Achieving Results Through Genuine Leadership™

Struggling daily with tough business issues and essential goals, organizations are prepared when genuine leaders are eager to live out the mission and values of their organization. The result: increased morale, retention, and productivity.

Your business environment—that once got tougher year after year—now gets tougher day after day. Surviving in a changing economy and marketplace, working more efficiently, delivering solid customer service, meeting the demands of organizational stakeholders, and maintaining quality control are just a few of the key issues you face. Gaining a competitive advantage in light of these challenges is essential for survival. That’s why your leaders, from executives to individual contributors, need effective practices to propel your organization to new heights. What kind of leadership provides guidance and stability in your organization? Genuine Leadership™.

Introducing Achieving Results Through Genuine Leadership™, built to address the current business issues your organization faces today and will face tomorrow. Based on the latest research from AchieveGlobal, the Genuine Leadership™ system provides a systemic approach to leadership development—one that builds a motivated, loyal workforce capable of reaching new levels of productivity. At the core of this system are The Principles and Qualities of Genuine Leadership™. Leaders who use the six key Genuine Leadership™ principles develop the ability to be collaborative, visionary, mindful, skillful, and inventive—key qualities of genuine leaders. Genuine leaders have a sincere desire to create something larger and better than what they can create alone.

Others recognize a genuine leader because he or she:

- Creates an environment in which collaboration produces timely, high-quality decisions, rather than too-little, too-late outcomes.
- Responds to shortages of resources with creativity and resolve, instead of “I win, you lose” competitiveness.
- Finds time to coach and develop team members, with the knowledge that those people are the organization’s future.
- Exemplifies a confident, positive outlook and imparts this vision to others.
- Motivates others to stay the course during difficult times and to go the extra mile to help the organization achieve its objectives.

Research-Based Content That Is Relevant and Produces Results

AchieveGlobal collected original, primary research over many months to prepare and develop the Genuine Leadership™ system. Through our research we not only discovered the key business issues affecting top leaders today, but also uncovered key leadership training and development priorities. In addition, we researched the specific skill sets needed to overcome these issues and challenges, and examined their relationship to productivity and retention in the workplace. With this comprehensive understanding of our customers’ needs, we designed the Genuine Leadership™ system to address these challenges specifically.

New Workshop Design

Built with unifying language and common tenets, the new workshops in the Genuine Leadership™ system are easy to implement, and allow for greater understanding and richer discussion within training sessions. Our new workshops are designed with interactive games, stronger guided discovery, and cumulative skills practices. This cohesive workshop design unifies skill modules into multi-day experiences.

A Systemic Approach

Achieving Results Through Genuine Leadership™ 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 above, you will see the different workshops available to address needs at all levels of the organization.
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.

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.

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 faster and faster 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

The Leading Change workshop develops the skills leaders need to help employees accept and make the most of frequent organizational change. In addition to considering different types of changes and their potential impact, participants explore the differences between productive and unproductive responses to change. They also learn, practice, and apply techniques for coming to grips with change, and for helping employees realize the personal and organizational benefits inherent in most organizational changes. The Leading Change workshop is under development for future release. The Managing Change module from FrontLine Leadership is available in the interim.

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 four 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—leaders that 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.
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 overworked? 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)
**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.

**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. The training solution allows participants to build on one another’s learning, situations, ideas, and excitement, so acceptance and application is faster.

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 coursework, 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.achieveglobal.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 & Reinforcement**

The classroom-based workshops or modules of *Achieving Results Through Genuine Leadership* include a variety of skills practice. Even so, many organizations recognize the value of additional practice opportunities after some on-the-job application. 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.achieveglobal.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. Technical specifications for these modules will be posted on www.achieveglobal.com. For a full list of available modules, please contact your AchieveGlobal representative.

**Customization and Tailoring**

This system and all of its components were developed and tested to work in a broad range of industries and contexts. Its discover- and activity-based design ensures the standard activities, exercises, practices, and role plays aren’t just customized for your organization; they are customized 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, our Custom Development Team has a quick and efficient process to fill your request.