
The Developing Career™

Performance Plus™ Management Skills Development Program

Program Introduction



**Performance Plus™
Management Skills Development Program**

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Program Purpose

The purpose of **The Management Skills Development Program™** is to provide participants with the skills, tools, perspectives, practice and feedback to achieve superior results through others, while making it easier for employees to give their best, at work. This program has been designed to work in conjunction with the Core Skills Development Program, as a co-requisite course.

It takes a great deal to achieve consistent results through other people. It is even harder to do this while having employees gain the feeling of safety needed to really bring their best to the workplace. Yet, most people who are elevated to management are expected to transition from their previous role (often a technical role) into leading and managing others, often without being provided with even the most basic tools to successfully step into their new position.

This program has been specifically developed to provide managers and leaders with what they need, to work effectively through other people, in order to achieve their department's or project's desired outcomes, as well as the loyalty of their people.

Outcomes for Participants

As a result of completing this program, participants will:

1. Learn what it takes to generate superior performance through others, while making it easier for employees to give their best at work;
2. Build a series of strategies for managing and developing people;
3. More effectively navigate the waters of uncertainty and of difficulties between and among people, both staff and peers;
4. Grow their communication and leadership skills;
5. Accomplish a 12-month long, work-related project that is designed to stretch their ability to achieve superior performance through others.

Outcomes for the Company

As a result of the participation of key management staff in this program, the company will:

1. Consistently elevate the standard within the company of how people are treated;
2. Enjoy increased effectiveness of teams through increased accountability of individuals;
3. Improve overall effectiveness of communication throughout the company;
4. Improve both staff and middle management productivity, as well as overall company profits;
5. Grow their middle managers into a powerful, productive force, supporting the overall growth of the company.

Audience

This program has been designed for middle managers – people who have one or more people reporting directly to them.

The skills, tools and perspectives are also quite useful to top leaders.

Note: The co-requisite (or prerequisite) of this program is **The Core Skills Development Program™**.

Program Logistics

Hours:

The Management Skills Development Program™ is conducted within a period of 12 months, in a series of 12 monthly 3-hour online sessions, via webinar. In addition, participants have access to email support from the facilitator through the program. The total instructional hours are 36 for **The Management Skills Development Program™** in addition to **The Core Skills Development Program™**.

Upon successfully completing this program, participants receive a Certificate of Completion.

Fees:

Fees for this program are \$2,500 per participant, payable in advance of session 1. Taxes are extra where applicable. This program fee covers 36 instructional hours via webinar.

Please contact us for more details at info@walshbusinessgrowth.com

Dates and Registration:

This program is available either within companies, or from time to time it is held for smaller mixed groups of people from different companies, usually in different cities/countries.

The next intake of this program starts on Monday, May 6, 2019, and goes for 12 consecutive monthly sessions, completing on Tuesday, April 7th, 2020.

To check for a detailed list of the dates and availability, or to find out more about the application process, please contact us at info@walshbusinessgrowth.com

Facilitator:

Michael Walsh – BIO

Michael is a visionary leader, speaker and author known for igniting passion in the entrepreneurs he works with by helping them drive their businesses to growth levels beyond their expectations. For over twenty years, as Founder of Walsh Business Growth Institute (formerly Kaizen Consulting Services), Michael's unique ability has been to maximize owners' goals for more profit in their business and more freedom in their lives.

Michael's core belief is that businesses must be designed to achieve owners' goals for themselves, their employees, their clients and the communities they serve. With an advanced understanding of business models and structures, he takes the guesswork out of building a high-functioning company. His expertise stretches across business disciplines including: finance, sales & marketing, recruiting & people management, leadership development and succession planning, to name a few.

Clients say that Michael has a rare ability to communicate sophisticated business strategies in a simple way, and that his people skills have helped them resolve their trickiest interpersonal problems with customers, employees, and business partners.

His professional studies include the following -

- Undergrad Degree: BA with a double major in Commerce and Economics from the University of Toronto (1982)
- Graduate Degree: MBA in International Business from Asia Pacific School of Management Studies (1995)

Michael has published two books:

1. **Business Growth By Design – How to Tap Your Potential Without Getting Tapped Out** in 2010
2. **Thinking Big is Not Enough – Moving Past the Myths and Misconceptions that Stop Business Growth** in 2015 – an Amazon Best-Seller.

