

Leadership Development

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Performance **Management**
Development

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Professional Skills
Development

Program & Course Descriptions

People **LEARN** by **DOING**.

Managers RETAIN concepts through **SUPPORT** and motivating **REINFORCEMENT**.

NetSpeed Leadership is an exciting, hands-on leadership training and development program using a blended learning approach, designed to meet the learning needs of managers, supervisors and individual contributors in fast-paced organizations. NetSpeed Leadership's system of supervisory and management training is specifically designed and tested to help managers grasp and apply proven management techniques immediately. Corporations select from among 23 short, focused training modules (each 3 hours).

Using fast-paced, highly interactive instruction, NetSpeed Leadership emphasizes practical theory and tools that can be applied immediately in the workplace.

Process:

Classroom instruction: Each NetSpeed Leadership module begins with face-to-face group instruction facilitated by a certified trainer. You may choose to have one of your trainers certified in NetSpeed Leadership facilitation or you may use one of our certified trainers. Employing a stylish and powerfully-designed electronic presentation, participant workbook, and detailed facilitator guide, the trainer guides participants through fun experiential exercises, insightful small group discussion, skills practice sessions, and practical application. Participants return to their jobs with relevant tools and an action plan to apply them -- right away.

Electronic reinforcement: One week after each module is presented, participants are emailed an electronic magazine with a case study, role model interview, to-do list, and other features crafted to reinforce the face-to-face training in a fresh, readable magazine format.

Web-based tools: Participants then complete a brief web-based certification test, called NetSpeed Coach™ to demonstrate their knowledge of the material and the ability to apply that knowledge to real-life management situations. NetSpeed On The Job™ is an action planning tool that participants use to construct detailed action plans for specific work challenges, following a template based directly on learning principles covered in their classroom experience.

Benefits:

For participants: Program participants gain valuable approaches to managing others, building their teams, and achieving productive results through collaboration with others. Training presented in focused modules scheduled over several weeks, combined with a systematic series of e-learning reinforcement tools, maximizes knowledge retention and application of skills.

For Trainers and Training Directors: NetSpeed Leadership's blended learning approach to leadership development is powerful and easy to implement. It allows training directors to quickly launch and support a training initiative, certify program participants, and reward participation and achievement.

NetSpeed Leadership supports the Training Director in providing the best of face-to-face instruction combined with state-of-the-art online learning reinforcement tools.

Leadership Development Modules

Leading at Net Speed (page 4)

- Identify the challenges to leading effectively at net speed
- Understand how the five leadership guidelines can help you stay balanced
- Plan for ways to apply the five leadership guidelines to your current priorities

Creating an Inspiring Work Culture (page 5)

- Build an energizing, motivational work climate
- Develop high performance by choice not by demand
- Celebrate and reward success

Communicating to Influence (page 6)

- Develop techniques to influence effectively & gain support for your ideas & plans
- Use reflective listening to understand objections
- Collaborate to determine a final strategy

Building the Total Team (page 7)

- Manage the team, building on the strengths of individuals
- Develop a high performance Total Team
- Recognize the five phases of team development

Making Strategic Decisions (page 8)

- Recognize the importance of thinking strategically when making a decision
- Apply the guidelines for making effective decisions
- Base decisions on sound criteria, linked to company objectives

Thinking to Break the Box (page 9)

- Break old thought patterns that constrain creativity
- Use creative thinking techniques to reach innovative solutions
- Apply synergistic thinking to on-the-job problems

Building Open Communication (page 10)

- Listen in a way that encourages others to be open and forthcoming
- Focus on the important aspects of what others are communicating
- Present yourself with confidence, be direct and honest without being overbearing

Transforming Team Conflict (page 11)

- Practice communication skills to help team members resolve and manage conflicts
- Identify ways to promote constructive conflict resolution
- Use a model to coach teams and individuals through constructive resolution of conflict

Leading at Net Speed

[Note: It is recommended that an organization begin a NetSpeed Leadership training series with this module to create a foundation. This is an excellent module for senior management to participate in as a way of exposing them to the key values underpinning the NetSpeed Leadership curriculum.]

