



● LIVE

VIRTUAL LEARNING

unlocked



LIVE

VIRTUAL LEARNING

Engage learners at a deeper level with our **Live Virtual Learning** programs

Our **Live Virtual Learning** programs allow learners to unlock learning solutions from wherever they are —with no travel needed. Delivered by our certified program leaders and subject-matter experts, this approach guarantees solutions that will help learners engage in an innovative and efficient way. This provides learners greater flexibility and a heightened opportunity to meet their goals and objectives.

BE MORE WHEN YOU
Learn More

*Innovative.
On-the-go.
Learner-centered.*



BENEFITS OF GOING VIRTUAL

A counterpart of traditional instructor-led training, our **Live Virtual Learning** capability provides strategically-paced learning journeys designed to aid the absorption of newfound concepts. Emphasizing the opportunity to apply learning in-the-moment, learners are guided by program leaders as they take practical steps to make the changes they want to see —providing a solid foundation for transformation to stick especially after the conclusion of the learning journey.



- ✓ Interactive and highly engaging learning experience that captivates and invites participants' commitment to learn
- ✓ Manageable timeframe to ensure comprehension of new concepts
- ✓ Convenience that allows participants to have the autonomy on how and where they learn

● LIVE

VIRTUAL LEARNING

Solutions made available for our partners in learning.



VIRTUAL LEARNING SOLUTIONS OVERVIEW

LEADERSHIP SOLUTIONS

Emerging Leaders

- Activating Change: Individual Contributor

Emerging & First-level Leaders

- Guiding Collaborative Discussion
- Hallmarks of Supervisory Success™
- Identifying Work Priorities & Setting Verifiable Goals: Individual Contributor
- Influencing Outcomes Through Others
- Making Collaborative Decisions™
- Managing Your Priorities
- Resolving Conflicts with Your Peers™

First-level & Mid-level Leaders

- Building Team Pride & Purpose™
- Clarifying Performance Expectations™
- Conducting Performance Reviews™
- Correcting Performance Problems™
- Developing Team Agility™
- Identifying Work Priorities and Setting Verifiable Goals: Manager Version
- Leading Innovation: From Concept to Customer Value
- Leading Virtually: A Framework for Success
- Offering Rewards & Recognition™
- Problem-Solving Results: Solutions, Improvements, and Innovations™
- Realizing Talent in Others™
- Shaping a Motivational Workplace™
- Leading Innovation: From Concept to Customer Value
- Delegating for Shared Success™

First-level, Mid-level, & Senior -level Leaders

- Generations in the Workplace: Leveraging Age Diversity™

Mid-level Leaders

- Building Commitment to Results
- Connecting People to Strategy
- Developing Your Leadership Presence
- Leading with Influence

Mid-level & Senior-level Leaders

- Accelerating Strategic Initiatives
- Bridging Strategies to Outcomes
- Dilemma Management
- Leading Change
- Leading Through Transitions
- Skillful Conversations

All Levels of Leaders

- Adapting to Constant Change
- Building Trust Under Pressure: The Basic Principles™
- Storytelling in Business

CLEAR THINKING & PROCESSES

- Frontline Simulation
- Project Management
- Problem Solving and Decision Making
- Troubleshooting Simulation

COMMUNICATION & RELATIONSHIPS

- Virtual Meeting Skills™
- Virtual Presentation Skills™

SALES & SERVICE

Sales

- Conceptual Selling® with Perspective
- Professional Selling Skills®
- Professional Sales Negotiations™
- Strategic Selling with Perspective
- Strategic and Conceptual Selling with Perspective Combined

Service

- Building Customer Loyalty™
- Mastering Conversation Essentials™
- Strengthening Customer Connections™
- Navigating Challenging Situations™
- Exploring Digital Communications™

EMERGING LEADERS

Activating Change: Individual Contributor

This module teaches three key practices to help individuals activate their capability for change, and empower themselves in productive ways and experience less stress.

Learning Outcomes

This workshop will enable your leaders to:

- Describe the benefits of becoming change capable
- Learn about a change in efficient, productive ways
- Identify external business realities that create the need for change
- Leverage past successes and strengths to adapt to change
- Take positive action within their areas of control
- Resist the natural tendency to sink into a negative view of change

EMERGING & FIRST-LEVEL LEADERS

Guiding Collaborative Discussion

The purpose of this session is to provide the learners with a proven framework for having a meaningful discussion and use two different techniques to enrich the discussion.

Learning Outcomes

This workshop will enable your leaders to:

- Identify their strengths and improvement areas in conducting discussions
- Use a structured approach to move smoothly through a collaborative discussion
- Develop skills to explore other perspectives and authentically share their perspective
- Use enhanced skills and knowledge to approach challenging discussions with greater confidence and success
- Develop an action plan for improving their discussion

Hallmarks of Supervisory Success™

Participants explore and apply key practices for succeeding as a supervisor: building credibility, activating work groups, and engaging management support.

Learning Outcomes

This workshop will enable your leaders to:

- Manage their transition into a supervisory role
- Outline actions required to build credibility
- Identify strategies to tap into the commitment of others
- Create a clear connection between departmental and organizational goals to increase work group commitment
- Plan for conversations with their managers that built constructive relationships and gain their support

Identifying Work Priorities and Setting Verifiable Goals: Individual Contributor

Participants determine how to prioritize their work according to the key results the organization is trying to achieve, and learn to formulate clear, verifiable goals that have high payoffs for the organization.