In addition, Michael has developed and delivered over 25 different programs related to sales, marketing, increasing operational effectiveness, business development, business growth, management training and leadership training. Many of these programs have been accredited for continued learning from professional associations, including Architects, Engineers, and Chartered Accountants, as well as Canadian government acceptance of accredited training programs for management and leadership development and overall business growth.

He is currently working on his third book, on how to develop a Powerful People Plan for a company undergoing large-scale growth. Also in development is his latest program – Strategy and Human Behaviour for senior leaders of growing companies.

Michael lives what he teaches: applying his methods, he has built Walsh Business Growth Institute into a company that provides:

- clients with clear access to sustainable, large-scale growth,
- his staff the opportunity to learn and grow in meaningful ways,
- while also providing him the freedom to take eighteen weeks of time off each year for personal travel, together with his family.

The following pages hold a brief description of each of the segments within the areas of focus that make up **The Management Skills Development Program™**.

Areas of Focus and Themes

The overall objective of this program is to support participants in achieving superior results through others. In order to accomplish this, 3 key areas of focus are covered

0. Key Core Skills (from a management perspective)
 - I. Engaging Employees
 - II. Dealing with Uncertainties and Difficulties
 - III. Other Management Skills

Within each of these areas of focus there are key elements. Engaging Employees is based upon the work and longitudinal studies of the Gallup Organization. They identified 12 distinct questions that employees who are actively engaged and productive at work answer differently from their less-engaged co-workers.

When dealing with Uncertainties and Difficulties, and Other Management Skills, there are six key elements addressed in each area of focus.

Each of these areas of focus is overlaid with the themes of Focusing on People, Positivity and Professionalism. As a result, the 12 months will be divided into four themed segments:

- Month 1 – 2: A Management Perspective on the First Key Core Skills
- Month 3 – 5: Focus on People
- Month 6 – 8: Positivity
- Month 9 – 12: Professionalism

0. 7 Key Core Skills (from a management perspective)

Each of these 7 concepts, while covered from an employee's perspective, is addressed separately from a management perspective.

1 – See-Saw Management Technique

This tool provides a system of action, feedback and communication that will increase the boss's comfort and an employee's freedom. By clarifying the balance between independent action and ongoing communication, participants will learn how to integrate the appropriate blend of activities and reporting from their team members, to maximize productivity, freedom, and everyone's trust and comfort along the way.

2 – Measuring Progress: The Debrief

Too often, it feels like the onslaught keeps coming, and no matter what we do, things don't feel like they are getting better. In working with this tool, participants are able to more easily support their people to be able to actively measure and celebrate progress as it is achieved.

3 – Power of Visualization

People talk lots about the power of visualizing your intended outcomes. How do you use visualization to get more of what you want? We cover the 6 essential steps to remaining positive, even in the face of adversity. This becomes critical for participants, whose employees rely on their support to get them unstuck in the "tough times".

4 – Pivoting

Negativity can demoralize and drain us. While this is true for all employees, it is even more impactful – both positively and negatively for bosses. One of the keys to effectiveness, in business and in life, is to bring an optimistic outlook to life's events, challenges and opportunities. But what if I'm the type of boss who protects against the downside by noticing everything that might go wrong, presumably with the goal of guarding against it? That can be deadly for teams. A clear alternative is presented that stops participants from inadvertently "spilling" negative energy on their people.

There are ways to access the optimistic outlook through Pivoting, without losing the ability to protect against life's problems and difficulties. We squarely address this issue, providing participants with a tool to find the positive that lies embedded within each of life's negative or uncertain events, for themselves, and for their direct reports.

5 – Social Styles

We choose certain behaviours because they work for us. However, these choices are, for the most part, intuitive and unconscious. We naturally evolve our personalities from early youth through our teen years and into our early twenties.

What is my preferred behaviour style?

How does my behaviour style impact my effectiveness in my interactions with others? How does it impact my team?

