interests
- Explore the reasons behind an initial “yes” or “no” to your request
- Surface agreement and disagreement without exploring either fully at this point

Summarize mutual benefits

HOW:
- Describe your own underlying interests concisely and objectively
- Emphasize areas of agreement
- Express a sincere desire to find a solution that benefits both of you
- Show that you understand the other person’s concerns

Explore multiple options

HOW:
- List options that address the underlying interests
- Stay positive
- Refocus on underlying interests if needed
- Be prepared to consider a contingent position
- Make an appropriate trade-off: Offer something in exchange for the resources you need
- Split the difference: Find a mutually acceptable middle ground

Agree on next steps.

HOW:
- Discuss and evaluate each option
- Agree on the most promising option or combination of options
- Summarize your agreement to ensure mutual understanding
Follow up with all involved

**HOW:**

- Keep your team informed of progress
- Reconnect with the other person to summarize outcomes and express your thanks
Generations in the Workplace: Leveraging Age Diversity

Target Audience: Managers, Supervisors, Team Leads, All Employees

Purpose
This module is designed to expose common age-related stereotypes and develop practices that promote collaboration across generational groups.

Process:
Participants will explore and practice these key skills for eliminating age-based stereotypes from their work teams:

1. Challenge stereotypes:
   - Treat everyone as an individual
   - Assess how age-based stereotypes may color their views
   - Encourage others to reject age-based stereotypes

2. Find common ground:
   - Ask respectful questions
   - Listen with an open mind
   - Connect on the human level shared by all

3. Find talents in everyone:
   - Assume that everyone has value to contribute
   - Ask others about their interests, abilities, and experience
   - Allow for a range of productive work styles

4. Mix it up:
   - Partner across generations
   - Find collaborative ways to share their perspective
   - Respectfully ask for and offer ideas and help

5. Expect a lot:
   - Challenge themselves to learn, grow, and perform
   - Hold themselves and others to high standards
   - Observe how expectations drive effort and results

Payoff:
After participating in this program, participants will be able to:

- Describe negative consequences of age-based stereotypes
- Avoid projecting age-based stereotypes on others
- Describe common workplace needs across age groups
- Treat others as individuals, regardless of their age
- Leverage the talents and experience of others, regardless of their age
Building Leadership

Shaping a Motivational Workplace
People want to use their abilities, connect with others, and guide their own efforts. Regardless of gender, age, ethnicity, culture, or life experiences, everyone shares these three psychological needs:

- Competence
- Relatedness
- Autonomy

Forty years of research confirm the many benefits of helping people satisfy these needs, including improved job satisfaction, engagement, self-esteem, thinking ability, creativity, learning, trust, loyalty, dedication, and performance. Leaders realize these benefits by creating conditions that support employees’ needs. The practical goal is sustained performance and results driven by internally-motivated people.

In *Shaping a Motivational Workplace*, leaders learn to create an environment that inspires superior performance by helping employees satisfy their basic psychological needs.

**Target Audience:** Managers, Supervisors, and Team Leads

**Purpose**
The purpose of this module is to teach leaders how to create an environment that inspires superior performance by helping employees satisfy their basic psychological needs.

**Process**
During the module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:

- Three psychological needs
- Two kinds of motivation
- Practices for shaping a motivational workplace
- Making the practices tangible
- Action planning

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

- Recognize and leverage three basic needs in the workplace
- Create an environment that supports needs satisfaction
- Adopt the employee’s perspective to build stronger working relationships
- Communicate with employees in an informational way
- Increase engagement by generating opportunities for employee choice in meeting business objectives
- Facilitate enhanced motivation and results

*Giving Needs-Based Feedback*

While a leader’s every action affects motivation, few conversations are as vital as giving feedback to align an employee’s actions with group and organizational needs. In this module, leaders learn to give feedback that supports employees’ internal motivation to deliver organizational results.
Employees gain internal motivation when their work allows them to satisfy their psychological needs, including autonomy, or making decisions about their own activities. Yet organizations require employees to work within firm guidelines and timeframes. When an employee’s choices clash with organizational needs, effective leaders share information and redirect efforts – in other words, they give feedback. Giving feedback without undermining motivation is a serious challenge for every leader.

Feedback that reliably supports performance and results takes an employee-centered approach, including:
- Genuine two-way dialogue
- Clear reasons for required structures and actions
- Collaboration on solutions and next steps
- Explicit links between a solution and the employee’s psychological needs
- The goal of all effective feedback is an employee internally motivated to take the appropriate steps

**Target Audience:** Managers, Supervisors, and Team Leads

**Purpose**
The purpose of this module is to provide leaders with the skills to give feedback that supports employees’ internal motivation to deliver organizational results.

**Process**
During the module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:
- Three psychological needs
- Key actions for giving needs-based feedback
- Putting the key actions into practice
- Receiving feedback
- Planning next steps in the workplace

**Payoff**
At the end of the module, participants will be able to:
- Plan and facilitate effective feedback conversations, both face-to-face and voice-to-voice
- Support employees’ internal motivation to achieve business results
- Improve performance by helping employees find personal benefits in organizational structure and self-generated solutions
- Receive feedback in ways that promote improved performance and maintain constructive relationships

**Realizing Talent in Others**
Employees have latent talents and existing skills we often fail to leverage. Turning these talents into capabilities by developing others to their fullest potential is a leader’s most important work – and a requirement for long-term organizational success. In this module leaders learn a collaborative process and skills to develop capabilities in others that meet the motivational needs of each individual and match the need of the organization to optimize results.

Supporting this leadership role are major studies over the past forty years confirming that people by their nature have a strong need to:
Engage in interesting activities
Succeed at new challenges
Improve their competence
Demonstrate mastery

Yet many employees feel de-energized and disengaged at the prospect of job-related growth and development – and many leaders believe that developing others is too much effort for too little return. This disconnect requires a fundamental rethinking of how leaders approach their critical responsibility. To realize untapped potential and achieve business outcomes, this module helps leaders match the employee’s natural need to demonstrate competence with the organization’s need to succeed.

**Target Audience:** Managers, Supervisors, and Team Leads

**Purpose**
The purpose of this module is to teach leaders a collaborative process and skills to develop capabilities in others that meet the motivational needs of each individual and match the need of the organization to optimize results.

**Process**
During the module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:

- Research and the real world
- Recognizing individual needs and interests
- Key Actions for Realizing Talent in Others
- Linking capabilities to business results
- Questions that power development
- Applying what you’ve learned for improved results

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

- Recognize the psychological needs of individuals and incorporate leadership behaviors to support them
- Uncover high impact development opportunities that tap into the employee’s internal motivation
- Link employee development activities to business goals and objectives
- Collaborate on development plans that boost employee interest and activate productivity
- Unleash and leverage individual capabilities to achieve workgroup and organizational results

**Offering Rewards and Recognition**
For most adults, work meets many needs – income, of course, as well as friendship and achievement. Too often, though, employees feel bored or alienated at work. The result can be illness, absenteeism, and turnover – at huge cost to the organization.

