

# Achieving Results Through Genuine Leadership®

Training

Meeting the needs of the new  
global marketplace with a  
flexible, total-systems approach

Facing tough issues and aggressive goals, top organizations thrive by preparing genuine leaders who live out the mission and values of their organizations. They know that genuine leaders increase retention, productivity, and bottom-line results.

The world has undoubtedly experienced some profound changes in the first decade of the 21st century.

Countless challenges — most notably the rise of the global economy and its impact on countries everywhere — are forcing leaders worldwide into uncharted territory and redefining what it takes to be a successful leader.

In the face of these challenges, the right leadership skills are critical. Strong leaders boost morale, job satisfaction, and employee retention — which, in turn, boosts productivity and results.

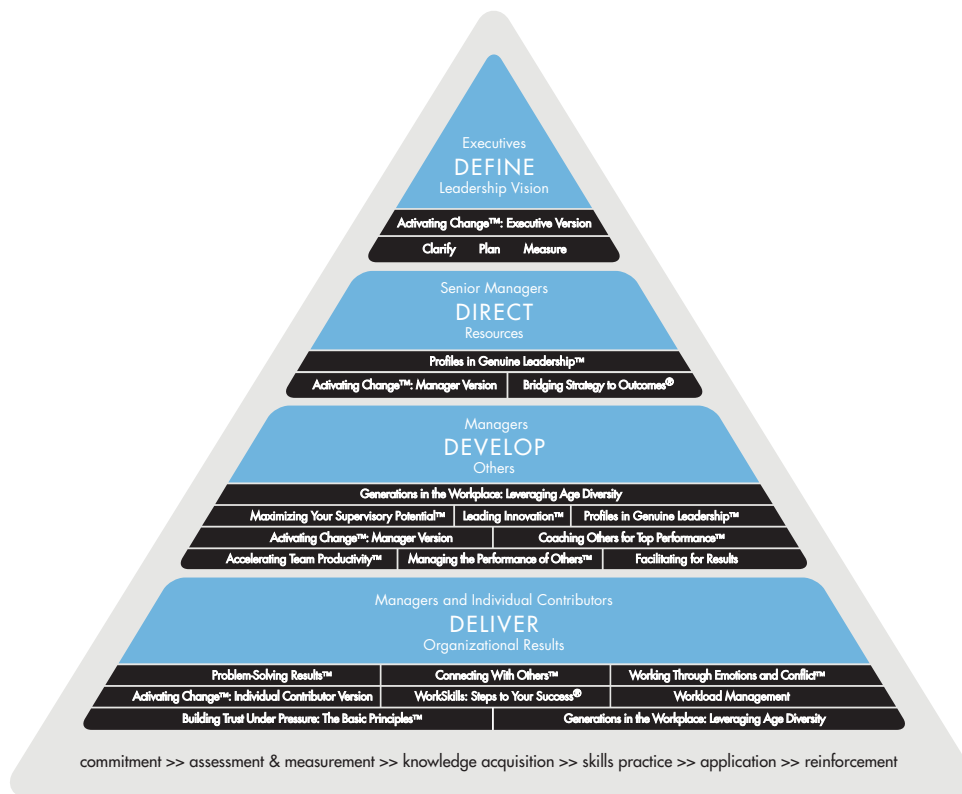
AchieveGlobal has the programs and expertise to develop genuine leaders in your organization.

## Relevant, Research-Based Content That Drives Results

AchieveGlobal continuously surveys the marketplace for the latest thinking on leadership trends. Our many years of both primary and secondary research, along with our decades of experience with customers, are the foundation on which the *Genuine Leadership*® system is built. This research has revealed not only the key business issues affecting top leaders today, but also clear leadership training and development priorities. In addition, research time is spent examining the specific skill sets needed to overcome these issues and challenges, and their relationship to productivity and retention in the workplace. The *Genuine Leadership*® system is designed around this understanding of our customers' needs.



Developing the 21st  
century workforce™



## Achieving Results Through Genuine Leadership®

Workshop participants return to their jobs with a greater commitment to success—but also with the skills, strategies, attitudes, and behaviors needed to deliver on that commitment.

