

TRAINING

# Achieving Results Through Genuine Leadership®

Facing tough issues and aggressive goals, top organizations win by preparing genuine leaders who live out the mission and values of the organization. They know that genuine leaders increase retention, productivity, and bottom-line results.

Today's business environment requires that everyone accomplish more with less. And organizations that successfully push the productivity envelope know that leaders are the key to making that happen.

But the leadership challenge is daunting. The workforce is becoming more cynical, diverse, and uncommitted, creating steep challenges in communication, motivation, and team cohesion. Job duties are less defined and evolve quickly. Investments in time-saving technologies are down, authority is scarce, and leaders face ancillary demands because of a stretched workforce.

In the face of these challenges, the right leadership skills are critical. Strong leaders boost morale, job satisfaction, and employee retention—which boosts productivity and results.

AchieveGlobal has the programs and deep expertise to develop genuine leaders in your organization.

## Relevant, Research-Based Content That Drives Results

AchieveGlobal built the *Genuine Leadership*® system based on many months of original, primary research. This process uncovered not only the key business issues affecting top leaders today, but also clear leadership training and development priorities. In addition, research time was spent examining the specific skill sets needed to overcome these issues and challenges, and their relationship to productivity and retention in the workplace. The *Genuine Leadership*® system is designed around this deep understanding of our customers' needs.

Workshop participants return to their jobs with a greater commitment to success—but also with the skills, strategies, attitudes, and behaviors needed to deliver on that commitment.

You'll see an immediate, positive, and lasting difference in your leaders' abilities to:

- Transform a strategy into a working, tactical plan for outcomes
- Prepare for, conduct, and analyze performance reviews
- Coach others for top performance
- Manage change
- Solve problems with resolve and creativity
- Communicate with others, including listening and speaking
- Effectively deal with emotions and conflict
- Lead teams

*Meeting the needs of the new global marketplace with a flexible, total-systems approach*

## A Systemic Approach

*Achieving Results Through Genuine Leadership*<sup>®</sup> is a comprehensive training system designed to provide a range of critical leadership skills vital to organizational success. AchieveGlobal approaches the organization in four management levels, each requiring a different training application. The levels are divided into skill areas, each containing one or several training modules.

Following is our process for driving results throughout an organization:

- At the highest level, the executives own and **define** the results they want to achieve. They determine what needs to happen to drive results and create a strategy to accomplish this.
- Next, middle-level leaders (for example, department heads, directors, and managers) **direct** the practice and process to **develop** the capability—in the individuals, processes, and systems—to implement the strategy.
- Finally, individuals **deliver** the results through productive behaviors that bring the result to reality.

Each of these four action levels—**define**, **direct**, **develop**, and **deliver**—requires a unique approach to learning and strategic change. By addressing all levels of an organization, a comprehensive result is achieved.

In the pyramid below, you will see the different workshops available to address needs at all levels of the organization.





Define

## Executives DEFINE Leadership Vision

Training provides knowledge and skills critical to achieving business results. An organization's success increases when top leaders and employees:

- Know where the organization is going.
- See a compelling reason for change.
- Understand the benefits to themselves and the organization.
- Experience opportunity and support for using skills from training.

AchieveGlobal's consultants work with the executive level of your organization to ensure that your leadership solution effectively achieves lasting results—for your customers and for your organization. Because your situation is unique, we tailor our approach, leveraging your strengths and addressing critical issues.

**Coming Soon!**

### Leading Change (1-day workshop) Available early 2007

Change—it's the one constant in today's business environment. To survive and excel, today's organization must embrace change, and employees must feel committed as new initiatives emerge. Executives and top leaders must be ready to initiate change using communication strategies that really work. This executive strategy session helps senior leaders develop and apply critical change management skills.

### Executive Team Coaching (Length varies)

Sometimes even the highest leaders in an organization need coaching and development. AchieveGlobal's consultants can work with your executive team to ensure:

- Each senior executive demonstrates the strongest leadership skills and expertise.
- The executive team has a positive dynamic that allows them to work together toward the strategic vision.
- Senior executives are prepared for, equipped, and supported in developing all employees.