Many leaders assume that employees, having secured food and shelter, become passive, in need external motivation. So they offer incentives – wage increases, bonuses, and promotions – or threaten punishment for failure to perform. But over forty years of scientific research confirms that rewards and threats actually undermine sustained motivation and performance. This research has also identified three universal needs that everyone brings to the workplace, for competence, relatedness, and autonomy. When leaders reward and recognize employee efforts to satisfy these needs, they tap the power of internal motivation.
This module helps leaders use rewards effectively and apply a simple process for offering recognition. The payoff of these skills is improved employee engagement, performance, and results.

**Target Audience:** Managers, Supervisors, and Team Leads

**Purpose**
The purpose of this module is to teach leaders how to offer rewards and recognition that support competence, strengthen relationships, and encourage internal motivation in others.

**Process**
During the module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:

- Research highlights on rewards and motivation.
- Effective use of rewards.
- Recognizing individuals and teams.
- Applying what participants have learned.

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

- Explain the difference between reward and recognition.
- Offer rewards that foster employee motivation.
- Offer spoken and written recognition that supports employee motivation.
- Sustain motivation by helping employees identify their own contributions.
- Recognize team performance to encourage collaborative effort.

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**The Hallmarks of Supervisory Success**

Making the transition to a new supervisory role is like performing a complex balancing act. Attention is focused in many different directions: grappling with strategy, striving for customer satisfaction, and delivering concrete results.

At one time, organizations simply identified and promoted competent individual contributors. With little or no preparation, these new supervisors learned by trial and error. Now, as more organizations see the central role of effective supervisors, formal preparation is more common. In this module, participants explore and apply three Hallmarks of Supervisory Success to help them assume new responsibilities, improve their ability to supervise the work of others and maintain the necessary balance in their role.

**Target Audience:** Managers, Supervisors, and Team Leads

**Purpose**
To help participants develop strategies to effectively assume their supervisory role

**Process**
During the module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:

- Building personal credibility
- Activating work group commitment
Establishing a partnership with your manager
Action planning

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

- Manage their transition to a supervisory role
- Outline actions required to build credibility
- Identify strategies to tap into the commitment of others
- Create a clear connection between departmental and organizational goals to increase work group commitment
- Plan for conversations with their managers that build constructive relationships and gain their support

Key Actions
Building personal credibility
HOW:
- Redefine your relationship with your employees
- Remove irritants and barriers
- Follow through

Activating work group commitment
HOW:
- Purpose
- Connection
- Direction
- Feedback
- Involvement
- Ownership
- Teamwork
- Communication
- Transparency
- Recognition
- Opportunity

Engaging management support
HOW:
- Build a partnership with your manager
- Work at viewing your manager as an ally, not simply a person to please
- Ensure that your goals and priorities support what he or she is held accountable for
- Clarify what you expect from each other
- Don’t allow surprises
- Without being asked, keep your manager informed of any issues that he or she is expected to report on
- Bring solutions, not just problems, to your conversations
- Be a team player and support other departments
- Take the lead to follow through on commitments and timelines
- Take responsibility—don’t place blame
- Don’t expect mind reading; ask for specific help when you need it

Delegating for Shared Success
Delegating tasks and projects is a signature supervisory skill—the link between supervisors, employees, and shared success. Poor delegation hurts productivity by frustrating employees, in effect setting them up for failure. Thoughtful delegation focuses employees’ capabilities and builds their confidence, not to mention their respect for their supervisor.
This module will teach participants to delegate efficiently, so they can turn their attention to other key aspects of their supervisory role, such as planning, removing performance barriers, and making process improvements.

**Target Audience:** Managers, Supervisors, and Team Leads

**Purpose**
To provide the planning, interpersonal, and follow-up skills critical for successful delegation

**Process**
During the module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:

- Barriers to successful delegation.
- Delegation styles.
- Delegation planning: task and staff analysis.
- Key actions for conducting a delegation conversation.
- Delegation follow-through.
- Action planning.

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

- Assess their delegation challenges and skills.
- Evaluate what work must be done by them versus what can or should be delegated.
- Plan tasks to delegate and align the tasks with the appropriate staff.
- Demonstrate a set of key actions for conducting a delegation conversation.
- Identify follow-up actions to ensure delegation success.

**Key Content**

*The Delegation Equation*

Thorough Planning

+  

Clear Communication

+  

Effective Follow-Through

=  

Successful Delegation
Key Actions
Share why this person was identified
HOW:
- Share the thinking that went into the task and staff analysis
- Identify how this task provides an opportunity for the person

Describe the task within the big picture
HOW:
- Briefly explain what the person will be doing
- Convey how the task makes an impact

Paint a detailed picture of success
HOW:
- Describe the task and how it will be performed
- Explain how success will be measured
- Invite the person to express his or her expectations and ideas

Explore tools, training, and resources
HOW:
- Consider asking the person to tell you what is required
- Identify the required tools
- Schedule any necessary training or coaching
- Identify additional resources and how they can help

Confirm understanding and commitment
HOW:
- Encourage the person to explain his or her understanding
- Clarify and help resolve any issues or obstacles

Plan follow-up
HOW:
- Determine how you can provide continuing support
- Gain mutual agreement on when and how you will check on progress

FOLLOW THROUGH:
- Allow time for the person to get familiar with the new task
- Provide feedback and recognition during your agreed upon check-in meetings
- Ask for ideas on improving the efficiency of the task or the quality of its outputs
- Hold the employee accountable for deadlines and standards set in the delegation conversation
- Plan for possible obstacles to completing the task
- Ask stakeholders about any changes in task requirements
Facilitating for Results

Today’s organizations use meetings to share ideas, make joint decisions and plan actions. Issues are often complex, and the pressure to produce results is high. The effectiveness of a meeting depends on the facilitator.

Target Audience: Managers, Supervisors, and Team Leads

Workshop Goal

To provide the skills facilitators need to lead effective, results-oriented meetings (8-12 hours)

Payoff

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

- Describe how using The Basic Principles in meetings creates an environment that fosters productive and efficient meetings
- Prepare the group for a focused meeting
- Encourage diverse points of view
- Keep the group focused and moving
- Make sure action items are planned
- Describe the planning involved in preparing a team for a focused meeting
- Successfully start a meeting by reviewing the purpose, desired outcomes, ground rules and agenda
- Apply numerous facilitation techniques to encourage a wide range of views on discussion topics
- Describe plans for using the skills from this module when leading meetings
- Explain the difference between meeting process and meeting content
- Demonstrate how to keep the discussion on track while maintaining an appropriate meeting pace
- Demonstrate how to assign action items and make follow-up plans to conclude a meeting
- Explain how to evaluate a meeting
- Describe how the key actions can be used by meeting participants
- Demonstrate techniques for handling disruptive behavior

Key Content

1. Prepare the group for a focused meeting

HOW:

Before the meeting:

- Define the purpose and desired outcome(s)
- Determine if a meeting is necessary
- Determine topics to cover and the best format for discussing each
- Estimate the length of the meeting
- Identify participants
- Set a time and place
- Plan note taking
- Communicate the purpose and desired outcome(s) to all participants
At the start of the meeting:
- Restate the purpose and desired outcome(s)
- Review the agenda
- Develop or review ground rules
- Provide any key information

Encourage diverse points of view.
**HOW:**
- State the type of participation desired
- Show that you value ideas, opinions, and questions
- Clarify and paraphrase key ideas
- Be selective about contributing your ideas and opinions
- Ask for different points of view
- Use brainstorming techniques
- Record ideas on a flipchart or whiteboard
- Ask open-ended questions
- Protect new ideas
- Keep the focus on ideas, not on people
- Use positive reinforcement

Keep the group focused and moving.
**HOW:**
- Let the group carry the content
- Pay attention to the flow of the meeting
- Acknowledge and reinforce constructive contributions
- Use agenda, desired outcome(s), ground rules, and discussions to stay on track
- Speed up the pace
- Slow down the pace
- Keep the group aware of where they are in the process
- Periodically summarize key points and ask for agreement
- Help the group reach conclusions

Make sure action items are planned.
**HOW:**
- Assign action items throughout the meeting, and review them at the end of the meeting
- Help the group decide on next steps
- Make specific assignments
- Conclude by summarizing the group’s accomplishments
- Thank group members for their participation
- Evaluate the meeting
- Plan post-meeting logistics
- Plan how to monitor progress on action items
Leading Virtually: A Framework for Results

Target Audience: Managers, Supervisors, and Team Leads

Purpose
The purpose of this module is to provide a framework and skill set for leaders that will maximize the performance of dispersed work groups.

Process
During the module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:

- The unique aspects of leading virtually
- A strategic model for leading from a distance
- A structure that promotes group cohesion
- Skills and techniques to enhance individual commitment
- Action planning

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

- Provide clear focus and guidelines that will promote group cohesion
- Determine how to leverage communication skills and technology in ways that will enhance individual commitment
- Encourage collaboration among people from diverse work groups
- Apply leadership practices to effectively lead dispersed work teams

Key Content

Practices that support Group Cohesion:

- Link to the bigger picture
- Identify interaction norms
- Leverage technology

Practices that support Individual Commitment:

- Span cultural boundaries
- Monitor relationships
- Personalize technology

Virtual Dialogue Skills:

- Initiate
- Learn
- Respond
- Allow
Managing the Performance of Others
As the manager, supervisor, or leader of a work group or team, performance leaders help others do the work that ultimately makes an organization successful. Performance leaders are responsible for guiding and directing the performance of their employees. To accomplish this, they must ensure that employee performance aligns with the direction and strategy of the organization. This two-day workshop focuses on the performance management aspects of a manager’s role.

Workshop Goal
Provide the skills to help participants prepare for and conduct different types of performance-related discussions.

Modules:
- Planning for Performance Discussions
- Clarifying Performance Expectations
- Correcting Performance Problems
- Conducting Performance Reviews

Planning for Performance Discussions
Today’s work environment is distinguished by increased workloads, more varied tasks and competing responsibilities. In order to succeed, employees need to know how to manage priorities and achieve their goals. Managers are responsible for guiding and influencing the performance of others so that they can meet these challenges of a constantly changing environment.

By effectively planning for performance-related discussions, managers establish a framework within which they can set mutual expectations, address performance issues and help people respond to new developments.

Target Audience: Managers and Supervisors

Purpose
To provide participants with the skills and tools to prepare for performance-related discussions that lead to increased productivity, collaboration and the achievement of critical goals.

Process
During the module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:
- The role of the performance leader
- Supporting organizational goals
- Key actions for planning for performance discussions
- Planning for rough spots
- Tracking performance
- Action planning

Payoff
At the end of the module, participants will be able to:
- Describe the role of the performance leader
- Explain how an individual’s work supports the organization’s goals
- Demonstrate a set of key actions for performance planning
- Create measurable, objective goals using specific criteria
Recognize the challenges individuals might have in achieving their goals and develop strategies to overcome these challenges
Prepare for focused performance management conversations to address expectation setting, poor performance and performance appraisals

**Key Actions**

**List key responsibilities**

**HOW:**
- List all major job responsibilities
- Verify that the list includes all of the behaviors you want to reinforce
- For each responsibility, estimate the percentage of time it takes or will take per month/week/day to complete the task or responsibility

**Rate each responsibility based on organizational value**

**HOW:**
- Think about how each responsibility contributes to the overall success of the organization
- Record a rating for each responsibility based on its value to the organization

**Prioritize responsibilities**

**HOW:**
- Based on how you rated each activity’s contribution to the organization, number the responsibilities in priority order

**Set measurable goals for high-priority responsibilities**

**HOW:**
- Determine the intended outcomes for a specific responsibility
- Add measurable terms to the outcomes

**Plan for data collection**

**HOW:**
- Review the measurable terms for each high-priority responsibility
- Consider the critical aspects of the goal, and weigh what you really must measure against what would be nice to know
- For critical aspects of the goal, define an appropriate data source to track performance and measure progress

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**Clarifying Performance Expectations**

The ability to set—and reset—performance expectations swiftly and in a straightforward manner is a critical skill for all performance leaders. This module provides a process for handling conversations about work expectations in a way that reduces ambiguity, increases trust and strengthens the working relationship between manager and employee.

**Target Audience:** Managers and Supervisors

**Purpose**

To provide participants with the skills to discuss performance expectations with others in a way that gains their commitment and sense of ownership.
Process
During the module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:

- Consequences of not clarifying performance expectations
- Key actions for clarifying performance expectations
- Crafting an opening statement
- Asking open-ended questions
- Responding to rough spots
- Practice clarifying performance expectations
- Action planning

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

- Identify when a performance expectation discussion is necessary
- Respond effectively to questions and concerns people have about work priorities and goals
- Demonstrate a set of key actions for clarifying performance expectations
- Use the Key Actions to hold a productive discussion about expectations
- Clarify expectations in a way that increases employees’ ability to manage more of their job responsibilities on their own

Key Actions
State the purpose of the discussion
HOW:

- Clearly state why you are speaking about expectations now
- Clarify the scope of the discussion

Explain how the work supports the organization.
HOW:

- Describe how the work supports the organization’s goals, benefits the business unit or division, and benefits the work group or team
- Explain the impact if the work objectives are not met

Mutually discuss expectations and measures
HOW:

- Discuss responsibilities and priorities
- Discuss measurable goals
- Determine the resources, strategies, and tools needed for success
- Discuss the performance-tracking plan

Recap and check for commitment
HOW:

- Summarize before closing the discussion.
- Ask questions that will allow you to judge whether the person sees the action plan as you do
- Ask directly for commitment

Set a date for follow-up
HOW:

- Based on the action plan you and the other person have developed, choose an early milestone
- Specify the issues you’ll review at that time
Correcting Performance Problems

The pressure for speed, productivity, and bottom-line results has never weighed more heavily on organizations than now. Leaders must ensure that everyone takes responsibility for performing his or her job as effectively as possible. Employees need training and coaching so they can manage their own performance. When these approaches aren’t enough, leaders need to step in and take prompt and decisive action.