Purpose

To help you keep your team on course in the face of shifting priorities, unpredictable challenges, and unending change. To provide a framework for keeping your balance as a leader.

Learning Goals

- Identify the challenges to leading effectively at net speed
- Understand how the five leadership guidelines can help you stay balanced
- Plan to apply the leadership guidelines to your current priorities

Design Concept: a Balancing gyroscope

Five Leadership Guidelines

- Create an optimistic climate
- Promote collaborative relationships
- Encourage exceptional performance
- Focus for high impact
- Cultivate trust

Individual and Group Exercises

- Applying the five leadership guidelines to case study scenarios
- Creating a motto for leading at net speed

Discussions

What does it mean to lead at net speed?

Self-Assessment

Checking your actions as a NetSpeed leader

Action Planning

Create a learning agreement for how to improve your personal leadership effectiveness

Approximate Time Length of Module: 2.0 – 2.5 hours

Creating an Inspiring Work Culture

Purpose

To learn to create and influence an inspiring work culture

Learning Goals

- Build an energizing, motivational work climate
- Develop high performance by choice and not by demand
- Celebrate and reward success

Design Concept

Classical and jazz music

Learning Principles

- The meaning of culture within an organization
- Five purposes of corporate culture
- Stories reveal the corporate culture of an organization
- Five characteristics of an inspiring vision
- How a company's brand affects its corporate culture
- A Leader's modeling the behavior: Vision > Purpose > Values > Branding > Behavior

Behavior Models

- Six Elements for Inspiring High Performance
- "Celebration of Success" Model

Individual and Group Exercises

- Creating a vision with your team
- Identify the team's purpose
- Values in action: Identifying values important to your team
- Build the brand
- Your commitment to leadership: Write a leadership declaration
- Postcard closing exercise

Discussions

- Why we do what we do: The underlying motivators for our work
- Creating a sense of purpose: What role we play in our organization
- Identifying "stories" that reflect the culture of your company or work unit
- Celebrating the successes of your team

Approximate Time Length of Module: 3.0 – 3.5 hours

Communicating to Influence

Purpose: To influence others and create collaborative agreements

Learning Goals

- Develop techniques to influence others effectively
- Gain support for your ideas and plans
- Use reflective listening to understand objections
- Collaborate to determine a final strategy

Design Concept

Going on a journey

Learning Principles

- The rules of the influence road
- How to do reflective listening
- How to respond to objections and concerns
- How to negotiate

Behavior Model

Four-Step Model for Influencing Others

Individual and Group Exercises

- The great gizmo swap: 5-minute influence exercise in pairs
- Walk a mile in my hiking boots: Pairs practice: reflective listening

Discussions

- What does it mean to influence? What does the word influence mean to you?
- Small group discussion about the danger of skipping Step 3

Case Study/Role Play

- Negotiating an agreement: The marketing team and the development team
- Group role-play activity using the influence model to present a proposal

Speed Bumps

Places to slow down

Action Planning

For the next trip down the influence road

- Things to keep doing
- Things to start doing
- Things to stop doing

Approximate Time Length of Module: 3.0 – 3.5 hours

Building the Total Team

Purpose

To build a total team that achieves high-performance results

Learning Goals

- Manage the team, building on the strengths of individuals
- Develop a high-performance total team
- Recognize the five phases of team development

Design Concept

Floating balloons

Learning Principles

- Definition of a total team: Identify factors that help to create a high-performance team
- Seven characteristics of a total team
- Five phases of team development
- Managing individuals and the team

Individual and Group Exercises

- Team challenge: balloon ball interactive group challenge
- Identify total team characteristics: positive and negative indicators
- Individual skills and talents: Pairs exercise to identify individual talents

Discussions

White water river rafting (What's your focus?)