Learning Outcomes

This workshop will enable your leaders to:

- Rank work responsibilities based on their organizational contributions
- With their managers' guidance, identify work priorities
- Translate high-priority responsibilities into verifiable goals
- Communicate with others about priorities and goals

Influencing Outcomes through Others

Participants learn a five-step approach for preparing, delivering, and discussing their ideas, proposals, and requests to support business outcomes. They do so through experiential activities, discussion, video demonstrations, and application to real-world scenarios.

Learning Outcomes

This workshop will enable your leaders to:

- Describe what influence is and why it's important to their role
- Understand the five steps for engaging others to gain support and generate momentum
- Frame ideas, proposals, and requests from the listener's perspective
- Apply a range of strategies to ensure that spoken messages are compelling and easy to understand
- Build support and buy-in by encouraging an exchange of ideas, opinions, and concerns
- Develop collaborative plans to move forward
- Apply influencing skills to one-on-one, group, live, and virtual settings

Making Collaborative Decisions™

This module helps leaders follow a simple process to determine if collaboration is required, assemble an effective decision-making team, apply a range of decision-making tools, and avoid the typical challenges of group decision making. Via videos, live conversations, and real-life practice, participants will build the skills and confidence required to plan and guide group collaboration that results in sound business decisions.

Learning Outcomes

This workshop will enable your leaders to:

- Identify decisions that require collaboration
- Follow a proven process for making collaborative decisions
- Identify the right people to generate options and select the best option
- Frame the decision to focus thinking and collaboration
- Use practical decision-making tools
- Manage challenging team behaviors to keep decision meetings on track

Managing Your Priorities

The activities in this module provide the awareness and skills participants need to make better decisions about their daily work. Participants learn techniques that help them deal with complex interpersonal interactions, build strong work relationships, and increase their overall productivity, even in an environment in which changing priorities is a daily reality.

Learning Outcomes

This workshop will enable your leaders to:

- Identify their top priorities
- Assess their current success in sustaining focus
- Utilize practical strategies to attain focus and achieve their priorities
- Effectively manage requests from colleagues
- Gather the information they need to respond intelligently to a request
- Negotiate the terms of requests, so they say “yes” more often
- Ask for help or advice
- Say “no” gracefully, when necessary

Resolving Conflicts with Your Peers™

Today's employees must prepare for the emotionally complex situations common in today's work environment. In this workshop, participants learn the best ways to successfully tackle conflicts with their peers at work, and the emotions that accompany them.

Learning Outcomes

This workshop will enable your leaders to:

- Reduce the impact that conflict has on productivity and work relationships
- Get a clear picture of the causes behind a conflict
- Prepare to address conflict with a resolution mind-set
- Talk through a conflict situation objectively and non-defensively
- Develop first steps and trial solutions to begin to resolve a conflict
- Follow through to keep momentum toward a solution

FIRST-LEVEL & MID-LEVEL LEADERS

Building Team Pride and Purpose™

Provides team leaders with the principles and skills that instill high degrees of pride and purpose in their teams, through exploring and applying the necessary elements and six key actions for building team pride and purpose.

Learning Outcomes

This workshop will enable your leaders to:

- identify common reasons leaders delay conversations to correct performance
- Describe the consequences of a delay in addressing performance issues
- Identify performance situations that warrant corrective action
- Prepare for critical components of performance improvement conversations
- Conduct focused, collaborative performance conversations that generate improved results
- Respond constructively to defensive employee behaviors

Clarifying Performance Expectations®

This module enables leaders to learn a conversational approach to turn performance problems around and tap into the self-motivation and ownership required for lasting results. The success of these conversations is further enhanced by gaining an understanding of the dynamics of and strategies for responding to employee defensiveness, one of the most common roadblocks to employee change.

Learning Outcomes

This workshop will enable your leaders to:

- Identify important opportunities to set and/or adjust performance expectations
- Conduct collaborative expectation-setting conversations with employees
- Maintain ongoing dialogue about what success looks like and the work that's most important
- Keep expectations current and aligned in response to changing conditions
- Clarify performance expectations in a way that taps into employee motivation and commitment

Conducting Performance Reviews™

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. During the 4-module workshop, participants engage in a variety of individual and group activities, video demonstrations, and role plays, as well as partner and large group discussions.

Learning Outcomes

MODULE 1: Planning for Performance Discussions™

This workshop will enable your leaders to:

- Describe the role of a performance leader.
- Explain how an individual's work supports the organization's goals.
- Demonstrate a set of key actions for performance planning.
- Create verifiable, objective goals using specific criteria.
- Recognize the challenges individuals might have in achieving their goals and develop strategies to overcome these challenges.
- Prepare for focused performance management conversations to address expectation setting, poor performance, and performance appraisals.

MODULE 2: Clarifying Performance Expectations®

This workshop will enable your leaders to:

- Identify when a performance expectation discussion is necessary.
- Respond effectively to questions and concerns people have about work priorities and goals.
- Use the key actions to hold a productive discussion about expectations.
- Clarify expectations in a way that increases employees' ability to manage more of their job responsibilities on their own.

