

## Training Services Catalog



Included in this package:

- Management
- Teamwork
- Operations
- Teaching and Training

# MANAGEMENT COURSES

## APPLES AND ORANGES

Experiment with the financial workings of an organization. Illustrates how the economy of an enterprise works, and how you can make changes of different kinds to improve the company's financial results. Learn about financial statements and what they mean. Simulate what happens to the "bottom line" when you raise prices or cut costs.

10 person minimum

1 day

## THE ART OF WAR

2400 years ago, the brilliant strategist Sun Tsu penned a comprehensive guide to competition. It has stood since then as one of the greatest works on strategy ever written. By unveiling the complex, often unexpected, interrelationships of opposing parties, we'll reveal the enduring principles of success in business, politics, marriage...any human interaction.

4 hours

## BALANCING THE FOUR BUSINESS OUTCOMES

As a manager, you actually only have to work on four things: Cost, Quality, Cycle Time and Morale. All those business matters that keep you awake at night fall into one of these four categories. You'll be amazed at how clear your task becomes when you learn to balance your efforts toward making your products and services cheaper, better, and faster – all while keeping your workers happy.

Lecture, exercises, application

8 hours

## COMMITMENT AND PERSISTENCE

*"We shall not fall or falter; we shall not weaken or tire...give us the tools and we will finish the job."*

— CHURCHILL

Discover what gives some people the ability to achieve the impossible. After all, faith doesn't really move mountains, bulldozers do. Isn't it time you got yourself a bulldozer?

Lecture and exercises

3 hours

Additional exercises and applications really make this topic come alive. (But you'd better be sure you're totally on board before you start.)

6 more hours

## CUSTOMER ACTIVE DESIGN

Also known as Quality Function Deployment (QFD), this process involves listening *intently* to your customers to translate their desires into better ways of creating and distributing your product. Transforms the supply chain so that customers literally pull the products and services they want from you.

Theory, exercises, and application planning

12 hours

## DECISION MAKING

Learn the systematic “*PROACT*” approach that guides you to the single-best decision any time you have to deal with uncertainty, risk, and trade-offs. Learn to predict the consequences of your choices with a simple 4-step tool.

Explore how today’s decisions will determine tomorrow’s choices.

Lecture, discussion, and application

4 hours

## DEPLOYING A BALANCED SCORECARD

The business tracking strategy that keeps a company’s performance from becoming lopsided. Sets a strategy for tracking data on 4 critical axes: Financial, Customer, Business Practices, and Learning/Growth.

Learn innovative strategies for measuring and managing such elusive corporate goals as mission, vision, customer and employee satisfaction. Channel the energies, abilities, and specific knowledge held by people throughout the organization toward achieving long-term strategic goals.

Lecture, discussion, and application

4 hours

## DESIGN OF EXPERIMENTS (DOE)

DOE is an extremely sophisticated diagnostic tool. Learn the basics of the Multivar experimentation method for analyzing process output. Eliminate the need for running expensive, repetitive experiments to isolate the effects of each variable. Get to an answer faster, with more accuracy, and at lower cost.

Lecture and exercises

9 hours

Application workshop 2 – 3 days

## DO RIGHT!

Coaching legend Lou Holtz gives his lessons on life and “playing the game”: Do right, Do your best, Do unto others as you want them to do unto you.

Video and discussion

4 hours

## FRONT OF THE CLASS

4 vital lessons for leaders. Brilliantly told and applicable to anyone in a leadership position, from new supervisor to seasoned CEO.

Video and discussion

3 hours

## THE GOAL

This book shook the world of manufacturing and production. Now you can apply it to your service industry organization, as well. Follow the compelling story of transforming a mediocre division into a money making machine.

Learn about “constraint theory” and how it is slowing down everything you do, and (most importantly) how to get around it.

Video, discussion, and application exercises

4 person minimum

6 hours

## GOAL SETTING / COMMITMENT

*The world has a habit of making room for those who have a plan.*

Examine the basis of determining your own future. Learn the magic of setting a goal and working single-mindedly toward it. Examine the goal setting process and the science of building goals that translate directly into powerful action strategies.

Lecture, exercises, application

5 hours

## GUNG HO!

The latest program from Ken Blanchard, author of *The One Minute Manager* and **Situational Leadership**. It looks at a business turn around and what it takes. Shows the importance of mission, contribution, and dedication. Learn more about Blanchard’s three management principles: relate the work to how it makes the world a better place, let the team achieve their goals, cheer them on.