Case Study/Role Play

Air container product team: Demonstration of role confusion using six volunteers

Speed Bumps

Places to slow down

Action Planning

Team improvement plan: Complete an action plan

Approximate Time Length of Module: 3.0 – 3.5 hours

Making Strategic Decisions

Purpose: *To make strategic decisions tied to company objectives*

Learning Goals

- Recognize the importance of thinking strategically when making a decision
- Apply the guidelines for making effective decisions
- Base decisions on sound criteria linked to company objectives

Design Concept: *The Game of Chess*

Learning Principles

- Strategic direction: Review vision, mission, & strategic objectives for the organization
- Four levels of authority
- The need to consult the right people
- Decision matrix

Skill Model

Five Step Process to Guide Decision Making

Individual and Group Exercises

Snap decision: Pairs exercise to make a snap decision in a simple case study

Decision making practice: Choose a situation requiring a decision and apply the guidelines

Discussions

- Define strategic decisions and routine decisions.
- Evaluate the last decision you made: Your role? Your level of authority?

Case Study/Role Play

Case Study: Big Products Inc., a case study example using the decision-making guidelines

Speed Bumps

Places to slow down

Action Planning

What's most important as you move forward?

Approximate Time Length of Module: 3.0 – 3.5 hours

Thinking to Break the Box

Purpose

Break old thinking patterns and develop innovative solutions to on-the-job problems

Learning Goals

- Break old thought patterns that constrain creativity
- Use creative thinking techniques to reach innovative solutions
- Apply synergistic thinking to on-the-job problems

Design Concept

The creativity of a circus

Learning Principles

- Brain dominance theory (left vs. right brain)
- Continuous loop phenomenon
- How to avoid brain ruts
- Principles of team collaboration

Individual and Group Exercises

- The circus bow
- Two improvisational theatre exercises
- Three questioning techniques: Ask a different question. Reverse it! How would so-and-so do it?
- The Synergy Game: Use place, action, and object cards to stimulate new thinking

Discussions

- Discuss examples of problems at work requiring creative approaches and places in your life where you're already creative
- Identify creativity boosters and blockers at work.

Application Exercise

Real-life case study: Work in teams to apply creativity techniques to address a work-related problem

Speed Bumps

Places to slow down

Action Planning

Choose the best techniques

Approximate Time Length of Module: 3.0 – 3.5 hours

Building Open Communication

Purpose

To become a powerful communicator who listens and speaks effectively

Learning Goals

- Listen in a way that encourages others to be open and forthcoming
- Focus on the important aspects of what others are communicating
- Present yourself with confidence
- Be direct and honest without being overbearing

Design Concept

Communicating on multiple channels (broadband communication)

Learning Principles

- Communication failures and why they happen
- Paying attention to conversational hypertext
- The five signals of self confidence

Behavior Models

- Broadband Communication Model for Committed Listening
- The Five-Step Formula for Effective Communication

Individual and Group Exercises

- Elbowing Into the Conversation: a kinesthetic exercise
- Divided Attention Exercise: How multi-tasking gets in the way of listening
- You Have a Blue Shirt: An exercise that reveals the power of non-verbal messages
- Self Assessments: Committed Listening and Committed Speaking
- Minimizing Ambiguity: Rephrase ambiguous statements for greater clarity
- What's My Job?: Conclusions people draw from how we present ourselves

Role Play

- Practice the Committed Listening model in triads: Listener, Speaker, Observer
- Practice the Five-Step Formula for Effective Communication model in triads: Speaker, Receiver, Observer

Speed Bumps

Places to slow down

Action Planning

Identify techniques for committed listening and effective speaking to become a broadband communication expert

Approximate Time Length of Module: 3.0 – 3.5 hours

Transforming Team Conflict

Purpose

To provide the tools and skills needed for the constructive resolution of workplace conflicts

Learning Goals

- Practice communication skills that will help team members resolve and manage conflicts
- Lead teams in the creation of a work environment that promotes constructive conflict resolution
- Use a model to coach teams and individuals through the constructive resolution of conflict

Design Concept

Conflict on a rowing crew team

Learning Principles

- Two kinds of conflict: constructive and destructive
- Five conflict styles
- Attributes of a conflict-competent team
- Issues and interests: the what and why of conflict
- Creating lasting agreements

Behavior Model

Four Steps to Conflict Resolution

Individual and Group Exercises

- Team challenge: The causes of conflict
- Identifying your own conflict style
- Discovering issues and interests
- Assess your team's conflict competence

