TODD ARWOOD
PERFORMANCE PARTNERS

PROFILE

Dr. Todd Arwood

~ Personal ~

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Services	Seminars, Training, Human Resource Consulting, Personal Coaching, Keynotes, Facilitation of Retreats and Meetings, Instructional Design.

~ Career Highlights ~

Background	➢ Graduated with Doctoral Degree in Leadership Education in April, 2005. ➢ National and International Speaker on Management and Leadership Skills and Principles, Human Resource Topics, & Business Skills. ➢ Successfully delivered over 1000 programs to thousands of people around the world. ➢ Has held Management and Leadership roles including Area Supervisor, Senior Manager of a Corporate University, Director of Training and Development, and Vice President of People.
Achievements	➢ Master Degree of Education in Occupational Training and Development. ➢ Former Adjunct professor Ottawa University/Bellarmine University, and the University of Louisville. ➢ Kentuckiana Trainer of the Year ~ American Society of Training of Training and Development. ➢ Certified Facilitator for DDI, Situational Leadership, ServSafe, and Emotional Intelligence. ➢ Stand up Comedian for 7 years. ➢ Founded Todd Arwood Performance Partners, Inc. in March of 1999. ➢ Authored his first book in August 2007 called "The Pink Ceiling: Lessons in Organizational Diversity".

TODD ARWOOD
PERFORMANCE PARTNERS

OVERVIEW of ON-SITE PROGRAMS
(Customization is our Specialty)

"Best Practices for the Newly Appointed Manager"

This is a two-day program for newly promoted managers, supervisors, or team leaders. New Managers face unique challenges. They are learning the ropes and need to acquire the "right stuff" quickly-how to delegate, lead and motivate, coach, and evaluate the staff. This program will teach these skills, plus show how to avoid common pitfalls faced by all new managers.

"Discovering Emotional Intelligence (EQ)"

Everyone knows that technical competence is important. But you also know it has not helped your newest executive, directors, or managers work with their teams any more effectively.
While in the recent past those who got promoted did so because they did a terrific job at 'setting up the company camp and keeping the corporate fires burning'; the successful leader of tomorrow will be promoted based on their ability to establish, manage, and maintain positive relationships up, down, across, and outside the organizational chart, Discovering Emotional Intelligence will equip your leaders with the tools and skills needed to be more effective in the management of themselves and their relationships.

"Critical Levers of Leadership"

This program is a more advanced approach to leadership. It provides both useful ideas and practical tools to improve overall leadership effectiveness. Whatever pressures and opportunities, this program will provide useful new skills, insights, and tools that are critical levers of leadership.

"Driving Performance through Balanced Scorecard"

Are you missing opportunities to capture key measurements in addition to traditional financial measures? Are you having trouble holding your leaders accountable? Do you see employees making short-term decisions? Do you see people pulling in opposite directions versus pulling together to achieve common goals? If you answered "yes" to one or more of these questions, then you need to attend this program. This program provides a structured approach for driving performance by aligning an organization's strategic plan, goals, and objectives through use of the Balanced Scorecard method.

"Communication & Relationship Strategies"

This program provides insight into your motivators, behaviors, and actions, as well as those people around you. Applying this knowledge will increase interpersonal skills and greatly improve your communication with your professional and personal relationships.

Need one-on-one attention or a business coach …check out our web site for details!

"Understanding the Dynamics of Critical Conversations: How to Communicate Effectively When the Stakes are High!"

This program teaches individuals and teams from different backgrounds, departments, and professional responsibilities how to willingly and effectively shine the light on issues or concerns and to openly discuss ideas in a way that leads to virtually everyone buying into decisions---creating broad organizational alignment, maximizing synergy, and ensuring commitment to great ideas! When taught, these skills inevitably result in rapid, sustainable, and wide-reaching positive changes in the results that organizations care about the most!

"Advanced Supervisory & Management Skills"

This program provides both useful ideas and practical tools to improve overall supervisory and management effectiveness. Whatever pressures and opportunities, this seminar will provide useful new skills and insights.

"High Impact Coaching Skills"

This program is about developing solid coaching skills for enhanced productivity and team growth. Coaching is essential in order to motivate people who work for you or that you work with, to inspire them to function at their peak level of performance and get the business results you need. This program will teach a coaching model which can be used as a practical and effective way to improve people results.

"Get From Conflict to Confrontation to Resolution"

Conflict is a fact of life. While most people perceive conflict as a negative thing, conflict is necessary and helps propel relationships to new levels of understanding and common ground. The problem usually stems from how the conflicting situation is handled. This highly interactive program will help you strengthen your ability to work creatively with all types of conflict and improve your effectiveness in interpersonal relationships at work and home.

"Training Skills for the Non-Trainer"

Unfortunately most companies do not have a standardized or formal approach to training new team members or for cross training current ones. This program will help anyone who is responsible for teaching others, in any setting, to prepare and to deliver effective, results-oriented instruction.

"Speak with Confidence-Improving Your Presentation/Facilitation Skills"

If you are ever called on to present to others—you need this program. This program provides strategies, coaching, and practice in developing your presentation and facilitation skills.

"How to Interview & Select the Best People"

A bad hire is costly. This program provides methods and techniques that will develop a guaranteed success rate in selecting the best most qualified candidates for the job, your department, and your organization. This course will virtually pay for itself because participants will learn how to better pick the right candidate—reducing liability and turnover.

"Best Practices for Managers"

This program focuses on the best practices of successful managers, supervisors, team leaders, and leaders. From understanding how to deal with people issues, to enhancing your communication skills, to understanding how to motivate and counsel your staff. This workshop covers all of basics to arm you for success in your role of supervising others.

"Developing Time Management Skills through Effective Planning, Delegating and Organization"

This program will help you to develop a step-by-step action plan and use the latest tools for accomplishing your important goals, objectives, and activities-such things as daily people interruptions, phone calls, paperwork, electronic mail, and daily planning.

"Conducting Performance Assessments"

Most people are not trained on how to conduct effective appraisal discussions. This program will provide you the theoretical basis and hands-on techniques required to bring out the best in people.

"Developing Exceptional Customer Relations"

This exciting program will provide you the a great refresher on how to deliver exceptional customer service by enhancing communication skills, determining how to go above and beyond the call of duty, and more importantly—how to recover when mistakes are made.

"FISH C.A.M.P."

This program is focused on covering four key principles which impact organizational productivity. The program is based upon the popular business book called Fish. From how to choose a great attitude, deliver exceptional customer service, be more accountable, to being motivated to do the absolute best job possible. FISH camp will give you the spark needed to accomplish more with less resources.

"Personal Accountability"

This program will stop victim thinking through teaching the powerful Question-Behind the-Question or the "QBQ" technique. From developing a "I-Inc." perspective towards work, to mastering the courage needed to facilitate change in yourself and others. The result will be more energy, better productivity, and less finger pointing.

"Understanding and Dealing with Difficult People"

If you're frustrated by all the time-wasting aggravation that whiners, back-stabbers, know-it-alls, foot-draggers and other negative personalities cause in your workplace, this one-day workshop is for you! Find out why difficult people behave the way they do, and discover a powerful set of coping strategies that will help you deal with them more easily f and with better results f than you ever dreamed possible. You'll learn how to identify and handle the 10 most common types of difficult people, how to neutralize the typical tactics and weapons difficult people use, and how to minimize the effects of negative behavior. After this program you and your staff will be better equipped to: Understand the difficult people in your lives; Learn how they think, what they fear, why they do what they do; Understanding difficult people makes them less frustrating; Know specifically what to do and say. At this session, you'll concentrate on here's-how-to-do-it techniques. You'll leave knowing how to use these techniques in specific situations, with all types of difficult people. Be less of a target for difficult people. Look at the difficult people in your life. Chances are, at least one person manages to get along with them. You can too. Learn how to derail

problem people and teach them to treat you with respect. Bring out the best in people. Let's face it, nobody's difficult all the time (and everybody's difficult some of the time). Your new skills will help you reinforce the most positive behavior in everyone -- at work and at home.

Need one-on-one attention or a business coach …check the web site for details!

"Generations at Work"

Today's work environment is a blend of people from various generational backgrounds. How does a "fifty-something" manage, sell or even work with a "twenty-something"? And what on earth do we do with those teenagers sporting orange hair and body piercings? The differences of the generations leads to differences in values, perspectives, motivators, and work ethic. This fun and exciting program will arm you with the information necessary to understand how to deal differently with people from the generations.

"M.E.E.T. On Common Ground: Speaking Up for Respect in the Workplace"

This program introduces an easy-to-grasp four-step process that is demonstrated in six timely realistic vignettes. Ultimately, your employees will learn how to "M.E.E.T" on common ground: Make time to discuss, Explore differences, Encourage respect, and Take responsibility.

"Performance Management in Action"

This program is a series of sessions specifically designed to help increase the productivity and morale of the people you supervise. By blending High-Impact Coaching Skills, Formative Feedback, and a dash of supervisory skills, you get a perfect remedy for the performance issues faced by every supervisory person in all organizations.

"Formative Feedback: How to Give & Get Performance Feedback"

In today's work environment you face many challenges regardless of where you are on the corporate ladder. Managers lack the courage to give specific and timely feedback to employees (& vice-versa) and so consequentially the employees fail to address team performance issues with each other. During this informative program, you will learn the critical skills necessary to give anyone you deal with specific, opportunity building feedback.

"Masterful Mentoring for Organizations"

Is your organization prepared for the exodus? Mentoring is one way that organizations can successfully transition employees through this change. Today, organizations are challenged to not only identify the "high potentials" for specific leadership positions, but also to retain them. For this reason and many others, mentoring is rapidly becoming recognized as a highly effective worldwide human resource development process. We (TAPP, Inc.) can help your organization establish, administer, and evaluate an effective mentoring program. Contact us to find out how to make mentoring work for your organization!

"TRUST: Overcoming the First Dysfunction of a Team"

This program is designed to help individuals develop a deeper understanding of trust – what it is and how we express it – by evaluating the extent to which their personal behavior indicates that they trust another person. This program provides both useful ideas and practical tools to enhance the overall level of trust among organizational members.

"Servant Leadership: A Culture of the Heart"

This program provides insight into what it means to be a Servant Leader. It explores the ten critical characteristics essential to the development of Servant Leaders. It also provides an opportunity to gain a sense of your own development as a Servant Leader. Applying this knowledge will help create a better, more caring, culture at your organization.

"Decision Making: How to Make the Right Decision Every Time"

This program provides techniques on how to resolve complex decision situations. Leaders will learn how to muster better emotional resources, overcome procrastination, clearly set objectives, apply reason, establish context, and de-layer complexity when making tough decisions. Applying this knowledge will help leaders excel in their role.