Video lecture by Blanchard, facilitated group discussion

6 hours

## THE KNOWING – DOING GAP

Examine how even the best companies often know what they need to do, but fail to do it. Learn incredibly effective strategies for

- How to replace talk with action
- How to replace traditional practices with more effective ones
- Driving fear out of the organization
- Preventing internal competition from short circuiting teamwork

Lecture, discussion, and application workshop

6 hours

## LEARNING IN ACTION

How to figure out if yours is a true “Learning Organization”. The common barriers to acquiring, interpreting, and applying information and learning. The building blocks of all new knowledge: Intelligence, Experience, and Experimentation. And how to use these concepts to tap into your customers.

Lecture and discussion

4 hours

## MENTORING

What's the difference between training and mentoring? How do you set up a mentoring program within your organization? Learn how to mentor someone, what works and what doesn't. See how to select a protégé to mentor.

Lecture and application

3 hours

## MODELS IN MANAGEMENT

Learn the strategies and secrets that have built some of the most stunning successes in American business: Jack Welch's bold designs for GE, Microsoft's methods for assuring success, Disney's tremendously successful techniques for managing their operations and leading their people.

Lecture and discussion

5 hours

## MOTIVATION

This class explains why people do what they do. Focuses on energizing employees through morale boosters, empowerment, communication, contribution, creativity, training, and enhancing the work environment. Learn how to inspire people to perform.

Lecture and discussion

4 hours

## NEGOTIATION

Learn the Harvard Negotiation Project's 7 Elements of Negotiation and how to apply them to maximize your effectiveness in any situation. Learn to work toward a win-win solution. Includes negotiating strategies and a 5-step method for dealing with others who don't fight fairly.

Lecture, exercises, simulation

7 hours

## THE PARADIGM SHIFT

Groundbreaking work by futurist Joel Barker outlines how we see the world according to frameworks of "how things are" (paradigms). Also demonstrates that "when the paradigm shifts, everyone goes back to zero." Required learning for anyone facing large-scale change.

Facilitated group discussion following 2 videos.

5 hours

## PERFORMANCE MANAGEMENT

Imagine having a formula for letting employees know what their jobs are. A formula that would ensure the goal is clear both for you and your follower. You'd both know when the job was done. And you'd know if it had been done *right*. It would give your follower every bit of information they need to ensure success, and it would motivate them to succeed. And what if this formula made the assignment self-enforcing?

In this class, you'll learn that formula and practice using it.

Also learn the appropriate ways to recognize and reverse failing performance.

Lecture, discussion, role-play exercises  
5 hours

## PRINCIPLE CENTERED LEADERSHIP

Management applications of Stephen Covey's **Seven Habits of Highly Effective People**. Build a solid foundation from which to positively influence others. Create the trust that will encourage openness, synergy, and effectiveness in your organization.  
5 hours

## PRIORITIZATION

Do you have time to do everything? If not, you need a system for deciding what gets done, what gets done first, what gets delegated, and what gets ignored. This class will provide you with the tools to rack and stack the items on your To Do list. You'll also explore your own "Need for Urgency" and discover ways to overcome it.  
Lecture, exercises, and application  
4 hours

## RECRUITING AND RETENTION

How to enhance employee persistence, promote citizenship behavior, and boost organizational performance. How commitment to the organization is the best way to attract and hold onto talent, and how to build the components of commitment in your organization.  
Lecture and discussion  
4 hours

## THE SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE

The book that spent over 50 months on the NY Times Best Seller list, and still appears on the Business Week Best Selling Business Books List. Seven exercises help you cement these habits into your daily routine.  
6 hours

## SIMULATION FOR BUSINESS

From the landmark work done by Michael Schrage of MIT. How organizations use simulation to discover things about their own operations. Includes a 10-step guide to implementing simulations. Covers the common pitfalls of this approach and how to overcome them.  
Lecture, discussion, application  
6 hours

## SITUATIONAL LEADERSHIP – STEP 1

Learn to diagnose what kind of leadership your followers need in each unique situation. Master the 3 step process for assessing your follower's needs and selecting the appropriate leadership style. It's timeless, and it will change your life as a manager.