MODULE 3: Correcting Performance Problems™

This workshop will enable your leaders to:

- Recognize why managers delay correcting poor performance.
- Describe the consequences of delaying action to correct poor performance.
- Identify performance situations in which to take action.
- Explain the benefits of thorough preparation when planning a discussion about poor performance.
- Demonstrate a set of key actions for correcting performance problems.
- Conduct focused conversations about poor performance that result in action toward improvement.

MODULE 4: Conducting Performance Reviews™

This workshop will enable your leaders to:

- Prepare for focused and collaborative performance review meetings.
- Help employees prepare for performance review meetings.
- Give their perspective of performance by focusing on core points.
- Overcome major performance disconnects with employees.
- Increase employee motivation, learning, productivity, and ensure collaboration throughout the year.

Correcting Performance Problems™

The purpose of Correcting Performance Problems™ is to enable leaders to elevate their leadership performance by identifying behaviors that may be holding them back and implementing proven strategies to make long-term positive changes in behavior.

Learning Outcomes

This workshop will enable your leaders to:

- Identify common reasons leaders delay conversations to correct performance
- Describe the consequences of a delay in addressing performance issues
- Identify performance situations that warrant corrective action
- Prepare for critical components of performance conversations that generate improved results
- Respond constructively to defensive employee behaviors

Developing Team Agility™

Participants learn and apply strategies for building high levels of team agility in three agility areas: Focus, Learning, and Information.

Learning Outcomes

This workshop will enable your leaders to:

- Develop team agility through day-to-day behaviors and actions
- Select and use agility tools to:
- Focus team effort and energy
- Help team members quickly gain new skills and knowledge
- Help the team stay current on information needed to produce results

Identifying Work Priorities and Setting Verifiable Goals: Manager Version

Participants learn how to prioritize their work according to the key results the organization is trying to achieve. They also take away learning that will allow them to formulate clear, verifiable goals that have high payoffs for the organization.

Learning Outcomes

This workshop will enable your leaders to:

- Rank work responsibilities based on their organizational contributions
- Use the Key Actions to help themselves and others identify work priorities
- Describe ways to use goal setting as a leadership tool
- Use the Key Actions to help themselves and others set verifiable goals
- Communicate with others about priorities and goals

Leading Innovation: From Concept to Customer Value

Participants develop skills and competencies around building a culture of innovation, as well as the capability to manage and facilitate a process that will bring results to a new level. This process not only helps participants understand their role as innovative leaders, it also helps create a common language and serves as a critical focal point for appropriately prioritizing and deploying the effort and energy of all involved.

Learning Outcomes

This workshop will enable your leaders to:

- Describe the traits of an innovative organization
 - Create an environment in which innovation thrives
 - Generate innovative ideas among their teams through leveraging a mix of creative views and experience and through helping others break habits that stifle innovation
 - Shape and select innovative ideas through wisely chosen criteria and processes
 - Make innovations a reality through executing innovation and address challenges that arise in executing innovations
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Leading Virtually: Framework for Success

Participants develop skills to achieve group cohesion and individual commitment by:

- Recognizing three intrinsic needs: competence, relatedness, and autonomy
- Creating the conditions to help individuals satisfy those needs

Learning Outcomes

This workshop will enable your leaders to:

- Provide clear focus and guidelines that will promote group cohesion
 - Leverage communication skills and technology in ways that enhance individual commitment
 - Encourage collaboration among people from diverse work groups
 - Apply leadership practices to effectively lead dispersed work team
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Offering Rewards and Recognition™

This module helps leaders use rewards effectively and apply a simple process for offering recognition. The payoff of these skills is improved employee engagement, performance, and results.

Learning Outcomes

This workshop will enable your leaders to:

- Offer rewards that foster employee motivation
- Offer spoken and written recognition that supports employee motivation
- Sustain motivation by helping employees identify their own contributions
- Encourage collaborative effort by recognizing team performance

Problem Solving Results: Solutions, Improvements & Innovations™

Participants go through the following learning journey:

- **Session 1:** This session acquaints leaders with a five-step process for defining and analyzing problems, finding solutions, and implementing them. The Principles and Qualities of Genuine Leadership are positioned as strategies to create an environment in which people are encouraged to offer their best thinking in line with a clear problem-solving process.
- **Session 2:** Participants are introduced to the four types of thinking and a tool kit that can enhance their success in using the problem-solving approach, and they practice exploring gaps.
- **Session 3:** Participants use the tool kit to uncover the cause of the problem and to create options for solving it.
- **Session 4:** Participants learn how to define decision-making procedures and use objective criteria to evaluate choices and alternatives.
- **Session 5:** Participants practice the Key Actions for Deciding the Solution, each having the opportunity to practice leading a consensus meeting.
- **Session 6:** Participants learn specific strategies to aid in action planning and follow-through, as well as approaches that build and sustain momentum for those involved.

Learning Outcomes

This workshop will enable your leaders to:

- Achieve results through problem-solving
- Solve problems with their team through a blended approach to process and people
- Create a problem-solving culture
- Incorporate four types of problem-solving thinking into problem-solving efforts
- Quantify the gap between the current state and the desired state
- Identify and verify probable causes of problems
- Generate a variety of innovative solutions to choose from
- Develop effective decision-making guidelines
- Gain group consensus on a solution
- Support implementation success

Realizing Talent in Others™

Participants learn how to realize untapped potential and achieve business outcomes through matching the employee's natural need to demonstrate competence with the organization's need to succeed. Participants explore four key actions for realizing talent in others.