"Whale Done!"

We have to rely on and work with others in order to be productive and achieve results. The problem is many work environments are not conducive to positive relationships. Instead, they employ the GOTcha approach (catching people doing things wrong). If an employee makes a mistake, then someone else is waiting to catch the employee with a GOTcha! Many times, GOTcha is the result of our upbringing, is inadvertent, or is a result of a lot of programs that focus on fixing problems. This type of culture can be unproductive and self-defeating. While focused on the mistake, we are inadvertently reinforcing what we don't want to happen – the negative behavior. This program will help your entire organization increase productivity, improve employee morale, and achieve better results.

"How to Get Along, Get Noticed, and Get Ahead"

Success isn't just about the job you do-it's also about how you do it. Communicating effectively, working well with others, staying positive and flexible in the face of change-these are essentials for helping employees be as productive as possible. This program gives participants critical insight into what it really takes to get along, get noticed, and get ahead!

"Leading Change at Every Level"

Whether you're in the midst of a change effort or just planning one, you'll need Leading Change at Every Level. This program helps drive home the importance of individual behavior to the success of an overall change effort. It is ideal for employees who are currently leading a change effort and want to identify actions to assist the process, want to evaluate their effectiveness leading a recent change, or are planning to lead a change effort in the near future.

"You Don't Need a Title to be a Leader"

This program provides insights into how each of us can be a leader in our daily lives and make a positive difference, whatever our title or position. Participants will understand that genuine leadership is not conferred by a title or limited to the executive suite. Rather, it is shown through our everyday actions and the way we influence the lives of those around us.

"Understanding the Sixteen Types of Gifted Leaders"

Developing winning teams is one of the greatest challenges for any organization. This course uses the MBTI® tool to gain insights into personalities and preferences to help teams reduce their dysfunction and capitalize on differences while utilizing individual strengths. In this program you'll move from a basic understanding of the applications of the MBTI instrument to using this tool to solve common team issues and enhance group performance.

"Influencing with Integrity"

If you walk the talk, practice what you preach, stand up for your beliefs, follow through on your promises-do what you say you will do-you and your organization will thrive. You will also be trusted, more powerful, more personally and professionally successful, have more loyal and committed people, and be more at peace with yourself. This session will provide tools and skills to help leaders build and sustain a leadership culture of integrity.

"Leading with a Passion"

Visionary leaders are the builders of a new dawn, working with imagination, insight, and boldness. They present a challenge that calls forth the best in people and brings them together around a shared sense of purpose. They work with the power of intentionality and alignment with a higher purpose. Their eyes are on the horizon, not just on the near at hand. They are social innovators and change agents, seeing the big picture and thinking strategically. This session will provide tools and skills to lead with a passionate focus on your organization's vision and customers.

"The Proactive Communicator"

Real leaders appreciate it when employees practice upward communication—taking the responsibility to communicate new ideas, innovations and better ways to get the work accomplished. This course offers practical and adaptive strategies for upward communication—as well as across and downward communication—to inform and influence others no matter where they fit in the organizational chart. Leaders will be given the training and facilitation skills they need to make this positive impact on the company. Whether it is a department meeting, informal or formal presentation, they will become equipped with the skills to speak and conduct themselves like seasoned professionals.

"Strategic Thinking & Planning: Leaving it Better than You Found It!"

If you want to move from being a good manager to being a great manager, strategic thinking is imperative. Strategic thinking enables you to tap into the potential of your employees, understand the needs of your customers, and recognize your competition's game plan.

This session offers key insights and ideas into the core skills of strategic thinking as well as actionable steps. Instead of being buried in your department's ongoing activities, you will become a valuable strategic thinker, an innovator, and a champion for change who adds value to your organization, your customers and your stakeholders.

Enhancing Leadership Effectiveness Through Psychological Type

Leaders today need to understand that leadership requires enhancing relationships and promoting creativity among members of their organization. Relationships grow when understanding between individuals is established and when communicating effectively is a priority among members of the organization. Creativity is promoted when individuals feel included and integral to the future of the organization.

This program will help leaders understand their own leadership psychology and provide insights into the needs of those around them who are essential to fulfilling the organizational goals. Every leader's success ultimately rests on effectively achieving the organization's goals through the efforts of many others.

Becoming a Good to Great Leader

In a study of what causes good companies to become truly great ones, Jim Collins and his group of researchers found they were not headed by bigger-than-life leaders. Rather they were people who combined humility with strong professional will. These leaders "channel their ego needs away from themselves and into the larger goal of building a great company."

This session offers key insights and ideas into the core skills necessary to move from being a good manager to a great leader. It will focus on actionable steps to get there.

Best Practices of a High Performance Team & How to Achieve it!

Teams are needed because the world we live in requires constant experimentation, a continual response to changing conditions. In our exploration of new conditions and possibilities, we have to rapidly integrate new partners and different work disciplines. The team structure adapts most easily to changing conditions and has the greatest potential for creative solutions and new approaches to work challenges.

This interactive course provides a successful team development process that facilitates the development of a new team or the revitalization of an existing team. Whether your team is an ongoing work group, or a special project based team of limited duration, you will rapidly increase its effectiveness with the use of these teamwork tools and skills

Leading with Assertive Communication

Influence is the ability to have others take a desired action while building and maintaining the relationship; assertive communication is the key ingredient. So, if you have trouble saying "no," or feel that people do not really listen to you, this workshop is for you! It will empower you to state your case, resolve conflict, and negotiate positive outcomes - and give you fail-proof techniques to insure you will be heard.

Are you looking for a course we do not offer?

Contact us about designing a specific course for your objectives!

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Program Title *Best Practices for the Newly Appointed Manager*

Description

This is a two-day workshop for "Newly Appointed Managers". New Managers face unique challenges. They are learning the ropes and need to acquire the "right stuff" quickly-how to delegate, lead and motivate, coach, and evaluate the staff. This two-day course will teach these skills, plus show how to avoid common pitfalls faced by all new managers.

What participants will achieve?

- ❑ The confidence to develop their own personal management style.
- ❑ The ability to communicate effectively with peers, and upper management.
- ❑ The ability to understand and facilitate change.
- ❑ The ability to better manage time through delegation and planning.
- ❑ An understanding of how to lead, motivate, and evaluate staff.

What participants will learn?

- ❑ **Moving into Management-Making a Successful Transition** --Handling employees who were peers-building credibility and trust-avoiding common mistakes of the newly appointed leader.

- ❑ **Motivating the Workforce** -- Understand what makes employees "tick", "motivators" vs. "dissatisfiers"-goal setting as well as self-motivation.

- ❑ **Understanding and Developing an Effective Management "Style"** -- Impact on various leadership approaches-understanding and using the most effective leadership style.

- ❑ **Effective Communication** -- Steps in effective communications, learning to listen-communicating with "difficult people", peers, employees, and bosses.

- ❑ **Performance Incident Reports** -- We will provide participants with several tools to measure and document the performance of your team to better enhance productivity and results.

- ❑ **The Leader as Coach** -- Learn effective training and counseling skills-using documentation for improved results.

Program Title	Discovering Emotional Intelligence!

Description

Everyone knows that technical competence is important. But you also know it has not helped your newest executive, directors, or managers work with their teams any more effectively. While in the recent past those who got promoted did so because they did a terrific job at 'setting up the company camp and keeping the corporate fires burning'; the successful leader of tomorrow will be promoted based on their ability to establish, manage, and maintain positive relationships up, down, across, and outside the organizational chart, Discovering Emotional Intelligence will equip your leaders with the tools and skills needed to be more effective in the management of themselves and their relationships.

What participants will achieve?

- ❑ A clear understanding of what EQ is—the biological basis and the core skills model

- ❑ A personalized debrief of their Emotional Intelligence Appraisal that clearly shows natural EQ strengths and areas of opportunities for growth.

- ❑ Skills in applying EQ personally and professionally.

- ❑ Improved ability to build better relationships and self-manage!

What participants will learn?

- ❑ **The Four Core Skills of EQ** – A firm understanding of self-awareness, self-management, social awareness, and relationship management.

- ❑ **Personalized EQ Feedback** – Through a simple but effective self assessment, each participant will be exposed to measuring their own EQ in each of the four core skills area.

- ❑ **Skill Development Strategies** – Learn strategies and tactics for enhanced personal and social competence which can be applied professionally and personally.

- ❑ **Application of EQ Strategies** – Goal setting and individual development planning based on the principles of the course.

- ❑ **How to Avoid Becoming Emotionally Hijacked** – How to stay in dialogue when you are angry, scared, or hurt----discover how your stories justify your behaviors; eliminate victim, villain, and other helpless stories to improve results!

Program Title	*Critical Levers of Leadership*

Description

This two-day program is a more advanced approach to leadership. It provides both useful ideas and practical tools to improve overall leadership effectiveness. Whatever pressures and opportunities, this program will provide useful new skills, insights, and tools that are critical levers of leadership.

What participants will achieve?

- ❑ An understanding of the critical levers necessary for effective leadership.
- ❑ Tools to understand and appreciate different personality types.
- ❑ An understanding of the Core Group Theory.
- ❑ A powerful model to help navigate the hidden pathways in your organization to facilitate effective change.
- ❑ An appreciation of different styles of managing conflict.
- ❑ Skills in applying conflict management tools.
- ❑ An understanding of the five dysfunctions of a team and how they can impact organizational effectiveness.
- ❑ A comprehensive understanding of trust – what it is and what it is not.
- ❑ Tools to evaluate the extent to which your personal behavior indicates that you trust (or distrust).
- ❑ Powerful and practical techniques for increased teamwork, productivity, and group cohesiveness.
- ❑ Skills for working effectively with people are from different generations.
- ❑ Understand the importance of personal responsibility in promoting respect in the workplace.
- ❑ Insights into the power of mentoring relationships to better manage intellectual capital in organizations.

- **Understanding Your Leadership "Profile"** -- Discussion of various leadership factors and how they impact the way you lead your team.

- **Personality Types** -- How to recognize, appreciate, and communicate effectively with other personalities.

- **CORE Group –** An understanding of the "people who really matter" and how every organization is continually acting to fulfill the perceived needs and priorities of its Core Group members.

- **Political Strategy Execution Model** – An effective tool for selling organization development and change.

- **Your Conflict Management Style** -- Learn about your personal style as well as the five other conflict styles and how they affect you.

- **TEAM Dysfunctions –** How to recognize and understand the five dysfunctions of a team and how if not addressed can hinder workplace performance.

