

"LEADERSHIP-THE BOTTOM LINE"

LEADERSHIP DEVELOPMENT SERIES

JANUARY TOPICS!

PART ONE

"What is Results-Oriented Leadership?"

Results-Oriented Leadership is critical to the success of any organization whose desire is to succeed! Whether you are competing on the athletic field or in today's market place, winning comes down to effective, results-oriented leadership being demonstrated at all levels in the organization. Leadership can be divided into two parts; one having to do with communicating vision, direction, determining the organization's goals, and strategic planning; and the other with inspiring, developing, and motivating people to really 'want' to work together as a team with a common purpose and with a common set of goals to achieve both personal and team success. In this segment, we will explore the true meaning of results-oriented leadership and how it's demonstrated at all levels in any organization whose commitment is to the growth of their people and to the growth of their organization.

1. What is results-oriented leadership?
2. Why is leadership important to employees and to the company?
3. What is the most effective leadership style for your organization?
4. How does effective leadership differ from traditional management?
5. What is the relationship between leadership and management?
6. What is at the foundation of effective, results-oriented leadership?
7. How the leader establishes and maintains credibility and influence.
8. How the leader demonstrates effective leadership on four levels.
9. How to recognize and avoid the most common leadership pitfalls.
10. How to engender genuine loyalty on the part of every employee.
11. The ten most important and productive leadership qualities.

The purpose of this segment is to guide the participants through the process of understanding not just what leadership is and the important part it plays in the success of any organization, but to have them begin to identify with the role of the leader and to accept the responsibilities associated with having been given the opportunity to influence the growth of both their team members and also their company.

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JANUARY TOPICS!

PART TWO

"How to Identify your Company's Core Values and Create Vision Statements"

What are some of the key differences between average companies and those that consistently meet or exceed their forecasts and goals? Progressive, growth oriented companies are those that are very clear in their understanding of who they are, why they're in business, what their vision is for their future and what good looks like in every part of their operation.

Having employees on the same page is vital for any company's growth and unity. It's with that in mind that successful businesses will involve their team members in the process of creating and promoting their organization's vision statement and also the identification and promotion of their company's core values.

A vision or mission statement will define a company's identity and clarify their long term goals. A company's core values are statements that reflect the principles by which an organization will operate and the ethical commitments that will serve to guide their behavior both internally and in their marketplace.

1. Ten reasons why companies succeed.
2. The importance of a common perspective.
3. How to create paradigm shifts in your organization.
4. What is a vision statement and what is its significance.
5. What are core values and in what ways do they lead to success.
6. How to involve employees in the process to create real ownership.
7. How to clarify and then document your company's vision statement.
8. How to clarify and then document your company's main core values.
9. How to promote and reinforce the company's vision and its values.
10. The single most dangerous 'myth' to be avoided at all costs.

In this extremely important foundational segment, participants will buy into the fact that successful organizations know that it takes a whole lot more than a good plan to succeed in business. They will learn that it takes an empowered team committed to a clearly defined vision who is focused on realistic goals, and motivated by a sense of purpose to win!

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LEADERSHIP DEVELOPMENT SERIES

FEBRUARY TOPICS!

PART ONE

"How to Condition your Team for Change!"

Organizations continually evolve; whether by expanding, contracting, exploring or eliminating. Managers often joke that change is the one constant in both their industry and in their organization, and it's undeniably true. Any organization that desires to grow and improve, or just keep up with its competitors, has to continually change and evolve. Managers are often caught in the middle because the responsibility for announcing, planning and for successfully implementing the change falls squarely on their shoulders and . . . that can be stressful if the manager is not prepared. In this session, managers will learn the art of change and how to turn it into a positive and successful experience for everyone involved.

1. The leader must remain open to change.
2. The strategic importance of continual change.
3. Seven important indicators that change is needed.
4. Identifying and addressing the challenges of change.
5. Common negative misconceptions about change.
6. Successfully moving the team through change.
7. How and why people typically resist change.
8. The most important question about change.
9. Change works best when it's sold, not told.
10. Eight steps to organizational change.

This is a powerful and fast moving, interactive session that is designed to move the participants through the process of changing their own perspective regarding the importance of change and how easily a team can be moved through the change process when the correct steps are taken. Actual 'real-life' changes that are taking place in their own organization are used during the discussions and exercises in this segment. Participants will leave this session positive and excited about the opportunity to lead their team through the changes taking place in their company.

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"LEADERSHIP-THE BOTTOM LINE"

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FEBRUARY TOPICS!

PART TWO

"How to Develop a Profit-Oriented Mindset in your Organization!"

Ask most managers to explain or discuss an operating budget, a profit-and-loss statement or a balance sheet and their reactions will range from incomprehension to abject horror. Yet, if they had a basic understanding of how finance works, they would be in a much better position to make the important decisions that affect the profitability of their department and their organization as a whole.

While managers need to remain focused on goals and on the mechanics of what it takes to get the job done in their departments on a daily basis, as leaders it is critical that they understand how money flows through their organization and how their decisions as well as the performance of their team directly impacts the profitability of their department and also the company.

The 'light-hearted' approach taken in this segment uses simple everyday terms and examples to take all the fear out of understanding what would otherwise seem to be complex financial concepts and makes working with normal financial documents easy.

