

GET FOCUSED :: GET SKILLED :: GET THE EDGE

PROFESSIONAL DEVELOPMENT LEARNING SERIES



KNOWING POINT
TEAMING :: LEARNING :: PERFORMING

205 Corey Place, Huntington Manor, NY 11746
V 888 402-0088 :: V 631 547-0002 :: F 631 547-9305 :: info@knowingpoint.com :: www.knowingpoint.com

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KNOWING POINT'S
PROFESSIONAL DEVELOPMENT LEARNING SERIES

LUNCH AND LEARN HOW 2S
2 HOUR SESSIONS

All Lunch and Learn How 2s are two hours long. These sessions are designed to address critical business issues in a format that is consistent and efficient. They are educational, interactive, use 'real business world' experience, and emphasize best practices. The attendees will be provided with lunch and necessary materials for these exciting hands-on learning sessions.

Below you will find expanded session descriptions in three key success categories: learning, teaming, and performing. These sessions are intended to be delivered one per month for one year or more, depending upon your organization's needs. The order of the sessions sequencing, as well as individual sessions themselves, can be customized for your organization's unique and timely needs.

Lunch and Learn How 2s Overview

Learning

Session #'s:

4. The Heroic Leadership Trap: How to Avoid it and Really Collaborate
5. Leading the Charge for Change: Best Practices
9. Recognize and Reward Teamwork
10. Stimulate More Creativity and Innovation

Teaming

Session #'s:

2. Deal with difficult team member
3. 'Jump-start' a new team to win
7. Team Development and How You Can Accelerate Their Success
8. Improve Cross-functional Teamwork and Outcomes

Performing

Session #'s:

1. Leaders: Increase Productivity through Advanced Meeting Facilitation Skills
6. Make Decisions that Result in Powerful Commitment
11. Move People to More Responsibility and Accountability
12. Achieve Quantum Results by Transforming Debate to Dialogue

Lunch and Learn How 2s: Expanded Session Descriptions

1. Leaders: Increase Productivity Through Advanced Meeting Facilitation Skills (P)

Overview

Ideas put forth during a meeting receive varying degrees of attention—some receive lots of attention while others disappear from the ‘radar screen’ as if they had never been spoken to. One of the reasons for this is that an idea expressed in an ‘acceptable’ way will be taken more seriously. Conversely, ideas that are presented poorly or offensively are harder for people to hear. The range and richness of discussions will be limited by the degree to which people can tolerate diverse styles. This session teaches a set of proven techniques to help honor diverse points of view and ranges of ideas. In the process, participants will learn the practice of sensitive and inclusive listening to help cultivate a culture of respect for creativity and diversity.

Expected Outcome

- Learn to draw out the wisdom and experience residing in others to successfully integrate divergent points of view and solve difficult problems
- Encourage spontaneity and expressing what is ‘really on others’ minds’
- Practice listening skills that allow others to actually think out loud in teams and promote inclusion of diverse viewpoints.

2. Deal with Difficult Team Members (T)

Overview

It takes just one person ‘acting out’ in a team to throttle performance and create an atmosphere of silence, rambling, or fear. Everyone brings their ‘stuff’ into team meetings. If a team is engaged in creative pursuits and functioning in peak mode, a natural outcome will be conflicts and skirmishes. If a line is crossed and team members are unskilled at handling these difficult moments, business results can suffer. This session will present proven and effective ways for dealing with team members behaviors that are blocking a team’s pursuit of peak performance.

Expected Outcome

- Become more aware of why people ‘act out’ in team settings
- Learn three different ways of dealing with difficult team members
- Learn how to get a derailed meeting back on track

3. ‘Jump-start’ a New Team to Win (T)

Overview

How a team begins its work is usually a strong indication of how successfully it concludes its work. By this we mean that teams performing at sustained peak levels rarely happen by accident. This session will share the common characteristics of peak

performing teams with a special emphasis on how to take a new team and ‘jump-start’ it for success.