- **Trust** - An in-depth understanding of trust – what it is and what it is not – and why it is important in organizations.

- **Trust: The Ultimate Test** – How to recognize and evaluate the extent to which your own personal behavior indicates that you trust another person.

- **Factors Impacting Trust** - Identifying the various factors that contribute to our decision to trust another person: our individual tendency to trust, our history or experience with the other person, our perception of that person's ability to follow through on commitments, how alike or different we are, and our relative power or authority.

- **Generations and Their Planets** – Strange galaxies with odd behaviors. That is what you and your team will discover on this experiential journey to see these "aliens" up close.

- **Understanding Generational Values** – Let's face it, all of our life experiences affect who we are and how we behave at work. You will gain a firm understanding of coterminous values as well as points of extreme differentiation.

- **M.E.E.T. model to promote a "mutual respect" working environment.** -
  - Make time to discuss
  - Explore differences
  - Encourage respect
  - Take responsibility

- **Mentoring Relationships** – An understanding of the importance of mentoring relationships in organizations and how they improve succession planning and help develop future leaders.

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Program Title	*Driving Performance through Balanced Scorecard*

Description

Are you missing opportunities to capture key measurements in addition to traditional financial measures? Are you having trouble holding your leaders accountable? Do you see employees making short-term decisions? Do you see people pulling in opposite directions versus pulling together to achieve common goals? If you answered "yes" to one or more of these questions, then you need to attend this program.

This program provides a structured approach for driving performance by aligning an organization's strategic plan, goals, and objectives through use of the Balanced Scorecard method. Balanced Scorecard creates alignment of resources around key organizational and department measures and provides leadership with tools for accountability. It also allows individuals to make decisions that are in the long term interest of the organization and identifies development opportunities that align with the needs of the organization. Balanced scorecard gets everybody pulling in the same direction.

What participants will achieve?

❑ Learn the Balanced Scorecard perspectives that drive organizational performance.

❑ Learn how to implement the Balanced Scorecard in your organization.

❑ Develop key organizational goals for each Balanced Scorecard perspective.

❑ Learn how to translate balanced scorecard measures into department goals and individual performance standards.

What participants will learn?

❑ **Balanced Scorecard Components** – Learn the four perspectives of the Balanced Scorecard, which constitute the central drivers of shareholder value creation: *Financial*, *Customer*, *Internal Business Process* and *Learning & Growth*.

❑ **Criteria Measures** – How to determine what should be measured under each perspective

❑ **Designing & Implementing Your Balanced Scorecard** – Learn how to develop a plan that incorporates critical success factors for you and your organization's long-term viability.

❑ **Cascading it Down** – The crux of the Balanced Scorecard method is a systematic process to motivate, measure and reward people for their performance in adherence to an organization's strategy. Learn how to cascade the organizational measures down into department goals and individual performance standards.

Program Title   *Communication & Relationship Strategies*

Description

This program provides insight into your motivators, behaviors, and actions, as well as those people around you. Applying this knowledge will increase interpersonal skills and greatly improve your communication with your professional and personal relationships. This program is valuable to anyone and everyone because you will learn in-depth about yourself and how to skillfully deal with those unlike yourself.

What participants will achieve?

- ❑ Improved interpersonal communication skills.
- ❑ A better understanding of yourself.
- ❑ Increased confidence in your personal strengths.
- ❑ The ability to look beyond incorrect perceptions people have of each other.
- ❑ A better understanding of the strengths and weaknesses of others.
- ❑ Insights into how to maximize potential in yourself and others.

What participants will learn?

- ❑ **Personality Traits** -- How they influence the way you think, plan, listen, generate ideas, process information, take risks, carry out job responsibilities, deal with change, and interact with people.
- ❑ **Recognizing Non-Assertive, and Aggressive Behaviors** -- How to adjust your communication style to best meet the needs of the other person.
- ❑ **Effective Communication Principles** -- Learn the necessary elements of communication to build a connection between yourself and the receiver.
- ❑ **Their Way vs. Your Way** -- How to understand and appreciate the different traits and work styles of others and communicate effectively.
- ❑ **Enhanced Relationships** -- Learn the strengths, weaknesses, motivators, and deal breakers of the various personality types.
- ❑ **Techniques to Diffuse Negative Behaviors** -- Learn how to effectively deal with complainers, know-it-alls, sarcastic people, and passive-aggressive behaviors.

Program Title	*Understanding the Dynamics of Critical Conversations! How to communicate when the Stakes are High!*

Description	*Critical Conversations training teaches individuals and teams from different backgrounds, departments, and professional responsibilities how to willingly and effectively shine the light on issues or concerns and to openly discuss ideas in a way that leads to virtually everyone buying into decisions---creating broad organizational alignment, maximizing synergy, and ensuring commitment to great ideas! When taught, these skills inevitably result in rapid, sustainable, and wide-reaching positive changes in the results that organizations care about the most!*

What participants will achieve?

- ❑ A clear understanding of what separates critical communications from everyday communications.
- ❑ A clear and methodical approach to dealing with tough conversations.
- ❑ Skills in applying critical communications concepts.
- ❑ Improved ability to communicate when danger is looming!

What participants will learn?

- ❑ **Jump Start the Heart** – How to stay focused on what you really want; how to work on me first; understand how motives change when communications turn critical.
- ❑ **Your Breakthrough Communication Style** – Silence or violence? Learn your personal style under stress as well as the five other styles and how they affect you and the conversations you are attempting.
- ❑ **Get off the Dance Floor and On the Balcony** – Identify the warning signs that indicate safety is at risk. Step out of your conversation and notice how to make it work.
- ❑ **Making it Safe** -- Improving rapport and maintain mutual purpose and respect. Clearly recognize when you are at cross-purposes.
- ❑ **How to Avoid Becoming Emotionally Hijacked** – How to stay in dialogue when you are angry, scared, or hurt----discover how your stories justify your behaviors; eliminate victim, villain, and other helpless stories to improve results!
- ❑ **Move to Action** – Participants will have to work through several scenarios to help build the skills to avoid danger and reach consensus when danger is looming.

Program Title   *Advanced Supervisory & Management Skills*

Description

This program is a more advanced approach to management theories and practices (and participants should have a firm grasp of managerial/leadership skills prior to taking this program). It provides both useful ideas and practical tools to improve overall supervisory and management effectiveness. Whatever pressures and opportunities, this program will provide useful new skills, insights, and tools.

What participants will achieve?

- ❑ An understanding of the evolving role, impacts, pressures, and opportunities for managers & supervisors.
- ❑ Tools to understand and appreciate different personality types.
- ❑ Skills and insights to understand your own preferences and biases.
- ❑ One-on-one communications skills for giving criticism constructively and listening.
- ❑ Group communication skills, running better meetings, using consensus, and creative problem solving.

What participants will learn?

- ❑ **Boss vs. Leader** -- An in-depth understanding of the various aspects of being a leader.
- ❑ **Job Satisfaction** -- The core of job performance and how to improve your own and your subordinates.
- ❑ **Understanding and Developing an Effective Management "Style"** -- Impact of various   leadership approaches-understanding and using the right style.
- ❑ **Personality Types** -- How to recognize, appreciate, and communicate effectively with other personalities.
- ❑ **One-on-One Communication Skills** -- Practical tools for communicating more comfortably and effectively, emphasis on listening skills, collaboration tools, and a positive assertive approach.
- ❑ **Managing Priorities** -- Developing an approach to time management that matches your personality preferences, biases and blind spots.
- ❑ **Performance Management** -- Coaching and counseling skills, and why to give frequent quality time to subordinates in performance discussions.

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Program Title	*High Impact Coaching Skills*

Description	*This program is about developing solid coaching skills for enhanced productivity and team growth. Coaching is essential in order to motivate people who work for you or that you work with, to inspire them to function at their peak level of performance and get the business results you need. This program will teach a coaching model which can be used as a practical and effective way to improve people results.*

What participants will achieve?	- An understanding of targeted coaching tools to deal with specific situations you face. - Increased proficiency in dealing with performance issues. - A new or enhanced skill set to coach others to reach their goals and accomplish work results faster, easier, and with less conflict. - The knowledge of how your style and your current skills impact your effectiveness as a coach with the ability to take yourself to the next level. - Structure and models to implement to gain immediate rapport, change behavior, and influence others to want to improve.

What participants will learn?	**Coaching Mindset** – A shift in thinking towards coaching for peak performance vs. managing and supervising the work of others. **Coaching Warm-up** -- Regardless of your current coaching skills set, take yourself to the next level of coaching skills by learning or enhancing your techniques or skills. **Managing Poor Performers** -- Developing an approach to identify "why" a person is not performing at the standards and how to coach them to achieve results. **Performance Management** -- Coaching and counseling skills, and why to give frequent time to subordinates in performance discussions. **Developing your Successor** -- Mentoring your "right hand" person, how to empower them, and take their performance to the next level.

TODD ARWOOD
PERFORMANCE PARTNERS

Program Title	*How to Get From Conflict to Confrontation to Resolution*

Description	*Conflict is a fact of life. While most people perceive conflict as a negative thing, conflict is necessary and helps propel relationships to new levels of understanding and common ground. The problem usually stems from how the conflicting situation is handled. This highly interactive program will help you strengthen your ability to work creatively with all types of conflict and improve your effectiveness in interpersonal relationships at work and home.*

What participants will achieve?	❑ An operational definition of conflict. ❑ An appreciation of different styles of managing conflict. ❑ Skills in applying conflict management tools. ❑ Improved ability in using communication, listening, and feedback.

What participants will learn?	❑ **Background Information about Conflict** -- Examining the basic shape of conflict, identifying the dynamics of conflict behavior, and the elements of cooperative and competitive conflict. ❑ **Your Conflict Management Style** -- Learn about your personal style as well as the five other conflict styles and how they affect you. ❑ **Symptoms of Conflict** -- Identifying key psychological dynamics of conflict behavior and recognizing warning signs of conflict. ❑ **Skills in Managing Conflict** -- Improving communication, listening, feedback and creative problem-solving skills to help you manage conflict more effectively. ❑ **Conversation Road Map** -- By following an organized outline, you will be confident and comfortable addressing the issues. This process maximizes time and keeps the conversation focused on resolution. ❑ **Creating an Action Plan** -- Developing and testing hands on application plan that helps to manage conflict more effectively.

TODD ARWOOD
PERFORMANCE PARTNERS

Program Title	*Training Skills for the Non-Trainer*

Description

Unfortunately most companies do not have a standardized or formal approach to training new team members or for cross training current ones. This program will help anyone who is responsible for teaching others, in any setting, to prepare and to deliver effective, results-oriented instruction.

What participants will achieve?