1. Fundamental business terminology for non-financial managers.
1. How money typically flows through the average business organization.
2. The importance of financial planning and its direct impact on profitability.
3. How everyone really wins when the budget is understood and adhered to.
4. The profit-and-loss statement is really just a historical view of the business.
7. The cash flow forecast looks at the future in terms of income and expenses.
6. The balance sheet is an actual snapshot of the business at any one time.
7. How to involve team members in the creation of opportunities to save.
8. Acclimating managers to operating their departments as a separate profit center from a positive, win-win perspective.

Although 'finance' won't necessarily become everyone's favorite topic, the information and examples included in this segment will make it more understandable. By the end of this session, key financial documents will create no fear for any manager who needs to understand and be able to work with the complex-sounding concepts and tools they will be introduced to in this important and enjoyable session.

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"LEADERSHIP-THE BOTTOM LINE"

LEADERSHIP DEVELOPMENT SERIES

MARCH TOPICS!

PART ONE

"How to Effectively Train & Develop a Winning Organization"

Although we recognize and value the coach's role in the sports arena, we often fail to transfer the principles and practices of coaching to the corporate 'playing field.' But in today's organization, coaching has become an integral part of the overall performance management system.

In the past, organizations conducted once-a-year performance appraisals and issued evaluations that were similar to 'high school report cards'. But this approach doesn't provide employees with the ongoing feedback they really need to succeed in today's fast-paced business environment.

Today's managers can't stop at simply evaluating performance, they really need to influence and direct it in order to achieve desired outcomes. That means providing employees with the training and coaching they need along with information about performance issues 'as they occur' rather than just once a year. The purpose of coaching is to improve performance over-all and should be seen as an integral part of the overall development of the long-term employee.

1. The leader's perspective on training and development.
2. The importance of creating a clearly defined training plan.
3. Proper Prior Preparation Prevents Pitiful Poor Performance.
4. What is 'training', what is 'development', and their relationship.
5. Keys to designing and implementing a company training program.
6. How to properly train and 'fast start' new employees to insure success.
7. The strategic relationship between the employee's manager and the trainer.
8. The effective leader's role as 'coach' and also the six steps to effective coaching.
9. How to develop a strategically designed training agenda that includes classroom training and individual coaching.

The focus of this segment is on communicating to participating leaders the importance of having in place a well thought out plan for the 'on-going' development of their people both individually and as a team. Statistically, companies grow in direct proportion to the growth of their people. Growth comes about as the result of challenge, coaching and an opportunity to establish a pattern of successes that leads to genuine growth.

This segment will provide participating leaders with the guidelines to follow in order to be able to develop their people while achieving the goals and objectives of their company.

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"LEADERSHIP-THE BOTTOM LINE"

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MARCH TOPICS!

PART TWO

"How to help Team Members Develop a Confident and Healthy Self Image"

How people see themselves is very important to their ability to achieve success in all of the important areas in their life. That is especially true when it comes their ability to achieve success as an important contributing member of a professional organization or team.

Employee's 'self-image' will have a direct impact on their relationships with the people they work with and it will also determine the quantity and quality of their performance over-all. In this important segment, leaders will learn specific steps that can be taken to help their people achieve growth in the areas of self-image and self-confidence.

1. Why develop an understanding of self-image?
2. The employee's self-image: asset or liability?
3. How to influence self-confidence and performance.
4. A leader's practical definition of self-image.
5. The importance of a healthy self-image.
6. The impact of a positive or negative self-image.
7. The manifestations of the employee's self-image.
8. The source of the employee's self-image.
9. How to improve the employee's self-image.
10. How to influence self-confidence and growth in employees.

Various psychological studies have proven that success starts on the inside and it works its way outward. A person's self-image will have a direct impact on their confidence, their work ethic, the quality of their performance, and their ability to work well with others. Statistically, it's been proven that managers can not expect employees to consistently perform in a manner that is inconsistent with the way they see themselves.

If leaders are going to be successful at bringing out the best in their employees, it must begin with their ability to positively influence the self-image of each of their team members. Team members will perform at their best when they like who they are on the job and they respect the leader they work for.

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LEADERSHIP DEVELOPMENT SERIES

APRIL TOPICS!

PART ONE

"How to Achieve Results through Successful Team Building!"

America's new way of doing business is based solely upon on old, established American ideal . . . "Teamwork!" "Together Everyone Accomplishes More!"

Successful Team Building involves bringing together a diverse group of people with different ideas and different abilities to produce better products and provide better service. This session will explore what leaders must do in order to develop, guide and support their people so that they function as an effective and motivated team, consistent in their performance and outstanding in their achievements.

1. Why teamwork is critical to the success of any organization.
2. How 'teams' differ from being simply just a group of people.
3. The most common factors that typically destroy teamwork.
4. The leader's seven essentials for successful team building.
5. How to create team cohesiveness and loyalty to the company.

This fun-filled, interactive segment is designed to provide participating leaders with the tools they will need to develop their people into a cohesive, goal orientated team that consistently meets or exceeds the goals they've been assigned by their company.

This segment includes an effective set of proven guidelines that can be easily followed to improve performance and achieve sustained growth on the part of each team member and the team as a whole.

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"LEADERSHIP-THE BOTTOM LINE"

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APRIL TOPICS!

PART TWO

"How to Enhance Your Team's Ability to Learn and Process Information Quickly!"

We are living in a time of unprecedented change as business and industry seems to reinvent itself almost overnight. Our ability to learn, process and communicate information quickly and efficiently is no longer just a shrewd business choice, but it's quickly becoming a matter of necessity. If we are to succeed as an organization, today's leader must learn to communicate on a much deeper level to more effectively lead, train and develop each individual member of their team. This session will focus on how we as people process information and how to communicate on a much deeper level to minimize miscommunication and make understanding even easier in order to achieve even greater results.

