



STRATEGIC SKILLS

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Removing Barriers to Peak Performance

Class Length 1 Day
Prerequisites None

Overview

To understand performance, you must grasp the behavior structures that underpin, support, and drive successful performance. When faced with a barrier, people move through these four phases. Often you move through one or more phases quickly only to get bogged down in another.

Effective leadership can help individuals and groups move through the phases effectively and efficiently. The four phases are:

- Denial
- Resistance
- Exploration
- Commitment

This program explores the danger and opportunity associated with each phase. It defines methodologies for moving individuals and organizations through them effectively and efficiently.

Target Audience

Leaders and employees who are interested in increasing their performance

The Problem

- Too often, employees get hung up on issues, changes, personalities, policies, and procedures that prevent them, and consequently their organization, from achieving peak performance

Our Solution

To Learn to...

- Define the barriers
- Recognize the signs of each barrier
- Identify the steps necessary to avoid, or reduce the impact of, each barrier

Course Outline

- Phases of Transition
- Different Stages Require Different Strategies
- Dealing with Resistance
- Strategies for Managing Each Phase
- Conflict
- Evaluate Your Behaviors for Abrasiveness
- Patterns of Difficult Behaviors
- Effective Coping
- Listening
- Effectively Handling an Angry Employee
- Creating Team Involvement
- Building a High Performance Team
- Reinforcement
- The Case of Ellen Graner
- Sexual Harassment
- Upstaging
- The OPM Agency
- Working with Conflict
- To Tell the Truth



Making Change Irresistible

Class Length 1 Day

Prerequisites None

Overview

This program incorporates thoughts and solutions related to change from a variety of sources including Dr. Ken Hultman's influential book, *Making Change Irresistible*, Dr. William Marston's work on behaviors, Daniel Goleman's work on emotional intelligence, and many other prominent experts.

You first explore the dynamics of change. Then move to handling resistance and conflict. This is followed by an overview of ways to analyze perceptions and handle people (including you) caught in change.

We finish with several case studies for application and reinforcement of the learning.

Target Audience

Managers responsible for implementing change or the employees experiencing the change

The Problem

- Company going through an acquisition
- New Management
- New business processes and procedure

Our Solution

To Learn to...

- Understand how change impacts personal and organizational performance
- Identify what to do, and what not to do, when facing change
- Understand the models of adaptation and conflict resolution

Course Outline

- The Dynamics of Change
- Dealing with Resistance
- Overcoming Resistance
- Strategies for Managing Each Phase
- Conflict
- Evaluating Your Behavior for Abrasiveness
- Patterns of Difficult Behavior
- Effective Coping
- Listening
- Effectively Handling of Angry Personnel
- Increasing Team Involvement
- Case Studies

Note: There are two versions of this program: One for employees facing a change. The other for those charged with leading others through change.



Self-Directed Learning

Class Length ½ - 1 Day, Keynote Prerequisites None

Overview

Because most employees are products of a passive educational system, they do not know how to be proactive in identifying their training needs, or designing and evaluating their own learning. This workshop fosters the self-directive perspective while building active learning skills.

All this is done from a career development perspective to enable employees to refine their knowledge and skills in areas where it is not feasible for their employer to provide a training program relevant to their needs.

Target Audience

Managers responsible for implementing a self-directive learning skills implementation or the employees now responsible for their active learning program

The Problem

- Self-directed learning is ineffective because employees don't have the skills and aptitudes to learn this way
- Employees have challenges identifying a good self-directed learning plan
- Learners often have to go through training they already are familiar with

Our Solution

To Learn to...

- Define the importance of being self-directive
- Define your own learning style
- Identify different resources for learning
- Develop their own learning plan

Course Outline

- Introduction to Self-Directed Learning
- Identifying Your Learning Needs
- Understanding Your Learning Style
- Writing Learning Objectives
- Identifying Learning Resources
- Writing a Learning Contract
- Evaluating Your Learning



The Problem Solving Process

Class Length 1 - 2 Day(s) Prerequisites None

Overview

This workshop focuses on the use of experience, creativity and intuition to make the right decisions. Employees will learn to be more decisive, confident, and creative. They will also be able to tap the skills of others to get results. A real work problem will be analyzed during the workshop.

Target Audience

Anyone that is responsible for problem solving and making recommendations for the best solution and action plan

The Problem

- Employees don't understand the root causes of problems so often the wrong solutions are applied
- Teams are not effectively creating an entire plan to solve problems
- Problem solving skills are not innate to most people

Our Solution

To Learn to...