Within the program, participants will identify their natural “Social Style”, as well as how to increase versatility and effectiveness in working with others, primarily their direct reports.

In addition to discovering their own Social Style, participants will learn how to distinguish the Social Styles of others, and how to build more effective teams.

6 – The Power of Questions

We explore the true power in effectiveness of communication – questions. Too often, bosses tell their employees what to do. Employees end up feeling “told”. Not good.

What is it about asking, and how do you use questions to forward your case or cause? Participants discover the true power of asking over telling, and identify questions that empower others and move projects forward significantly.

7 – Circles of Concern and Influence

From Steven Covey, author of 7 Habits of Highly Effective People, comes this simple but effective and useful perspective on how to get unstuck (or help staff to get unstuck) when feeling blocked or overwhelmed.

I. Engaging Employees

It has been well documented that employees (or anyone) who are engaged in their work are more productive, more satisfied, happier, and also more profitable than those who are not engaged, or worse, actively disengaged from their work.

Yet you can’t just “make” people be engaged. They do this (or not) themselves. So, how do you create an environment where employee engagement naturally grows?

The Gallup Organization, through longitudinal studies spanning initially over 22 years, and then reinforced by a further decade of research, has identified the 12 primary areas of employee engagement.

We dig into each of the 12 key questions that Gallup identified to clarify what is behind each, and uncover the core elements of increasing employee engagement, and productivity.

Question 1: Do I know what's expected of me at work?

While this question seems to be basic, it was deemed to have the highest influence on someone's engagement at work.

This question refers to more than the job description. We will uncover the core elements underlying this question and provide participants with a tool to get to the heart of expectations at work.

Question 2: Do I have the materials and equipment to do my work right?

Again – simple question that goes deeper than it appears. Surprisingly, this is not just about the materials and equipment provided to employees.

Question 3: At work, do I have the opportunity to do what I do best every day?

This question embodies the core role of a manager. What does this mean in practical terms, and what does it take to create an environment where employees can answer yes to this question? We identify the core components that are needed to set this up on an ongoing basis.

Question 4: In the last 7 days, have I received recognition or praise for doing good work?

We identify the body's natural "feel good" drug, as well as how to tap it for increased company productivity as well as enhanced employee satisfaction.

Question 5: Does my supervisor, or someone at work, seem to care about me as a person?

The whole question of business vs. social time, and working during work time gets squarely addressed with this subject. How do you strike a balance between getting the work done, yet still having people feel like you still care about them personally? We provide access to productive and useful answers to these questions.

Question 6: Is there someone at work who encourages my development?

While this is question number 6, we will clarify why this may well be the most important area to address of all the 12 questions!

Question 7: At work, do my opinions seem to count?

It is fascinating to see how much of an impact this element of employee engagement makes a difference. Yet at the same time, many managers avoid this, from a fear of not being able to follow through on employee ideas, or just not wanting to have to deal with employee suggestions. There is a way to reconcile these two elements and tap the power of energizing people in this manner, without having to implement ideas that make no business sense.

Question 8: Does the mission or purpose of my company make me feel my job is important?

Someone's connection with the mission predicts performance on a number of levels. We explore each, as well as how to connect different roles to the company vision.

Question 9: Are my associates or fellow employees committed to doing quality work?

Does everyone work hard, or are there "slackers" in the workplace? The implications of this element weigh not only on job performance, but also on management credibility and effectiveness.

Question 10: Do I have a best friend at work?

Gallup got a great deal of flack for this element, and almost pulled it from the list of questions, except for one fact. It accurately predicted employee engagement and staff performance. We talk through this whole subject, and examine how to practically introduce and strengthen this element of engaging employees.

Question 11: In the last 6 months, has someone at work talked to me about my progress?

We examine the whole area of formal and informal performance evaluations and reviews. Especially in a busy office, there are some common traps that managers fall into. What those traps are, and how to avoid them are both addressed.

Question 12: This last year, have I had opportunities at work to learn and grow?

If people have the chance to learn and grow, they are twice as likely to say they will spend their career with their company. Yet even in learning-oriented companies, there are often pockets of people who feel like they just don't have the chance to grow. We identify what can lead to this feeling, and provide solutions so participants have access to keep growing their people.