- The ability to prepare and deliver any type of one-on one or group training with successful results.
- Greater job satisfaction, added value and visibility in your organization, and potential career growth opportunities.
- The confidence to know that you are correctly teaching the person the way they learn best.

What participants will learn?

- **The Basics of Adult Learning Theory** -- How to apply it to the design and delivery of any training activity to assure success.
- **The Four-Step Process** -- Saves training time and increases the effectiveness of one-on one instruction.
- **Understanding the Three Learning Styles** -- How to identify which "mode" best fits the trainee and how to tailor the four-steps to best accommodate their needs and get them up to speed faster.
- **Feedback** -- Learn how to properly address strengths and weaknesses, as well as the use of goal setting as a tool to bolster performance.

We have an entire series of programs to develop your trainers.

TODD ARWOOD
PERFORMANCE PARTNERS

Program Title	**Speak with Confidence-Improving Your Presentation/Facilitation Skills**

Description

If you are ever called on to present in front of a group—you need this program. Whether it is a department meeting, informal or formal presentation we will equip you with the skills to speak and conduct yourself like a seasoned professional. This program provides strategies, coaching, and practice in developing your presentation and facilitation skills. The session includes two videotaping segments, one prior to the session and one after to evaluate the application of the skills taught.

What participants will achieve?

- Awareness of your strengths and maximizing them to develop your unique, successful style.
- More enthusiasm in your delivery and more focus, logic, and organization in your content.
- Time to plan, prepare, and rehearse before giving a 5-minute presentation in class based upon the course principles.
- A comprehensive evaluation of your strengths and opportunities for growth.

What participants will learn?

- **Projecting Credibility** -- The most under-utilized asset in presentations: being in control and providing leadership, handling speaker fright professionally
- **5 Presentation Principles** -- Learn the key principles of a successful presentation.
- **Techniques to Promote Effective Dialogue** -- The difference between discussion and dialogue, and why dialogue is essential in-group sessions.
- **Beginning with Impact** -- Practical tips for a strong beginning, the importance of the first minute, beginning before you begin.
- **Knowing Your Audience** -- Preparing your presentation so that it meets your audience's needs and expectations, including adult learning issues to involve your audience.
- **Saying What You Have to Say** -- A process for defining your purpose clearly and focusing your message to support your main objectives, keeping your presentation audience-centered.
- **Listening Skills –** Learn the four types of listening acknowledgments to better connect with your audience and make your presentation more personal and less stuffy.

TODD ARWOOD
PERFORMANCE PARTNERS

Program Title	**How to Interview & Select the Best People**

Description	*This program provides advanced methods and techniques that will develop a guaranteed success rate in selecting the best most qualified candidates for the job, your department, and your organization. During this session, you will learn a new "cutting-edge" technique for making the right hiring decision every single time. Because the costs associated with a "bad hire" is so high, this program will pay for itself!*

What participants will achieve?	❑ The ability to conduct better interviews.
	❑ The insight to plan interviews and be thoroughly prepared.
	❑ Which questions will insure your selection of the best candidates?
	❑ Behavioral questioning techniques.
	❑ Powerful and practical interview techniques that avoid problems, streamline the process, and allow you to hire the best.
	❑ The ability to determine whether a candidate is a solid match for the job.

What participants will learn?	❑ **Interview Model** -- To establish an interview structure and format in order to structure an effective hiring process.
	❑ **Sharpen Interviewing Skills** -- With "hands-on" interviewing practice (role playing) while receiving coaching on your technique.
	❑ **Interview Strategies** -- Learn in-depth the behavioral approach to interview.
	❑ **Ask the Right Questions** -- Develop effective targeted questions to select the best candidate and focus on factors and information necessary to assess the candidate's skills, background, and personality fit.
	❑ **Match Strategic Business Needs** -- Master the strategies necessary to hire the right people to match your organization's strategic business direction.
	❑ **Legal and Illegal Questions** -- Learn how to handle sensitive areas safely and correctly.

Program Title	Best Practices for Managers

Description	This is a two-day workshop covering the essential skills which managers need in order to be effective and successful in their role. From a basic understanding of "what management is" to communication essentials, how to delegate, lead and motivate, coach, and evaluate staff. This program will teach these skills and enhance the managerial effectiveness for continued growth and business results.

What participants will achieve?

- ❑ A firm understanding of what management entails.
- ❑ The ability to communicate effectively with peers, and upper management.
- ❑ The ability to understand and facilitate change.
- ❑ The ability to better manage time through delegation and planning.
- ❑ An understanding of how to lead, motivate, and evaluate staff.

What participants will learn?

- ❑ **How Management is Different than Leadership** – Most people believe a manager is a leader. This portion will elaborate on the details of each and how they are different.
- ❑ **Motivating the Workforce** -- Understand what makes employees "tick", "motivators" vs. "dissatisfiers"-goal setting as well as self-motivation.
- ❑ **Understanding and Developing an Effective Management "Style"** -- Impact on various leadership approaches-understanding and using the most effective leadership style.
- ❑ **Effective Communication** -- Steps in effective communications, learning to listen-communicating with "difficult people", peers, employees, and bosses.
- ❑ **Performance Incident Reports** -- We will provide participants with several tools to measure and document the performance of your team to better enhance productivity and results.
- ❑ **The Leader as Coach** -- Learn effective training and counseling skills-using documentation for improved results.

TODD ARWOOD
PERFORMANCE PARTNERS

Program Title	*Developing Time Management Skills through Effective Planning, Delegating and Organization*

Description	*This program will help you to develop a step-by-step action plan and use the latest tools for accomplishing your important goals, objectives, and activities-such things as daily people interruptions, phone calls, paperwork, electronic mail, and daily planning.*

What participants will achieve?

- ❑ The ability to plan and organize daily activities to concentrate on the payoffs that result from effective productivity.
- ❑ Use of techniques for turning long-range goals and "To-Do's" into action items.
- ❑ A better understanding of delegation-the reasons why it is important, as well as what to delegate and what not to delegate.
- ❑ A clear understanding of the time management through planning your work, delegating tasks, and organizing the workload.
- ❑ Improved productivity.

What participants will learn?

- ❑ **Identifying Key "Time Wasters"** -- Many times a "time waster" cannot be solved completely, but the impact is has on your ability to control your time can be greatly reduced.
- ❑ **Assessing your Individual Level of Effectiveness in Planning, Delegating and Organizing** --- We will provide you with a tool to assess and analyze yourself in these three areas.
- ❑ **Writing a Business Plan** -- Learn how to: Identify key business opportunities and problems, analyze current situations, set goals, and write behavioral objectives.
- ❑ **Incorporating Plans into Daily Activities** --How to keep the plan from collecting dust by actually turning it into a working "living" document.
- ❑ **Enhanced Delegation Skills** --When, what and to whom should you delegate. How to effectively delegate and follow up to ensure maximum results.

Program Title	*Conducting Performance Assessments*

Description	*Most people are not trained on how to conduct effective performance appraisals. Conducting assessments is one of the most valuable managerial tools you have in your leadership toolbox to raise performance. This program will provide you the theoretical basis and hands-on techniques required to bring out the best in people. Plus, you will receive a variety of tools to help you follow up and monitor performance on a more consistent basis.*

What participants will achieve?	❑ The ability to plan and organize the necessary information for conducting performance assessments. ❑ How to establish a conducive atmosphere for assessments. ❑ How to conduct performance discussions that encourage an exchange of information and produce better results. ❑ A better understanding of Conversation Models. ❑ Tools and Models for performance monitoring and improvement. ❑ Use of techniques for dealing with the Difficult Employee.

What participants will learn?	❑ **Tips for Conducting Performance Assessments** -- From knowing the job to gathering and reviewing the pertinent information; tools to make you successful. ❑ **Rating Traps** -- We will discuss in detail how to avoid "central tendencies," the "halo effect," the "horned effect," and other rater biases. ❑ **Steps for Conducting the Assessment** -- Learn how to: plan around the individual needs, communicate the meeting in advance, setting the right climate, and how to follow up ❑ **Performance Incident Reports** -- We will provide you with several tools to measure and document performance throughout the year to avoid the tendency to evaluate the employee based upon the past few months. ❑ **Communicating for Positive Results** -- How to turn "clichés " into personal statements. As well as how to Tell, Sell, and Resolve to produce positive results.

TODD ARWOOD
PERFORMANCE PARTNERS

Program Title	*Developing Exceptional Customer Relations*

Description

Excellent customer service is a bottom-line issue. When quality customer service is provided, everyone is happy. The concept sounds simple enough, so why are exceptional customer service experiences so rare? This half-day seminar will help refocus and re-channel your energies to go above and beyond the call of duty.

What participants will achieve?

- ❑ An operational definition of exceptional customer service.
- ❑ How to deliver the promise.
- ❑ An understanding of what customers want and need.
- ❑ How to recover when mistakes are made.

What participants will learn?

- ❑ **Identifying Exceptional Service** - Many times people forget to live up to the promises stated in the mission statement. We analyze the mission and determine "how to" go above and beyond to deliver exceptional service.

- ❑ **Delivering the Promise** – When you follow these four key guidelines, the results will be more satisfied customers, both internally and externally.

- ❑ **Establishing Rapport** – Rapport is a hard thing to create. In today's environment, this is a critical skill which must happen quickly. We will teach you how to get it, build it, and maintain it. From the initial greeting to on-going communication, we will help you feel more comfortable.

- ❑ **Recovering from Mistakes and Mishaps** – Mistakes are inevitable. The key is how you recover from the situation. When you follow our model, you will be able to recover with ease and skill. And when you use the "plus one" formula, you will keep the customer coming back for more.

Full Day Program also available….contact us for details.

TODD ARWOOD
PERFORMANCE PARTNERS

Program Title	FISH C.A.M.P. (based on the book FISH)

Description

This program is focused on covering four key principles which impact organizational productivity, effectiveness, and change. The program is based upon the popular business book called Fish. From how to choose a great attitude, deliver exceptional customer service, be more accountable, to being motivated to do the absolute best job possible. FISH camp will give you the spark needed to accomplish more with fewer resources.

What participants will achieve?

- ❑ Analysis of how your attitude impacts your mood and perception of everything at work.
- ❑ The ability to enhance your energy at work through applying personal accountability.
- ❑ An enhanced understanding of how to deliver better customer service internally and externally.
- ❑ How to enhance your work environment by taking control over the elements which energize and inspire your workplace atmosphere.

What participants will learn?