- Effectively problem solve
- Generate new and innovative ideas
- Select useful solutions
- Gain support and input from others

Course Outline

- Problem Solving Overview
- The Seven Steps of Problem Solving
- Define the Problem
- Label the Problem
- Analyze the Root Cause of the Problem
- Explore Optional Solutions to the Problem
- Make a Decision Based on the Best Solution to the Problem
- Create an Action and Contingency Plan
- Revisit the Problem



Adaptive Decision Making

Class Length 2 Days

Prerequisites None

Overview

In today's fast-flowing business environment, leaders usually don't have the luxury of time when making decisions. Leaders need to be able to quickly size up the situation, identify the most workable and expedient course of action, and then act—often without having all the data or the time to consider every possible option.

This course helps leaders accelerate the decision-making process, yet still make quality decisions in fast-paced environments with limited time and information. They also learn how to determine when it is appropriate to use this approach and when to slow down the process and apply a more traditional, analytical approach.

Target Audience

Leaders and executives that need to improve their ability to make more expedient decisions

The Problem

- Leaders don't have time to make decisions in today's frenzied times
- Leaders don't have access to all the information they need to make quality decisions
- Leaders must be able to make solo decisions and group decisions
- Leaders don't have a guide for which decision making process to use
- Leaders can't depend on "traditional" solutions they have to find more "innovative" solutions

Our Solution

To Learn to...

- Define adaptive decision making
- Identify personal and organizational roadblocks when using adaptive decision making
- Define when an adaptive decision is appropriate and when a more analytical approach is needed
- Utilize various consistent approaches to accelerate the decision making process
- Develop creative strategies to generate out of the box solutions

Course Outline

- Introduction
- Define Adaptive Decision Making as "the ability to size up a situation and to recognize the best course of action"
- Differentiate between problems solving and decision making
- Understand and overcome personal "mental blocks" that prevent you from being "comfortable" with ADM approaches to decision making
- Identify and strategize about circumventing organizational roadblocks to using ADM
- Identify business drivers for ADM
- Compare traditional decision making to ADM
- Use the TRY method to test your choice to use ADM
- Utilize a four-step approach for a quick decision
- Explore how to use group dynamics and parallel thinking for a team decision approach
- Develop intuitive decision making for an on-the-spot decision utilizing your expertise
- Cultivate creative decision making skills for innovative decision making when the old ways just won't work



Polarity Thinking

Class Length 1 - 2 Day(s) Prerequisites None

Overview

This workshop addresses the problems in your organization that just don't seem to go away. It introduces Barry Johnson's Polarity Thinking as a way to understand the sometimes hidden forces of opposing values at work in organizations and people.

You will learn how to surface these forces, map them graphically with a tool called the Polarity Map, and how to manage them. The workshop also includes an overview of the online Polarity Assessment tool that helps organizations gauge and manage polarities in a large organization. Polarity Thinking helps leaders and their organizations more efficiently and more sustainably reach their goals.

Target Audience

Leaders, managers, and supervisors dealing with complexity and seemingly intractable issues; also appropriate for individual contributors in knowledge roles

The Problem

Should we centralize or decentralize? Should we be tightly hierarchical or loosely managed? Often, leaders view these issues as problems to solve and decisions to be made, when, in reality, they are polarities to manage. In fact, organizations often go back and forth, exhausting employees and wasting resources.

Our Solution

To Learn to...

- Recognize how values in organizations and individuals come in polarity pairs
- Approach intractable problems as polarities to manage rather than problems to solve
- Identify particular polarities that need to be managed in your organization
- Use the Polarity Map as a way to visualize and diagnose current reality
- Identify early warnings and action steps that can be managed through the Polarity Map
- Gain practice in using Polarity Thinking and the Polarity Map

Course Outline

- Defining Polarities
- Introduction to Polarity Thinking
- Applications of Polarity Thinking
- Identified Polarities
- Identifying the Polarities at Work in Your Situation
- The Polarity Map Graphic Tool
- Parts of the Polarity Map including:
 - Your highest purpose and greatest fear
 - The upsides and downsides of polarity pairs
 - The infinity loop as a measure of how well a polarity is managed
 - Early warning signs of badly managed polarities
 - Action steps that can be taken to manage polarities well
- Managing Polarity Pairs
- Facilitating a Polarity Discussion
- Getting "Unstuck" When the Normal Flow of Polarity Energy is Blocked
- Practice in Applying Polarity Thinking to Your Own Situation
- The Polarity Assessment and Its Process