Direct

## Senior Managers DIRECT Resources to Transform the Vision into Action

### Bridging Strategy to Outcomes® (2-day workshop)

The central challenge for today's managers is to bridge the gap between strategic goals and day-to-day operations. Pulled in many directions, these managers must address complex business issues, implement directives from senior leadership, and meet the human and operational needs of direct reports and frontline employees.

*Bridging Strategy to Outcomes®* helps senior managers build commitment and focus effort at every organizational level. Participants master and apply key interpersonal skills—fine-tuned and framed for this audience.

### Leading Change (1½-day workshop) Available early 2007

Managers and supervisors are the crucial link in successfully executing on the challenge of change in an organization. By truly championing change, middle managers build the capability for change in their work teams and throughout the organization. This workshop provides high-impact, practical strategies to help managers activate change in others.

**Coming Soon!**



Develop

## Frontline Leaders and Managers DEVELOP Others

It is the responsibility of frontline supervisors and managers to develop the capabilities within the individuals, processes, and systems of the organization to execute and implement defined strategy.

At the develop level of our leadership system, we offer programs in six skill areas:

### Coaching Others for Top Performance™ (2-day workshop)

Our coaching skills workshop explores The Principles and Qualities of Genuine Leadership® and focuses on developing skills that can help participants perform daily coaching activities. This workshop provides participants with the necessary skills to build constructive relationships that gain a stronger commitment to improving performance and achieving results.

Modules include:

- Module 1: The Principles and Qualities of Genuine Leadership®: Manager's Version (4 hours)
- Module 2: Providing Constructive Feedback™ (4 hours)
- Module 3: Developing Others™ (4 hours)
- Module 4: Giving Recognition™ (4 hours)

## Managing the Performance of Others™ (2-day workshop)

As the manager, supervisor, or leader of a work group or team, performance leaders help others do the work that ultimately makes an organization successful. Performance leaders are responsible for guiding and directing the performance of their employees. To accomplish this, they must ensure employee performance aligns with the direction and strategy of the organization. This workshop focuses on the performance management aspects of a manager's role. The skills taught in this workshop help participants prepare for and conduct different types of performance-related discussions.

Modules include:

- **Module 1: Planning for Performance Discussions™ (4 hours)**
- **Module 2: Clarifying Performance Expectations™ (4 hours)**
- **Module 3: Correcting Performance Problems™ (4 hours)**
- **Module 4: Conducting Performance Reviews™ (4 hours)**

## Accelerating Team Productivity™ (2-day workshop)

Today's teams are expected to produce more than ever before, faster than ever before. Leaders are faced with the dilemma of developing enhanced teamwork along shorter and shorter timelines. As a result, this workshop is designed to help leaders focus teams on key results and outputs, build energy and momentum toward achieving goals, negotiate on their team's behalf, and handle difficult dynamics within a team that impact performance.

Modules include:

- **Module 1: Building Team Pride and Purpose™ (4 hours)**
- **Module 2: Developing Team Agility: Day-to-Day Tools™ (4 hours)**
- **Module 3: Resolving Conflicts Within Your Team™ (4 hours)**
- **Module 4: Negotiating Resources for Your Team™ (4 hours)**

## Maximizing Your Supervisory Potential™ (1-day workshop)

As a result of the business environment in which they operate, new—and even tenured—supervisors frequently find themselves performing an awkward and uncomfortable organizational balancing act. They must strive every day to balance elements of their job responsibilities.

Modules include:

- **Module 1: The Hallmarks of Supervisory Success™ (4 hours)**
- **Module 2: Delegating for Shared Success™ (4 hours)**

## Leading Change (1½-day workshop) Available February 2007

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## Leading Meetings

- **Facilitating for Results (8-, 10-, or 12-hour delivery options)**

This program helps individuals identify the skills that facilitators need to lead effective, results-oriented meetings. Participants leave the session able to conduct productive, results-oriented meetings, no matter how complex the issue or diverse the group.

## Frontline Leaders and Individual Contributors DELIVER Organizational Results

Individuals take appropriate and timely actions—supported by knowledge, commitment, and ability—to deliver results. Organizations get results when individuals are equipped with the appropriate skills and are energized to do the right thing at the right time.