- ❑ **Choosing Your Attitude** –– Understand how your mood is the result of your experience, not the effect. As well as how attitude is a matter of choice not chance.
- ❑ **Accountability** --- How to apply the "QBQ" technique to reduce stress and bolster your energy at work. When you practice personal accountability, you will find yourself less stressed, more productive, and thinking like a true winner.
- ❑ **Motivating Yourself to Achieve More** – What specific things would you do to make the workplace more fun and exciting? With managements support, FISH C.A.M.P. will allow you to do just that.
- ❑ **Delivering Exceptional Customer Service** –Learn the six basic needs of both your internal and external customer. As well as how to respond effectively when errors are made.

From 1 hour to 20 hours of training…people love this program!

Program Title	*Personal Accountability*

Description	*Have you ever heard it said that a poor sailor blames the wind or a poor worker the tools? Or have you been told "there's nothing I can do about it". If your answer is 'yes,' you may have been witnessing a lack of personal accountability. This workshop will stop victim thinking through teaching the powerful Question-Behind the-Question or the "QBQ" technique. From developing a "I-Inc." perspective towards work, to mastering the courage needed to facilitate change in yourself and others. The result will be more energy, better productivity, and less finger pointing.*

What participants will achieve?	❑ A clear and concise understanding of what Accountability means. ❑ How to be more accountable for their own actions in terms of customer service, motivation, and achieving business objectives. ❑ A better understanding of self-directed development.

What participants will learn?	❑ **The QBQ Technique** – The Question-Behind the-Question (QBQ) is a simple three part process that shifts the focus from blaming others to fixing the problem yourself. The QBQ technique is the cornerstone for developing Personal Accountability. ❑ **Five Types of Courage** – Accountability can only be executed if a person has courage. From creative courage to quality courage to change-resistance courage—we will discuss in detail the key characteristics of each and how to develop your own courage. ❑ **Snake Chasing** – Often times, we are chasing snakes versus dealing with the poison. To separate the two enables you to frame the problem objectively but more importantly eliminate the poison from your operations. ❑ **Putting Accountability into Action** – Round table exercises on how to transfer the information presented into an actionable plan to increase staff motivation and deliver outstanding customer service each and every day.

Program Title   *Understanding and Dealing with Difficult People*

Description

If you're frustrated by all the time-wasting aggravation that whiners, back-stabbers, know-it-alls, foot-draggers and other negative personalities cause in your workplace, this one-day workshop is for you! Find out why difficult people behave the way they do, and discover a powerful set of coping strategies that will help you deal with them more easily f and with better results f than you ever dreamed possible. You'll learn how to identify and handle the 10 most common types of difficult people, how to neutralize the typical tactics and weapons difficult people use, and how to minimize the effects of negative behavior. After this program you and your staff will be better equipped to: Understand the difficult people in your lives; Learn how they think, what they fear, why they do what they do; Understanding difficult people makes them less frustrating; Know specifically what to do and say. At this session, you'll concentrate on here's-how-to-do-it techniques. You'll leave knowing how to use these techniques in specific situations, with all types of difficult people. Be less of a target for difficult people. Look at the difficult people in your life. Chances are, at least one person manages to get along with them. You can too. Learn how to derail problem people and teach them to treat you with respect. Bring out the best in people. Let's face it, nobody's difficult all the time (and everybody's difficult some of the time). Your new skills will help you reinforce the most positive behavior in everyone -- at work and at home.

What participants will achieve?

- ❑ **The Know-It-Alls**. They're arrogant, and usually have an opinion on any issue. When they're wrong, they get defensive.

- ❑ **The Passives**. These people never offer ideas, or let you know where they stand.

- ❑ **The Dictators**. They bully and intimidate. They're constantly demanding and brutally critical.

- ❑ **The Yes People**. They agree to any commitment, yet rarely deliver. You can't trust them to follow through.

- ❑ **The No People**. They are quick to point out why something won't work. Worse, they are inflexible.

- ❑ **The Complainers**. Is anything ever right with them? They prefer complaining to finding solutions.

What participants will achieve?

- ❑ **Understand the difficult people in your lives** - Learn how they think, what they fear, why they do what they do. Understanding difficult people makes them less frustrating.

- ❑ **Know specifically what to do and say** - At this seminar you'll concentrate on here's-how-to-do-it techniques. You'll leave knowing how to use these techniques in specific situations, with all types of difficult people.

- ❑ **Be less of a target for difficult people** - Look at the difficult people in your life. Chances are, at least one person manages to get along with them. You can too. Learn how to derail problem people and teach them to treat you with respect.

- ❑ **Bring out the best in people** - Let's face it, nobody's difficult all the time (and everybody's difficult some of the time). Your new skills will help you reinforce the most positive behavior in everyone -- at work and at home.

- ❑ **Techniques to Diffuse Difficult People** -Learn how to effectively deal with Dictator Dick, Bobby Backstabber, Constance Complainer, Freida Fencesitter, Tommy Tightlip, and Sally Sarcasm.
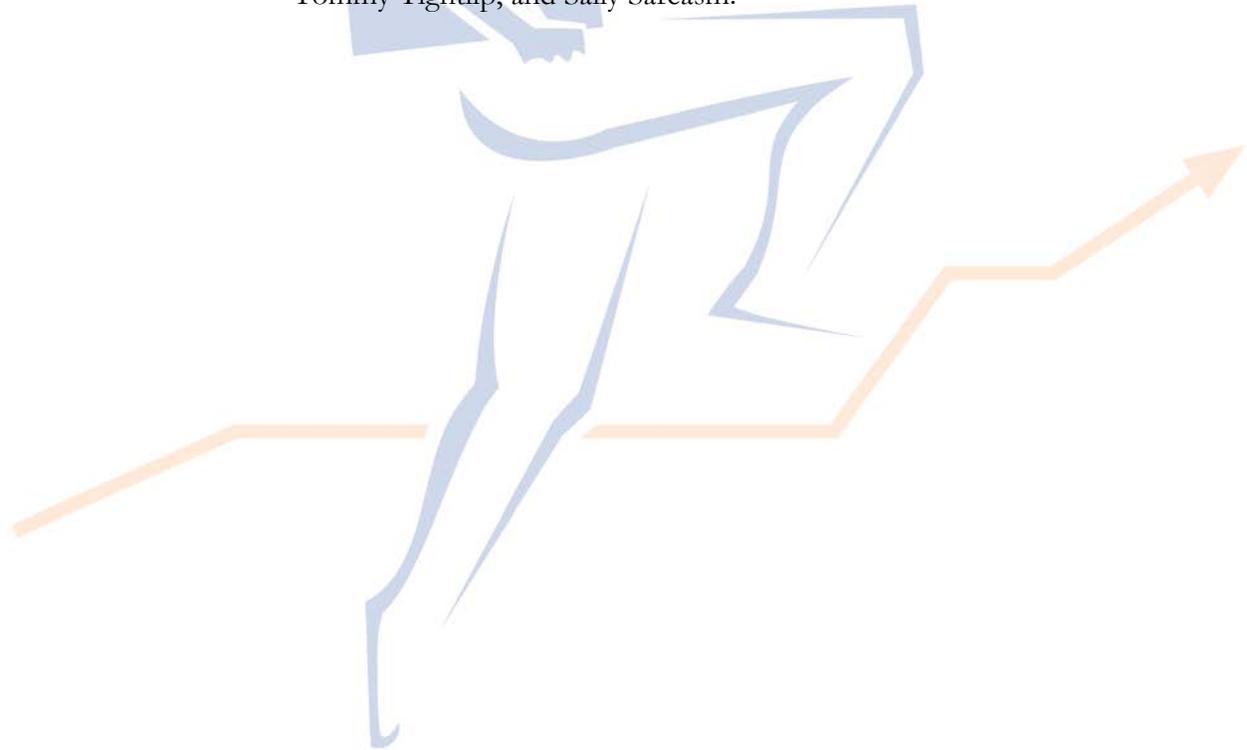
Program Title	**Generations at Work**

Description

Managing Generations at Work is intended to help you bridge the gap or, more accurately, gaps between people of different ages who work at your company. What's so vexing about the workplace is that four different groups are vying for roles and recognition. There are the veterans, Boomers, Xers, and the Nexters. The people in each cohort, have more in common than just their age: they share memories of the same world-shaping events, the same childhood heroes, the same early work experiences. Learning about differences may be fun. But learning about cooperation is useful. And it's here that this program becomes a valuable tool.

What participants will achieve?

- ❑ A clear understanding of the evolution of various age groups in our society.
- ❑ Insight into key historical events which helped shape the morals, values, and behaviors of the various generations.
- ❑ Powerful and practical techniques for increased teamwork, productivity, and group cohesiveness,
- ❑ Skills for working effectively with people are from a different planet, uh, I mean generation.

What participants will learn?

- ❑ **Generations and Their Planets** – Strange galaxies with odd behaviors. That is what you and your team will discover on this experiential journey to see these "aliens" up close.
- ❑ **Understanding Generational Values** – Let's face it, all of our life experiences affect who we are and how we behave at work. You will gain a firm understanding of coterminous values as well as points of extreme differentiation.
- ❑ **Strengthening Employee Relationships** – Once you have a better understanding of the way "they" think, you will be armed with powerful techniques to better deal with the person and the situation.
- ❑ **Common Points of Interest** – Regardless of your generation or the planet you are from, we all have some basic needs and expectations. During this portion we will focus our energies on how much we have in common versus the differences.

TODD ARWOOD
PERFORMANCE PARTNERS

Program Title	*M.E.E.T. On Common Ground: Speaking Up for Respect in the Workplace*

Description	*Teach employees to recognize and respond to inappropriate or illegal situations professionally…and with respect. This program provides practical skills that all of your employees can use to create a respectful and inclusive workplace. Unlike many programs that focus on high-level "strategic" theories concerning diversity and inclusion management, M.E.E.T. on Common Ground is a "ground-zero" tactical approach. By focusing on understanding and communication, this program will teach your employees how to recognize and respond to any situation professionally and with respect.*

What participants will achieve?	❑ Contribute to an exciting, positive workplace that is free of harassment.
	❑ Understand the benefit of mutual respect.
	❑ Understand the importance of personal responsibility in promoting respect in the workplace.
	❑ Use the four steps in the M.E.E.T. model to promote a "mutual respect" working environment. - Make time to discuss - Explore differences - Encourage respect - Take responsibility

What participants will learn?

❑ **Speaking Up for Respect in the Workplace** – Help teach people how to recognize, respond to, and resolve difficult interactions that can stem from individual and cultural differences.

❑ **Create a Workplace Where People Want to Come - and Stay** – This objective is the foundation for many organizational initiatives. It seems simple enough, but in reality it can be difficult to achieve. The reason is that it requires more than the issuance of a policy, program, set of regulations, or laws. It takes people; people with a common understanding, common skills, and common goals that are willing and able to "meet on common ground" in order to create an environment that works for everyone!