Expected Outcome

- Be able to identify the common characteristics of peak performing teams
- Learn the steps to ‘jump-starting’ a new team to ensure successful results

4. The Heroic Leadership Trap: How to Avoid it and Really Collaborate (L)

Overview

The role of leadership is inherently linked to organizational success and is constantly evolving. Traditional “top-down” approaches to leadership often will not support the skills, creativity, and commitment needed for innovative solutions to today’s complex challenges. Technology and other workforce trends have dispersed information and knowledge throughout the system. A single ‘heroic’ person will no longer be able to provide all the leadership functions necessary to achieve extraordinary results. An organizational challenge is to develop leadership capacity at all levels while keeping individual accountabilities and responsibilities focused.

Expected Outcome

- Be able to distinguish between ‘heroic’ and ‘collaborative’ leadership
- Pros and cons of the heroic stance: where and how it works
- All on board! Learn how to leverage the power of commitment
- Learn how to create the collaborative process that leads to clear accountabilities
- Engage in collaborative work with greater confidence, self-awareness, and inspiration
- Provide a forum to continue to develop oneself as a leader

5. Leading the Charge for Change: Best Practices (L)

Overview

Introducing new ideas or innovations can mean going head to head with those who oppose the change or others who are indifferent. This session focuses on best practices for effectively orchestrating change within individuals, teams, and organizations. Practical information will be provided about the process of change. Key lessons will be shared about getting and keeping sponsorship, the challenge of moving through transitions, and dealing proactively with resistance.

Expected Outcome

- Learn how to identify the essential roles, relationships, and responsibilities of people in implementing successful change
- Be able to identify what works and what does not work in dealing with resistance to change
- Provide a forum to continue to develop oneself as a leader

6. Make Decisions that Ensure Powerful Commitment (P)

Overview

Decision-making is an often overlooked component of creating powerful commitment. A leadership challenge is to determine what level of involvement and decision-making will efficiently deliver implementation commitment. That is getting the right people involved, at the right time, without sacrificing management prerogatives or compromising accountability chains. This session will present a range of options for involving implementers in the decision-making process. It will tackle the thorny issues of accountability, responsibility, involvement, and delegation.

Expected Outcome

- Introduce a tool to identify and clarify an agreed upon decision-making processes
- Learn how to use the tool to achieve measurable results and drive powerful commitment

7. Team Development and How You Can Accelerate Their Success (T)

Overview

Peak performance is voluntary and there is a lot more to forming teams than identifying and deploying resources. Developing teamwork requires the ability to adapt, and be tolerant of ambiguous and turbulent situations. Team members, no matter how astute or capable, cannot manage this environment alone. It takes a joining of team member talents and knowledge to create something greater than the sum of their parts. This session will talk about specific ways you can accelerate the success of your team.

Expected Outcome

- Share key learning and lessons from your teamwork experience
- Understand the theory supporting peak performing teams

8. Improve Cross-functional Teamwork and Outcomes (T)

Overview

In today's competitive market, it is more important for an organization to be cross-functionally excellent than functionally excellent. At the same time, organizations are finding that 'cross-functional' working issues are impacting more and more upon their business. Market driven imperatives to do things better, faster, and cheaper are colliding with less people being asked to do more. Failing to see the bigger picture and work co-operatively and actively across functions can result in lost opportunities, waste, or worse. This session will present concrete best practices for improving cross-functional teamwork and outcomes.

Expected Outcome

- Learn best practices for improving cross-functional teamwork
- Become familiar with ways to deal with cross-functional team dynamics, plus which get in the way of results

9. Recognize and Reward Teamwork (L)

Overview

Reward and recognition programs are crucial for reinforcing peak team performance. Typically these programs are created too late to have the desired impact, if they are developed at all. This session will focus on how to recognize and reward teamwork using only the resources available to most organizations and the typical manager.

Expected Outcome

- Steering clear of rewarding and recognizing the ‘wrong’ behaviors
- Learn about common teamwork rewards and recognition
- Be able to identify the best times and forums to provide recognition

10. Stimulate More Creativity and Innovation (L)

Overview

Creativity and innovation are critical to most organization’s success, yet new ideas and approaches are suppressed by individuals and teams. This session will provide proven tools for stimulating more creativity and innovation. In addition, tips will be shared on how to minimize the suppression of new ideas and approaches.