A fast-paced combination of lecture, exercise, and application workshop.  
12 person minimum  
2 days

## SITUATIONAL LEADERSHIP – STEP 2

We start with Situational Leadership (see above), then explore the concepts and processes through a film case study. We'll watch the Academy Award – winning film Twelve O'clock High and examine its characters in terms of follower readiness and leadership style. A truly stunning example of Situational Leadership in real time.

Prerequisite: Situational Leadership – Step 1

12 person minimum  
1 day

## SITUATIONAL LEADERSHIP – STEP 3

Days 4 and 5 of the Situational Leadership class apply the behavioral model from Drs. Hersey and Blanchard to Team situations. See why teams falter, stall, and fail. Learn extraordinarily effective leadership strategies for putting them back on track, keeping them moving, and capitalizing on the power of teamwork.

Lecture, exercises, experiential teamwork, film case study.

Prerequisites: Situational Leadership – Steps 1 & 2

12 person minimum  
2 days

## SYSTEMS THINKING

Examine why the “right” decision made in one corner of an organization can have monumental and sometimes disastrous effects on the entire organization. Learn the 7 Archetypes that explain the way systems work when the components interact. See how to use your knowledge of archetypes to leverage tiny adjustments into huge results.

Lecture, discussion, simulation, enlightenment for the open-minded.

11 hours

## TACTICAL PLANNING / COORDINATION

Once you have a strategic plan, you need to translate it into action. To make that happen, you need tactical planning and coordination. This action-packed course is based on Air Force procedures for mission planning and multi-aircraft operations.

Discussion, exercises, and application

7 hours

## TIME MANAGEMENT

When you spend your time on the right things, you'll find you have a lot more time to spend. This course will change the way you look at the very nature of time. Instead of focusing on techniques and tricks, it's based on determining, *and then doing*, the things that truly matter to you. You'll build your plan for leading your life to the fullest.

Lecture, discussion, simulation, application  
Some sort of daily planner (Franklin-Covey, DayTimer, Palm Pilot, etc.) required.  
8 hours

## TOPGRADING

This powerful approach to hiring can boost the average success rate of 50% to a stunning 90%. This course explores the costs and implication of bad hiring, and the practice of ridding your organization of C-players to make room for hiring A-players.

Lecture and discussion  
4 hours

## WHO MOVED MY CHEESE?

Spencer Johnson's change manifesto. Four characters live in a maze looking for cheese (just like the rest of us). Hem and Haw resist change and go hungry, while Sniff and Scurry adapt and thrive. Win by doing what works in the new situation.

Video and discussion  
4 hours

## THE WILL TO LEAD

Based on the best selling book by Marvin Bower, 17-year CEO of McKinsey and Co., this course examines the qualities that true leaders possess. Also covers building a leadership environment and leadership teams.

Lecture and discussion  
3 hours

## THE 80/20 PRINCIPLE

Pareto's Law of Distribution says that 20% of the causes are responsible for 80% of the results. Learn how to focus your energies on the 20% that really matters. Apply this thinking to business decisions, negotiation, investment, and employee rewards.

Lecture and discussion  
4 hours

# TEAM COURSES

## THE BLOCK GAME

A hands-on competition that shows how things get accomplished by teams. Teams take on a task, develop strategies, form roles, and study the effects of collaboration and competition. It's an excellent simulation of how teams and team members interact. Lessons include communication, cooperation, competition, leadership and membership.

Exercises and discussion

4 hours

## GROUP DEVELOPMENT STAGE ASSESSMENT

Based on the work of Dr. Bruce Tuckman, this program isn't just about theory. It actually diagnoses the current development stage of your team (Forming, Storming, Norming, Performing). Knowing the team's development stage will allow you to apply specific strategies for maximizing their performance. The class will also prepare you to lead the team as it develops and its leadership needs shift.

Prework, lecture, exercises, and lots of Ah-hah moments.

Intact teams of 6 – 20

8 hours

## GROUP IDEA GENERATION

If your team needs to generate ideas (whether for expanding market share, speeding up your processes, or deciding where to hold next year's Christmas Party), you need this course. Learn the best methods for generating broad lists, developing depth for the most promising ideas, and reaching consensus on a final choice.

Intact committees of 4 – 10 people

Lecture, exercise, and application

6 hours

## GROUP PROBLEM SOLVING

Discover 7 tools for solving even the most complex problems. Weigh options in a systematic group process. Develop robust solution sets, and select the best plans for action.