### A Systemic Approach

*Achieving Results Through Genuine Leadership*® is a comprehensive training system designed to provide a range of critical leadership skills vital to organizational success. AchieveGlobal approaches the organization in four management levels, each requiring a different training application. The levels are divided into skill areas, each containing one or several training modules.

Each of these four action levels—Define, Direct, Develop, and Deliver, shown in the pyramid above—requires a unique approach to learning and strategic change. By addressing all levels of an organization, a comprehensive result is achieved.

### The Cornerstones of Genuine Leadership

The entire *Genuine Leadership*® system is built around two foundational modules:

- *Profiles in Genuine Leadership*
- *Building Trust Under Pressure: The Basic Principles*™

By establishing a clear picture of one's leadership profile and providing insight into universal guidelines all leaders should follow, these two modules provide a strong induction into the rest of the *Genuine Leadership*® system.

### Profiles in Genuine Leadership™ (4 hours)

*Profiles in Genuine Leadership*™ presents an opportunity for leaders to examine and discuss their current business challenges with others who face similar issues—then take action to optimize their individual performance by capitalizing on their strengths and addressing areas that need improvement.

A main focus of the program is the Leadership Profile, an enlightening self-assessment that uncovers leadership strengths and identifies opportunities for development. After completing the self-assessment, participants are driven to reflect on their challenges and connect them to the results.

Participants leave the program with a self-devised action plan designed to optimize their performance and develop their individual leadership profiles in a way that contributes to both personal career growth and organizational business results.

## **Building Trust Under Pressure: The Basic Principles™ (4 hours)**

*Building Trust Under Pressure: The Basic Principles™* addresses how current business issues affect participants' ability to achieve results and introduces a universal set of guidelines that helps transform individuals into genuine leaders.

Using The Basic Principles as a catalyst for personal and organizational success, the program drives participants to understand how the principles relate to their daily challenges and illustrates how to effectively integrate them into their own work behaviors.

Participants leave the program armed with the skills, strategies, and knowledge needed to approach business challenges from a new perspective, thereby achieving greater results for themselves and their organizations as a whole.

## **Define**

### **Executives DEFINE Leadership Vision**

AchieveGlobal's consultants work with members at the executive level of your organization to ensure that your leadership solutions effectively achieve lasting results—both for your customers and your organization. Because your situation is unique, we tailor our approach, leveraging your strengths and addressing the critical issues.

#### **Activating Change™: Executive Version (1-day workshop)**

*Activating Change™: Executive Version* helps executives prepare their organizations to be change-capable. This is an action-learning session in which participants apply executive-level, high-payoff, change-management practices to one or more current change initiative(s) within their organization. The session is facilitated by an AchieveGlobal executive consultant and is powered by the client's own data, collected via an organization-wide change capability survey and in-depth one-on-one interviews with executives. Executives participate in a variety of individual and group discussions and activities on the following topics:

- Maintaining the pace, tone, and level of change
- Articulating change messages
- Creating a change-capable workforce
- Monitoring change efforts
- Coaching managers who lead change efforts in their areas

## **Direct**

### **Senior Managers DIRECT Resources**

#### **Bridging Strategy to Outcomes® (2-day workshop)**

The central challenge for today's managers is to bridge the gap between strategic goals and day-to-day operations. Pulled in many directions, these managers must address complex business issues, implement directives from senior leadership, and meet the human and operational needs of direct reports and frontline employees.

*Bridging Strategy to Outcomes®* helps senior managers build commitment and focus effort at every organizational level. Participants master and apply key interpersonal skills—fine-tuned and framed for this audience.

#### **Activating Change™: Manager Version (1 ½-day workshop)**

*Activating Change™: Manager Version* is designed for managers, supervisors, and team leaders who must build change capability in their employees and the overall organization. This workshop provides participants with a set of practices and tools to develop the confidence and flexibility their employees need to contribute to constant organizational change.

The workshop is delivered in three units, either consecutively over a day and a half or as three half-day sessions:

- Hallmark 1: "Activate capability" introduces participants to four practices that activate change capability.
- Hallmark 2: "Communicate for results" involves two practices that work together dynamically to inspire dialogue that promotes action and results.
- Hallmark 3: "Monitor mechanics and mood" looks at four practices to show commitment to making change happen and to help others make the transition successfully.