❑ **M.E.E.T. on Common Ground** – Provides your employees with the tools and techniques necessary to create and maintain a respectful workplace. When people believe that who they are and what they do is respected; conflict, tension, complaints, grievances, lawsuits, and turnover go down – while retention, morale, and productivity go up. The end result is a workplace where people want to come – and stay.

TODD ARWOOD PERFORMANCE PARTNERS

Program Title — *Performance Management in Action*

Description — *This program is a series of sessions specifically designed to help increase the productivity and morale of the people you supervise. By blending High-Impact Coaching Skills, Formative Feedback, and a dash of supervisory skills, you get a perfect remedy for the performance issues faced by every supervisory person in all organizations.*

What participants will achieve?

- ❑ Increased proficiency in dealing with performance issues.
- ❑ A new or enhanced skill set to coach others to reach their goals and accomplish work results faster, easier, and with less conflict.
- ❑ A better understanding of Conversation Models.
- ❑ Tools and Models for performance monitoring and improvement.

What participants will learn?

- ❑ **Coaching Mindset** – A shift in thinking towards coaching for peak performance vs. managing and supervising the work of others.
- ❑ **Performance Management** -- Coaching and counseling skills, and why to give frequent time to subordinates in performance discussions.
- ❑ **Performance Incident Reports** -- We will provide participants with several tools to measure and document the performance of your team to better enhance productivity and results.
- ❑ **The Leader as Coach** -- Learn effective training and counseling skills-using documentation for improved results.
- ❑ **Communicating for Positive Results** -- How to turn "clichés " into personal statements. As well as how to Tell, Sell, and Resolve to produce positive results.

Program Title   Formative Feedback: How to Give & Get Performance Feedback

Description

In today's work environment you face many challenges regardless of where you are on the corporate ladder. Managers lack the courage to give specific and timely feedback to employees (& vice-versa) and so consequentially the employees fail to address team performance issues with each other. During this informative session, you will learn the critical skills necessary to give anyone you deal with specific, opportunity building feedback.

What participants will achieve?

- An understanding of how to conduct positive & meaningful performance discussions.
- The key elements to maintaining a person's self-esteem.
- An understanding of the basic psychological needs of an individual during a feedback session.
- A model to use for continuous improvement.

What participants will learn?

- **The Psychology of Feedback** – When you understand how a person responds to feedback, you will be better armed to give it.
- **Steps for Giving Feedback** – When you follow our four step process, you can be confident that you have done everything possible to ensure a fair and meaningful exchange.
- **Communicating for Positive Results** -- How to turn "clichés " into personal statements. As well as how to Tell, Sell, and Resolve to produce positive results.
- **Conversation Road Map** -- By following an organized outline, you will be confident and comfortable addressing the issues. This process maximizes time and keeps the conversation focused on resolution.

| **Program Title** | *Masterful Mentoring for Organizations* |

Description

Within the next 5 to 10 years, more than 76 million baby boomers are scheduled to retire. Is your organization prepared for the exodus? Mentoring is one way that organizations can successfully transition employees through this change. Today, organizations are challenged to not only identify the "high potentials" for specific leadership positions, but also to retain them. For this reason and many others, mentoring is rapidly becoming recognized as a highly effective worldwide human resource development process. We (TAPP, Inc.) can help your organization establish, administer, and evaluate an effective mentoring program. Contact us to find out how to make mentoring work for your organization!

What the organization will achieve?

- ❑ **Improved succession planning and development of future leaders** – Provides a concrete way to move people into higher level jobs as well as be a career development tool for future leaders.

- ❑ **Ability to meet diversity goals** – Increases awareness of the varying cultural backgrounds and needs within the organizational.

- ❑ **Replacement of an aging workforce** - Shortens the typical development cycle of future leaders.

- ❑ **Faster induction of new employees** – Reassurance of a solid organization that takes care of its employees as well as a guide to the company culture.

- ❑ **Improved communications** – Increases awareness of organizational perspectives across departmental functions.

- ❑ **Improved management and staff relationships** – Challenges senior employees to rethink their management philosophies and methods and benefit from the new ideas of mentees as well as see their own leadership styles emulated in the organization.

- ❑ **Reduced labor costs** – Directs employees to positions in the organization that match their interests and skills saving the organization from costly turnovers.

- ❑ **Increased productivity** – Enhances productivity through performance planning and increased teamwork.

What mentors will achieve?

- ❑ **Improved ways of working with people** - Increases awareness of organizational perspectives across departmental functions.

- ❑ **Satisfaction of helping others in the organization develop and grow** – Creates a venue for senior employees to leave a legacy in the organization.

- ❑ **Development of a wider perspective of the organization and their work** – Stimulates new ways of thinking about organizational issues.

What mentees will achieve?

- ❑ **Confidence in themselves and their abilities** – Helps mentees succeed on the basis of their own competencies as well as assisting them in avoiding failure.

- ❑ **Increased productivity** - Enhances productivity through performance planning and increased teamwork.

- ❑ **Greater career satisfaction** – Produces a career development plan that addresses the exact needs of the mentee as well as helps them avoid careers that are unsuitable.

- ❑ **Development of a wider perspective of the organization and their work** - Stimulates new ways of thinking about organizational issues.

Program Title	*TRUST: Overcoming the First Dysfunction of a Team*

Description	*This program is designed to help individuals develop a deeper understanding of trust – what it is and how we express it – by evaluating the extent to which their personal behavior indicates that they trust another person. This program provides both useful ideas and practical tools to enhance the overall level of trust among organizational members.*

What participants will achieve?	❑ A comprehensive understanding of trust – what it is and what it is not. ❑ Tools to evaluate the extent to which your personal behavior indicates that you trust (or distrust). ❑ Insights into the major factors that affect the decision to trust or not to trust. ❑ Tools to develop a comprehensive Trust Improvement Plan to enhance the overall level of trust among organizational members. ❑ Identification of changes each person can make to enhance the level of trust in their work group relationships.

What participants will learn?	❑ **Trust** - An in-depth understanding of trust – what it is and what it is not – and why it is important in organizations. ❑ **Trust: The Ultimate Test** – How to recognize and evaluate the extent to which your own personal behavior indicates that you trust another person. ❑ **Factors Impacting Trust** - Identifying the various factors that contribute to our decision to trust another person: our individual tendency to trust, our history or experience with the other person, our perception of that person's ability to follow through on commitments, how alike or different we are, and our relative power or authority. ❑ **Understanding and Developing Ways to Build Trust** - Impact of various trust-enhancing actions that are within everyone's power to take. ❑ **Trust Improvement Plan** – Practical tools for developing a comprehensive Trust Improvement Plan to enhance the overall level of trust among organizational members.

TODD ARWOOD
PERFORMANCE PARTNERS

Program Title	*Servant Leadership: A Culture of the Heart*

Description	*This program provides insight into what it means to be a Servant Leader. It explores the ten critical characteristics essential to the development of Servant Leaders. It also provides an opportunity to gain a sense of your own development as a Servant Leader. Applying this knowledge will help create a better, more caring, organizational culture.*

What participants will achieve?	❑ An understanding of what it means to be a Servant Leader.
	❑ The ability to determine your own development as a Servant Leader.
	❑ An understanding of the differences between a Self-Serving Leader and a Servant Leader.
	❑ An understanding of the natural reactions people have to change and how Servant Leaders can help ease the transition.
	❑ Insights into how to adopt a Servant Leader Point of View.

- **Ten Characteristics of Servant Leadership** - Learn the characteristics that are of critical importance to the development of Servant Leaders.

- **Servant Leadership Model** - Learn the three dimensions of Servant Leadership; Thinking, Feeling, and Doing which include the head, heart, and hands.

- **Self-Assessment of Servant Leadership Profile** - Learn how to gain a sense of your own development as a Servant Leader.

- **Law of Psychological Reciprocity** - Learn how this phenomenon becomes activated when people engage in the process of serving.

- **Self-Serving Leaders vs. Servant Leaders** – Learn the differences between a Self-Serving Leader and a Servant Leader and determine which one you are.

- **What's Your Leadership Ego?** – Learn how to determine where your Leadership Ego is currently functioning and how to alter it towards being a Servant Leader.

- **Seven Reactions to Change** – Learn how Servant Leaders can help ease the transition of organizational change.

- **Twelve Steps to Servant Leadership** – Learn the steps to follow with others in accountability relationships over time.

TODD ARWOOD
PERFORMANCE PARTNERS

Program Title	*Decision Making: How to Make the Right One Every Time*

Description	*This program provides techniques on how to resolve complex decision situations. Leaders will learn how to muster better emotional resources, overcome procrastination, clearly set objectives, apply reason, establish context, and de-layer complexity when making tough decisions. Applying this knowledge will help leaders excel in their role.*

What participants will achieve?	❑ Insights into the Key to Mastering Decisions. ❑ An understanding of the characteristics of a clear decision. ❑ An understanding of the five hurdles to Clarity. ❑ An understanding of how to attain the Clarity State and Clarity of Objective and of Constraints. ❑ An understanding of how to learn from your emotional cues. ❑ Insights into how to master the Clarity of Perspective and align with the right outcome.

What participants will learn?	❑ **Lightning Strikes: Reaching Clarity First, When It Matters Most** – Learn how to focus all your physical, mental, and emotional resources on the decisions that you have to make. ❑ **Conquering the Obstacles to Timely Decision-Making** – Learn how to overcome the 5 reasons executives fail to decide. ❑ **Clarity of Objective: Defining Your Decision** – Learn techniques to help understand and know exactly what you are trying to accomplish. ❑ **Emotions and Reason: You Need Them Both** – Learn how to not just acknowledge your emotions, but use them to your advantage. ❑ **Clarity of Perspective: Finding the Right Decision "Frame"** – Understand how to identify the right context for your decision. ❑ **Decision De-Layering: Peeling Away Complexity** – Understand how to simplify complex decisions by working through each critical element.

Program Title   *Whale Done!*

Description

We have to rely on and work with others in order to be productive and achieve results. The problem is many work environments are not conducive to positive relationships. Instead, they employ the GOTcha approach (catching people doing things wrong). If an employee makes a mistake, then someone else is waiting to catch the employee with a GOTcha! Many times, GOTcha is the result of our upbringing, is inadvertent, or is a result of a lot of programs that focus on fixing problems. This type of culture can be unproductive and self-defeating. While focused on the mistake, we are inadvertently reinforcing what we don't want to happen – the negative behavior. This program will help your entire organization increase productivity, improve employee morale, and achieve better results.