Discussion

Issues and interests worksheet

Case Study/Role Play

Practice the four step model in groups of four to resolve a conflict in a case study scenario

Speed Bumps

Places to slow down

Action Planning

Create an action plan for resolving team conflict with respect to your own team

Approximate Time Length of Module: 3.0 – 3.5 hours

Performance Management Modules

Hiring the Best Talent (page 13)

- Factor in both skills and talent when selecting employees
- Ask questions that help you identify high performers
- Conduct effective interviews from first to last

Getting the Right Start (page 14)

- Set clear performance expectations with the employee
- Get to know the employee and their needs
- Provide useful on-the-job training and feedback

Setting and Achieving Goals (page 15)

- Set measurable, results-based goals
- Select appropriate metrics to identify and measure success
- Apply a negotiating model to set goals with others

Coaching to Redirect (page 16)

- Give constructive feedback so that it can be heard and acted upon
- Own your observations to reduce defensiveness
- Recognize and appreciate performance improvement

Turning Performance Problems Around (page 17)

- Observe and address performance issues quickly
- Document conversations and follow up to ensure correction
- Apply a model to get performance back on track

Appraising Performance (page 18)

- Link performance evaluations to stated expectations
- Use descriptive language to coach for improvement
- Conduct effective performance appraisal discussions

Coaching Smart People (page 19)

- Spot coaching opportunities and apply a model for coaching
- Recognize what motivates your employees
- Identify behaviors that help foster a coaching climate

Delegating Smartly (page 20)

- Specify what work to delegate and why
- Choose the right person to delegate to, using a model for successful delegation
- Identify your delegation strengths and weaknesses and minimize the latter

Hiring the Best Talent

Purpose: To select the individual whose talent best matches the job

Learning Goals

- Utilize techniques to discover applicant's talents
- Develop questions to identify top performers
- Conduct a talent interview
- Listen for certain factors in applicant's responses

Design Concept: Casting a film

Learning Principles

- Four types of interview questions
- The relationship between talent and skill
- Seven rules for interviewing for talent
- Five rules for selecting talent
- Talent matching grid

Behavior Model

Five-Step Model to Interview for Talent

Individual and Group Exercises/Case Study

- Icebreaker: Match the right talent with the right parts
- Complete a planning worksheet to prepare for an interview

Discussions

- Interview experiences: funniest, most effective, best questions asked
- Asking job-related interview questions

Case Study / Role Play

Practice utilizing the Interviewing for Talent Model, with interviewer, applicant and observer (three rounds)

Speed Bumps

Places to slow down

Action Planning

For your next interview, identify specific things that you will:

- start doing
- stop doing
- keep doing

Approximate Time Length of Module: 3.0 – 3.5 hours

Getting the Right Start

Purpose

To help you properly prepare an employee to perform all aspects of the job

Learning Goals

- Identify information to include in an orientation
- Develop performance expectations
- Use an effective approach to communicate performance expectations
- Prepare a task breakdown analysis

Design Concept

Running a race

Learning Principles

Knowing the route; getting focused; getting trained
Getting acquainted: how to orient a new employee

Behavior Model

Five Steps to Getting Employees Focused

Individual and Group Exercises

- Identify ten aspects of ineffective orientations
- Complete a worksheet for an on-the-job situation
- Setting criteria to get a new employee focused on the job
- Performing a task breakdown analysis: tying the shoelaces of a running shoe

Discussions

Identify “new kid on the block” feelings you’ve experienced

Case Study/Role Play

Practice the Getting Focused Model in triads (manager, employee, observer)

Speed Bumps

Places to slow down

Action Planning

Three quick steps for giving the right start

Approximate Time Length of Module: 3.0 – 3.5 hours

Setting and Achieving Goals

Purpose

Our purpose for this session is to help you set specific, meaningful, achievable goals in your work and personal life.

Learning Goals

- Set goals that are measurable and based on results.
- Select the right measurements to help you recognize and measure success.
- Follow a negotiating model to set goals with other people.