Target Audience: Managers and Supervisors

Purpose
To provide participants with skills for addressing recurring or serious performance problems, to get an individual’s performance back on track and to build motivation for further improvement.

Process
During the module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:

- The results of not addressing poor performance
- When to conduct conversations about poor performance
- Key actions for correcting performance problems
- Planning conversations for correcting performance problems
- Practicing conversations for correcting performance problems
- Action planning

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

- Recognize why leaders delay correcting poor performance
- Describe the consequences of delaying action to correct poor performance
- Identify performance situations in which to take action
- Explain the benefits of collecting background information prior to a discussion about poor performance
- Demonstrate a set of Key Actions for correcting performance problems
- Conduct focused conversations about poor performance that result in action toward improvement

Key Actions
Collect background information
HOW:

- Clarify the nature of the problem
- Determine the facts
- Uncover possible causes for the problem
- Plan for ways the person might react when you bring up the issue
- If you are in doubt about legal issues and/or relevant organizational policies, check with Human Resources

Describe the performance problem
HOW:

- Begin by making a brief statement about what’s off track
- Make it clear whether you are concerned with the results or with the way they were achieved
- Don’t use a punishing tone or attack the person
- Stay calm
Mutually assess the situation

**HOW:**
- Encourage the person to express his or her point of view
- Form a common picture of what’s wrong
- Identify and tackle major barriers to agreement
- Collect additional data
- Summarize the situation in light of what you’ve learned

Agree on an action plan

**HOW:**
- Decide if you will require the person to meet certain performance targets for a period of time
- Inform the person of any formal measures you are required to take
- Ask the person what the situation would look like if the problem went away
- Brainstorm possible solutions to the problem
- Ask questions to help the person turn options for solutions into actions
- Include in the plan strategies for coaching and feedback

Offer support

**HOW:**
- Let the person know that you are available to clarify issues as they come up
- Express confidence that the person can turn around the situation

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**Conducting Performance Reviews**

This module presents a collaborative approach to the formal performance review. Participants learn how to prepare employees for a review, how to manage expectations during the session, and how to create an atmosphere that encourages openness about concerns and plans for the future.

**Target Audience:** Managers and Supervisors

**Purpose**

To provide participants with skills and tools to conduct a collaborative performance review that focuses on major responsibilities, opportunities for improvement and development needs

**Process**

During the module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:

- What to avoid
- Key actions for conducting performance reviews
- Preparing for a performance review
- Practice asking and answering open-ended questions
- Practice conducting performance reviews
- Action planning

**Payoff**

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

- Prepare for a focused and collaborative performance review meeting
- Help employees prepare for the performance review meeting
- Give their perspective of the person’s performance by focusing on core points
Demonstrate a set of key actions for conducting performance reviews
Overcome major performance disconnects with the employee
Increase employee motivation, learning, and productivity, and ensure collaboration throughout the year

Key Actions
Prepare for a focused discussion.
HOW:
- Explain to the employee the purpose, intended outcomes, process, and schedule of the review meeting
- Discuss with the employee the purpose and importance of a self-evaluation
- Prepare your core message
- Prepare for rough spots

Set expectations
HOW:
- Review the purpose of the discussion
- Review the agenda

Invite discussion
HOW:
- Ask the person for self-evaluation highlights
- Invite a discussion on the employee’s goals

Share your core points
HOW:
- Focus on your key points
- Resolve major disconnects

Jointly decide next steps
HOW:
- Recap opportunities for improvement and learning
- Agree on next steps

Summarize the core points
HOW:
- Ask the person to summarize your core points
- Recognize the person’s contribution
Connecting With Others: Listening and Speaking

In today’s complex and fast-paced work environment, there is still no substitute for listening and speaking in real time when it comes to working together to get things done. Listening is critical to sorting through and keeping up with all the information needed to achieve work goals, as well as maintaining constructive work relationships. Speaking to influence others is a skill needed to communicate ideas and convince others to act on them for improved business results.

In today’s environment, however, listening and speaking well are more challenging than ever. This one-day workshop for individual contributors and front line leaders takes a fresh look at how to improve effectiveness and efficiency in these two important skills.

Workshop Goal
To provide participants with the listening and speaking skills needed to communicate with others in ways that help everyone achieve their work goals in a hectic, fast-paced workplace.

Modules:
- Listening in a Hectic World
- Speaking to Influence Others

Listening in a Hectic World

At a tactical business level, listening is a vehicle to get the information needed to accomplish work objectives. In today’s information-saturated work environment, everyone needs to be able to tune out the “noise” and tune in to what is 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.

Target Audience: Managers, Supervisors, Team Leads, and All Employees

Purpose
To sharpen participants’ listening skills so they can quickly get the information they need to achieve results while maintaining constructive relationships with others.

Process
During this module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:
- Missed listening opportunities
- Key actions for listening in a hectic world
- Deciding when to listen
- Managing distractions
- Demonstrating effective listening behaviors
- Keeping conversations on track
- Practicing the key actions
- Action planning

Payoff
At the end of the module, participants will be able to:
- Make better decisions about how and when they spend their listening time
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- Improve the quality of the information they receive by demonstrating curiosity and open-mindedness
- Enhance the accuracy of what they hear by managing internal and external distractions more effectively
- Improve performance by listening to negative feedback non-defensively
- Save time by managing the flow of off-track conversations

Key Actions
Evaluate your need to listen
HOW:
- Use criteria to identify listening priorities
- Make a choice to listen

Manage internal and external noise
HOW:
- Make a physical and mental transition when you’ve identified a listening opportunity
- Define your listening purpose
- Watch your biases
- Push unproductive thoughts aside
- Internally reframe challenging situations and/or statements

Demonstrate a curious and open mind
HOW:
- Display sincere, attentive non-verbal behavior
- Ask helpful questions
- Pay attention to your tone
- Use short phrases to acknowledge and encourage the speaker
- Allow for silences to encourage the speaker to respond more fully
- Monitor non-verbal and voice tone cues
- Acknowledge emotions to encourage dialogue
- Summarize your understanding of what’s been said

Manage the flow of the conversation
HOW:
- Suggest a time frame
- Establish a joint outcome
- Gently redirect
- Wrap up

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 ideas to get results in such an environment.