Learning Outcomes

This workshop will enable your leaders to:

- Recognize the psychological needs of individuals and incorporate leadership behaviors to support them
- Uncover high impact development opportunities that tap into the employee's internal motivation
- Link employee development activities to business goals and objectives
- Collaborate on development plans that boost employee interest and activate productivity
- Unleash and leverage individual capabilities to achieve workgroup and organizational results

Shaping a Motivational Workplace™

Participants learn and apply three key practices that will enable them to create an environment that motivates and inspires superior performance by helping employees satisfy their basic psychological needs.

Learning Outcomes

This workshop will enable your leaders to:

- Recognize and leverage three basic needs in the workplace
- Create an environment that supports needs satisfaction
- Adopt the employee's perspective to build stronger working relationships
- Communicate with employees without pre-judgment, in an informational way
- Increase engagement by generating opportunities for employee choice in meeting business objectives
- Facilitate enhanced motivation and results

Leading Innovation: From Concept to Customer Value

Participants develops skills and competencies around building a culture of innovation, as well as the capability to manage and facilitate a process that will bring results to a new level. This process not only helps participants understand their role as innovative leaders, it also helps create a common language and serves as a critical focal point for appropriately prioritizing and deploying the effort and energy of all involved.

Learning Outcomes

This workshop will enable your leaders to:

- Describe the traits of an innovative organization
- Create an environment in which innovation thrives
- Generate innovative ideas among their teams through leveraging a mix of creative views and experience and through helping others break habits that stifle innovation
- Shape and select innovative ideas through wisely chosen criteria and processes
- Make innovations a reality through executing innovation and address challenges that arise in executing innovations

Delegating for Shared Success™

Participants learn a three-step in approach to delegating in ensures a successful delegation experience determining the best person for the job, setting that person up for success in a delegation conversation and the following up with the individual. The module utilizes video demonstrations, activity, mini case example, discussion and real-life application assignments.

Learning Outcomes

This workshop will enable your leaders to:

- Identify reasons why they might not delegate as often as you could and what to do about it
- Align delegated tasks and assignments with the most appropriate people to complete them
- Demonstrate steps for an effective delegation conversation
- Identify follow-up actions to facilitate employee progress, growth, and ensure results

FIRST-LEVEL, MID-LEVEL, & SENIOR -LEVEL LEADERS

Generations in the Workplace: Leveraging Age Diversity™

It's time to debunk the myths and take full advantage of the unique strengths, talents, and experience each individual has to offer—regardless of age. Generations in the Workplace: Leveraging Age Diversity™ is designed to help achieve this goal. Participants in this program will learn principles that can promote inter-generational collaboration and reduce age-related conflict.

Learning Outcomes

This workshop will enable your leaders to:

- Describe negative consequences of age-based stereotypes
- Avoid projecting age-based stereotypes on others
- Describe common workplace needs across age groups
- Treat others as individuals, regardless of their age
- Leverage the talents and experience of others, regardless of their age

MID-LEVEL LEADERS

Building Commitment to Results

This module helps leaders support three basic psychological needs that everyone shares for competence, connection, and choice. Participants learn the self-determination theory that is at the heart of the practices, do a self-assessment of their mastery of the practices, and explore and practice the three steps for building commitment to results, doing so through video, discussion, and activities that apply learning to the workplace.

Learning Outcomes

This workshop will enable your leaders to:

- Recognize and support three basic psychological needs in the workplace
- Explore the perspective of others to create shared ownership of the work
- Offer choices to encourage responsibility for achieving goals
- Speak without judgment to turn compliance into commitment

Connecting People to Strategy

Through video, discussion, and activities, participants explore three steps for connecting people to strategy:

- Clarify the Strategy
- Connect Daily Work to Strategy
- Communicate to Align and Engage Others

Learning Outcomes

This workshop will enable your leaders to:

- Clarify how your strategic priorities contribute to the success of the organization
- Connect the work of individuals and the group to your strategic priorities
- Communicate in ways that create alignment and engagement

Developing your Leadership Presence

Participants explore how to balance strength and warmth to improve their ability to connect with and influence others. They engage in observing themselves on video, reflecting on behaviors associated with strength and warmth, learn about “power posing,” and practice bringing more strength or warmth into their communication.

Learning Outcomes

This workshop will enable your leaders to:

- Explain the relationship between your personal presence and your ability to influence people and situations
- Recognize how specific behaviors increase or decrease an influential presence
- Take steps to authentically interact with others in a more influential manner

Leading with Influence

Participants go through the following learning journey:

Session 1: Introduces Forum’s research about, point of view on, and model for leading with influence. Participants assess themselves on the influence practices. Provides a tool for identifying and evaluating one’s relationship network.

Session 2: Introduces practices for strengthening their own and their team’s strategic connections. Introduces three key collaboration challenges, and allows participants to self-assess how they approach contracting with others.

Session 3: Provides a framework for establishing decision rights and a model for addressing conflict between collaborators. Offers a framework and practices for building and using relationship capital with others.

Session 4: Builds on the framework for identifying the “currencies” that may be of value to specific others, focusing on how to use the “currencies” your business priority offers and how to use them to collaborate more effectively.