Design Concept

A galaxy theme encouraging participants to reach for the Stars

Learning Principles

- Goal setting cycle that encourages high performance
- STAR goals: Specific, Time-bound, Attainable & Assessable, and Results-based
- Understanding activities vs. results and Input vs. output measures
- The difference between goals and standards
- How to use performance trees

Behavior Model

Five-step model for negotiating goals

Individual and Group Exercises

- Opening Exercise: complete a STAR puzzle in trios
- Self Assessment: assess the effectiveness of your individual or department goals
- Small Group Exercise: identify activity and result statements in the Galaxy Gallery case study example
- Small Group Exercise: identify input and output measures in Galaxy Gallery case study examples
- Individual Exercise: prepare a performance tree for your organization's goals

Discussions

The power of goal setting and how to harness it

Role Play/Practice

Practice a five-step model in groups of three or four to negotiate goals with an employee

Speed Bumps

Places to slow down

Action Planning

Set a goal and action steps for implementing the principles learned in the classroom

Approximate Time Length of Module: 3.0 – 3.5 hours

Coaching to Redirect

Purpose

To help you develop skills to coach others to meet job expectations and goals

Learning Goals

- Give constructive feedback that can be heard and acted upon
- Take ownership of your observations to reduce defensiveness
- Recognize and appreciate performance improvement

Design Concept

Archery: hitting the target

Learning Principles

- What coaching to redirect is and what it is not
- Three guidelines for creating a constructive coaching environment
- Three components of constructive feedback
- The lifecycle of employee development

Behavior Model

Six-Step Coaching to Redirect Model

Individual and Group Exercises

- Hitting the target: Work in pairs to coach an employee to hit the target
- I'm a work in progress to: Consider your strengths and challenge areas
- Self-assessment: Identify your skill level in applying three components of feedback

Discussions

Describe your personal work philosophy
Recognize the impact of differing work styles
How to link the behavior to the system

Case Study/Role Play

Practice the Coaching to Redirect model in triads (manager, employee, observer)

Speed Bumps

Places to slow down

Action Planning

Identify one or more situations at work that require coaching and plan how you will coach to redirect.

Approximate Time Length of Module: 3.0 – 3.5 hours

Turning Performance Problems Around

Purpose: To correct problem performance while treating employees with dignity and respect

Learning Goals

- Observe and address performance issues quickly
- Document conversations and follow up to ensure correction
- Apply a model to get performance back on track

Design Concept: Partnering for improvement

Learning Principles

- Observe and address performance issues quickly
- Document conversations and follow up to ensure correction
- Apply a model to get performance back on track

Behavior Model

Six-Step Model for Turning Performance Problems Around

Individual and Group Exercises/Case Studies

- Two performance problem case studies (groups tackle an unfolding case study)
- Consider four situations and the action required to turn performance around
- Complete a worksheet to apply the six-step model to a case study situation
- Complete a self-assessment to evaluate your skill at turning performance problems around

Discussions

- Examples of inappropriate work behavior we have experienced or witnessed
- The underlying reasons for poor performance

Role Play

Group Practice: applying the Six-Step Model in case study situations with participants playing role of manager, employee and coach

Speed Bumps

Places to slow down

Action Planning

To improve an on-the-job performance problem, identify specific things that you will:

- start doing
- stop doing
- keep doing

Approximate Time Length of Module: 3.0 – 3.5 hours

Appraising Performance

Purpose

To help conduct well-planned performance appraisals resulting in performance improvement and employee commitment

Learning Goals

- Link performance evaluations to stated expectations
- Use descriptive language to coach for improvement
- Conduct effective performance appraisal discussions

Design Concept: Photography

Learning Principles

- The multiple purposes of performance appraisal
- Four elements of effective appraisal
- Reliable versus unreliable sources of information for performance appraisal

Behavior Models

- Six-Step Appraising Performance Model
- Six Best Practices

Individual and Group Exercises

- Small group exercise: Benefits of performance appraisal to: manager, work group, organization
- The best and the worst: Identify aspects of best and worst appraisals you've received
- Small group exercise: Place selected comments in the "Hall of Fame" or "Hall of Shame"
- Rewrite poor comments using description, impact, consequence and action