Social Media is Changing Everything — Including Your Business

Class Length ½ - 1 Day, Keynote Prerequisites None

Overview

Social media is becoming part of the fabric of corporate life. Whether to reach customers, connect employees, or coordinate with suppliers, American businesses appear to be embracing social media. Things are not always what they appear to be. While companies may have blogs, Twitter accounts, and Facebook pages, there is evidence that many companies struggle with the fundamental changes that social media is bringing to their business. Unhappy customers air their dissatisfaction on Twitter.

Employees want executives to share more information and suppliers may feel at risk as companies look for digital dirt. How do you respond? Social media is creating a cultural shift in how business gets done. This workshop looks at how social media's impact on leadership and profitability. It explores social media trends, considers the leadership and cultural implications, and identifies best practices.

Participants will learn that being successful in the social media arena is not so much about mastering new technologies, but using the technology to establish and sustain new types of relationships with your customers, employees, and suppliers.

The workshop includes case studies and action plans to help begin the process of transforming social media activities into strategic business initiatives.

Target Audience

Anyone who wants to understand how social media is changing business and how they can develop strategies to harness its power

The Problem

- Social Media is seen as just another communication channel where executives can continue to control their market message
- Millennials don't have the same filters as older generations and have very different attitudes towards privacy and sharing
- Social media has tipped the balance of power and one person with a social media following can negatively impact the bottomline

Our Solution

To Learn to...

- Deal with the new environment that requires dialog rather than broadcasting messages
- Better understand the new leadership mindset required in a social media environment
- Recognize that engaging in social media is like working in a different culture with a new language, unknown expectations and unfamiliar behaviors and values
- Establish an open strategy that will serve as a foundation for social media activities

Course Outline

- Social Media Basics
- Using Social Media to Learn, Dialog, Support and Innovate
- Social Media Challenges: Real life social media business case studies, what would you do
- Acclimating to a Social Media Culture: What processes and tools should you use



Strategic Thinking

Class Length 1 - 2 Day(s) Prerequisites None

Overview

Not so long ago, strategic thinking was all about creating a powerful positioning, and establishing brilliant tactics to defend that position. The goal was to chart the course and not veer from it. Things have changed.

The world has changed. In today's globalized world, the strategic thinker needs to possess intellectual agility. The strategic thinker needs to understand and adapt to different competitive landscapes, quickly.

The strategic thinker is a nimble, disciplined thinker who is willing to apply different concepts to reach astute decisions. It seems as though traditional models of strategic management and decision making will not suffice if an organization wants to thrive. Today's definition of strategic thinking must include exploring all possible organizational futures by challenging conventional thinking, assessing both internal and external impacts, and including imagination to redefine the rules of the competitive game.

Target Audience

Anyone who is involved and has responsibility for business planning

The Problem

Many employees do not:

- Organizations often confuse strategic thinking with strategic planning. They are two separate activities.
- Strategic thinking, unlike strategic planning should be a daily activity, not a once a year event.
- Strategic thinkers need to feel safe in bringing up challenges to current beliefs and mind-sets. This sense of safety doesn't exist in many organizations.

Our Solution

To Learn to...

- Identify opportunities through exposure to competitive analysis and other tools
- Recognize the role of creative thinking in building and evaluating a strategy
- Practice methodologies for clarifying and magnifying roadblocks to competitive advantage
- Examine ways to communicate strategy that will garner support from all stakeholders

Course Outline

- **Opening:** Welcome, introductions, icebreaker (Herrmann's Brain Dominance Model)
- **Define Strategic Thinking:** Identify five habits of strategic thinkers, benefits of strategic thinkers to your organization, roadblocks to strategic thinking
- **Improve Your Strategic Thinking:** Question your own opinions, surround yourself with people who see your world differently, recharge
- **Utilize the Four Elements of Strategy:** Where do we intend to be in some point in the future, what are we going to focus our resources on next, how will we execute the strategy, create a criterion that lets you know when it's time to change a strategic approach
- **Communicate Strategy:** Keep your message simple, use a framework discipline inspire/educate/reinforce, put on your "real person" hat, and tell a story include the unexpected





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