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SEARCH

ANALYSIS



# ACE TRAINING

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# ACE

## What is ACE?

Today, ACE will provide all team members the tools to reflect on their current form and work towards enhancing it to become a part of an extraordinary team through building loyalty, trust, commitment and resistance to change. ACE will develop the three basic levels of any organizations members, VP's, Section Managers and employees whom all are needed to perform their best to SUCCEED!

## Objective

Accepting change and properly responding to the reactions to it can get easier with the proper support and understanding. Get ready to see the challenges and rewards of helping others to communicate and adapt to change in a new light.

Organizations, in order to progress have to constantly make changes some of which are major to ensure their survival in our ever changing world. The ACE program engages with individual team members and really looks at how each is reacting to the change. Are they resistant, receptive, instinctive, or resilient? Based on their interactions and reactions, the coaches adapt, change and specialize its strategy to meet each individual's unique needs.

## Methodology

Will have three levels of ACE:





# ACE Tier 1:

**Accept:** The first step towards solving any problem is accepting that it exists. Accepting change and properly responding to it will provide sought after inner peace and will ease the process of change. Instead of resisting change, accept it and go out and adventure through it. We must not forget that change is normal and inevitable, and most of us will experience unforeseeable changes either in our workplace or personal life.

**Communicate:** Communication is ongoing process with increased effectiveness the deeper you go into the change process. It is one of the most leading factors that if not used properly will deeply disturb the change process and might hinder it totally. It is always better to include a mechanism of communication where everyone feels free to ask or suggest whatever they want without restrictions.

Many employees during the change process strongly believe that the higher management doesn't really understand their side of the story. And on the other hand, managers often feel the opposite; it is the employees who don't understand why the change is necessary. This is why communication is so indispensable during any change circumstance.

**Envision:** Before starting out the journey envision it and live through it in your imagination. Envision the result of the change process, envision the benefits and start slowly departing from the current situation and implementing the envisioned result. While envisioning put in mind that there will be ups and downs and plan to overcome them. Envisioning the change includes 5 questions that need to be answered:

**What is the current situation?**

**What is the problem that we are trying to solve?**

**What is our ultimate objective?**

**What needs to change in order to achieve that objective?**

**What process should we engage in to start?**

## Who should attend?

- Frontline workers
- Employees
- Business Development Specialists
- Product Engineers

By answering these questions you will have a streamlined plan in order to successfully start your change process.

Directed more towards frontline employees, ACE tier 1 directly addresses the backbone of any organization.

From how to deal with change and accept it to envisioning the change and becoming a productive change agent in the organization. Accepting change is a first step towards becoming a change asset to the top management and communicating effectively through mechanism designs to streamline the change process.

- Coordinators

**Duration: 2 Days**





### The ABC's of Supervising Others

#### Course Objective:

This two-day workshop is designed to help you overcome many of the supervisory problems you will encounter in your first few weeks as a boss - whether you are a team leader, a project manager or a unit coordinator. Dealing with the many problems a new supervisor encounters is not easy but it does not have to lead to discouragement

#### Course Outcomes:

By the end of the course you will be able to:

- Help clarify roles and responsibilities of the new job
- Adjust to the new role with confidence and an assurance you can handle the position
- Develop your communication skills in listening, asking questions and giving feedback to employees
- Develop a technique for making sure you give employees instructions that are clear and understood
- Identify some techniques to deal with employee challenges such as squabbles, complaints and laziness
- Recognize the importance of being visible and available to employees
- Understand the importance of developing good relationships with employees and peers, so you are seen as fair and consistent

#### Course Outlines:

- Introductions, objectives, agenda
- Pre-assignment discussion
- Getting started as a new boss
- Establishing authority
- Practical tips on handling your responsibilities
- Identifying priorities
- The communication skills you need
- Reconnect and feedback-30 minutes
- Dealing with employee concerns
- How to work with others
- Mistakes to avoid
- Supervisory success
- Review, action plan, evaluation

#### What's included?

- Instruction by an expert facilitator
- Small interactive classes
- Specialized manual and course materials
- Personalized certificate of completion

Duration: 2 Days

PS: 747CG recommends to provide this class in Arabic, see Annex I for more details

### Strategic Management

#### Briefing:

This course is an inclusive course that communicates strategic management and planning in a nutshell. Strategy has become a part of the main agenda in organizations. Strategic planning is an organization's process of defining its strategy and making decisions on allocating its resources to achieve this strategy. Strategic planning is an important business activity.

Since strategic planning is a top-down process in most organizations, the ability to align the organization and build commitment behind the new strategy at lower level management is to provide understanding of how top management goes about in formulating the strategic plan. However, it would be impossible to formulate the appropriate strategy without engaging in strategic thinking.

The course will outline and fully tackle the importance of strategic thinking in relation to strategic management. It includes several snippets of greatest books of all time and various theories and trends: both recent and current. This course is a prerequisite to all managers because it helps them understand their duties and rewards.