1. Practical definition of communication.
2. Communication consists of three parts.
3. How people process and communicate.
4. Conscious and unconscious communication.
5. Understanding relationship, perspective & rapport.
6. Understanding preferred representational systems.
7. Recognizing and adapting to communication styles.
8. How the leader influences through effective communication.

This is really a very interesting and enjoyable session that is designed to provide participating leaders with additional insight into human nature and an understanding of the differences between people and how to adapt to those differences to improve working relationships and make succeeding together easier.

This segment will help leaders understand why some people are able to work well together while others experience difficulty. And it will equip them with the tools they will need to position their team members to be able to effectively overcome those natural challenges to improve communication and make working together more productive and enjoyable for everyone.

This session will bring new meaning to the old saying, "It's not always what you say but how you say it that makes the big difference."

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"LEADERSHIP-THE BOTTOM LINE"

LEADERSHIP DEVELOPMENT SERIES

MAY TOPICS!

PART ONE

"How to Turn Stress into Success on a Daily Basis!"

"Stress" The word itself produces anxiety in our hyperactive, time-crunched, busy lifestyle. Somehow we've all come to believe that stress is one of those things we must all accept as a by-product of our busy, productive lifestyles.

However, imagine our reaction if we were to be told that a single element of our lives had been shown to be primarily responsible, not only for our migraines and lower back pains, but also for our reduced productivity at work and many of the problems that we face at home in our personal lives. Our acceptance of that one element of our lives would come under severe scrutiny.

Stress is that one element, and it's time we take a new look at its causes, how it affects our lives and what we can do to eliminate it from our lives. This segment will provide leaders with the information and tools they will need to not only more effectively manage their own stress but that of their team members as well.

1. Stress is a fact of life.
2. Stress vs. Stressors.
3. Good Stress vs. Bad Stress.
4. Internal vs. External Stressors.
5. Stress and Various Personality Types.
6. Identification of Personal Stress Factors.
7. Reactions vs. Responses and Resulting Stress.
8. The 13 most common stress factors in the workplace.
9. The 13 most effective stress releasers in the workplace.
10. What the leader can do to greatly minimize stress in the workplace.

Job burn-out, illness, absenteeism, inter-personal conflict, counter-productivity, depression and ultimately turnover; Often times, these very common problems can be traced back to our team member's inability to successfully cope with stress in the workplace, or in their personal lives - or both.

The crippling effects of stress in the workplace can be greatly reduced by making the quality decision to follow the logical steps that are outlined in this thought-provoking segment. This interactive segment is highly motivational and it will provide practical solutions that are based on in-depth research and that will give participating leaders a real handle on stress in the workplace.

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DEVELOPING TOMORROW'S LEADERS TODAY

"LEADERSHIP-THE BOTTOM LINE"

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MAY TOPICS!

PART TWO

"How to Develop Positive, Results-Oriented Attitudes within your Organization!"

It's been said that those who have the greatest attitudes tend to accomplish the most in any organization, and that the 'bad apple' tends to spoil the whole bushel. Increased creativity, productivity, and profitability, are the manifestations of the right kinds of attitudes in any organization. This segment will show you how to influence the kinds of attitudes in your organization that will turn negative situations into positive results and produce growth in your people and in your company.

1. Leader's practical definition of 'attitude'.
2. Attitudes and skills combine to product success.
3. Motivating factors that produce positive and negative attitudes.
4. Manifestations of positive and negative attitudes in the workplace.
5. Leaders role in influencing positive attitudes within the organization.
6. Recognizing the real potential for negative attitudes in the workplace.
7. Responding to 'attitude virus carriers' and curing negativity in the workplace.
8. How to help team members diagnose, understand and improve their attitude.
9. Ten steps to keeping ourselves and our work environment 'attitude virus free'.

Within any organization there can be various carriers of the dreaded virus. It could be a manager who's overly critical or who lets out pressure by taking it out on employees. It could be a team member who feels her opinions aren't being heard, or who feels like she is doing more than her share. There might be people whose negative outlooks have nothing to do with work. Problems at home or ill health can sometimes lead to unhappy feelings on the job, which can easily spread to co-workers or even to customers.

A healthy attitude on the part of individuals and the team as a whole is imperative for a well-functioning team or organization to achieve its goals. A positive environment will increase individual and team productivity, improve team performance and morale, it will improve customer satisfaction, open up communication, increase personal initiative, creativity and participation in decision making and problem solving.

This humorous and highly interactive segment will provide participating leaders with the tools they will need to create the kind of positive work environment that will lead to increased productivity as the result of influencing the development of positive attitudes.

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"LEADERSHIP-THE BOTTOM LINE"

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JUNE TOPICS!

PART ONE

"How to Improve Results through Improved Listening and Communication!"

"I know you believe you understand what you think I said, but I'm not sure you realize that what you heard is not what I meant." Without clear communication, teamwork just doesn't work - especially in important, high-pressure situations.

Clear communication can spell the difference between winning and losing in any organizational or interpersonal endeavor. A successful team effort requires that all members take responsibility for sending and receiving clear messages.

Effective communication is a joint endeavor. It requires that all parties pay attention to both the verbal and non-verbal signals they're sending and receiving. In this segment, we will explore the six elements of effective communication and their impact on a team's ability to succeed.