What participants will achieve?

❑ Insights into how to improve working relationships in order to become more productive and to achieve better results.

❑ Insights into how you can build trust, accentuate the positive, and when a mistake occurs, redirect the energy for a more productive outcome.

❑ Introduction to a clear, easy-to-use approach to help you discover the power of positive relationships and enable you to make more effective choices in your interactions with coworkers.

What participants will learn?

❑ **GOTcha Approach** – Understand how this approach can create an unproductive and self-defeating culture.

❑ **Build Trust** – Learn the keys to building trust in your work groups.

❑ **Accentuate the Positive** – Learn how to better focus on the things people do right versus the things they do wrong.

❑ **Redirect the Energy** – Learn how to redirect the energy when mistakes occur for a more positive outcome.

❑ **Whale Done! Approach** – This approach can have a dramatic and positive impact on your relationships with others. It is contagious and will help your entire department increase productivity, improve employee morale, and achieve better results. Learn a clear, easy-to-use approach that will help employees discover the power of positive relationships and enable them to make more effective choices in their interactions with coworkers.

TODD ARWOOD
PERFORMANCE PARTNERS

Program Title   How to Get Along, Get Noticed, and Get Ahead

Description

This program is for those wanting to know "How to Get Along, Get Noticed, and Get Ahead" in the workplace. "Get It" shows participants what it really takes to fit in and succeed in an organization. After this workshop, participants will understand the "unspoken truth" that attitude and personal behavior are vital to long-term success and the importance of being cooperative and respectful in the workplace. In addition, individuals that attend this program will learn how to shift a negative attitude into a positive attitude, demonstrate proactive behaviors, cope with change more effectively, communicate clearly, and listen actively.

What participants will achieve?

- An understanding of the "unspoken truth" that attitude and personal behavior are vital to long-term success.
- An understanding of how to shift a negative attitude into a positive attitude.
- Ability to describe proactive behaviors.
- An understanding of how to cope with change more effectively.
- Tools to aid in goal setting.
- An understanding of the importance of being cooperative and respectful.
- Tools to communicate clearly and listen actively.

What participants will learn?

- **Success Factor 1: Positive and Proactive Skills –** Learn how to develop a positive attitude and be more assertive in interactions with others.
- **Success Factor 2: Flexible and Accountable –** Understand the importance of having a "Can do" attitude versus a "Won't do" attitude.
- **Success Factor 3: Cooperative and Respectful –** Learn how to build more positive relationships.
- **Success Factor 4: Communicate Clearly and Actively Listen –** Learn techniques that will help you communicate more effectively and actively listen versus listening to respond.
- **My Plan for Success –** Learn how to create a plan for success to achieve personal career goals.

Program Title   Leading Change at Every Level

Description

Whether you're in the midst of a change effort or just planning one, you'll need Leading Change at Every Level. This program helps drive home the importance of individual behavior to the success of an overall change effort. It is ideal for leaders OR employees who:

- *Are currently leading a change effort and want to identify actions to assist the process;*
- *Want to evaluate their effectiveness leading a recent change;*
- *Are planning to lead a change effort in the near future.*

What participants will achieve?

- ❑ An understanding of behaviors associated with change.
- ❑ Tools to aid in development of change leadership skills and behaviors.
- ❑ An understanding of how to generate support for change efforts.
- ❑ Tools to improve ability to lead change.

What participants will learn?

- ❑ **Modeling the Change –** Learn how to effectively model the change by walking the talk.
- ❑ **Communicating About the Change –** Learn techniques that will help you to effectively communicate the change to all of the people who need to know.
- ❑ **Involving Others in the Change –** Learn how to involve others in the change in a way that produces the most benefit.
- ❑ **Helping Others Break fro the Past –** Change necessarily involves abandoning what we know for what promises to be a better future. Learn how to help others break from the past and embrace the future.
- ❑ **Creating a Supportive Environment for the Change –** Learn ways to create a supportive learning environment to ensure successful implementation of the change effort.

TODD ARWOOD
PERFORMANCE PARTNERS

Program Title	You Don't Need a Title to Be a Leader

Description

This program provides insights into how each of us can be a leader in our daily lives and make a positive difference, whatever our title or position. Participants will understand that genuine leadership is not conferred by a title or limited to the executive suite. Rather, it is shown through our everyday actions and the way we influence the lives of those around us.

What participants will achieve?

- ❑ Understand the key characteristics of titled and untitled leaders.
- ❑ The ability to take control of your life and make a positive difference.
- ❑ Understand the importance of caring about and listening to others.
- ❑ How to look for ways to encourage contributions and development of others rather than focusing solely on personal achievements.
- ❑ How to create a legacy of accomplishment and contribution in everything you do.

What participants will learn?

- ❑ **A Leader Is…** - Learn how to have greater impact on the world around you. You don't need a title to be a leader in life. Anyone at any level can learn to be a leader and help to shape or influence the world around them.

- ❑ **The Six Principles of Leadership** – Understand the importance of applying the six principles of leadership: The Power of Self-Mastery, The Power of Focus, Power with People, The Power with Persuasive Communication, The Power of Execution, and The Power of Giving.

- ❑ **Making a Positive Difference** – Everyone makes a difference. The choice we all have is whether we want to make a positive difference or a negative one. People who act as leaders understand that everything they do – and do not do – is significant. Learn how to convince others of the significance of your actions and understand that what we choose to do can improve, even if only in some small way, the quality of another person's day or life.

Program Title	*Understanding the Sixteen Types of Gifted Leaders*

Description

Developing winning teams is one of the greatest challenges for any organization. This course uses the MBTI® tool to gain insights into personalities and preferences to help teams reduce their dysfunction and capitalize on differences while utilizing individual strengths. In this program you'll move from a basic understanding of the applications of the MBTI instrument to using this tool to solve common team issues and enhance group performance.

What participants will achieve?

❑ Learn how to recognize your personality type and explore other types.

❑ Learn tips for communicating effectively with those whose personality types differ from yours.

❑ Improved interpersonal communication skills.

❑ Insights into how to maximize leadership potential in yourself and others.

What participants will learn?

❑ **16 Personality Types** – Deepen and apply knowledge of the 16 personality types to solve common team issues.

❑ **Assessing Your Specific Personality Type** – Through the completion of a personal self-assessment, you will learn about your specific personality type which details strengths, weaknesses, motivations, and how to best work with other types.

❑ **Team Dynamics** – Develop an awareness of your team's dynamics to improve communication and efficacy.

❑ **Leadership Styles** – Learn how to pinpoint your interpersonal strengths and weaknesses as a leader based on your MBTI type.

TODD ARWOOD
PERFORMANCE PARTNERS

Program Title	**Influencing with Integrity**

Description

If you walk the talk, practice what you preach, stand up for your beliefs, follow through on your promises-do what you say you will do-you and your organization will thrive. You will also be trusted, more powerful, more personally and professionally successful, have more loyal and committed people, and be more at peace with yourself. This session will provide tools and skills to help leaders build and sustain a leadership culture of integrity.

What participants will achieve?

- ❑ An understanding of what integrity means.
- ❑ An understanding of the "integrity dividend" concept.
- ❑ An understanding of how to manage your own behavioral integrity to build trust and credibility.
- ❑ Learn how to create a culture of accountability through an integrated approach to performance appraisals, training, coaching and incentives.

What participants will learn?

- ❑ **DWYSYWD** – The most important leadership lesson you'll ever learn.
- ❑ **Behavioral Integrity Drivers and Payoffs Model** – Discuss the factors that feed or challenge consistency of your actions.
- ❑ **Consistency Cues** - Understand the four factors that affect consistency cues of your integrity.
- ❑ **Six Box Model for Performance Management** – Learn the classification of all factors or influences that can impact performance.
- ❑ **Self-Survey About Keeping the Impeccability of Your Promise Keeping** – Learn how to track your progress on keeping commitment.

Program Title

Leading with a Passion

Description

Visionary leaders are the builders of a new dawn, working with imagination, insight, and boldness. They present a challenge that calls forth the best in people and brings them together around a shared sense of purpose. They work with the power of intentionality and alignment with a higher purpose. Their eyes are on the horizon, not just on the near at hand. They are social innovators and change agents, seeing the big picture and thinking strategically. This session will provide tools and skills to lead with a passionate focus on your organization's vision and customers.

What participants will achieve?

- ❑ Learn what a vision is and why it matters.
- ❑ Learn the properties of a good vision.
- ❑ Learn how to conduct a vision audit.
- ❑ Learn how to be a change agent and coach for your organization's vision.
- ❑ An understanding of the formula for visionary leadership.

What participants will learn?

- ❑ **Four Critical Roles for Effective Leadership** - Learn the factors that define the job of the Visionary Leader.
- ❑ **What Vision is NOT** – Understand what a vision can and cannot accomplish.
- ❑ **VISION Audit** - Learn how to gain momentum for your vision.
- ❑ **Change Agent for the Vision** – Learn the factors necessary for your organization to realize the vision.
- ❑ **The Prudent Visionary** - Learn how to avoid failures of vision.
- ❑ **The Formula for Visionary Leadership** – Discuss the criteria for making the difference.

Program Title
The Proactive Communicator

Description
Real leaders appreciate it when employees practice upward communication—taking the responsibility to communicate new ideas, innovations and better ways to get the work accomplished. This course offers practical and adaptive strategies for upward communication—as well as across and downward communication—to inform and influence others no matter where they fit in the organizational chart. Leaders will be given the training and facilitation skills they need to make this positive impact on the company. Whether it is a department meeting, informal or formal presentation, they will become equipped with the skills to speak and conduct themselves like seasoned professionals.

What participants will achieve?

❑ How to make accurate audience observations.

❑ Demonstrate listening skills through paraphrasing.

❑ Use appropriate questioning techniques

❑ Awareness of your strengths and maximizing them to develop your unique, successful facilitation style.

❑ A comprehensive evaluation of your strengths and opportunities for growth.

What participants will learn?

❑ **Projecting Credibility** -- The most under-utilized asset when facilitating: being in control and providing leadership, handling speaker fright professionally.

❑ **Knowing Your Audience** -- Preparing your facilitated session so that it meets your audience's needs and expectations, including adult learning issues to involve your audience.

❑ **Facilitation Skills** – Practice using facilitation skills including attending, listening, paraphrasing and questioning.