Discussions

- Identify the barriers that get in the way of performance appraisals
- Review your organization's performance appraisal form and process
- How to get the employee involved in the appraisal process

Case Study/Role Play

- Case study: Review performance history, job description and goals in preparation for conducting a performance review meeting
- Practice the six-step model for appraising performance in triads (manager, employee, observer)

Speed Bumps

Places to slow down

Action Planning

Identify actions you will take in a specific on-the-job situation

Approximate Time Length of Module: 3.0 – 3.5 hours

Coaching Smart People

Purpose: To recognize daily opportunities for coaching and be able to bring out talent in everyone

Learning Objectives

- Spot coaching opportunities and apply a model for coaching
- Recognize what motivates your employees
- Identify behaviors that foster a coaching climate

Design Concept: Mountain climbing supported by your coach

Learning Principles

- What coaching smart people is and what it is not
- Four elements required for a supportive coaching climate
- Extrinsic versus intrinsic motivators
- Mentor Mnemonic: **M**atch, **E**ncourage, **N**otice, **T**rain, **O**pen Doors, **R**ecognize

Behavior Models

Six-Step Model for Coaching Smart People

Individual and Group Exercises

- Small group: Complete a portrait of an ideal coach
- Small group: Coach your peers, using each step of the six-step model
- Identifying people's motivators: "Voting with your feet"
- Self-Assessment: How effective are you as a mentor?

Discussions

- Identify attributes of effective coaches
- Bumper sticker closing

Case Study/Role Play

Practice coaching in an on-the-job situation in triads (coach, employee, observer)

Speed Bumps

Places to slow down

Action Planning

Select two situations and apply the techniques from this module

Approximate Time Length of Module: 3.0 – 3.5 hours

Delegating Smartly

Purpose

To help you use delegation as a powerful tool for achieving results and developing people

Learning Goals

- Specify what work to delegate and why
- Choose the right person to delegate to
- Use a model for successful delegation
- Identify your delegation strengths and weaknesses and minimize the latter

Design Concept

Growing a productive forest

Learning Principles

- What delegation is and what it is not
- Signs of delegation deficiency
- Communicating the delegation
- Delegation follow-up Dos and Don'ts

Behavior Models

Five Step Process for Effective Delegation

Individual and Group Exercises

- Delegation Self-Assessment: How effective a delegator are you?
- The benefits of effective delegation: Deciding what to delegate
- Choosing the right person to delegate to

Discussions

Ice breaker: Examples of work that you have delegated or which has been delegated to you
Delegation and the Lifecycle of Employee Development

Role Play

Practice delegating a real assignment in triads (Delegator, Delegatee, Observer)

Speed Bumps

Places to slow down

Action Planning

Identify ways in which you will improve your delegation effectiveness

Approximate Time Length of Module: 3.0 – 3.5 hours

Professional Skills Modules

Managing Projects by Design (page 22)

- Develop clear objectives before starting a project
- Prepare and implement a project plan
- Monitor and deal with changes in the project plan
- Improve your effectiveness as a project manager

Managing Time in Fast Forward (page 23)

- Focus on priority tasks that help you achieve your goals
- Minimize interruptions that reduce your productivity
- Handle the tyranny of voice mail and email
- Manage multiple priorities and incoming requests

Running Effective Meetings (page 24)

- Develop a solid agenda
- Apply techniques to streamline discussion
- Use "quick and dirty" meeting strategies

Meeting Change with Resilience (page 25)

- Explain the cycle of change and its impact on people in the workplace
- Map a cycle of change from your past
- Map an anticipated change and prepare to respond with resilience

Connecting with Your Career (page 26)

- Recognize and communicate your strengths and skills
- Identify your work preferences
- Develop and maintain a professional network
- Elicit feedback and suggestions to shape your professional development

Working with Communication Styles (page 27)

- Identify your own communication style
- Recognize differences in communication styles
- Develop strategies for working with people whose communication styles are different from your own

Writing for High-Speed Readers (page 28)

- Use strategies to help readers respond quickly and easily
- Organize information to meet the needs of high-speed readers
- Use tools to produce effective quick-read documents