Expected Outcome

- Learn about tools for stimulating creativity and innovation
- Be able to encourage sharing of different points-of-view

11. Move People to More Responsibility and Accountability (P)

Overview

The common lament of many managers is: “How do I get my people to be more accountable and responsible?” Many issues related to failures in quality, cost overruns, and late delivery times are connected to someone or a team not holding a mission critical accountability. This session will present ways of moving people to more responsibility and accountability consistent with the practice of collaboration and teamwork.

Expected Outcome

- Identify the difference between responsibility and accountability
- Learn ways to move people and teams to increased accountability
- Move beyond compliance to increased internal commitment to getting results

12. Achieve Quantum Results by Transforming Debate to Dialogue (P)

Overview

One litmus test of a collaborative workplace is the quality of conversations taking place within a team about work related challenges. Solutions to today's competitive issues often will only be solved by tapping into the collective and diverse wisdom of everyone on the team. This requires the skill of dialogue rather than debate. This session will focus on how to deepen winning collaborative outcomes by increasing skillful dialogue.

Expected Outcome

- Identify the challenges and opportunities of dialogue for achieving improved results
- Share key learning and lessons from previous experience
- Practice engaging in dialogue
- Reinforce facilitative listening skills

KNOWING POINT'S PROFESSIONAL DEVELOPMENT LEARNING SERIES

FOUR HOUR WORKSHOPS

All Professional Development Series workshops are four hours long. These sessions are designed to address critical business issues in a performance oriented, action learning format. They are educational, interactive, use 'real business world' experience, and emphasize best practices and applied skill development. Attendees will be provided with lunch and necessary materials for these exciting hands-on learning sessions.

Below you will find expanded session descriptions in three key success categories: learning, teaming, and performing. These sessions are intended to be delivered one per month for one year or more, depending upon your organization's needs. The order of the sessions sequencing, as well as the choice of individual sessions themselves, can be customized for your organization's unique and timely needs. Below, please find twelve workshop descriptions plus an optional thirteenth workshop.

Overview

Learning

Workshop #'s:

1. Getting Massive Measurable Impact with 30 Quantum Success Behaviors
2. Becoming a More Effective Change Leader: Learning How You Learn
3. Becoming a Communicating Chameleon: The Art of Changing Communicating Styles to Achieve Quantum Results
4. Conversations: Facing our Fear with Powerful Communications

Teaming

Workshop #'s:

5. Walk the Teamwork Talk: Improving Your Teamwork Skills and Abilities
6. Collaborative Leadership: Leveraging the Power of Involvement
7. Developing Peak Performing Teams and Teamwork
8. Powerful Meetings: Creating Daily Opportunities for Extraordinary Results

Performing

Workshop #'s:

9. Using Differences to Drive Performance: Moving Teams in Conflict to Results
10. Harnessing the Complexity of Cross-Functional Teams to Achieve Groundbreaking Results
11. Thinking 'Big Picture,' *and* Implementing Your Ideas at 'Ground Level'
12. Effectively Leading Change: Get Clear About Key Roles, Relationships, and Responsibilities
13. Your Professional Development: Developing a Success Plan

Professional Development Series: Expanded Session Descriptions

1. Getting Massive Measurable Impact with 30 Quantum Success Behaviors (L)

Overview

This high-impact, hands-on, outcomes oriented program allows you to assess and receive feedback on 30 learning, teaming, and performing behaviors designed to drive measurable personal and professional impact in advanced teamwork skills. It will provide proven, effective team and collaboration skills designed to: *Develop* individual teamwork skills; *Drive* peak team performance; and, *Deliver* measurable quantum results to the organization.

Expected Outcome

- Self-assess yourself against the 30 Quantum Success Behaviors and receive feedback from your supervisor on your strengths and areas for development
- Discover the level of agreement between you and your supervisor on each of the success behaviors
- Develop a success action plan to ensure your development of the Quantum Success Behaviors

2. Becoming a More Effective Change Leader: Learning How You Learn (L)

Overview

An impassioned vision combined with a thirst for learning differentiates a change leader from a follower. One important key to being an effective change leader is to understand how you learn—and discovering that everyone learns in unique ways. This workshop will help you identify your preferred learning style and amplify your ability to receive and integrate new information to better orchestrate change.