II. Dealing with Uncertainties and Difficulties

Leading a team (or teams) from the middle can be fraught with difficulties. It is not all sweetness and light. It is not uncommon to find the need to navigate between multiple bosses with conflicting directions, and multiple employees, all with differing needs, priorities, and issues.

We go to what's behind much of the difficulty that middle managers face, and introduce strategies for troubleshooting and dealing with the uncertainties and difficulties inherent within the role of middle manager.

1 – The 5 Traps of Middle Management

In the middle, people have more responsibility than authority. Further, too often, people are promoted into management, either because of technical skill proficiency or tenure in a department. We examine the traps people may fall into, and how to avoid them, regardless of how people were promoted.

2 – Motivational Moments of Truth

We expect loyalty from our staff members, yet there are times where they “test us” to determine if we are worthy of their loyalty and trust. We clarify these tests and the traps and consequences of failing to show loyalty back.

3 – Conflict Resolution

Every human interaction either has the potential to turn into a conflict, or it already is one. We identify our natural tendencies when conflicts arise, and how to find more empowering alternatives.

4 – Awkward Peer Groups

We recognize the very real aspects of office politics within groups, and sometimes between offices. Included are what to watch out for, as well as how to deal with situations as they arise.

5 – Difficult Conversations

Every manager has had to deal with difficult conversations. We explore the anatomy of these potentially troublesome communications, and provide both new perspectives and practical tools to make these conversations a bit easier and far more productive.

6 – Managing Change

Managing projects is about timelines, schedules, budgets and resources. Managing change is far trickier. It lies in dealing with people, who are often reticent to change from the “status quo”. We lay out what to expect when it comes to implementing changes, and a new approach to achieving the desired shifts.

III. Other Management Skills

In addition to engaging employees and dealing with uncertainties and difficulties, there are other skills needed to grow effectiveness in middle management. We address 6 key elements of success in achieving superior performance through others.

1 – Coaching and Mentoring

We distinguish between coaching and mentoring, and provide participants with effective tools to use each when appropriate. Further, we identify what most managers do when they claim they are coaching, and provide an alternative framework that generates more consistent, desired results.

2 – Project Planning

Many technical specialists are intuitively effective at planning projects. However, to increase the effectiveness of teams, we provide a conscious framework that is both complete and thorough. This makes project planning easier to train and transfer through teams, for greater collective results.

3 – Business Reading & Business Writing

Most managers don't know how to read for business. We will review the typical traps people fall into, and provide a protocol for gaining more from anything that is read for business. We also cover how to make business writing easier and more reader-friendly.

4 – Talking in Groups and Listening

As a manager, this becomes a larger part of the job. We review some essential steps that support skill development by both talking in groups, and in listening.

5 – Holding and Attending Meetings

Whether you are the person holding a meeting or attending one chaired by someone else, there is a new perspective available that will improve your effectiveness in all meetings you attend and the reach and impact from the meetings you lead.