It is something that all employees should know and be capable of demonstrating. This course should help first time managers and employees generally to work in alignment to the organization's strategy and understand the importance of vision and direction.

#### Learning Outcomes:

- It deals with fundamental questions such as: Who is our client? Who should be our clients?
- It provides a framework for day to day detailed planning;
- It typically involves a time frame of two to five years (sometimes more or less depending on the nature of the organization);
- It provides coherence to an organization's actions and decisions over time;
- It is an activity that must inevitably involve all levels of management, for example, Board & management committees
- What are we doing?
- Define the purpose and mission of the organization. This may involve the development of a mission statement. A mission statement is a statement that answers the following questions.
- Who are we?
- What needs do we intend to meet?
- Whose need?
- What do we intend to do to meet the needs, i.e. what services do we intend to provide?
- What are our central values? (e.g. What do we believe in? What are we committed to? What is our philosophy?)

Mission statements can be as short as a sentence or a paragraph. They are useful because they can be an agreed basis on what the organization is about.

- Identify current aims, objectives and strategy of the organization.

The aims of the organization are general statements of what it intends to achieve.



Objectives are also statements of what the organization intends to achieve, however they are usually also specific, measurable, attainable and time bound.

The strategy is the description of how the objectives are going to be met.

- Structured brainstorming
- Environmental analysis. The purpose of an environmental analysis is to identify the ways changes in the environment can indirectly influence the organization.

The environment could include other services, funding bodies, other projects, government policy, community attitudes, and so on.

- Resource analysis. This would include a statement of all resources that are available for the development of the organization. What resources are available to implement the aims and objectives of the organization?

Resource analysis is also likely to include an analysis of the organizations strengths and weaknesses. Organizations can often successfully build on their strengths and develop strategies to minimize the negative effects of their weaknesses.

- Stakeholder analysis. Who are the stakeholders? What are their needs? Wants? Expectations?

Key stakeholders may include funding bodies, clients, staff, management committee members and volunteers. These people have a variety of views values and needs that will have an influence on the plans that are developed.

- Identification of strategic opportunities and threats. What are the opportunities and threats that arise outside the organization?
- Creative leap
- Identifying strategic choices. After the environment has been analyzed and the strengths and weaknesses and opportunities and threats have been reviewed it is possible to better see the results of the existing strategy. The organization can then identify strategic choices - whether or not to develop new strategies or modify the existing strategy.
- Decision making
- Strategic Decision-making

#### *Choosing among the possible options.*

- Action and reflection
- Implementation

Once the most appropriate strategy has been chosen it is implemented.

- Evaluation

**Duration: 4 Days**



## ACE Tier 2:

**Achieve:** None of this will happen if goals and objectives weren't set and achieved. To begin any process you need to know what you want to achieve from that process. Achieving what it takes through mechanisms such as KPIs, Lead and lag indicators, dashboards and Balance score cards which are used to monitor performance throughout the change process.

**Conquer:** For any force there's a counterforce. In our case the force here is change and there many counterforce to change. The resistance that you will face by starting the change process will not be easy to face but you have to conquer it and lobby through it. This will be a battle of whether the change force is strong enough or not and your defenses have to planned from before. As a leader or an executive, you must take the time to understand the cause of this resistance and you may have to come of it from several different angles and perspectives before conquering it. You also must understand how your employees are feeling about this process as well as their thoughts about it.

**Engage:** Going through such pursuit alone is not a very smart idea. You will have to engage different levels of organization and individual team members and really take a deep look on how each of them reacts to the change happening. By engaging these individuals the momentum of the process will increase dramatically and you will gain support for the process rather than resistance to it. Sometimes resistance comes from mere jealousy or non-inclusion so engaging is definitely a winning tactic.

*ACE tier 2 is tailored to the middle management in corporate organizations. Being the "middle" man or the key coordinator between the top management and the employees, accepting and achieving change is a critical step towards the success of the change process. By using mechanisms such as KPIs and so on, the middle management will be able to monitor the process and performance of the process. Followed by conquering the obstacles and engaging all levels of organization, the middle management has a huge responsibility towards the success rate of any change process in an organization.*

### Who should attend?

- 1- Middle Management
- 2- Regional Management
- 3- Department Heads
- 4- Division Managers
- 5- Office Managers

**Duration: 3 Days**

## Problem Solving and Critical Thinking

The Power of Critical Thinking is strong enough to propel your business to new heights of success! Inside yourself resides the knowledge and experience you need to break free of the daily struggles and frustrations that come with circular reasoning.

Embarking on a journey that will teach you how to evaluate each and every challenge that comes your way in a clear, concise and critical manner will energize your company and clear the path to increased productivity and profitability.