Lecture, exercises

4 hours

## IGNITING GROUP CREATIVITY

Based on the works of Dorothy Leonard and Walter Swap. Learn about Creative Abrasion, The Creative Process, and Divergent/Convergent thinking. Explore Group Conflict, physical designs that foster creativity, psychological environments that are more productive, and obstacles to the creative process.

Lecture and discussion

4 hours

## NEUROLINGUISTICS

There are clues our bodies display that most of us aren't even aware of. Cataloging these clues is the science of Neurolinguistics. Learn to read the clues to classify any person you meet and discern, almost instantly, exactly what will motivate them the most. Master techniques for establishing amazing rapport with people you barely know. Dramatically improve your communication and influence skills.

Lecture, exercises, application  
5 hours

## THE PLATINUM RULE

Do unto others as *they would have you* do unto them.

Learn to classify people into 4 basic personality types and how to give each type what they crave the most. Quickly assess the personality type you are working with, customize your teamwork approach and follow through for maximum effectiveness.

Lecture, discussion, and exercises  
4 hours

## ROLES AND GOALS

W. Edwards Deming called it "Constancy of Purpose": Everyone knows what the team is trying to accomplish and how their actions contribute to that end. If your team is failing, look here first.

In this class, you'll explore what makes roles and goals important to a team. You'll build a simple framework for your work team in the class. And you'll begin constructing the charter for your team back at the workplace.

Lecture, discussion, and application  
8 hours

## ROPES LEARNING EXPERIENCE

This is a hands-on learning opportunity to help individuals and teams to achieve higher performance. The challenges involved are both mental and physical. Team coordination is sharpened and personal limits are broadened.

This course can be presented at your location, but the equipment that can be transported limits the traveling version.

The best way to do it is at the fixed facility on Lake Coeur d'Alene, ID.

½-day to 3-day programs custom designed to fit your group's needs.

*To get the most out of this program, we suggest you couple it with the 2-day [Teamwork Principles](#) program.*

## TEAM ACCOUNTABILITY

What separates a team from a work group? Mutual accountability does.

Explore this foundational principle and how it affects the way a group of people works together. Discover your team's current lines of accountability. Learn how to grow new accountabilities and increase the team's performance.

Lecture, discussion, and exercises

Intact teams of 6 – 20 people

3 hours

## TEAM COMMUNICATION

The single most critical factor to team performance is the ability to communicate. Try this simple experiment: Don't talk or communicate in any way with the other members of *your* team. It would be impossible to function wouldn't it? If it's that critical, it should be at the top of any list of team development efforts.

Learn how teams communicate – from formal channels to informal grapevines. Learn how to tap into the power of team communication to launch the group's performance. Learn how to adjust the ways you communicate within your team to be more effective.

Lecture, exercises, and application

8 hours

## TEAMWORK PRINCIPLES

Learn the fundamental building blocks of teams and teamwork. Address team development, team missions, team norms, accountability, prioritization, negotiation, effective meetings, communication, synergy, and feedback.

Lecture, discussion, and exercises

Intact teams of 6 – 20 people

2 days

*Our ROPES Learning Experience is a great companion to Teamwork Principles!*

# OPERATIONS CLASSES

## DESIGN OF EXPERIMENTS (DOE)

DOE is an extremely sophisticated diagnostic tool. Learn the basics of the Multivar experimentation method for analyzing process output. Eliminate the need for running expensive, repetitive experiments to isolate the effects of each variable. Get to an answer faster, with more accuracy, and at lower cost.

Lecture and exercises

9 hours

Application workshop 2 – 3 days

## PROCESS MAPPING

Mapping how the process works is vital to any effective streamlining effort. Train everyone in the basics of flowcharting and how to dissect any operation. Learn about your process in revealing and incredible detail. Determine which activities add values and which are simply 'waste'.

8 hours

## STATISTICAL PROCESS CONTROL AND A 6 SIGMA PRIMER

Learn how to measure, document, and simplify complex system variation. Use 7 basic statistical tools to track how your process is performing. Discuss what to do when you decide the results aren't what you want. Explore the revolutionary strategies that eliminated defects and transformed production at GE and Motorola.

Lecture, examples, application

3 days

## JIT – JUST IN TIME INVENTORY

One of the biggest sources of non-value added work is Overproduction. A cornerstone of Lean Functioning is producing just as much as you need to complete the next operation. Forget the false efficiency of working in batches. Embrace the concept of one-piece flow!