Managing Projects by Design

Purpose: To develop the skills of a project manager, one who manages by design

Learning Goals

- Develop clear objectives before starting a project
- Prepare and implement a project plan
- Monitor and deal with changes in the project plan
- Improve your effectiveness as a project manager

Design Concept: Designing a work of art

Learning Principles

- Top ten reasons why projects fail
- The role of a project manager
- The four phases of a project
- “STAR” approach to setting objectives
- The importance of recognition

Behavior and Skill Models

- Six-Step Approach to Project Planning
- Model for Making Corrective Action Agreements

Individual and Group Exercises

- Using the project evaluation worksheet, evaluate a project you recently worked on
- United Way Fundraiser: Review and discuss phases of the project
- Small group: closing recognition exercise to acknowledge group members

Discussion

Project evaluation: How to monitor the plan? What if the needs change? What if a new objective surfaces?

Case Study Application

Redesigning the Break Room: Apply the elements of effective project planning to a group case study exercise

Speed Bumps

Places to slow down

Action Planning

Identify techniques you plan to apply on a current project, for 3 specific actions within next 30 days

Approximate Time Length of Module: 3.0 – 3.5 hours

Managing Time in Fast Forward

Purpose: To help you manage your time in the Age of Fast Forward

Learning Goals

- Focus on priority tasks that help you achieve your goals.
- Minimize interruptions that reduce your productivity.
- Handle the tyranny of voice mail and email.
- Manage multiple priorities and incoming requests.

Design Concept: Winning the Time Crunch Game

Learning Principles

- The Time Crunch: Defining what's urgent versus what's important
- Setting goals and priorities
- Managing tasks and activities
- Negotiating multiple priorities

Behavior Models

Managing Multiple Priorities

Self-Assessment

Identify strengths and weaknesses about the way you manage your time

Individual and Group Exercises

How to Win the Time Crunch Game

- Maximize Fast Forwards: Set goals and priorities; identify tasks
- Reduce Fast Fires: Tackle priorities before they become urgent; complete task lists
- Zap Energy Suckers: Manage email, voice mail and networked calendars
- Minimize Time Gobblers: Make realistic time estimates; negotiate alternatives
- Take Advantage of Energy Chargers: schedule short breaks; reward yourself; schedule time for yourself

Role Play

Practice "Managing Multiple Priorities" model in triads (Delegator, Negotiator and Observer)

Action Planning

Commit to actions to maximize your strengths and minimize your weaknesses

Approximate Time Length of Module: 3.0 – 3.5 hours

Running Effective Meetings

Purpose: To plan and run effective meetings in a fast-paced environment

Learning Goals

- Develop a solid agenda
- Apply techniques to streamline discussion
- Use “quick and dirty” meeting strategies

Design Concept: The launch of Rubberchicken.com

Learning Principles

- The elements of a successful meeting (from clear objectives to identifying the right players)
- Separating generative and analytical thinking
- Effective facilitating techniques

Skill Model

The Six Components of a Meeting Agenda or Plan

Individual and Group Exercises

- Determine when to meet and alternatives to meeting
- Generative thinking exercise: practice sticky note brainstorm
- Analytical thinking exercise: practice idea clustering and multi-voting

Discussions

- Discuss your pet peeves about meetings
- Identify successful meeting facilitation strategies and tips
- Dealing with difficult participant behavior in meetings

Case Study

Rubber Chicken Inc. Case Study: Apply meeting planning techniques in a series of small group application exercises

Speed Bumps

Places to slow down

Action Planning

Identify your keys to how you will run your next meeting successfully: What actions will you take?