❑ **Problem Situations** - Discuss how to handle problem situations that may arise when facilitating.

| **Program Title** | *Strategic Thinking & Planning: Leaving it Better than You Found It!* |

| **Description** | *If you want to move from being a good manager to being a great manager, strategic thinking is imperative. Strategic thinking enables you to tap into the potential of your employees, understand the needs of your customers, and recognize your competition's game plan.* |
| | *This session offers key insights and ideas into the core skills of strategic thinking as well as actionable steps. Instead of being buried in your department's ongoing activities, you will become a valuable strategic thinker, an innovator, and a champion for change who adds value to your organization, your customers and your stakeholders.* |

What participants will achieve?	
	❑ Learn the 6 critical success factors for strategic planning and thinking.
	❑ Inspire and direct your team to greater readiness and competitiveness.
	❑ Use strategic thinking to add value to your organization by understanding and assessing the needs and expectations of your customers.
	❑ Anticipate and innovate strategies to link strategic vision to core capabilities.
	❑ Use strategic thinking to identify key strengths and weaknesses in your work group.
	❑ Encourage and support risk taking and innovation at all levels.

What participants will learn?	
	❑ **Critical Success Factor 1**– Discuss how to move out of your comfort zone.
	❑ **Critical Success Factor 2**– Learn how to differentiate between ends and means.
	❑ **Critical Success Factor** 3 – An understanding of the three levels of planning and results.
	❑ **Critical Success Factor 4**–An understanding of the importance of developing the right organizational objectives.
	❑ **Critical Success Factor 5**– Discuss why it's important to have an ideal vision as _____ d continuous improvement.
	❑ **Critical S** _____ fine need as a gap in results.

Program Title	*Becoming a Good to Great Leader*
Description	*In a study of what causes good companies to become truly great ones, Jim Collins and his group of researchers found they were not headed by bigger-than-life leaders. Rather they were people who combined humility with strong professional will. These leaders "channel their ego needs away from themselves and into the larger goal of building a great company."* *This session offers key insights and ideas into the core skills necessary to move from being a good manager to a great leader. It will focus on actionable steps to get there.*

What participants will achieve?

- ❑ Understanding the type of leadership required for turning a good organization into a great one.
- ❑ Picking the right people first, then figuring out where to go.
- ❑ Always confronting the brutal facts, yet not losing faith.
- ❑ Hammering out a single concept based on what you can be the best at, what drives your economic engine, and what you are passionate about.
- ❑ Developing the discipline to do the right things and to stop doing the wrong things.
- ❑ Understanding how to use technology to accelerate your organization.

What participants will learn?

- ❑ **First Who…Then What** – Executives who led transformations to great companies "first got the right people on the bus and then figured out where to drive it."
- ❑ **Confront the Brutal Facts** – Understand how to infuse the (decision-making) process with the brutal facts of reality.
- ❑ **The Hedgehog Concept** – Learn a simple concept that involves what you can be best at in the world, what drives your economic engine and what you are passionate about.
- ❑ **A Culture of Discipline** – Understand the difference between opportunity creation versus opportunity selection.
- ❑ **Technology Accelerators** – Understand when to use technology appropriately.

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Program Title	**Enhancing Leadership Effectiveness Through Psychological Type**

Description

Leaders today need to understand that leadership requires enhancing relationships and promoting creativity among members of their organization. Relationships grow when understanding between individuals is established and when communicating effectively is a priority among members of the organization. Creativity is promoted when individuals feel included and integral to the future of the organization.

This program will help leaders understand their own leadership psychology and provide insights into the needs of those around them who are essential to fulfilling the organizational goals. Every leader's success ultimately rests on effectively achieving the organization's goals through the efforts of many others.

What participants will achieve?

- ❑ Identify your inherent leadership potential
- ❑ Examine habits that may be limiting your success
- ❑ Broaden your views on becoming a more effective leader
- ❑ Develop a plan to improve your leadership while staying true to your nature

What participants will learn?

- ❑ **Understanding Leadership** – A high-level overview of what leaders do and the importance of emotional intelligence for effective leadership.
- ❑ **Personality Type Basics and Dynamics** – Understand personality type dynamics, which can provide leaders with powerful insights into their strengths and their teams.
- ❑ **Mapping Your Leadership Landscape** – Use the Leadership Map to identify areas you want to develop to improve your effectiveness as a leader.
- ❑ **Sixteen Paths to Leadership** – An overview of the assets and challenges for each type of leader.

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Program Title	*Leading with Assertive Communication*
Description	*Influence is the ability to have others take a desired action while building and maintaining the relationship; assertive communication is the key ingredient. So, if you have trouble saying "no," or feel that people do not really listen to you, this workshop is for you! It will empower you to state your case, resolve conflict, and negotiate positive outcomes - and give you fail-proof techniques to insure you will be heard.*
What participants will achieve?	❑ The insight to know when and how to be assertive ❑ The confidence to say "no" when you should ❑ The ability to communicate more effectively with people who are angry or frustrated ❑ The skill to identify and confront problem behavior and self-defeating response patterns ❑ The know-how to manage passive behavior and defensiveness ❑ Strategic skills that will make you a better listener and communicator
What participants will learn?	❑ **The Meaning of Assertiveness** - what distinguishes assertiveness from non-assertiveness and aggressiveness ❑ **How Assertiveness Can Benefit You** - why every manager needs to be assertive and how it can help your career growth ❑ **Response Styles** - the three response styles to threatening situations ❑ **Why People Behave the Way They Do** - how to predict and understand behavior based on personalities and situations ❑ **Using Assertive Behavior** - how to increase your own effectiveness and productivity ❑ **Constructive Confrontation** - how to strategically plan for confrontation and anticipate consequences ❑ **Strategies for Assertive Listening** - how to find the true meaning of what is being said ❑ **Profiting from Assertiveness Skills** - how to design an action plan for immediate utilization of your new skills.

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Program Title	*Best Practices of a High Performance Team & How to Achieve it!*

Description	*Teams are needed because the world we live in requires constant experimentation, a continual response to changing conditions. In our exploration of new conditions and possibilities, we have to rapidly integrate new partners and different work disciplines. The team structure adapts most easily to changing conditions and has the greatest potential for creative solutions and new approaches to work challenges.* *This interactive course provides a successful team development process that facilitates the development of a new team or the revitalization of an existing team. Whether your team is an ongoing work group, or a special project based team of limited duration, you will rapidly increase its effectiveness with the use of these teamwork tools and skills*

What participants will achieve?	❑ Understand the skills necessary to be an effective team leader and member ❑ Tools and techniques to build and maintain high performance teams ❑ Evaluate your team against a high performing team ❑ Skills for team communication strategies, tools, and techniques to assure positive outcomes ❑ The ability to use ongoing evaluation and feedback tools to monitor team progress

What participants will learn?	❑ **Best Practices of High Performing Teams** – learn the recipe for high performing teams ❑ **Evaluate Your Current Team** – assess how your team compares to the benchmark of high performing teams ❑ **Strategies for Enhancing Team Effectiveness** – where does your team fall short and how to move the performance to a higher level ❑ **Implementing Change Strategies** – based on the information uncovered, develop a strategy as a team to move towards becoming a high performing team.

CLIENT REFERENCE LIST

1. Kentucky Farm Bureau Mutual Insurance Co.- Delivered over 450 sessions to executives, management, and employees in both the field and state office. We served as a coach for 40 various members of management. Customized and developed numerous programs for training; act as leadership coaches for executives & directors. We have been a partner for organizational change, leadership & supervisory development for over 10 years with KFB.

Contact: Mrs. Nicki McMahon at 502.495.5000

2. Riverview Coal - Customized and facilitated a series of management development programs for leadership team throughout the course of 2012. Worked with all levels to craft a vision, mission, and core company values.

Contact: Mrs. Kim Humphrey at 270. 389.6700

3. KDLA (Kentucky Department of Library Archives) – Keynote speaker and workshop leader for over five years at annual conferences and retreats. We have delivered programs to Regional Library Directors, Directors, and Library Staff.

Contact: Ms. Charlotte McIntosh at 859.885.3612

4. Kentucky Society of Certified Public Accountants- Keynote speaker and workshop leader for eight years at annual symposiums and CE conferences. Consistently rated a 4.85/5 by conference attendees.

Contact: Ms. Suzanne Boone at 502.266.5272

5. Insight Communications – Customized leadership and team development activities for the Louisville leadership team.

Contact: Mrs. Charlotte Jones at 502.357.4550

6.Procarent – Lead the leadership team through the creation of an operational mission statement as well as define their organizational values. Designed, developed and delivered executive and leadership development program for all divisions under the Procarent umbrella.

Contact: Mrs. Sacha Powers at 502.636.5511

Todd Arwood
PERFORMANCE PARTNERS

Executive & Managerial Coaching

Coaching Approach

Performance Coaching is an interactive process designed to help clients achieve their goals. Performance Coaching may be initiated by the client or the clients boss. A TAPP Coach will help clients identify what is most important to them and align their thoughts, and goals accordingly.

A TAPP Coach will also:

• encourage clients to set realistic goals;

• provide clients with appropriate tools to reach their goals (i.e., leadership books, assessments, etc. {There will be an additional cost to conduct certain assessments, such as a 360 assessment.})

• help the clients resolve professional issues;

• help the clients create a personal development plan;

• give the clients the confidence and resources necessary for success.

Executive Coach will meet on a weekly/monthly basis with client to discuss various topics, which will be determined by the client. A follow-up report, which will include a general summary of issues discussed in the session and any resources or tools provided to help client address those issues, will be generated and forwarded to client's supervisor on a monthly basis.

Target Group for Coaching

Front-line to top-level management employees

Coach

Dr. Todd Arwood

Program Title	**Overcoming the Five Dysfunctions of a Team**
Description	*This is a powerful program for any group of people who work in teams be it front-line, middle management or executives. Based on the best-seller The Five Dysfunctions of a Team, this high performance program will help your team identify potential problem areas that lead to dysfunction and learn tools and practices to eliminate the dysfunctions and keep the team focused on business results and relationships.*
What participants will achieve?	• The confidence to readily identify the five common dysfunctions. • The ability to impact the team and work towards functional progress. • The ability to recognize performance gaps and address the issue(s). • The ability to become a better team player through accountability and commitment to results.
What participants will learn?	• **How to Identify the Five Dysfunctions** - Through a simple assessment, each participant will be able to clearly and quickly assess where dysfunction is present on the team. • **Moving from Dysfunctional to Functional** - Understand the key ingredients necessary to make change and influence the results of the team. • **Understanding your Colleagues** - Through a methodical assessment, we will teach you elements about yourself and your colleagues that you may not have recognized in the past. • **Developing Accountability Skills** - We will teach you the critical steps to becoming more effective in communications and in your work. • **Trust: The Ultimate Test** - How to recognize and evaluate the extent to which your own personal behavior indicates that you trust another person.