6 – Motivating Employees

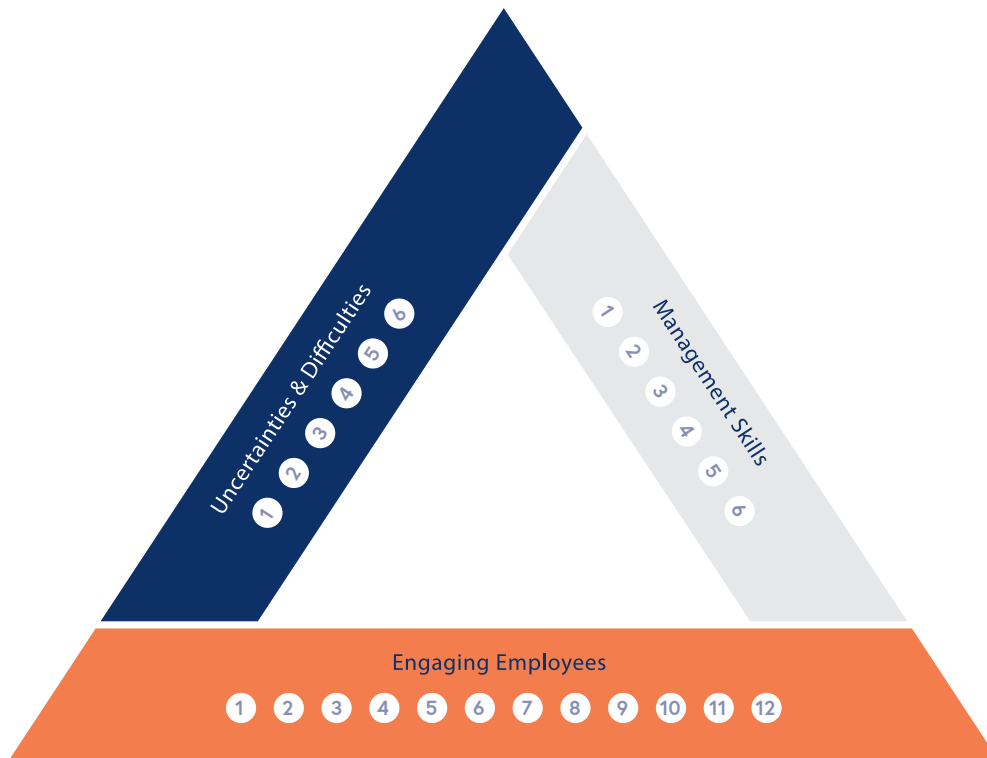
Much has been debated about whether it is better to use the carrot or the stick in motivating employees. There is a completely different approach available that negates the need for either stick or carrot. We will uncover what really matters in motivating employees (it is not the money) and how to implement a new approach, to generate sustainable results within your people.

Summary

There is a great deal involved in managing people. This is probably the single biggest challenge in business. Armed with the tools, skills and perspectives associated with engaging employees, dealing with the uncertainties and difficulties of the job, and by picking up and fine-tuning some other core management skills, participants will be better equipped to achieve superior results through their people, while making it easier for employees to give their best at work.

Management Skills Graphic Model

Generating Results at a Whole New Level



ENGAGING EMPLOYEES

A Review of 12 Different Elements
that Impact Employee Engagement

DEALING WITH UNCERTAINTIES & DIFFICULTIES

1. The 5 Traps of Middle Management
2. Motivational Moments of Truth
3. Conflict Resolution
4. Awkward Peer Groups
5. Difficult Conversations
6. Managing Change

OTHER MANAGEMENT SKILLS

1. Coaching & Mentoring
2. Project Planning
3. Business Reading & Business Writing
4. Talking in Groups & Listening
5. Holding & Attending Meetings
6. Motivating Employees

Management Skills Content Map

	Understanding Self	Working with Others	The Job/Role
Month 1		<ul style="list-style-type: none"> • See-Saw Management 	<ul style="list-style-type: none"> • Measuring Progress: The Debrief
Month 2	<ul style="list-style-type: none"> • Power of Visualization • Pivoting • Social Style 	<ul style="list-style-type: none"> • The Power of Questions 	<ul style="list-style-type: none"> • Circles of Concern and Influence
	Engaging Employees	Dealing with Difficulties and Uncertainties	Other Management Skills
Month 3	<ul style="list-style-type: none"> • Employee Engagement Q1 	<ul style="list-style-type: none"> • The 5 Traps of Middle Management 	
Month 4	<ul style="list-style-type: none"> • Employee Engagement Q2 • Employee Engagement Q3 • Employee Engagement Q4 	<ul style="list-style-type: none"> • Motivational Moments of Truth 	<ul style="list-style-type: none"> • Coaching and Mentoring
Month 5	<ul style="list-style-type: none"> • Employee Engagement Q5 	<ul style="list-style-type: none"> • Conflict Resolution 	
Month 6	<ul style="list-style-type: none"> • Employee Engagement Q6 • Employee Engagement Q7 	<ul style="list-style-type: none"> • Awkward Peer Groups • Difficult Conversations 	
Month 7	<ul style="list-style-type: none"> • Employee Engagement Q8 	<ul style="list-style-type: none"> • Managing Change - P1 	
Month 8		<ul style="list-style-type: none"> • Managing Change - P2 	<ul style="list-style-type: none"> • Project Planning
Month 9			<ul style="list-style-type: none"> • Business Reading and Business Writing • Talking in Groups and Listening • Holding and Attending Meetings
Month 10	<ul style="list-style-type: none"> • Employee Engagement Q9 • Employee Engagement Q10 • Employee Engagement Q11 • Employee Engagement Q12 		<ul style="list-style-type: none"> • Motivating Employees
Month 11			<ul style="list-style-type: none"> • Managing Stress – your own and your people
Month 12			<ul style="list-style-type: none"> • Pulling Everything together