Target Audience: Managers, Supervisors, Team Leads, and All Employees

Purpose
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.
Process
During this module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:
- Speaking behaviors to avoid
- Key actions for speaking to influence others
- Planning to speak
- How to deliver their message
- Handling concerns
- Requesting action from others
- Action planning

Payoff
At the end of the module, participants will be able to:
- Organize their thoughts with a focus on addressing the needs of their listeners and achieving their objectives
- Encourage desired action by delivering their message clearly and concisely
- Handle resistance by responding to their listeners’ ideas, opinions and concerns
- Ensure that their ideas are acted on by developing concrete follow-up plans
- Share ideas for workplace improvements and innovations geared toward better business results

Key Actions
Organize your thoughts
HOW:
- Decide your objective
- Understand your listeners
- Think through what you’ll say
- Anticipate reactions

Deliver your message
HOW:
- Build rapport
- Set the pace
- Demonstrate conviction

Explore responses
HOW:
- Ask for your listeners’ thoughts, questions, or concerns
- Acknowledge and respond to what your listeners say

Request action
HOW:
- Ask for what you want from your listeners
- Agree in next steps
Problem-Solving Results: Solutions, Improvements, and Innovations

Problem-Solving Results: Solutions, Improvements, and Innovations is designed for supervisors, managers, project team leaders, and individual contributors who leverage the experience and expertise of others in the solving of complex problems. This two-day workshop provides participants with the skills, strategies, and tools for solving problems collaboratively.

Workshop Goal
To provide participants with the skills, strategies, and tools for solving problems collaboratively

Target Audience: Managers, Supervisors, Team Leads, and All Employees

Process
During the workshop, participants complete a variety of individual and group activities, skills practices, video activities, and large-group discussions that explore the following topics:

**Unit 1: Connecting People and Process**
- Definition of "problem"
- The Results Approach to problem solving
- The Results Process
- Hallmarks of a problem-solving culture
- The Basic Principles

Effective leaders apply an approach to problem solving that achieves results by balancing and blending two important elements—process and people.

The process side of problem solving involves following five essential steps to guide your team toward a solution. Specific tools, techniques, and key actions are put to use to make your problem-solving efforts highly effective.

The people side of problem solving involves demonstrating a set of basic principles that can create a problem-solving culture. When you attend to people’s needs and develop effective relationships, you can develop a culture that builds trust, leverages what people do well, and encourages innovation and measured risk.

**Key Content**

The Results Process
- Step 1: Quantify The Gap
- Step 2: Uncover The Cause
- Step 3: Create Options
- Step 4: Decide The Solution
- Step 5: Realize Results

Hallmarks of a Problem-Solving Culture
- Builds trust
- Leverages what people do well
- Encourages innovation and measured risk
Unit 2: Exploring Gaps, Causes, and Solutions

- Four types of problem-solving thinking
  - Process Step 1: Quantify the gap
  - Process Step 2: Uncover the cause
  - Process Step 3: Create options

When facing a complex problem, you can’t rely solely on your own point of view —you need to look at the situation from every angle. Recognizing and using the four types of thinking can help you study your problem from multiple perspectives, so you and your team can implement the best solution.

Key Content

Four Types of Thinking:
- Open
- Exploratory
- Analytical
- Convergent

Step 1: Quantify the Gap

HOW:
- Describe what’s occurring now
- Describe what’s expected
- Use objective, factual, and measurable terms

Step 2: Uncover the Cause

HOW:
- List possible causes
- Identify information needed to confirm or eliminate causes
- Collect information
- Analyze and evaluate the information
- Select the most probable cause or causes

Step 3: Create Options

HOW:
- Make the creative process enjoyable
- Create a list of options—and then expand it
- Suspend judgment

Unit 3: Deciding on a Solution

- Key actions for deciding the solution
- The value of consensus

How you make your decision can be just as important as what you decide to do. When you build consensus, everyone will feel a high degree of confidence in the selected solution and be more willing to carry it out. Effective problem solvers know how to involve others to a degree that makes sense and adds value. They know how to make effective use of others’ knowledge and expertise without making unreasonable demands on their time. Determining this balance point is a judgment you must make for each situation.
Key Content & Actions
Describe the decision and how it will be made.

HOW:
- State the decision that’s up for discussion
- Define what consensus means and why it’s important to this decision
- Explain your role in this process
- Prepare a list of ground rules for discussion

Jointly establish decision-making guidelines
HOW:
- List all guidelines relevant to making the decision
- Narrow the list to the most important guidelines

Jointly evaluate options against the guidelines
HOW:
- Evaluate options against the “musts” to eliminate low-potential solutions
- Evaluate each remaining option against the guidelines
- Assess the risk of the remaining options
- Keep the discussion moving forward

Gain agreement on the best alternative
HOW:
- Summarize how each alternative stands in terms of guidelines and risks
- Solicit a decision proposal based on the discussion thus far
- Check for consensus and level of commitment
- If necessary, revisit Key Actions 2 and 3 to gain commitment
- Acknowledge efforts

Unit 4: Making It Happen
- Process Step 5: Realize results.
- Six secrets of successful implementers

When it comes to implementing solutions, it’s easy to lose focus. In an effort to get something done quickly, people often address the easy parts right away. But then they get busy with other things, letting the rest of the implementation get lost in a mix of other priorities. When you take this approach, the lack of concrete results drains energy from future efforts and lessens your credibility as someone who can make things happen. You can build momentum and motivate your team of problem solvers when you show them how to commit to the plan until the problem is solved.

Key Content
Six Secrets of Successful Implementers:
1. Get the details right.
   HOW:
   - Create a detailed implementation plan to inform everyone involved of what will get done, who will do it, and by when.

2. Enlist ongoing support.
   HOW:
   - Identify key stakeholders and sponsors, and determine the level of support you would anticipate from them. Plan ways to enlist their ongoing support for your solution implementation.
3. Provide for contingencies.
   HOW:
   - Anticipate the challenges that might affect a particular solution plan. Identify potential obstacles and plan what you’ll do to prevent or handle them.

4. Energize effort.
   HOW:
   - Take steps to maintain the energy for carrying out the solution.

5. Monitor and evaluate.
   HOW:
   - Identify monitoring and evaluation strategies currently available, and compare notes on how to best use them. In addition, identify follow-up tools to keep your solution implementation running smoothly.

6. Celebrate and share success.
   HOW:
   - Celebrating helps people see that problem solving can be both fun and rewarding, and gives them a sense of pride in their accomplishment. Holding smaller celebrations throughout the process also helps you boost energy and enthusiasm.

Payoff
At the end of the workshop, participants will be able to:
- Recognize how to achieve problem-solving results through a blended approach to process and people
- Use the five-step Results Process to solve problems with their team
- Describe how demonstrating The Basic Principles can create a problem-solving culture
- Use tools that incorporate four types of problem-solving thinking
- Begin the problem-solving process by quantifying the gap that exists between the current state and the desired state
- Identify and verify probable causes of problems
- Generate a variety of innovative solutions to choose from
- Develop effective decision-making guidelines
- Demonstrate the steps for gaining group consensus on a solution
- Describe the techniques for supporting implementation success
Working Through Emotions and Conflict

Working Through Emotions and Conflict is a one-day workshop designed for frontline leaders and individual contributors whose work results and interpersonal relationships are affected by strong emotions and conflicts. In today’s fast-paced, ever-changing workplace, there are even more of these incidents that divert energy and focus away from what is truly important.

Workshop Goal
To provide the skills needed to successfully handle emotionally complex work situations and tackle conflicts with peers in today’s work environment.

Modules:
  - Addressing Emotions at Work
  - Resolving Conflicts With Your Peers

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.