1. How well do we really pay attention?
2. Communication: the key to success in any endeavor.
3. The ten most common communication mistakes in the workplace.
4. The six greatest costs of communication breakdowns in the workplace.
5. The leader's responsibility to insure clear and accurate communication.
6. Accepting 100% responsibility for both sending and receiving information.
7. How to effectively apply the six most important sending and receiving skills.
8. The ten most obvious and not so obvious benefits of clear communication.

When communication breaks down, teamwork, performance and productivity suffer. This interactive segment will involve the participants in evaluating how a team under intense pressure commits a series of common communication mistakes and how those mistakes ultimately come back to haunt them in the end.

Participants will identify the specific communication errors that were made among the team members, and also the steps that could have been taken to insure the kind of clear communication that would have led the team being evaluated to experience success.

Participants will then be given the opportunity to apply the lessons learned to actual real life examples of challenges experienced in their own organization due to a breakdown in communication. An eye-opening and thought-provoking experience for everyone in attendance.

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"LEADERSHIP-THE BOTTOM LINE"

LEADERSHIP DEVELOPMENT SERIES

JUNE TOPICS!

PART TWO

"How to Help employees Identify, Establish and Effectively Reach their Goals!"

There is no question that employees and organizations who have clearly defined goals are much more positive and motivated, and certainly more productive than employees and organizations who have no clearly defined goals. Our goals give us direction and become the very reasons why we get up and do what we do on a daily basis. Goals make life more interesting and they inspire us to want to invest more of our natural talents and abilities in the pursuit of achieving success.

This interactive segment will explain both the 'need for' and the 'benefits of' establishing and reaching important goals in every part of our lives. It will also provide managers with a set of practical guidelines that can be easily followed to make setting and reaching their personal and team goals easy, enjoyable and profitable for themselves and for their team.

1. The ten characteristics of the ideal employee.
2. The origin of the ten characteristics of the ideal employee.
3. The percent of people who actually have clearly defined goals.
4. The leader's practical definition of 'goals' and their importance.
5. Why most typical employees fail to set clearly defined goals.
6. How to 'sell' employees on the benefits of setting personal goals.
7. Why leaders must have clearly defined personal and team goals.
8. The six benefits of aligning personal goals with company goals.
9. How to help employees define, effectively set and reach their goals.
10. How to easily reach goals through the development of positive productive habits.

Achievement and accomplishment are among the most satisfying pleasures people can experience. Beating the competition to market with a new product or service, landing that 'big account' after months of hard work, or simply achieving a better set of performance statistics than have been accomplished in the past, these are but a few examples of the kinds of things which people delight in experiencing.

If leaders are to bring the best out in their employees, they must understand the importance of creating the kind of goal-oriented environment that will position the members of their team to experience the pleasures associated with achieving their personal and team goals. Success always breeds more success.

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DEVELOPING TOMORROW'S LEADERS TODAY

"LEADERSHIP-THE BOTTOM LINE"

LEADERSHIP DEVELOPMENT SERIES

JULY TOPICS!

PART ONE

"How to Achieve More with Priority Thinking and Effective Time Management!"

"No one has enough time, yet everyone has all there is." A recent study involving 2500 managers and supervisors across the United States revealed that 89% take work home, up to 65% work more than one weekend per month, and 53% spend less than two quality hours per week with their children.

Despite the fact that 'time' is one of the few things that is distributed to all of us on an equal basis, most people still don't seem to have enough time in the day to accomplish their objectives. The time crunch problems faced by most business people have nothing to do with 'time.' When evaluated closely, they can be traced back to powerful tendencies of human nature such as procrastination, allowing one's attention to shift from topic to topic, thinking that only 'we' can do things right, and simply as the result of being dominated by powerful unproductive habits.

This segment will provide very practical, realistic solutions that will help business people gain two to three hours more per day in increased productivity by showing them how to develop an 'action plan' to replace 'time-wasting' behaviors with positive productive habits.

1. Time: the most valuable commodity we have.
2. Time Management: achievers vs. non-achievers.
3. Time Management and Organization: the ultimate purpose.
4. Time Management and Organization: the greatest challenges we face.
5. The Four Keys to Developing an Effective Time Management System.
6. The Top Ten Time Wasters.
7. Let's Get Organized.
8. Let's Plan Our Day.
9. Let's Properly Manage Paperwork.
10. Let's Establish Positive Productive Work Habits.

This is a fast-paced, interactive segment that involves participating leaders in the process of evaluating how they typically use their time, and what typically impacts how much they are able to accomplish in a typical work day. They are given the opportunity to identify their top time wasters in three categories: personal planning, organizing and managing their environment, and dealing effectively with interruptions. They are also encouraged to create a time log for the purpose of identifying time wasting patterns and developing ways to redeem the time they typically lose due to ineffective time management.

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"LEADERSHIP-THE BOTTOM LINE"

LEADERSHIP DEVELOPMENT SERIES

JULY TOPICS!

PART TWO

"How to Increase Results through Successful Selegation!"

A very important aspect of the successful leader's approach to effective time management involves the leader's ability to achieve 'maximum productivity' through each member of his or her team; and most typical managers 'tell' subordinates what to do and how they expect it to be done. However, in this very beneficial and very practical segment, leaders will learn the importance of 'selling' subordinates on what needs to be done in such a way as to inspire creativity, and the desire on their employee's part to 'want' to do the best job possible. Leaders will learn how to operate in a much more effective and results-oriented with the members of their team, and ultimately how to achieve more in less time by 'selegating', rather than by delegating responsibility.