Lecture, simulation

8 hours

Application to your process is best accomplished through a Kaizen Blitz.

# TEACHING AND TRAINING SKILLS

## IMPROVING PERFORMANCE THROUGH SKILL MASTERY

In every pursuit, Human Performance is dictated by three factors: Ability, Willingness, and Environment. To improve performance, you adjust these variables. Learn the most effective ways to make a difference in all three. Explore a methodology for increasing Ability that delivers sure-fire results.

Lecture, exercises, application

3 hours

## NEEDS ANALYSIS

*Prescription prior to diagnosis is malpractice.*

Without knowing the needs of your learners, how can you hope to fill them reliably? By engaging in a process of research and discovery, you can reliably build a list of learning needs that will guide your course development. Learn the drivers and barriers that are the levers of performance and how each affects the solutions you should apply. Master a technique for determining when to stop analyzing and start providing solutions.

Lecture and exercises

8 hours

Additional exercises and coached applications help get you started on real-world projects.

6 more hours

## CURRICULUM BUILDING & PROGRESS TRACKING

Follow the structured DACUM input process that will lead you to a comprehensive definition of the skills, knowledge, and attributes that constitute true mastery of a particular job. Then learn to build a tracking mechanism that will give a visual indication of the skill state of an entire organization and simultaneously motivate the people in that organization to reach for learning and mastery.

Lecture, discussion, application

18 hours

## WRITING LEARNING OBJECTIVES

Teaching and training are like archery: the arrow goes where you point it. If you want it to hit a particular target, your best bet is to actually aim at that target. Learning Objectives state what targets you are trying to hit. By completion of this class, participants will be able to

- Determine what learning is needed
- Define the evidence procedures that demonstrate successful learning transfer
- Build learning objectives that lead to reliable, repeatable learning results.

Lecture, exercises, application

16 hours

## ASSESSMENT

Ability is absolutely essential to performance. This class gives you a tool that you can count on to differentiate those who have mastered the skills from those who still need training. Explore the most reliable forms of assessment, and master the ability to construct assessments that will show you precisely where to aim your teaching and training efforts for maximum effect.

Lecture, exercises, application  
12 hours

## UNDERSTANDING BY DESIGN APPLICATION WORKSHOP

Apply the concepts of Wiggins' and McTighe's *backward design* process to redesign actual lesson plans in your curriculum. Follow the 3 Stages of Development to fulfill the 6 Facets of Understanding. Proceed from the book's conceptual framework and set of design standards to finished instructional materials. This class assumes that theory has been thoroughly studied and understood. This workshop is an opportunity for repetitive guided practice on your own existing lessons until you demonstrate mastery of the technique and feel completely comfortable with the model.

Brief review of concepts with limited examples, application exercises  
8 hours

## IMPACT AND INFLUENCE

Presentation methods that ensure audiences remain in an engaged learning state. Overcome the fear of speaking to audiences of any size from 3 to 3000. Sharpen the skills that drive a message home with speed and power. Master the vocabulary and techniques that will grab and hold the attention of any group. Learn to move an audience to acceptance, agreement, and action.

Lecture, video and audio examples, application exercises  
15 hours

## ACCELERATED LEARNING

Humans are not wired to learn in straight lines. Our brains are designed to acquire knowledge through a very undisciplined, multifaceted process. Most teaching and training ignores this, often at its own peril. Learn the ways to tap into the unrealized potential of your audience's learning. Focus your efforts on reaching the multiple intelligences of your learners. Create engaging, exciting, and effective learning strategies for your classes. Dramatically shorten your design and development time.

Regressive learning methods, application  
3 days

## EVALUATION METHODS

An exploration of Kincaid's Levels of Training Evaluation, from Likert Scales to ROI. Move beyond the typical "rate this class on a scale of 1 to 5" evaluation method. Learn to measure the effectiveness of a class based on more meaningful criteria.

Explore which tools to use for various evaluation needs. Discuss how to balance costs and benefits of the evaluation process. Lecture, discussion, and application planning

4 hours

## COMPUTER AIDED INSTRUCTION

Master the use of technology in the classroom environment. Explore the uses of computer presentations as a visual aid and as a manipulative. Study the adaptivity of computer-based teaching. Learn how computers tap into the natural learning rhythms of children. Discover why children are so receptive to computer-based learning.

Lecture, discussion, demonstration, practice  
6 hours