At the deliver level of our leadership system, we offer a foundational module, as well as additional modules in several skill areas:

## The Principles and Qualities of Genuine Leadership® (4 hours)

More than ever, everyone in the organization needs a deep knowledge of leadership best practices and help in tailoring those practices to their own situations. To meet this need, this module outlines the universal leadership qualities and principles that help individuals become genuine leaders who can translate intentions into reality. In this foundational module, participants learn about five critical leadership qualities that contribute to personal and organizational success, and discuss them as related to key business issues. They also learn six basic principles that can help them develop effective relationships.

**Coming  
Soon!**



**Coming  
Soon!**

### Responding to Change (4 hours) Available early 2007

Everyone—including frontline and individual contributors—needs key skills to master the enormous amount of change in today's organization. In this module, participants review key practices that activate their change capability. After exploring common responses to change, participants learn positive actions that they can take to solidify their willingness and commitment to accepting new change.

### Working Through Emotions and Conflict™ (1-day workshop)

This workshop will prepare participants for the emotionally complex situations common in today's work environment, and help people use conflict to create a collaborative environment in which people contribute their best thinking.

Modules include:

- **Module 1: Addressing Emotions at Work™ (4 hours)**
- **Module 2: Resolving Conflict With Your Peers™ (4 hours)**

### Connecting With Others: Listening and Speaking (1-day workshop)

This workshop will help participants learn how to listen effectively, identify and cultivate good sources of information, and master the process of encouraging people to share their knowledge. It also enables employees to have a positive impact on the organization by focusing on their presentation skills, regardless of audience size.

Modules include:

- **Module 1: Listening in a Hectic World™ (4 hours)**
- **Module 2: Speaking to Influence Others™ (4 hours)**

### Problem-Solving Results: Solutions, Improvements, and Innovations™ (2-day workshop)

Clearly, the ability to generate innovative solutions to workplace problems is more important than ever. But how do you create the energy to implement these solutions in a climate in which resources are scarce and people are already over-worked? This workshop provides participants with the skills and strategies required to find appropriate problem solutions and the energy to implement them.

Units include:

- **Unit 1: Connecting People and Process (4 hours)**
- **Unit 2: Exploring Gaps, Causes, and Solutions (4 hours)**
- **Unit 3: Deciding on a Solution (4 hours)**
- **Unit 4: Making It Happen (4 hours)**

### Workload Management

The modules in this skill area help individual contributors excel in today's fast-paced, sometimes chaotic workplace.

Modules include:

- **Identifying Work Priorities and Setting Verifiable Goals™ (Leadership for Results®, 4 hours)**
- **Managing Your Priorities™ (Leadership for Results®, 4 hours)**
- **Personal Strategies for Navigating Change™ (Leadership for Results®, 4 hours)**

### WorkSkills: Steps to Your Success®

This skill area addresses the specific needs of today's line and staff support employees—new hires as well as established employees.

Modules include:

- **What It Takes to Succeed: The Basic Principles (WorkSkills: Steps to Your Success®, 2 hours)**
- **Getting the Information You Need (WorkSkills: Steps to Your Success®, 2 hours)**
- **Speaking With Confidence (WorkSkills: Steps to Your Success®, 2 hours)**
- **Positive Responses to Change (WorkSkills: Steps to Your Success®, 2 hours)**
- **Defusing Emotionally Charged Situations (WorkSkills: Steps to Your Success®, 2 hours)**
- **Helping Your Team Work (WorkSkills: Steps to Your Success®, 2 hours)**
- **Managing Life Outside Work: Handling Emergencies and Resisting Temptations (WorkSkills: Steps to Your Success®, 2 hours)**

## About AchieveGlobal

AchieveGlobal is the world leader in helping organizations translate business strategies into business results by developing the skills and performance of their people. We are a single resource for aligning employee performance with organizational strategy through training and consulting solutions in sales performance, customer service, leadership, and teamwork.

With 75 offices in 43 countries—and programs and services in more than 40 languages and dialects—we can work with our customers virtually anywhere in the world. We welcome the opportunity to work with you, too.