Target Audience: Managers, Supervisors, Team Leads, and All Employees

Purpose
To provide participants with strategies to address strong emotions—their own, and when appropriate, those of the people they work with.

Process
During this module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:
  - The impact of strong emotions in the workplace
  - How and why emotions can take control
  - The steps to address strong emotions
  - Techniques and choices for addressing strong emotions
  - Applying the "Addressing Emotions" techniques to their work situations

Payoff
At the end of the module, participants will be able to:
  - Identify the impact of emotions on their own productivity
  - Be more aware of factors that cause their emotions to intensify, so they can manage them more effectively
  - Choose and apply techniques to address their own strong emotions, so they 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
Key Actions for Addressing Emotions at Work

- Stop, reflect, and decide
- Take positive action for yourself
- Take positive action with others
- Learn

Resolving Conflicts With Your Peers

The more people have to depend on each other to achieve results under pressure, the higher the instance of conflict. Given the complex web of inter-relationships that exists 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.

Target Audience: Managers, Supervisors, Team Leads, and All Employees

Purpose
To provide participants with a process for resolving conflicts with their peers that encourages shared solutions and builds constructive work relationships.

Process
During this module, participants complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:

- What’s at the root of most conflicts
- The day-to-day conflicts they face
- Key actions for resolving conflicts with peers
- Planning for a real-life conflict conversation

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

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

Key Actions for Resolving Conflicts With Your Peers

- Evaluate the situation
- Define the conflict
- Find common ground
- Move forward
Workload Management
The modules in this skill area are designed to help individual contributors excel in today’s fast-paced, ever-changing, sometimes chaotic workplace. Participants experience two modules from the Leadership for Results program that provide skills and techniques for managing one’s workload in such an environment.

Workshop Goal
To provide the skills needed to improve work efficiency and effectiveness by setting attainable goals, managing competing priorities, and dealing with changes in the workplace.

Modules:
- Identifying Work Priorities and Setting Verifiable Goals
- Managing Your Priorities

Identifying Work Priorities and Setting Verifiable Goals

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.

Target Audience: Managers, Supervisors, Team Leads, and All Employees

Purpose
To provide participants with a process for identifying work responsibilities and setting goals that will make the greatest contribution to the organization.

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

For Part 1: Identifying Work Priorities
- Rate and rank work responsibilities based on their organizational contributions
- With their managers’ guidance, use the key actions to identify work priorities
- Plan for successful meetings with their managers to review work priorities

For Part 2: Setting Verifiable Goals
- Describe opportunities for goal setting
- Translate high-priority responsibilities into intended outcomes using verifiable terms
- Successfully use the key actions to set verifiable goals
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For Both Parts 1 and 2:

- Recognize opportunities to use these processes as part of their continuing communication with others about priorities and goals

Key Actions for Identifying Work Priorities

- Develop a list of work responsibilities
- Review and revise the list
- Rate each responsibility based on its organizational contribution
- Rank responsibilities in order of priority
- Make adjustments as needed

Key Actions for Setting Verifiable Goals

- Begin with a list of high-priority work responsibilities
- Select one responsibility and identify its intended outcomes
- Rate each outcome based on its organizational contribution
- Set aside low-impact outcomes and ones over which you have little or no control
- Add verifiable terms to the remaining outcomes
- Establish a data-collection plan
- Review and adjust all goals set using this process

Managing Your Priorities

In today’s workplace, leaders and their teams have far too many shifting or competing priorities to manage effectively. Challenges of all kinds can keep them from achieving desired results: inability to identify top priorities, constant distractions, pressure to multi-task, rambling meetings, email overload, 24/7 mobile technology, the inability to say “no” and many others.

No wonder priority management is itself a pressing priority!

Traditional time management is no match for these challenges. Today, leaders and individual contributors must demonstrate two core capabilities:

- **Managing Focus.** They need the mindset, behaviors, and routines to sustain energy, attention, and clarity in today’s distraction-filled workplace.
- **Managing Requests.** They need the cognitive and verbal skills to meet demands and realize opportunities that surface every day.

Managing Your Priorities helps leaders and individual contributors identify their top priorities, better leverage their physical and mental stamina, and consistently meet the many requests for their time and attention.

**Target Audience:** Managers, Supervisors, Team Leads, and All Employees

**Purpose**

To learn and apply skills and strategies to manage priorities in order to achieve desired results.
Process
To begin, participants explore a range of strategies to maintain clarity about top priorities, apply their energy where it’s most needed, and maintain their attention on complex tasks.

Learning Outcomes

After actively participating in this module, participants are able to:

- Apply clear criteria to identify their top priorities
- Describe why “focus” is important and assess their current success in sustaining focus
- Choose from practical strategies to attain focus and achieve their priorities
- Reframe work as a series of requests to be managed proactively
- Gather the information they need to respond intelligently to a request
- Negotiate the terms of requests, so they can say “yes” more often
- Ask for help or advice
- Say “no” gracefully, when necessary
THE CUSTOMER EXPERIENCE SERIES

Customer Experience Fundamentals 1 & 2

These two sessions lay out the overall framework for the CX Series and help learners define their roles in creating positive customer experiences. As learners explore practical skills and concepts, they see how individual effort supports team and organizational success.

Target Audience: Managers, Supervisors, Team Leads, and All Employees

Purpose
To explore the positive impact of participants’ efforts to own the customer experience

Process
Participants complete a variety of individual, pairs, small group, and large group activities that explore these topics:

- What it means to own the customer experience
- Net Promoter Score
- Customers’ four key expectations
- Defining moments
- Emotional effort
- Deep acting and surface acting
- Emotional memory technique

Payoff
Participants will be able to:

- Describe the goal of owning the customer’s experience (CEF 1)
- Describe customers’ key expectations (CEF 1)
- Identify defining moments in customer interactions (CEF 2)
- Make the emotional effort required to improve the customer’s experience (CEF 2)
- Identify strengths and areas for improvement in owning the customer experience (CEF 2)

Meeting Business Needs

Learners master a clear process and related skills for efficiently handling all types of customer conversations. They apply guidelines to clarify and meet business needs and, when necessary, to deliver unwelcome news. The session concludes with a skill rehearsal in a challenging real-life situation.

Target Audience: Managers, Supervisors, Team Leads, and All Employees

Purpose
To improve participants’ ability to manage conversations that efficiently meet customers’ business needs

Process
Participants complete a variety of individual, pairs, small group, and large group activities that explore these topics:

- Business and human needs
- Four parts of a business conversation
Skills for meeting business needs

Payoff
Participants will be able to:
- Describe the parts of a business conversation
- Open a conversation in a friendly, courteous way
- Ask open and closed questions about business needs
- Share clear, correct information with the customer
- Deliver unwelcome news to the customer
- Propose options to meet business needs
- Close a conversation by highlighting positive outcomes

Meeting Human Needs
This session helps learners improve the customer’s experience by meeting the universal human needs for respect, understanding, and individual attention. After sorting language to use with customers from language to avoid, learners rehearse skills for showing respect for the unique value of each customer.