Expected Outcome

- Learn your preferred style of learning and the implications of this to your work as a change leader
- Be able to choose learning activities that better suit your learning style
- Increased effectiveness as a learner and resulting increased ability to assimilate and accelerate change

3. Becoming a Communicating Chameleon: The Art of Changing Communicating Styles to Achieve Quantum Results (L)

Overview

A golden rule of communication is “Communicate to others in ways they can understand.” To accomplish this we first need to understand our preferred ‘frequencies’ for receiving communications and have, or acquire, the range to be able to shift frequencies in order to have effective communications. This workshop will apply the understanding of your personal communication style and the styles of others

to have a dramatic impact on your ability to achieve quantum results within the organization and beyond.

Learning Outcome

- Receive feedback on what your primary and backup communication styles are under favorable and unfavorable conditions
- Identify how accessible and flexible various styles are in your everyday communications
- Learn how to spot others' communication preferences
- Become aware of what motivates others and begin to practice how to 'flex' your communications to achieve greater results

4. Conversations: Facing our Fear With Powerful Communications (L)

Overview

We all have difficult conversations, no matter how confident or skilled we are. And too often, no matter what we try, things don't go well. Should you say what you're thinking and risk a fight? Swallow your views and feel like a doormat? Or should you let them have it? This workshop shows you a way out of this dilemma. It will help you handle even the toughest conversations more effectively with less anxiety. This workshop walks you through a proven, concrete, step-by-step approach for understanding and conducting powerful conversations. It shows you how to get ready, how to start the conversations in ways that reduce defensiveness, and how to keep the conversation on a constructive track, regardless of how the other person responds.

Expected Outcome

- Learn a process for successfully having a powerful conversations
- Improve key communication skills through practice, behavior modeling, feedback, and coaching
- More confidence and skill in preparing and giving challenging and constructive feedback

5. Walk the Teamwork Talk: Improving Your Teamwork Skills and Abilities (T)

Overview

Team-based work systems can be an effective means for confronting increasingly complex organizational problems and unpredictable environments. Yet the success of working in teams to accomplish important organizational outcomes depends heavily on individual skillfulness in teamwork behaviors. Engaging in authentic teamwork and collaboration can be easier said than done, especially when there are vague understandings of behaviors and skills being practiced. This workshop will provide you feedback on essential teamwork knowledge, skills, and abilities that are predictive of working effectively on teams. The focus of this workshop is on (a) teamwork skills rather than personality traits, (b) team behaviors rather than technical skills (e.g.,

supporting and confronting rather than how to reconcile a bank account) and (c) the individual rather than the team level of assessment.

Expected Outcome

- Learn your strengths and weaknesses as a team member
- Develop a plan for improving your teamwork skills

6. Collaborative Leadership: Leveraging the Power of Involvement (T)

Overview

Traditional approaches to leadership cannot support the skills, creativity, and commitment needed for innovative solutions to complex problems. Leadership capacity needs to be dispersed throughout the organization. A single person can no longer be expected to provide necessary leadership functions. The power to change organizations resides in relationships rather than in one person. This workshop will focus on essential skills and practical tools for fostering creativity and tapping into the wisdom of people within the organization.

Expected Outcome

- Develop skills and practical tools for fostering creativity and tapping into the wisdom of others
- Provide a forum to continue to develop oneself as a leader
- Learn how to create the collaborative process, leading to more responsibility and accountability in others

7. Developing Peak Performing Teams and Teamwork (T)

Overview

Developing peak performing teams to improve business results requires training and sometimes organizational changes. Being able to identify what individual, team, and organizational capabilities lead to sustained peak performance is a success key. This workshop will share models, insights, lessons, and learnings that lead to sustained peak performing teams and teamwork.