Approximate Time Length of Module: 3.0 – 3.5 hours

Meeting Change with Resilience

Purpose

To meet change with greater resilience

Learning Goals

- Explain the cycle of change and its impact on people in the workplace
- Map a cycle of change from your past
- Map an anticipated change and prepare to respond with resilience

Design Concept

Pressures of time and speed

Learning Principles

- Become familiar with your personal style during change
- Identify the four stages of the change cycle
- Recognize elements of the resilient response through each stage of the change process
- Guide others through the process

Conceptual Model

The Four Stages in the Cycle of Change

Individual and Group Exercises

- Creating a mosaic exercise: participate on a team creating a product through several change cycles
- Evaluate a past change through the lens of the cycle of change; identify acts of resilience
- Consider a future change and prepare to respond with resilience

Speed Bumps

Places to slow down

Action Planning

Mapping an anticipated change; choosing resilient actions

Approximate Time Length of Module: 3.0 – 3.5 hours

Connecting with Your Career

Purpose

To help you recognize your individual strengths, skills, and unique way of contributing
To help you connect with others to create strong professional relationships

Learning Goals

- Recognize and communicate your strengths and skills
- Identify your work preferences
- Develop and maintain a professional network
- Elicit feedback and suggestions to shape your professional development

Design Concept

Putting together the puzzle pieces

Learning Principles

- Nine components of the successful career manager
- Developing an awareness of your strengths
- Networking: how to develop and maintain a professional network
- Networking communication strategies

Behavior Models

- Requesting a Networking Meeting: Five step approach to obtaining a networking meeting
- Steps in the Networking Meeting: Five steps to conduct a networking meeting

Individual and Group Exercises

- Putting the Pieces Together: Exercise to assemble a puzzle
- Analyzing the PARTS: Five-part model for successful career management
- Analyzing the PARTS: dyad exercise identifying professional accomplishments, actions, results, traits and skills
- Trying on Jobs: Assessing the fit of your own job, sample jobs and your goal job

Discussions

Ice Breaker: What you liked about your first real job

Role Play

Networking Practice: Practice conducting a networking meeting in triads

Speed Bumps

Places to slow down

Action Planning

Identify three steps you will take to connect with your career

Approximate Time Length of Module: 3.0 – 3.5 hours

Working with Communication Styles

Purpose

To increase your awareness of communication styles, help you accept and appreciate style differences, and to learn to adapt to achieve the best communication results

Learning Goals

- Identify your own communication style
- Recognize differences in communication styles
- Develop strategies for working with people whose communication styles differ from yours

Learning Principles

- The A List: Aware, Accept, Appreciate, Adapt, Achieve
- Recognizing four communication style types
- Ways to effectively communicate with these different style types

Communication Style Model

Develop an appreciation for four styles:

- *Achiever*
- *Anchor*
- *Analyzer*
- *Adventurer*

Individual and Group Exercises

- Small Group Exercise: Introducing our differences
- Self-Assessment: Determine your communication style
- Like Style Groups: Complete a report about your style
- Recognizing Communication Styles: Evaluate four case study examples

Discussions

- What is your dominant style?
- Identifying important communication styles insights

Case Study/Role Play

Case study: Determine the communication style of each individual whose approval you need and decide how you will present to each style

Speed Bumps

Places to slow down

Action Planning

Complete a worksheet to prepare for communicating effectively with someone whose style is different from yours: team member, customer, supervisor, or member of another team

Approximate Time Length of Module: 3.0 – 3.5 hours

Writing for High-Speed Readers

Purpose

To produce documents that are easy for high-speed readers to scan, understand, and act on quickly and efficiently

Learning Goals

- Use strategies to help readers respond quickly and easily
- Organize information to meet the needs of high-speed readers
- Use tools to produce effective quick-read documents

Design Concept: Auto Racing (Pit Crew)

Learning Principles

Constructing effective email messages that get read
Using planning questions to prepare to meet the needs of the reader
Applying editing tools to improve a message before it is distributed

Skill Improvement Models

7-Step Planning Tool (Reader Needs)
Editing Tool (Content, Language, Layout)

Individual and Group Exercises

- Individual exercise: Written instructions that fail or succeed
- Small group exercise: Roadblocks and Obstacles
- Anticipating the Reader's Questions
- Applying the Planning Tool
- Lightening the Load: communicating clearly with fewer words
- Applying the Editing Tool

Discussions

Tune Up Your Email: tips and techniques for improving email

Case Study

Case Study: Report on Security Training

Speed Bumps

Places to slow down

Action Planning

Identify actions you will take in a specific on-the-job situation

Approximate Time Length of Module: 3.0 – 3.5 hours

For More Information about:

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