1. Delegation: Working Smart vs. Working Hard.
2. Leader's practical definition of Delegation.
3. Leadership-oriented purpose of Delegation.
4. Management-oriented purpose of Delegation.
5. How to know when you are delegating effectively.
6. The most practical benefits of effective delegation.
7. Why most typical managers refuse to delegate, (the traps).
8. The most common mistakes made by managers when delegating.
9. To delegate or not to delegate, that is the most important question.
10. The difference between Selegation and Delegation; which is most effective.
11. Selegation: The process; Four Stages consisting of Eleven Practical Steps.
12. What are the ultimate secrets to 'Successful Selegation'; why the process works.

This very practical and interactive segment involves the participating leaders in evaluating the circumstances under which employees will typically function at their best and how to utilize that understanding in their approach to delegating projects and to assigning responsibilities.

This segment includes an opportunity for participating leaders to evaluate their own experiences in comparison to the methodology that is being presented in the session and to discuss it's application to specific projects that they will be assigning in the near future. This is an extremely valuable segment.

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AUGUST TOPICS!

PART ONE

"How to Inspire and Motivate for Results"

One of the greatest challenges managers and supervisors face today is how to motivate their employees to 'want' to do what needs to be done, when it needs to be done, and in the manner in which it really needs to be done.

This session will provide participating managers with both the insight and the processes they will need to be able to inspire their people to really 'want' to get the job done right and on time. They'll learn how to create a real genuine desire on the part of employees to want to succeed, the principles and methods of motivation, and how to implement that valuable understanding to achieve greater degrees of growth and productivity in and through their team members - individually - and in their organization as a whole.

1. Leader's practical definition of 'motivation'.
2. The origin of personal motivation.
3. The practical importance of motivation.
4. How to determine if a person is genuinely motivated.
5. Why some people are easier to motivate than others.
6. Who is responsible for the motivation of team members.
7. Leaders . . . what does it really take to motivate team members.
8. What do people really want from their jobs, what's really important.
9. The ten greatest motivating factors for the typical employee.
10. The leader's five most powerful keys to effective motivation.
11. Motivating team members for consistent, quality performance.
12. Motivating team members to produce loyalty to the leader.
13. Internal, external, long-term, short-term motivating factors.
15. How to customize motivation for the individual team member.
14. The Three Steps to Continuous Motivation.
15. Who motivates the motivator!

This is an extremely important and beneficial segment that involves the participating leaders in developing a much greater understanding of human nature and what typically motivates people to perform up to their full potential. It is an interactive segment that will focus the participant's attention of the importance of really knowing and understanding their people and what their greatest motivating factors are, and then designing a 'plan' that will make it easy to keep their team members focused and motivated on a regular basis.

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DEVELOPING TOMORROW'S LEADERS TODAY

"LEADERSHIP-THE BOTTOM LINE"

LEADERSHIP DEVELOPMENT SERIES

AUGUST TOPICS!

PART TWO

"How to Successfully Conduct Productive Staff Meetings!"

Do you ever feel like your organization has fallen into the trap of scheduling meetings to schedule more meetings? Unfortunately, too many managers see meetings as being one of the necessary evils of everyday business life. In reality, productive meetings are essential for the effective sharing of goals, various types of information, and for solving problems.

Statistically, managers spend more time in meetings today than they did only five years ago - and they will continue to spend even more time in meetings in the future. So it's essential that business meetings are properly planned for in advance and efficiently run; otherwise, up to a third of the manager's time spent in meetings may be wasted.

This segment effectively utilizes humor to demonstrate how to successfully plan for and conduct meetings in such a way as to accomplish more productivity in less time, while insuring that your people do their sleeping at home instead of in your meetings.

1. What is the ultimate purpose of a well-run meeting.
2. How important are meetings to the success of my organization.
3. The Top Ten Meeting Busters; Why people want to escape meetings.
4. The Top Ten Signs of a well-run, productive and successful meeting.
5. The Five Guidelines for Planning and Conducting Successful Meetings.
6. How to keep meetings positive, minimize disruptions and discussions 'on-track'.
7. Steps meeting participants can take to insure an effective, productive meeting.

Well-structured, well-run meetings insures regular communication. Nothing more effectively involves people, sustains vision and credibility, or generates enthusiasm than regular face-to-face communication. Well-executed meetings are an organization's link to the effective accomplishment of their most important goals and objectives. This segment will change the participant's attitudes regarding meetings for the better, and it will equip them with the guidelines to follow to insure that all their meetings are both motivational and highly productive.

During this particular segment, participants will create detailed agendas for the meetings that they conduct in their organization.

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LEADERSHIP DEVELOPMENT SERIES

SEPTEMBER TOPICS!

PART ONE

"How To Develop and Maintain a Highly Productive Work Environment"

Our ability to achieve genuine success as a leader in our organization will be based upon our credibility, our influence, the nature of the relationships we develop with the people we manage, and the environment we create in our area or areas of responsibility.

This segment will reinforce the fact that organizations will typically reflect the quality of the leadership they're provided . . . be it effective or ineffective. Employees want to follow an effective leader who will provide a sense of purpose and a clearly defined direction for the team to take.

The leader who's committed to achieving maximum productivity through the people they lead must constantly ask themselves, "What are my people going to need from me today to succeed?" How to correctly answer to this most important question will be the focus of this entertaining and informative segment entitled, "How to develop and maintain a highly productive work environment."