Learning Outcomes

This workshop will enable your leaders to:

- Drive business results in complex collaboration settings, even when they do not have positional authority
- Leverage strategic relationships for the benefit of their business priorities
- Build clarity and accountability in collaborations
- Limit unproductive conflict with people on whom they rely to achieve their objectives
- Sustain and enhance their ability to influence others

MID-LEVEL & SENIOR-LEVEL LEADERS**Accelerating Strategic Initiatives**

This program, Accelerating Strategic Initiatives, focuses on the first two leadership practices: affirming strategies and driving initiatives. We'll provide you with specific diagnostics, tools, and tactics that you can apply to put these practices into action and achieve strategic speed.

Learning Outcomes

This workshop will enable your leaders to:

- Describe the what, why, who, how, when, and where of their initiative
- Craft relevant messages about their initiative that communicate its importance and value
- Communicate about their initiative in a compelling way
- Create opportunities for others to engage in dialogue about their initiative
- Involve people in shaping the execution plan
- Build opportunities to assess progress, identify obstacles, and correct course as necessary into the execution plan
- Take steps to reduce the impact of unanticipated events on execution

Bridging Strategies to Outcomes[®]

This workshop helps senior managers build commitment and focus effort at every organizational level. Participants master and apply key interpersonal skills, which have been fine-tuned and framed for this audience. Participants also acquire the interpersonal skills needed to meet the challenges of their roles as managers of other managers.

Learning Outcomes

This workshop will enable your leaders to:

- Seek out, clarify, and confirm ideas and information. Describe organizational issues and strategy in a compelling way
- Recognize the challenges and benefits of giving feedback
- Focus individual action on issues through feedback
- Explore useful ideas for turning strategies into action
- Lobby for the support and resources needed to address key organizational issues

Dilemma Management

Participants learn to recognize dilemmas as distinct from problems, to analyze the advantages and disadvantages of each “position” of the dilemma. They learn a four-step process for managing dilemmas and best practices in leading a team through managing a dilemma. They learn through immersive activities, discussion, application to real-world situations, video examples, and peer insight.

Learning Outcomes

This workshop will enable your leaders to:

- Understand the dynamics of leadership dilemmas and why it is so important to manage them
- Differentiate a problem from a dilemma
- Identify and analyze dilemmas
- Develop strategies for managing dilemmas
- Lead team members, work groups, and other stakeholders in using the dilemma management process

Leading Change

Participants go through the following learning journey:

Session 1: Introduces the research-based framework for leading change effectively in an environment of continuous change, and provides tools and activities to help leaders increase their own personal adaptability and build adaptability within their organization.

Session 2: The Change Road Map - Provides an understanding of the dynamics of planned change, including the phases that all initiatives move through and the six factors that predict success.

Session 3: Manage Risk - Provides tools and techniques for driving initiatives while minimizing risk of failure.

Session 4: Provides four leadership techniques (and supporting tools and tactics) for building commitment to initiatives and the changes they require of people in the organization.

Learning Outcomes

This workshop will enable your leaders to:

- Sustain high performance under turbulent conditions through improving their personal adaptability to change
- Successfully implement a change initiative through all phases of the execution life cycle
- Develop and maintain a broad base of commitment and support for new strategies, initiatives, and programs

Leading Through Transitions

Participants go through the following learning journey:

Session 1: Provides an opportunity to analyze susceptibility to common mistakes that slow or endanger transitions. Also enables participants to identify the current business context of a transition, and to identify the appropriate range of leadership actions to manage the business context and reach alignment on direction and next steps with their boss and team.

Session 2: Provides tools and activities to increase unity during a key transition through building strategic relationships with people who will help drive success. Enables participants to build agility during a transition, through building their own and their team's ambiguity tolerance and creating a work environment that enhances the team's ability to be agile.

Learning Outcomes

This workshop will enable your leaders to:

- Deliver rapid results during times of common leadership transitions
 - Quickly recognize their business context and respond appropriately to it
 - Create alignment with their team and manager
 - Gain support from key individuals who will help drive success
 - Enable their team to respond to transitions with speed and agility
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Skillful Conversations

The purpose of Skillful Conversations is to help leaders improve their relationships and performance by practicing a few key skills in their daily conversations.

Learning Outcomes

This workshop will enable your leaders to:

- Build clarity and accuracy when communicating
- Test the assumptions that underlie their communications in order to dismantle the incorrect ones
- Use high-gain questions to enhance the skillfulness of their conversations
- Foster careful listening and speaking in order to ensure full understanding
- Identify their own strengths and areas for further development in skillful conversations

ALL LEVELS OF LEADERS

Adapting to Constant Change with Digital Learning Platform

Participants learn and apply skills for adapting to constant change and uncertainty while delivering high levels of performance. They do so through self-assessment, discussion, video, and an experiential activity.