Learning Outcomes By Month

Part 0: 7 Key Core Skills – from a Management Perspective

Month 1 Learning Outcomes:

See-Saw Management

- Within the program, participants will identify their natural “Social Style” and the social styles of each of their team members.
- They will learn how to increase versatility and effectiveness in working with others.
- Participants will learn how to distinguish the Social Styles of others, and how to work more effectively in teams.
-

Measuring Progress: The Debrief

- Participants are introduced to, and will work with, this tool that allows them to be able to actively measure and celebrate progress as it is achieved.
- They will also learn how to best implement this with members of their team, to increase communication in a safe and productive manner.

Month 2 Learning Outcomes:

Power of Visualization

- Participants will learn about the utility of visualization, and where it is useful.
- They will also discover the 6 essential steps to remaining positive, even in the face of adversity.
- Finally, participants will learn how to implement this with their direct reports, to quietly, but effectively support those who are stuck, into a more resourceful state.

Pivoting

- Participants will learn different ways to access the optimistic outlook through a process called pivoting, without losing the ability to protect against life’s problems and difficulties.
- Participants will be provided with a tool to find the positive that lies embedded within each of life’s negative or uncertain events, both for themselves, and in support of their people.

Social Styles

- Within the program, participants will identify their natural “Social Style”, as well as how to increase versatility and effectiveness in working with their employees, and others inside and outside the organization.

The Power of Questions

- Participants discover the true power of asking over telling, and identify questions that empower others and move their people forward significantly, and with less effort.

Circles of Concern and Influence

- Participants are provided with a different perspective on how to deal with concerns that cause worry and limit effectiveness, both on and off the job.
- They also gain insight on how to identify when team members fall into the “Concern Trap”, and learn ways to support others to regain their own power and influence.

Part I: Focus on People

Month 3 Learning Outcomes:

Employee Engagement Question 1: Do I know what is expected of me at work?

- Participants uncover the core elements underlying this question – it is more than merely a job description.
- They gain a tool that makes it easier to get to the heart of expectations at work, for each particular employee and role within their department or project team.

The 5 Traps of Middle Management

- Participants examine the traps people may fall into, and how to avoid them, regardless of how people were promoted.

Month 4 Learning Outcomes:

Employee Engagement Question 2: Do I have the materials and equipment to do my work right?

- Participants learn what is behind this apparently simple question and how to satisfy employees, even when the funds are not there to give employees everything they want.

Employee Engagement Question 3: At work, do I have the opportunity to do what I do best every day?

- Participants discover what it takes to create an environment where employees can answer yes to this question.
- They identify the core components that are needed to set this up on an ongoing basis.

Employee Engagement Question 4: In the last 7 days, have I received recognition or praise for doing good work?

- Participants gain a brief lesson in human biology, learning about the body’s natural “feel good” drug, dopamine.
- They find out how to tap this free, natural phenomenon in the human body for increased company productivity as well as enhanced employee satisfaction.

Motivational Moments of Truth

- Participants clarify the tests imposed by employees to check for mutual loyalty, and the traps and consequences of failing to show loyalty back.

Coaching and Mentoring

- Participants distinguish between coaching and mentoring, and the comparative benefits of each in its own place.
- They are provided with effective tools to use each when appropriate.
- Further, participants learn what most managers do when they claim they are coaching, and provide an alternative framework that generates more consistent, desired results.

Month 5 Learning Outcomes:

Employee Engagement Question 5: Does my supervisor, or someone at work, seem to care about me as a person?