### Learning Objectives

- Promote Critical Thinking as a Valuable Process in the Workplace
- Use Critical Thinking Skills When Making Business Decisions and Taking Action
- Select Specific Tools to Use When Conducting Critical Thinking

Confidence in business decisions resonates throughout a company. From management to support staff, your leadership will be embraced once your critical thinking skills are honed and consistently practiced.

### DAY 1

#### Critical Thinking in Business

There is no question that you are often expected to have all the answers. In today's times, we are surrounded by information that may contain those answers, although they seldom jump out and identify themselves. This is where it is imperative that one learns how to use Critical Thinking skills: to help you sort through the myriad information gathered and evaluate which choices are right for you.

- Define Critical Thinking
- Identify Characteristics of Effective Critical Thinkers
- Use Critical Thinking for Business Challenges
- Explore the RED Method of Critical Thinking
- Recognize, Add and Practice the Skills Needed in the Critical Thinking Process
- Evaluate Your Critical Thinking Abilities with a "My Thinking Styles" Inventory
- Receive and Review Feedback on Your Critical Thinking Process
- Understand the Connection Between Your Individual Thinking Style and the RED Approach to Critical Thinking



**DAY 2**

Context for Critical Thinking - Organizational Awareness and Managing Relationships

Decisions don't just involve facts and figures, but people and their interactions with each other as well. How do you sort through the complex relationships within an organization, and make the choices that will be the most beneficial? Turn to your Critical Thinking skills and techniques so you can move forward on such decisions with confidence and assurance.

- Understand the Attributes Associated with Organizational Awareness and Managing Relationships
- Anticipate Interpersonal Strategies You Will Need to Implement Critical Thinking at Work
- Prepare to Apply Critical Thinking Skills and Tools
- Practice Using Critical Thinking Skills and Techniques in Real Business Situations
- Identify Personal Situations Where Critical Thinking Can Be Used

**DAY 3*****The Tools of the Trade***

Today you will prepare yourself to be the most effective Critical Thinker you can be. You will do this by arming yourself with the correct techniques for each situation, understanding how others may try to dissuade you from following through with your new skills, and setting goals for yourself that will help you meet and exceed your expectations.

- Select the Tools for You Need to Implement Your New Critical Thinking Knowledge and Skills
- Anticipate Pitfalls You May Encounter as a Critical Thinker
- Create an Action Plan for Development of Your Critical Thinking Skills

**DAY 4****Problem Solving & Decision Making**

Practice does indeed make perfect, and today is the day to use your new skills, analyze how they are working for you, and adjust techniques in your mind so that you are ready for your return to business. This time together is especially valuable in that you are free to question and observe the techniques in action so that they truly become second nature to you.

- Teamwork
- Cause Analysis (CA)
- Deviation Analysis Team Activity
- People Problems
- Distinction Analysis and Force Field Analysis – Overview
- Team Activity: Creative Problem Solving (CPS)

**DAY 5**

It's official, and in writing. You've persevered and learned many new skills. You've practiced and put those new skills into practice. Today we continue with more team activities, as well as creating your own plan of action to help you keep on top of your new Critical Thinking skills so that they will stay with you and reward you for a lifetime.

- Review
- Team Activities (continued CPS, Decision Making (DM) and Application Planning (AP)
- Team Debriefing
- Situational Analysis
- Individual

Duration: 5 Days





## ACE Tier 3:

**Anchor:** At this stage organization leaders invest in deepening the roots of change within their organization. This will be achieved through deliberate and intentional referral to ACE model when people realize the need for change. Change therefore becomes engrained in the organization's DNA. It is no longer intimidating or a source of anxiety. People have come to realize that change is not only manageable but also desirable. They are able to draw a clear line of sight between change efforts and its positive outcomes:

**Consolidate:** Consolidation of change becomes the order of the day at this tier. It is now familiar to organization leadership what change "experience" is welcomed and preferred by organization grassroots. Future change effort, be it demanding projects, new ways of working or even opportunities for organization innovation can be framed and resented in the lessons learned from past efforts. Consolidation creates a blueprint for future endeavors.

**Expand:** At this tier the organization is not incubation change or experimenting with in a controlled environment (one department or one project at a time). The organization is now ready to roll out change across the horizon with lower risk and higher certainty of success. This is the point where complex change effort can be embraced.

With the final and golden level of the ACE training, tier 3 is directed towards the real decision makers, the influential figures in any corporate organization, the strategists. The senior management's main focus is after initiating any change process is to hold on and anchor it in. At this stage you are trying to normalize change to the organization to make future endeavors in change easier and with a higher acceptance rate. After anchoring the change in, you need to come up with consolidation plan to strengthen the anchor of change and make sure it is able to withstand any challenges in the future.

### Who should attend?

- 1- Top Management
- 2- Board members
- 3- CEOs/ CFOs/ COOs/ CIOs
- 4- Executives
- 5- Presidents and VPs

**Duration: 2 Days**







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