Learning Outcomes

This workshop will enable your leaders to:

- Absorb more change and uncertainty while delivering high levels of performance
- Use a process to immediately manage and reduce the impact of disruptions, distractions, stress, and anxiety on their performance
- Develop an action plan for long-term improvement of their own adaptability

Building Trust Under Pressure: The Basic Principles™

Participants learn and apply six Basic Principles, universal leadership guidelines that:

- Build trust with others, even under pressure-packed conditions
- Establish a wide network of effective relationships
- Maintain a positive work environment
- Defuse highly charged situations with others

Learning Outcomes

This workshop will enable your leaders to:

- Identify six Basic Principles for building credibility and trust with others in challenging situations
- Identify and use their Basic Principle strengths under pressure
- Use the Basic Principles to address problems and take positive action in challenging situations

Storytelling in Business

Storytelling in Business teaches participants how to increase engagement and impact among key stakeholders by incorporating stories into critical meetings, presentations, and conversations. They learn:

- What makes a good story
- Four types of stories and when to use each type
- How to use the story templates
- How to use the storytelling cycle
- Storytelling delivery skills to increase impact

Learning Outcomes

This workshop will enable your leaders to:

- Explain how stories work to engage people and enhance their message
- Use four common story types to improve their business communication
- Apply guidelines and a process for developing effective stories

Frontline Simulation

Kepner-Tregoe's interactive Frontline Simulation workshop is all about learning by doing. You will learn five basic steps of troubleshooting and repeatedly practice applying the skills in our close-to-reality simulation scenarios. This technology enabled active learning environment delivers minimum theory and maximum application to increase confidence in troubleshooting.

Learning Outcomes

At the end of the program, participants will be able to:

- Define, clarify, and prioritize issues
 - Ask core questions to uncover critical data required for troubleshooting effectiveness
 - Have the ability to accurately describe issues and structure documentation to guide next steps
 - Learn the secret to great troubleshooting – comparing “what is working” to “what is not working”
 - Identify the most likely cause by assessing possible causes against facts
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Project Management

This workshop is designed for managers and team members working on projects as small as setting up an office or as large as building a new processing facility. Our practical process can be learned and applied by all individuals, ensuring that projects are completed successfully. If you are new to project management, this workshop will provide you with a concise and comprehensive introduction that can be used immediately. Even experienced project managers benefit from this logical process and specific tools.

Learning Outcomes

At the end of the program, participants will be able to:

- State the definition of a project and distinguish a project from an ongoing job requirement;
- List the three components of project management, state the purpose of each, and describe the project management steps associated with each one;
- Use all the tools taught in the workshop to manage actual job-related projects effectively;
- Establish criteria for selecting project managers and subproject managers;
- Identify potential problems and potential opportunities, take preventive and promoting actions, and plan contingent and capitalizing actions for them;
- Monitor project progress and revise plans as necessary; and,
- Close out and evaluate projects against project objectives to improve how future projects are managed.

Problem Solving and Decision Making

The Kepner-Tregoe processes for problem solving and decision making (PSDM) are used and taught in major organizations worldwide. It is a conscious, step-by-step approach for successfully solving problems, making good decisions, and analyzing potential risks and opportunities.

During the workshop, coached applications help participants address the actual problems and decisions they face at work. The process is so effective that it becomes “the way things are done” at many organizations and is the basis of many operational improvement programs.

Learning Outcomes

After completing a Problem Solving and Decision Making workshop, participants will be able to use the four fundamental Rational Processes that apply to virtually all aspects of organizational activity. These four "Clear Thinking" Processes are:

Situation Appraisal (SA)

Situation Appraisal helps answer the question: What is going on?

Steps include identifying concerns, breaking issues down into workable pieces, setting priorities, planning next steps, and selecting appropriate people to resolve the issue. SA helps to sort out priority concerns and avoids working on the wrong issue.

Problem Analysis (PA)

Problem Analysis helps answer the question: What went wrong?

Kepner-Tregoe's widely acclaimed troubleshooting tool--Problem Analysis--is a method for finding the root cause of a deviation through disciplined use of logic and data. PA helps sharpen the focus on the right data and helps avoid the tendency to jump to the wrong cause before the relevant facts have been examined. Steps include describing the problem, identifying and evaluating possible causes, and testing possible causes to find true cause before corrective actions are taken.

Decision Analysis (DA)

Decision Analysis answers the question: What is the best alternative?

Kepner-Tregoe Decision Analysis is a systematic process for making the best, balanced decision when the choice between alternatives is unclear. Steps include clarifying purpose, evaluating alternatives, assessing risks and benefits, and making the decision. Effective use of DA helps clarify decision-making roles and responsibilities, sharpens the focus on the appropriate performance objectives for each decision, and provides a clear format for making and assessing recommendations.

Potential Problem/Opportunity Analysis (PPA/POA)

Potential Problem Analysis answers the question: What could go wrong?

Along with its partner, Potential Opportunity Analysis, Kepner-Tregoe's risk management tool—Potential Problem Analysis—provides a pattern of thinking that enables us to change and improve the future, rather than allowing the future to arrive entirely on its own terms. Steps include identifying potential problems (opportunities) and likely causes, taking preventive (promoting) action, and planning contingent (capitalizing) action.

Troubleshooting Simulation

The KT Troubleshooting Simulation invites learners to practice their problem solving skills in a safe-to-fail virtual environment and accelerate the transfer of skills from the classroom to back on-the-job. Learners are challenged to apply their skills quickly and efficiently under pressure, including group discussions and real-time coaching from the instructor.

Learning Outcomes

At the end of the program, participants will be able to:

- Learn to solve problems under pressure and restore operations safely and quickly
- Prevent trial-and-error by narrowing down possible causes BEFORE taking action
- Prevent recurring incidents and implement successful changes
- Use only the appropriate amount of troubleshooting process that the situation requires

COMMUNICATION & RELATIONSHIPS **Communispond™**

Virtual Meeting Skills™

Communispond's Virtual Meeting Skills™ program teaches participants how to plan and lead more engaging and effective virtual meetings. The program is divided into two, 90-minute sessions. Participants are given a short break during each session and a longer break between sessions.