- Participants learn how to strike a balance between getting the work done, yet still having people accurately feel that they are genuinely cared about, personally.
- They gain access to productive and useful answers to address these issues.

Conflict Resolution and Negotiation

- Participants identify our natural tendencies as humans when conflicts arise, and how to find more empowering alternatives.
- They learn how to develop effective strategies for conflict resolution.
- Participants discover what is beneath effective negotiations and how to achieve the best possible outcomes for the benefit of all concerned.

Part II: Positivity

Month 6 Learning Outcomes:

Employee Engagement Question 6: Is there someone at work who encourages my development?

- Participants will clarify why this may well be the most important area to address of all the 12 questions!
- Further, they learn what to do about it, to increase productivity and employee satisfaction.

Employee Engagement Question 7: At work, do my opinions seem to count?

- Participants learn a way to reconcile between having employee suggestions “feel heard”, without needing to implement each one.
- They identify how to tap the power of energizing people, without having to implement ideas that make no business sense.

Awkward Peer Groups

- Participants explore what to watch out for and identify these “awkward peer groups”, as well as how to deal with uncomfortable situations as they arise.

Difficult Conversations

- Participants discover the anatomy of these potentially troublesome communications.
- Further, they gain both new perspectives and practical tools to make these conversations less stressful and far more productive.

Month 7 Learning Outcomes:

Employee Engagement Question 8: Does the mission or purpose of my company make me feel my job is important?

- Participants learn the different levels of this question, and its implications on employee engagement.
- They explore each, as well as how to connect different roles to the company vision.

Managing Change – Part 1

- Participants identify what to expect when it comes to implementing changes.
- They discover just what it takes to make change initiatives successful.

Month 8 Learning Outcomes:

Managing Change – Part 2

- Participants gain a new approach to achieving the desired shifts to make change initiatives successful.

Project Planning

- Participants are provided with a conscious framework that is both complete and thorough. This makes project planning easier to train and transfer through teams, for greater collective results.

Part 3: Professionalism

Month 9 Learning Outcomes:

Business Reading and Business Writing

- Participants review the typical traps people fall into, and are provided with a protocol for gaining more from anything that is read for business.
- They also discover how to make business writing easier and more reader-friendly.

Talking in Groups and Listening

- Participants review a number of essential steps that support skill development by both talking in groups, and in listening.

Holding and Attending Meetings

- Participants gain a new perspective to holding and attending meetings that will improve effectiveness in all meetings they attend, reaching stronger impact from the meetings.

Month 10 Learning Outcomes:

Employee Engagement Question 9: Are my associates or fellow employees committed to doing quality work?

- Participants: learn the implications of this element and its impact not only on job performance, but also on management credibility and effectiveness.
- They also learn what to do about the presence of a “slacker” within the department or project team, and the high cost of doing nothing.

Employee Engagement Question 10: Do I have a best friend at work?

- Participants talk through this whole subject, and examine how to practically introduce and strengthen this element of engaging employees.
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Employee Engagement Question 11: In the last 6 months, has someone at work talked to me about my progress?

- Participants examine the whole area of formal and informal performance evaluations and reviews.
- They learn the common traps that managers fall into. What those traps are, and how to avoid them are both addressed.

Employee Engagement Question 12: This last year, have I had opportunities at work to learn and grow?

- Participants identify what can lead to employee feelings of being thwarted in attempts to grow.
- Further, they gain access to practical solutions, allowing participants continued access to keep growing their people.

Motivating Employees

- Participants learn of a completely different approach to employee motivation, that negates the need for either stick or carrot.
- They uncover what really matters in motivating employees (it is not the money) and how to implement a new approach, to generate sustainable results within their teams.

Month 11 Learning Outcomes:

Managing Stress

- Participants discover how to adapt the tools they have learned to handle employee stress at different levels and under differing circumstances.
- Participants gain access to different ways to look at stress, which supports them to support employees in relieving non-productive levels of stress and increase productivity and enjoyment while at work.

Month 12 Learning Outcomes:

Pulling Everything Together

- From the various elements of what has been provided in this program, participants are given and work with a checklist to increase implementation of the many ideas and concepts in this program.