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## Implementation Options

*Achieving Results Through Genuine Leadership*® goes far beyond the classroom door by including assessment, knowledge acquisition, skills practice, reinforcement, application, and consulting tools and services. Please work with your AchieveGlobal representative to determine which parts of, and in what sequence, *Achieving Results Through Genuine Leadership*® will best meet the unique needs of your organization.

### Assessment and Measurement

Purposeful, collaborative, and developmental are adjectives that characterize AchieveGlobal's approach to helping organizations use assessment and measurement to answer both the seemingly simple and the more complex questions leaders face.

**Organizational assessment.** AchieveGlobal offers a variety of consulting services to analyze and report on service quality and performance gaps. The intent of these activities is to guide an organization to responses—including training, process improvement, and communication—which would best support the organization's leadership strategy. AchieveGlobal typically gathers data from external sources (directly from customers, indirectly from customer satisfaction studies, etc.) and from individual employees and managers.

**Individual competency assessment.** Start measurement before training begins with this service designed to identify skill gaps so you can select, sequence, and prioritize the elements—including training, process improvement, and recruiting—of your implementation. AchieveGlobal consultants will help you choose from a variety of individual assessment services customized to meet your organization's specific needs and to align with your leadership training strategy.

**Level 1, Level 2, and Level 3 measurement tools.** Feedback on the training (Level 1), post-training mastery (Level 2) and pre/post behavior observation (Level 3) measurement tools are available in printable format. For most modules an asynchronous Web-based Level 2 and Level 3 are also available.

### Knowledge Acquisition

*The Achieving Results Through Genuine Leadership*® workshops are designed for groups of 15 participants. Each workshop is tied together by recurring themes and materials designed to promote continuity. At the deliver and develop levels, each workshop also can be delivered in half-day sessions, in sequence, and spaced out over time with the recurring themes and continuity. With this approach, participants get to take bite-size chunks of the content back to the job. With each success in real life, resistance fades and ownership builds. When participants come back to the next session, they have richer stories to tell, they have more thoughtful questions, and they have successes to share.

As an alternative, the content of most new workshops is available as independent, half-day classroom modules. These stand-alone modules have no explicit links to other courseware, so they can be purchased individually and/or easily mixed with other modules in the *Achieving Results Through Genuine Leadership*® system or with other AchieveGlobal programs.

If eLearning is a better fit for your learners, a selection of the independent modules is available in a self-paced, interactive, Web-based format. Technical specifications will be posted on [www.achievetglobal.com](http://www.achievetglobal.com). This flexibility improves implementation efficiency, can reduce total training costs, and can improve learning by offering participants the type of delivery that best meets their needs. For a full list of available modules, please contact your AchieveGlobal representative.

### Skills Practice, Application, and Reinforcement

For each module of *Achieving Results Through Genuine Leadership*® there is a skills practice session facilitator guide—a fully scripted lesson plan for a repeatable, classroom-based, one-hour, follow-up skills practice session. In addition, each guide includes tips and best practices on how to conduct skills practice sessions using collaborative software.

Printed in the facilitator guide for each workbook and module are reinforcement tools such as self-surveys, follow-up messages, and engaging challenges. These tools can be photocopied and distributed to learners after training on a weekly or monthly basis to help keep the concepts and skills fresh in participants' minds. Facilitators also can go to [www.achievetglobal.com](http://www.achievetglobal.com) and download electronic versions (using the Adobe Acrobat PDF format), which can be incorporated into e-mails to learners. The license for using these tools is included in the classroom participant fee. For organizations that want more robust reinforcement, self-paced, interactive, Web-based modules of *Achieving Results Through Genuine Leadership*® are perfect for just-in-time reinforcement and reference by learners, long after they've completed classroom training.

### Customization and Tailoring

This system and all of its components was developed and tested to work in a broad range of industries and contexts. Its discovery- and activity-based design ensures the standard activities, exercises, practices, and role plays aren't just self-tailoring for your organization, they're self-tailoring for each specific learner. Learners choose to work out challenges and situations unique to them, and these "real-life" examples are built in at no additional cost. If you want to formally customize the product to include company-specific role plays, policies, or goals, please contact your account executive.