Learning Outcomes

At the end of the program, participants will be able to:

- Competence in an increasingly critical business skill
 - Ability to use internet technologies for interactive and productive virtual meetings
 - Confidence to plan and lead virtual meetings
 - Ability to work with decentralized team members
 - Increased buy-in for, and participation in, virtual meetings
 - Multiple job aids for preparing and leading virtual meetings
-

Virtual Presentation Skills™

Communispond's Virtual Presentation Skills™ program prepares participants to deliver effective presentations online. This program consists of two online sessions; it may be given for a maximum of 12 participants. Session One, 90-minutes long, is delivered to the whole group. For Session Two, the participants are divided into small groups of no more than four. Each small group has a 90-minute time slot during which each participant delivers a 10-minute presentation and receives feedback from the instructor.

Learning Outcomes

At the end of the program, participants will be able to:

- Competence in an increasingly critical business skill
- Ability to use web technologies for effective presentation and communication
- Confidence that information conveyed live online is clear, concise, and understood
- Ability to work with decentralized audience and team members
- Increased buy-in for, and participation in, virtual meetings and presentations
- Multiple job aids for preparing and delivering web presentations

SALES SOLUTIONS

Conceptual Selling® with Perspective

Your sales team's ability to gain a competitive edge in the marketplace hinges on sellers' interactions with customers. Conceptual Selling® with Perspective helps sellers prepare for meetings with buyers' needs in mind, positioning themselves as a valued resource.

World-class sales organizations understand that sales performance relies on both an optimal sales process and adequately planning for customer interactions. Conceptual Selling® with Perspective focuses on customer-centric conversations, building on the strategic analysis covered in Strategic Selling® with Perspective. As a result, sellers learn how to carefully assess buyer needs, avoiding misalignment between what customers want and what sellers are presenting. This sales training program provides a simple, repeatable structure essential for anyone who interacts with customers.

Learning Outcomes

At the end of the program, participants will be able to:

- **Develop Better:** Engagements Understand the customer's perspective and overcome objectives with a structured approach.
- **Master Meeting Techniques:** Clearly differentiate your solution by asking the right questions and effectively allocating resources to advance opportunities faster.
- **Gain Stronger Commitments:** Move deals forward by securing action commitments and aligning buyer needs within your objectives.
- **Backed by Technology:** Scout by Miller Heiman Group equips you with the tools to win more, enables better preparation and increases client engagement.

Professional Selling Skills®

One trait separates the most successful sellers: the ability to understand and effectively address their customer's needs. An accurate understanding of the customer's need can be the difference between signing and losing a deal. Professional Selling Skills builds a critical foundation for new and experienced sellers to develop and refresh selling skills like overcoming indifference and gaining commitment. Engage and energize your sales teams with a fast-paced skills and process workshop.

Learning Outcomes

At the end of the program, participants will be able to:

- **Own the Conversation:** Learn and refresh key conversation skills to engage customers and accurately identify pain points.
- **Ask the Right Questions:** Use thoughtful questions to develop clear understanding of buyer-needs.
- **Resolve Customer Concerns:** Recognize and resolve customer concerns, openly addressing skepticism.
- **Close the Deal:** Practice and perfect the three-step process for securing customer commitment.

Professional Sales Negotiations™

Professional Sales Negotiations™ is built on recent global research which identified the critical success factors associated with negotiation success today and into the future. A two-day program, Professional Sales Negotiations™ focuses on three key areas: Sales Negotiations Defined, Preparation, and Leading a Negotiation. Throughout the program, participants focus on planning for their own client negotiations, brainstorming options with their peers, and practicing negotiation strategies. Importantly, participants work with complex negotiating situations in class, allowing them to succeed in the field – in not only similar scenarios– but also “in the moment” or less complex scenarios.

Learning Outcomes

At the end of the program, participants will be able to:

- Determine which situations require selling sales skills versus transactional or consultative negotiation skills and when to use these skills.
- Analyze the customer and sales points of view to gain the perspective needed to negotiate effectively.
- Develop a negotiating strategy that optimizes the outcome for all parties and results in a mutually beneficial agreement.
- Adopt a rational mindset for negotiating.
- Lead a consultative sales negotiation through to a successful conclusion.
- Redirect counterproductive behaviors to maintain a consultative approach.
- Generate variables and alternatives which satisfy the requirements of all parties and satisfy both negotiating and relationship goals.
- Utilize planning tools to prepare for negotiating success – in the moment.

Strategic Selling with Perspective

For more than 40 years, Miller Heiman Group’s Strategic Selling has helped sellers win more deals faster. With the new addition of Perspective and Scout by Miller Heiman Group, Strategic Selling with Perspective is the strongest selling process available. In a world of rapidly changing buyer expectations, your selling teams need to provide insight and value through Perspective in a strategic way. Create a path for your strategy to fuel action in complex sales cycles.

Learning Outcomes

At the end of the program, participants will be able to:

- **Time-Tested, Proven Process:** Win More Complex Deals, Faster
- **Consistent & Repeatable:** The Blue Sheet Strategy
- **Aligning to the Modern: Learner Turning Strategy into Action**
- **Innovative Sales Technology:** Introducing Scout by Miller Heiman Group

Strategic and Conceptual Selling with Perspective Combined®

Strategic Selling® with Perspective helps organisations develop comprehensive strategies to win sales opportunities. Conceptual Selling® Customer-Focused Interactions programme provides a simple, repeatable structure that should be considered essential for anyone who interacts with customers.