Target Audience: Managers, Supervisors, Team Leads, and All Employees

Purpose
To improve participants’ ability to manage conversations that effectively meet their customers' human needs

Process
Participants complete a variety of individual, pairs, small group, and large group activities that explore these topics:
- Guidelines for meeting human needs
- Skills to project a willingness to help
- Words to use/words to avoid
- Skills to respect each customer’s unique value

Payoff
Participants will be able to:
- Identify customers' human needs
- Project a willingness to help the customer
- Choose words that support customers' human needs
- Acknowledge what the customer shares
- Appreciate what the customer does
- Affirm what the customer chooses
- Assure the customer of their commitment

Managing Difficult Conversations
This session helps learners work effectively with angry or upset customers. Learners come to see how addressing serious customer concerns can actually improve customer loyalty. They then explore and rehearse practical ways to defuse the tension, resolve the issue, and restore the customer’s trust.
Target Audience: Managers, Supervisors, Team Leads, and All Employees

Purpose
To improve participants’ ability to manage difficult conversations when customers are unhappy with the organization

Process
Participants complete a variety of individual, pairs, small group, and large group activities that explore these topics:

- Guidelines for managing difficult conversations
- Listening skills: “Don’t get hooked,” and “Stay productive”
- Defusing skills
- Resolving skills

Payoff
Participants will be able to:

- Listen non-defensively to angry or upset customers
- Use eight techniques to defuse tension with customers
- Explain what happened to upset the customer
- Explain what they will do to address the issue
- Offer an appropriate goodwill gesture
- Describe the value of keeping promises to customers
Creating Stellar Customer Relations

This workshop instills behaviors for acknowledging and responding appropriately to a customer's human needs—behaviors that often make the difference between losing a customer and keeping one for a lifetime.

Reaching for Stellar Service

Target Audience: All Employees

Purpose
To explore the value of stellar service and the employee’s role in achieving it

Process
Participants will complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:
- What stellar service means
- Benefits of customer loyalty
- Defining moments
- Three dimensions of service
- The STAR qualities
- Action planning

Payoff
Participants will be able to:
- Describe what stellar service is and the challenges of delivering it
- Discuss the benefits of customer loyalty to the employee, the organization, and customers
- Explain the importance of the employee’s role in building customer loyalty
- Identify key defining moments in customer interactions
- Identify and discuss the three dimensions of service
- Describe the four key qualities that customers expect from stellar service
- Use the four key qualities to evaluate and improve the service they deliver

Caring for Customers

Target Audience: All Employees

Purpose
To help employees develop skills for delivering friendly, attentive service that demonstrates interest in and cares for customers on a human level.

Process
Participants will complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:
- Challenges of providing caring service
- Two principles of caring service
- Skills for demonstrating interest and concern
- Skills for communicating the customer’s value
- Obstacles to using caring skills

Payoff
Participants will be able to:
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- Explain why meeting customers’ human needs is essential to their success as employees
- Apply three skills that demonstrate your interest in and concern for customers: Listen attentively, project a willingness to help, and convey respect.
- Use four caring responses that communicate the customer’s value to your organization
- Acknowledge the customer and his or her situation
- Appreciate something about working with the customer
- Affirm something the customer has said or done
- Assure the customer of good service
- Action planning

Healing Customer Relationships

Target Audience: All Employees

Purpose
To develop skills that will help employees serve customers who are concerned, angry, or upset after a service breakdown.

Process
Participants will complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:
- Four guidelines for healing customer relationships
- Staying unhooked from negative feelings
- Choosing productive responses
- Techniques for defusing negative emotions
- Ways to regain customer trust and confidence
- Action planning

Payoff
Participants will be able to:
- Explain why it is important for organizations to heal relationships with customers who are frustrated or angry
- Describe four guidelines for effectively restoring customer trust and confidence
- Manage their reactions to emotional statements from customers
- Use defusing techniques with customers who are angry or upset
- Take appropriate actions to address and resolve customers’ concerns satisfactorily
- Demonstrate commitment to the customer relationship and encourage customers to remain loyal

Dazzling Your Customers

Target Audience: All Employees

Purpose
To enhance the ability of employees to make customers feel special and valued, thereby creating experiences so surprisingly positive and memorable that customers will tell others about them and will want to sustain and build their relationships with the organization.

Process
Participants will complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:
- Dazzling criteria: A pleasant surprise, valuable, and appropriate
Three dazzling steps
- Spot an opportunity to dazzle
- Consider the possibilities
- Offer the dazzling action
- Dazzling in challenging situations
- Dazzling in routine situations
- Action planning

Payoff
Participants will be able to:
- Define dazzling service
- Explain how dazzling service contributes to customer loyalty
- Recognize opportunities for delivering dazzling service in challenging and routine interactions
- Generate a variety of options for delivering dazzling service to their customers
- Select dazzling actions that are appropriate and meaningful to individual customers
- Offer dazzling actions in a way that builds rapport and creates positive defining moments that are memorable
Meeting the Challenge of Stellar Service
Individual customers have very different needs and expectations. By treating every customer interaction exactly the same, you might satisfy one customer yet disappoint another. And despite the challenge of customer diversity, your operational productivity goals must remain high.

Guiding Customer Conversations
Target Audience: All Employees

Purpose
To provide employees with skills for conducting conversations that effectively attend to external and internal customers’ human and business needs.

Process
Participants will complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:
- Four parts of a customer conversation
- Techniques for opening a customer conversation
- Listening and asking techniques, including the use of open and closed questions
- Gently refocusing
- Effectively providing information—including features and benefits
- Presenting unwelcome information
- Techniques for closing a customer conversation
- Action planning

Payoff
Participants will be able to:
- Recognize and overcome the barriers to effective customer conversations
- Open a customer conversation in a way that gains customer confidence and cooperation
- Learn what customers need by demonstrating effective probing techniques, including gently refocusing conversations in a more productive direction
- Reply with information that has a positive focus and helps customers make decisions, including linking features and benefits to advice and recommendations, and presenting unwelcome information
- Close a customer conversation in a way that maintains customer confidence

Serving a World of Customers
Target Audience: All Employees

Purpose
To help employees learn and apply skills for providing helpful, sensitive, and respectful service that is tailored to customers’ unique needs.

Process
Participants will complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:
- What prevents respectful service
- A process for providing respectful service
- How to use the process
- Skills practice
- Action planning
Payoff
Participants will be able to:
- Explain the dangers of judging a customer based on assumptions about a group to which the customer may belong
- Describe the benefits of improving service to customers who have unique needs related to physical ability, language, technology, or service expectations
- Recognize cues that point to unique customer needs
- Recover smoothly and quickly when a well-intentioned service action has a negative effect on a customer
- Ask respectful questions to clarify unique customer needs
- Generate options for meeting unique customer needs
- Take appropriate action to meet unique customer needs

**Teaming Up for Seamless Service**

**Target Audience:** All Employees

**Purpose**
To explore what it takes to deliver seamless service, and to develop skills for addressing service issues with fellow employees.