1. Why did you become a leader/manager.
2. What do you find most rewarding about being a leader/manager.
3. What do you need from each of your people to enable you to succeed.
4. What do each of your people need from you to enable them to succeed.
5. Leadership means setting the mood, the pace, and setting the standards.
6. Leadership means not playing favorites, sharing the credit and taking the heat.
7. Leadership means being firm, stating the facts, agreeing on the problem and the solution.
8. Leadership means remaining flexible, assuming the best, and being open to good ideas.
9. Leadership means maintaining an open mind and being able to admit when you are wrong.
10. Leadership means accepting the fact that you only succeed when each of your people do.

The focus of this segment is on the fact that all organizations will reflect the leadership they are provided . . . be it effective or ineffective. Employees want to follow an effective leader who will provide a sense of purpose and a clearly defined direction for the team to take. Participating leaders will gain an even deeper understanding of human nature as they begin to understand all the responsibilities they have to the success of each of their people and to the success of their team as a whole.

This will prove to be a very enlightening segment for each participating leader as they begin to understand their role in the success of the people and their responsibility to provide their people with what they will really need to succeed on a daily basis.

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LEADERSHIP DEVELOPMENT SERIES

SEPTEMBER TOPICS!

PART TWO

"How to Create Positive Accountability through Performance Reviews!"

One of the most important and valuable tools the leader can utilize to insure the growth and the ultimate success of the employee is 'Accountability'. All too often, 'accountability' is viewed as a 'negative' by the employee, but when it is presented properly it can be viewed as an opportunity for the manager and the employee to work together as a team of two to insure the ultimate success of the employee. As the leader and employee work together to establish mutually agreed upon goals and objectives for the employee, the employee is given the opportunity to implement 'their own' creative ideas and establish 'their own' accountability factors, all of which will increase their odds for achieving even greater success in their position and in their career.

This segment will provide the leader with an effective process that can be utilized on an on-going basis to accomplish year-round performance improvement on the part of each one of their employees; It's called the Continuous Performance Appraisal.

1. Leadership perspective on 'accountability'.
2. The purpose of a Successful Performance Appraisal.
3. Factors to take under consideration when conducting Performance Appraisals.
4. How to know that you have conducted an effective, Successful Performance Appraisal.
5. Proper preparation for the Successful Performance Appraisal Meeting. (4 Steps)
6. Conducting the Successful Performance Appraisal Meeting. (6 Steps)
7. Providing Follow-up after completing the Successful Performance Appraisal. (3 Steps)
8. Successful Performance Appraisal: Positive Behaviors and Negative Behaviors.
9. Process of Giving Constructive Feedback during the Successful Performance Appraisal.
10. How to accelerate the growth of your people through Successful Performance Appraisals.

By incorporating this simple but effective process into what your participating leaders are already doing correctly inside your organization, they will be encouraging employees to become much more involved in the development of their own careers while helping them to get their own personal goals more in line with those of the company.

This very interactive segment will move your participating leaders through the process of designing an actual performance appraisal process that can be adapted to any of the job descriptions that already exists in their department. This segment will show them how to put their understanding of human nature to work for them as they fulfill this part of their responsibilities to their people.

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LEADERSHIP DEVELOPMENT SERIES

OCTOBER TOPICS!

PART ONE

"How To Interview, Hire & Fast Start Winners!"

Managers have a very important job in today's fast-paced business environment. Interviewing and selecting the right personnel is one of the most critical things a leader must do to reach important organizational goals. As a leader, the hiring decisions you make today will influence your organization for years to come. It's because of this that companies cannot afford to have important hiring decisions made based solely upon gut feelings and intuition. Instead, today's effective leader must be able to rely on a proven system that will enable them to gather all of the right information and then utilize it to the greatest advantage of both the applicant and the company.

In this segment, participating leaders will learn how to structure their interviews in such a way as to enable them to conduct the most effective interviews possible for the purpose of increasing their ability to select only the best people for their organization. They will also learn how to create specific interview questions designed to provide them with the greatest amount of insight possible during their interview process and how to better understand what their applicants are really telling them in their responses.

1. Leadership perspective on the importance of conducting effective interviews.
2. The importance of job descriptions and knowing exactly what you are looking for.
3. Who really wins when you choose the right candidate for the position. (5 People/Groups)
4. How to calculate the actual costs associated with making a wrong hiring decision.
3. Written applications vs. prepared resumes: the pros and cons of each and what to look for.
4. The most common laws to take under consideration when conducting effective interviews.
5. How to design the most effective interview process for each individual job description.
6. Conducting the interview: Preparation, First Interview, Second Interview, Decision.
7. The importance of properly using both 'open-ended' and 'closed-ended' questions.
8. Recognizing the most effective predictor of future behaviors is past behaviors.
9. The leader's effective use of 'silence' during the actual interview process.
10. The effective use of the ten steps to conducting a successful interview.

This segment will introduce a proven approach to interviewing that can be applied as a part of any established interviewing process to improve the interviewer's ability to predict potential job performance. It focuses attention on the fact that one of the most accurate predictors of future behavior is past behavior.

During this segment, participants will be guided through the process of designing an actual interview process that they can perfect and use in a real life setting.

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LEADERSHIP DEVELOPMENT SERIES

OCTOBER TOPICS!

PART TWO

(Option One)

"How to Develop and Retain Your Very Best Employees!"

Employee retention matters! Hanging on to your most valuable employees is critical to the long term health, success and ultimate growth of your organization. Business leaders agree that retaining your best employees leads to greater customer satisfaction, increased sales of products and services, satisfied co-workers, effective succession planning and deeply imbedded organizational knowledge and experience. While most managers agree with these facts, why then do they sometimes function in ways that so often will encourage great employees to quit their jobs?