Strategic Selling® with Perspective significantly improves the odds of winning complex sales opportunities. It gives organisations a common process and language for pursuing sales opportunities and criteria for allocating resources to determine when to walk away from resource-intensive deals with a low probability of success. Organisations will have the tools to help salespeople focus time and energy on those opportunities most likely to become profitable, long-term customers.

Every interaction with a customer is too important to leave to chance. Conceptual Selling® Customer-Focused Interactions help salespeople better prepare for their time with customers. Using the popular Green Sheet tool (now called Meeting Plan), organisations gain a framework to view the sale from the customer's perspective, build credibility, and create collaborative Win-Win solutions.

SERVICE SOLUTIONS

Building Customer Loyalty™

In Building Customer Loyalty™ participants learn information and skills that help them make every customer's interaction with them a positive experience by leaving the customer feeling understood, appreciated, and confident in the organization. These feelings increase the customer's loyalty, bring value to both the customer and the organization, and help the participant build long-term, personalized customer connections.

Learning Outcomes

At the end of the program, participants will be able to:

- Describe the customer experience and its meaning for both you and the organization.
- Explain customer experience metrics and the benefits of measuring customer loyalty.
- Recognize your importance in building customer loyalty.
- Identify key defining moments in customer interactions.
- Leverage the four key customer expectations in every service interaction.
- Use emotional energy to connect with customers.

Mastering Conversation Essentials™

In Mastering Conversation Essentials™ participants learn how to meet their customers' professional needs by mastering the four parts of a service conversation: Open, Learn, Reply, and Close.

Learning Outcomes

At the end of the program, participants will be able to:

- Recognize barriers to effective customer conversations.
 - Distinguish how to open the customer conversation in a way that gains customer confidence and cooperation.
 - Build a strategic mix of open and closed questions to effectively learn what the customer needs.
 - Share clear and correct information with the customer.
 - Deliver unwelcome news and present options to the customer in a constructive manner.
 - Close a conversation by highlighting positive outcomes.
-

Navigating Challenging Situations™

In Navigating Challenging Situations™ participants learn how to navigate situations where the customer is unhappy with their organization.

Learning Outcomes

At the end of the program, participants will be able to:

- Listen non-defensively to angry or upset customers.
 - Use eight techniques to defuse tension with customers.
 - Explain what happened to upset the customer and what you will do to address the issue.
 - Brainstorm and offer appropriate goodwill gestures to customers.
 - Identify ways to keep promises to customers and create loyal customers.
 - Prepare for commonly encountered challenging customer situations.
-

Strengthening Customer Connections™

In Strengthening Customer Connections™ participants learn how to improve their ability to connect better with customers to meet their personal needs and create positive customer experiences.

Learning Outcomes

At the end of the program, participants will be able to:

- Connect personally with customers even in routine situations.
- Identify opportunities within your daily interactions to strengthen your customer connections.
- Overcome obstacles that can prevent you from connecting with customers.
- Project your willingness to help the customer.
- Recognize words to avoid that annoy or diminish a customer's value.
- Develop respectful responses that build customer loyalty.

Exploring Digital Communications™

In Exploring Digital Communications™ participants learn how to meet customers' key expectations and create positive defining moments using digital communications such as email, text, chat, and social media.





Learning Outcomes

At the end of the program, participants will be able to:

- Identify the role of digital communications in customer relationships.
- Explain when to use different channels of digital communications.
- Create customer emails that are positive, professional, clear, and concise.
- Use text and chat in a way that meets the four key customer expectations.
- Practice prudent and common-sense guidelines when using social media

BENEFITS FROM OUR LEARNING SOLUTIONS



LEARNING PARTNER	TARGET ATTENDEES	BENEFIT
	<p>AchieveForum believes that everyone leads, everyday. Their programs hence are designed for leaders of all levels, ensuring that everyone has the capability to hone leadership skills wherever they are in the organization.</p>	<p>Beyond specific benefits per program, AchieveForum enables employees to become effective leaders especially in an environment of constant change and uncertainty.</p>
	<p>Programs under Communispond are helpful to people of any level in the organization. This can span from business leaders who need to acquire credibility especially when driving strategies down to front-liners who need to effectively communicate and represent the organization to clients.</p>	<p>Focused, engaging presentations that promote business results.</p> <p>A surge of confidence as associates apply their organizational and presenting skills – and the wider business impact of that confidence</p> <p><i>... and more.</i></p>
	<p>Ideal for employees at all levels required to troubleshoot, perform root cause analysis (RCA), make decisions and implement plans. Particularly well suited for engineering, quality, operations, manufacturing, IT, customer service, maintenance, marketing and sales.</p>	<p>Individuals who confirm participation in these workshops continue to radically transform their organizations. Attendees walk away with deep critical thinking skills in the areas of root cause analysis, decision making and project management.</p>
	<p>Targeted at sales leaders and sellers that face, but not limited to, the following: account management, channel management, sales coaching, customer experience, etc.</p>	<p>Revolutionizes seller behaviour and drives success in leading sales organisations around the world. The Miller Heiman Group arms sellers with the behaviours and strategies they need to engage more buyers, provide exceptional customer experiences and win more deals.</p>

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