**Process**
Participants will complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:
- Describing “seamless service”
- Best practices for delivering seamless service
- Assessing how well they contribute to seamless service
- Process steps for raising a service issue with a co-worker
- Planning and practicing a service issue discussion
- Action planning

**Payoff**
Participants will be able to:
- Recognize the importance of seamless service
- Describe their role in delivering seamless service, and commit to doing so
- Apply six best practices for delivering seamless service
- Demonstrate a five-step process for discussing service coordination issues with others
- Take action to increase teamwork and coordination with those who help them serve customers
Selling Through Stellar Service
We’re all in the business of satisfying customer needs. When customers come to you, they usually ask for what they need. But customers often have additional needs that go unmet because they don’t realize you can address them.

Guiding Customer Conversations
Target Audience: All Employees

Purpose
To provide employees with skills for conducting conversations that effectively attend to external and internal customers’ human and business needs.

Process
Participants will complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:

- Four parts of a customer conversation
- Techniques for opening a customer conversation
- Listening and asking techniques, including the use of open and closed questions
- Gently refocusing
- Effectively providing information—including features and benefits
- Presenting unwelcome information
- Techniques for closing a customer conversation
- Action planning

Payoff
Participants will be able to:

- Recognize and overcome the barriers to effective customer conversations
- Open a customer conversation in a way that gains customer confidence and cooperation
- Learn what customers need by demonstrating effective probing techniques, including gently refocusing conversations in a more productive direction
- Reply with information that has a positive focus and helps customers make decisions, including linking features and benefits to advice and recommendations, and presenting unwelcome information
- Close a customer conversation in a way that maintains customer confidence

Expanding Customer Relationships
Target Audience: All Employees

Purpose
To provide employees with skills to expand the customer’s business relationship by identifying and satisfying additional customer needs.

Process
Participants will complete a variety of individual and group activities, skills practices, video segments, and large group discussions that explore the following topics:

- Challenges and benefits of expanding the customer relationship
- Identifying clues to additional needs
- Transitioning the conversation
- Practice satisfying an additional need
- Resolving customer concerns
- Action planning
Payoff
Participants will be able to:
- Listen for clues to uncover additional customer needs and determine if the organization has products or services to meet those needs
- Transition the conversation to learn more about additional needs
- Reply with information that helps customers make decisions, linking features and benefits to customer needs
- Resolve concerns that surface when a customer doubts, misunderstands, or doesn’t like something about the advice or recommendation
Service Ready

Five core sessions provide a framework and techniques for managing customer interactions in a multichannel environment. Learners will develop skills that enhance their ability to make every interaction a high-value experience for the customer. They’ll learn how to navigate tough situations, and they’ll be able to personalize the experience along every step of the customer’s journey.

Building Customer Loyalty

This module presents key concepts to help learners define and align their role in creating positive customer experiences. Learners explore measures of success such as NPS and CSAT, along with other key metrics, and discover how to connect with customers using emotional energy to their highest benefit with a technique called “Emotional Connection.”

Target Audience: All Employees

At the conclusion of this module, learners will be able to:

- Describe the customer experience and its importance to your business
- Explain the customer experience metrics and the benefits of customer loyalty
- Recognize the importance of their role in building customer loyalty
- Leverage the four key customer expectations in every service interaction
- Take ownership of the customer experience, using empathy to collaborate with your customers and create positive defining moments in all customer interactions

Mastering Conversation Essentials

This module provides a process and related skills for handling all types of customer conversations, both in routine and uncomfortable situations. A service conversation is broken down into four parts to discover ways to enhance the customer’s overall experience. Learners apply guidelines to clarify and meet the customer’s personal needs and, when necessary, deliver unwelcome news without damaging the customer relationship.

Target Audience: All Employees

At the conclusion of this module, learners will be able to:

- Distinguish how to open a conversation in a confident manner
- Understand and make appropriate use of open and closed questions to effectively learn what customers need
- Listen actively to customers to further understand their needs
- Recognize barriers to effective customer conversations
- Apply skills to share clear and correct information with the customer
- Deliver unwelcome news to customers in a constructive manner
- Close a conversation in a way that highlights the positive outcomes

Strengthening Customer Connections

This module provides learners the ability to use the key concepts in a manner that helps elevate the importance of each customer’s unique value. Learners work through the use of the four key customer expectations to provide effective, individualized attention.
Target Audience: All Employees

At the conclusion of this module, learners will be able to:
- Connect personally with customers, even in routine situations
- Identify opportunities within all customer interactions to solidify and strengthen the relationship
- Practice projecting willingness to help the customer
- Recognize words to avoid that annoy or diminish a customer’s value
- Develop respectful responses that build customer loyalty
- Create solutions for overcoming obstacles that prevent projecting a willingness to help

Navigating Challenging Situations
This module provides learners with a series of tools for diffusing and resolving escalated situations. It teaches learners skills to effectively deescalate interactions and refocus the customer to collaborate in the creation of a positive outcome.

Target Audience: All Employees

At the conclusion of this module, learners will be able to:
- Consider how to listen non-defensively to angry or upset customers
- Practice the use of the eight techniques to diffuse tension with customers
- Explain the situation to the upset customer and describe what they will do to address the issue
- Brainstorm appropriate goodwill gestures for their role
- Identify ways to keep promises that strengthen customer loyalty
- Plan for commonly encountered tough situations to increase resolution effectiveness

Exploring Digital Communications
This module explores the growing importance of digital communication channels and the impact of social media. Increasingly, employees are working in environments with multichannel communication platforms. This module teaches learners skills to increase their effectiveness within these complex multichannel environments. It includes a discussion of the role of social media and its appropriate professional use in the customer experience journey.

Target Audience: All Employees

At the conclusion of this module, learners will be able to:
- Identify the channels of digital communications in use with your customers
- Decide how and when to use different forms of communications
- Develop a plan for digital communications to meet the needs of both internal and external customer service needs
- Create emails and communications that are positive, professional, clear, and concise
- Examine internal guidelines for written communications and social media usage
- Devise a sensible and reasonable approach to using social media
Professional Communication Skills

Target Audience: Security Forces, Pass & ID, and Motor Vehicle

*Professional Communication Skills for U.S. Navy Security Personnel* provides critical communication skills vital to successful and effective interactions by Security Personnel at all checkpoints including Gates, Pass & ID Office and the Motor Vehicle Registration Office (MRVO). The program’s design allows participants to learn a range of skills in the most effective and efficient way possible.

**Purpose:**
Identify and effectively apply communication skills that increase compliance at gates and Visitor Control Center (VCC) while enhancing the public image of the U.S. Navy Security Personnel.

**Payoff:**
Participants will be able to:

- Establish and maintain good working relationships with the community, military & civilian colleagues, and fellow Security Personnel
- Increase voluntary compliance and Security Personnel safety
- Defuse difficult situations
- Gain public support by communicating effectively with members of the public who are upset or angry
- Reduce stress