Expected Outcome

- Learn about the principles of peak performance teamwork and practice the skills of working in a collaborative team
- Improve the energy and focus directed at accomplishing organizational results
- Strengthen the collaboration, confidence, and contributions of all the teams you lead and participate with

8. Powerful Meetings: Creating Daily Opportunities for Extraordinary Results (T)

Overview

This workshop will assist individuals and teams in becoming more effective in taking up a facilitative role in a collaborative team environment. The purpose of this workshop is to provide participants who are involved in collaborative work with best practices, guidelines, and tips to ensure commitment to results-oriented planning and implementation. At the close of the workshop, participants return to work with the tools and techniques necessary to lead and participate in effective and efficient team meetings.

Expected Outcome

- Learn best practices and tips for facilitating and participating in powerful meetings
- Be able to identify and improve ineffective meeting processes and behaviors
- Improve the design and implementation of meetings

9. Using Differences to Drive Performance: Moving Teams in Conflict to Results (P)

Overview

Teams under pressure to get results can be tough to work in and lead. The challenge is in moving beyond resolution to thriving on conflict as a driving force in peak performance. Learn proven ways to work with people and teams in conflict to get the job done. Become more comfortable with approaching differences as a natural and expected part of our interactions with others. To successfully work this way you must learn the different options for handling conflict and understand your own personal conflict style. We utilize a non-judgmental approach to having participants discover both their most frequently used and least used conflict handling preferences. This will lead to more energy focused on finding common ground, and less energy diverted to defensive behaviors.

Expected Outcome

- Learn how to move beyond conflict to focus on performance
- Increase your ability to ‘see’ opportunities to collaborate in service of achieving results
- Take positive steps to control team conflicts, rather than be controlled by them
- Analyze conflict situations and apply the most appropriate conflict-handling mode
- Practice the skills of effectively communicating and confronting situations where wants and needs differ

10. Harnessing the Complexity of Cross-Functional Teams to Achieve Groundbreaking Results (P)

Overview

‘Cross-functional’ work issues are impacting more and more upon business. A cross-functional team communicates across different functions within an organization (like R&D, Production, Sales) working closely to proactively create full spectrum solutions instead of reactively putting out fires later when sales end up with something customers don’t want. For many people, working across functions other than their own is a big change. This workshop will focus on harnessing the full of potential of cross-functional teams to drive groundbreaking results in quality, cost, speed, and revenue.

Expected Outcome

- Learn best practices for getting the most out of cross-functional teams
- Understand the productivity leaks that occur and what to do about them

11. Thinking ‘Big Picture,’ *and* Implementing Your Ideas at ‘Ground Level’ (P)

Overview

A dual challenge in organizations today is to keep pace with both daily work, or ‘working *in* the system,’ while at the same time focusing on improving the system of work, or ‘working *on* the system.’ The immediate demands of ‘doing’ can easily squeeze out innovative and strategic thinking or ‘big picture’ focus. This workshop focuses on how to keep focused on the big-picture/strategic context of work while successfully implementing your ideas at ground level.

Expected Outcome

- Learn techniques for stretching your thinking to see the ‘big-picture’
- Understand the actions you can take to more effectively implement your ideas at ground level

12. Effectively Leading Change: Get Clear About Key Roles, Relationships, and Responsibilities (P)

Overview

Organizational initiatives to integrate mergers or acquisitions develop business or products or control expenses drive major change at all levels. The ‘mother of all resistances’ often comes from the very people who can benefit from these initiatives. Yet, it must be remembered that people don’t resist change; they resist *being* changed. This workshop will provide best practices for accelerating shifts in mindsets and sustainable change on the human side by focusing on key roles, relationships, and responsibilities to more effectively lead or sustain change initiatives.

Expected Outcome

- Understand the roles, relationships, and responsibilities in creating sustainable change
- Learn how to use tools to assess the change process
- Become familiar with best practices for accelerating shifts in mindsets

13. Your Professional Development: Developing a Success Plan (P)

Overview

'Developing a Success Plan' is offered as an option to organizations who commit to a continuous series of professional development workshops. This work brings the learning process to an actionable focus. Participants will create a specific, behavioral, time-bound success plan and present these plans to each other and the sponsoring leadership team.

Expected Outcome

- Identify your developmental areas and the resources and support necessary to change
- A summary of your key learning and behaviors which you have or will change