With many businesses operating in such a way as to minimize their employee costs, team members will often times be required to 'wear more than just one hat' so that the business can operate as efficiently as possible in today's competitive marketplace; and with that being the case, simply hiring good employees is no longer enough. Insightful managers and their organizations must also focus on strategies for keeping their best employees on the job.

Employee retention is one of the primary measures of the health of your organization, so if you are losing critical team members, you can safely bet that other people in their departments are probably also 'looking' as well. How managers show that they really value their team members is going to be our focus in this most important segment.

1. Statistics don't lie! Why they stay and why they leave; and the number one reasons why.
2. Understand the importance of hiring and retaining good people in a competitive environment.
3. The process of realistically identifying the really good ones; and a strategy for keeping them.
4. Identify, understand and appreciate what your best people want and need; how to deliver.
5. Communicate clear performance expectations; Set measurable performance standards;
6. Take time to give employees performance feedback; Take time to listen and get feedback;
7. Reward and recognize employees for accomplishments in ways specific to who they are.
8. To make retaining good employees a top priority, 'have a plan' for each team member.
9. Your most important goal is to give them more reasons to stay than reasons to leave!

In this extremely important and valuable 'content-rich' segment, participants will learn how to substantially increase productivity in their department without adding a single person; how to lower recruiting, interviewing and hiring costs by 50%; and also how to improve team and company morale; all as the result of applying the simple but practical tools they will receive in this segment.

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LEADERSHIP DEVELOPMENT SERIES

OCTOBER TOPICS!

PART TWO

(Option Two)

"How to Develop a More Customer-Centered Environment!"

Customers today have more choices than ever before. Simply satisfying them will no longer earn their loyalty or their referral business. Only those organizations that make a conscious choice to put their customers at the very center of all their decisions will be rewarded with a more loyal customer base. Those people and companies who are willing to accept the challenges of learning creative new ways of doing business will experience substantial opportunities for growth and prosperity. In this segment, our focus will be on how to provide better service and build more loyal and profitable customer relationships through discovering new ways to become faster and more flexible.

The way you do business today was designed to give you today's results. However, if you want tomorrow's results to be radically different, you must develop radically improved ways of doing business with one of the most important resources your organization has . . . your customer!

1. Leader's practical perspective: What is Customer service?
2. Categorically speaking, who really are our customers?
3. Startling 21st Century Customer Service Statistics.
4. What are the keys to providing exceptional customer service?
5. The Demands of the 21st Century Customer Service Revolution.
6. Customer Service: The importance of Making an Emotional Connection.
7. Customer Service: The importance of Changing the Ways We Serve Customers.
8. Customer Service: The importance of Aligning Internal Structures with our Words.
9. Customer Service: The importance of Instantly Knowing our Customers Needs.
10. Customer service: The importance of Making Recoveries from Mistakes Strategic.
11. Customer Service: The importance of Recognizing that Providing Service is Re-Selling.

This interactive segment will reinforce the reality of the fact that the world is quickly changing and so are the expectations and demands of our customers. Leaders will be made to understand that the only way to effectively serve their customers is by involving every member of their team in the process of creating more value for the customer by working together to improve the quality of the service they provide.

This segment also includes the opportunity for the participating leaders to conduct a Customer Service Audit within their own organization which will involve all of their people in the process of evaluating and 'grading' the quality of the service they are presently providing their customers in the six important areas listed above. (6 – 11)

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LEADERSHIP DEVELOPMENT SERIES

NOVEMBER TOPICS!

PART ONE

"How To Communicate Successfully with Various Personality Types!"

"Do unto others as you would have them do unto you." At first glance, this would seem to be a very sensible and a very practical approach, an effective rule to live by. However, as incredible as it may seem, you stand a greater chance of productively relating to others when you do not.

If you interpret the 'golden rule' literally, you will find that it's based on the assumption that others 'wish' to be treated the same way you do. This assumption is not necessarily true. According to behavioral psychologists, this is rarely the case. In fact, if you dutifully follow the 'golden rule', the odds of you relating effectively to your employees and your co-workers will be significantly reduced.

The leader must be able to present ideas, concepts and instructions in such a way that the employee becomes 'sold' on the benefits of them following through and succeeding. While most typical managers present or 'sell' in the way they themselves would like to be presented to, in this segment participating leaders will learn how to correctly relate to and involve each employee in such a way as to be able to 'sell' the employee in the way the employee 'needs' to be sold. (Includes a self-assessment personality test.)

1. How to instantly recognize and respond to what employees need.
2. How to respond positively to the negative things employees say and do.
3. How to create a desire on the part of employees to want to respond positively.
4. How to quickly understand and adapt to an employees unique 'personality type'.
5. How to use effective communication to build productive, growth-oriented relationships.
6. How to cause employees to feel comfortable and relaxed when in the leader's presence.
7. How to lower employee resistance to new ideas and open their mind to positive change.
8. How to establish a position of influence in the mind of the employee and create loyalty.
9. How to recognize the personal maturity of the employee and quickly influence growth.
10. How to respond productively to various personality types and to inner motivations.
11. How to respond positively to the reasons why someone is acting the way they are.
12. How to effectively empower people by making it possible for them to feel the way they need to feel about themselves in order to be able to perform at their very best.
13. How to lift someone up to your level instead of allowing them to pull you down to theirs.
14. How to instantly recognize, understand and respond productively to the five most powerful positive and negative personality types you will find in the typical work place today.
15. How to recognize your own personality type and understand why you think and act the way you do, and how to achieve your true potential as a genuine leader.

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NOVEMBER TOPICS!

PART TWO

"How to Create Opportunity by Mastering the Problem Solving Process!"

When leaders are asked how they make decisions and solve problems, their typical response is usually something like: "I don't know. I just do what has to be done." Although they may not be able to outline the specific steps they take or what rules they apply, all would probably agree that making 'good' decisions and effectively solving problems are the essence of good leadership and good management.

Even though they may not always be aware of it, most leaders proceed through fairly common processes when making difficult decisions and solving tough problems. This process will usually include at least the following four sequential steps: Awareness that a problem exists, defining the problem, developing a solution, and finally successfully implementing the solution. This segment will focus on the third and fourth steps in the overall process; the process of finding and then implementing a solution to a given problem, in particular when the problem and the solution will directly or indirectly impact others in the company.

In this segment, participating leaders will learn how to create 'buy-in' by involving their people in the process of finding and then successfully implementing solutions to real problems and discovering more creative and efficient ways to help the company grow in the process.

1. The greatest resource the effective leader has when it comes to solving problems.
2. Leadership perspective on the importance of Effective 'Team' Problem Solving.
3. How and why employees typically respond to solutions they did not participate in.
4. The six words that typically destroy creativity and slow down forward momentum.
5. Whose ideas will employees typically work the hardest to successfully implement.
6. When to involve employees and when not to involve employees in the process.
7. The Leader's Eight Steps to Effective Team Problem Solving.
8. The process and the power of Green Light Thinking.

In this fast-paced, interactive segment, participating leaders will be introduced to the benefits of involving the members of their team in the process of solving many of the problems that they are faced with on a regular basis. By effectively implementing the process they will be given, they will not only be able to arrive at better solutions to the problems that arise in their organization, but they will be building a stronger and more unified and loyal team in the process. Participating leaders will be given the opportunity to utilize the problem solving process during the session to address an actual problem they are presently facing in their own organization.

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LEADERSHIP DEVELOPMENT SERIES

DECEMBER TOPICS!

PART ONE

"How To Work Productively with Various Social Styles!"

Our ability to build successful relationships and work productively with other people will have a direct impact on our ability to accomplish our goals and meet our responsibilities as leaders in our organization. Scientific research shows us that people think, communicate and behave predictably different, and it's because of these unique differences that we really must learn to understand, respect and adapt to other people's views and behavior styles.

As we develop our strengths and abilities in this area, we will greatly increase our ability to communicate effectively and build more compatible and productive relationships with the people we lead and work with. This segment will equip leaders with the tools they will need to improve both business and personal relationships by equipping them to take responsibility for treating others the way they 'need' to be treated.

This segment will teach leaders how to be far more comfortable leading and working with people whose 'behavioral styles' differ from their own, thus increasing the success they are able to achieve through others. In addition to learning how to identify their own personal behavioral style, they will also learn how to recognize and adapt to the behavioral styles of the people they work with on a daily basis. This is an extremely important session for those leaders who are committed to genuinely succeeding in the people business.

1. Why some relationships are more productive than others.
2. What are Behavioral Styles and Relationship Strategies.
3. The history of the concept of Behavioral Styles.
4. The Four Basic Behavioral Styles, (Social Styles).
5. How to quickly recognize the Four Behavioral Styles.
6. How to quickly adapt to the Four Behavioral Styles.
7. Personal Behavioral Style Evaluation, (Self Assessment).
8. Steps to increasing our own Behavioral Flexibility.
9. Steps to relating more effectively to other Behavioral Styles.
10. Steps to achieving greater success with other Behavioral Styles.
11. Steps to effectively leading and managing each Behavior Style.

In addition to the content listed above, participating leaders are given the opportunity to evaluate their existing relationships with their peers and with their team members and they are guided through the process of determining the specific steps to take to immediately improve those relationships.

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LEADERSHIP DEVELOPMENT SERIES

DECEMBER TOPICS!

PART TWO

"How to Develop Loyalty and Keep Winners!"

If you have ever lost a key employee to the competition, you'll really appreciate this very important and practical segment. This segment focuses on the old saying that 'good people are hard to find.' Successful organizations are made up of good people with great attitudes who are loyal and committed to the success of their company.

What does it take to develop this type of loyalty on the part of each one of our people? Our research shows that successful companies can trace their success to three very important elements; they have a growing number of customers; they provide a great place to work; and they have a positive cash flow. This very interesting segment will focus on the second of the three factors; how to develop loyalty and keep winners by providing them with a great place to work.

A great place to work is not found in a specific setting, but it's found whenever and wherever employees observe the six crucial elements we will explore together in this segment. This segment will provide leaders with the information and the tools they will need to be able to develop loyalty on the part of each of their team members by providing them with a great place to work.

1. Three Characteristics of a Successful Growing Company, (Discussion).
2. The Six Elements that create a Great Place to Work for Team Members.
3. How to Develop Loyalty and keep Winners in the Great Place to Work.

This interactive session will guide the participating leaders through a discussion of the specific steps they can take to make sure they are providing the people in their own organization with a great place to work. These include matching individual talents and goals to specific opportunities, fostering positive working relationships, regularly communicating specific expectations, motivating and providing appropriate recognition, providing growth-oriented, learning opportunities and measuring personal contributions to company-wide goals and objectives.

When employees are provided a 'great' place to work, attitudes improve, employees feel good about themselves and their contribution, there is a greater degree of pride taken in the quality of work produced and there is a greater degree of loyalty to the manager and to the accomplishment of company goals and objectives. This session is a must for all leaders.

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