#### **Profiles in Genuine Leadership (4 hours)**

*Profiles in Genuine Leadership™* presents an opportunity for leaders to examine and discuss their current business challenges with others who face similar issues—then take action to optimize their individual performance by capitalizing on their strengths and addressing areas that need improvement.

A main focus of the program is the Leadership Profile, an enlightening self-assessment that uncovers leadership strengths and identifies opportunities for development. After completing the self-assessment, participants are

driven to reflect on their challenges and connect them to the results.

Participants leave the program with a self-devised action plan designed to optimize their performance, and develop their individual leadership profiles in a way that contributes to both personal career growth and organizational business results.

## Develop

### Managers DEVELOP Others

#### **Leading Innovation – From Concept to Customer Value™ (1-day workshop)**

Productivity initiatives, process improvement, and downsizing can only take an organization so far. The viability of organizations depends upon innovation—one of today's most powerful competitive advantages.

For organizations needing to accelerate growth and achieve critical business objectives, *Leading Innovation: From Concept to Customer Value™* provides supervisors, team leads, managers, and middle managers from all functional areas with a framework, best practices, and tools required to make innovation pay off.

Unlike many programs that concentrate exclusively on creativity and/or the 'fuzzy front end,' *Leading Innovation: From Concept to Customer Value™* develops skills and competencies around building a culture of innovation, as well as the capability to manage and facilitate a process that will bring results to a new level. This process not only helps participants understand their role as innovative leaders, it also helps create a common language and serves as a critical focal point for appropriately prioritizing and deploying the effort and energy of all involved.

Units include:

- Unit 1 – The Heart of Innovation
- Unit 2 – Your Role in Innovation
- Unit 3 – Optimizing Diversity
- Unit 4 – Sparking New Thinking
- Unit 5 – Shaping and Selecting Ideas
- Unit 6 – Executing Innovation

#### **Coaching Others for Top Performance™ (2-day workshop)**

Our coaching skills workshop explores the principles and qualities of genuine leadership, and focuses on developing skills that can help participants perform daily coaching

activities. This workshop provides participants with the skills needed to build constructive relationships that gain a stronger commitment to improving performance and achieving results.

Modules include:

- Module 1: *Building Trust Under Pressure: The Basic Principles™* (4 hours)
- Module 2: *Providing Constructive Feedback™* (4 hours)
- Module 3: *Developing Others™* (4 hours)
- Module 4: *Giving Recognition™* (4 hours)

#### **Activating Change™ : Manager Version (1 ½-day workshop)**

*Activating Change™: Manager Version* is designed for managers, supervisors, and team leaders who must build change capability in their employees and the overall organization. This workshop provides participants with a set of practices and tools to develop the confidence and flexibility their employees need to contribute to constant organizational change.

The workshop is delivered in three units, either consecutively over a day and a half or as three half-day sessions:

- Hallmark 1: "Activate capability" introduces participants to four practices that activate change capability.
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#### **Managing the Performance of Others™ (2-day workshop)**

As the manager, supervisor, or leader of a work group or team, performance leaders help others do the work that ultimately makes an organization successful. Performance leaders are responsible for guiding and directing the performance of their employees. To accomplish this, they must ensure employee performance aligns with the direction and strategy of the organization. This workshop focuses on the performance management aspects of a manager's role. The skills taught in this workshop help participants prepare for and conduct different types of performance-related discussions.

Modules include:

- Module 1: *Planning for Performance Discussions*<sup>TM</sup> (4 hours)
- Module 2: *Clarifying Performance Expectations*<sup>®</sup> (4 hours)
- Module 3: *Correcting Performance Problems*<sup>TM</sup> (4 hours)
- Module 4: *Conducting Performance Reviews*<sup>TM</sup> (4 hours)

### **Accelerating Team Productivity**<sup>TM</sup> (2-day workshop)

Today's teams are expected to produce more than ever before, faster than ever before. Leaders are faced with the dilemma of developing enhanced teamwork along shorter and shorter timelines. As a result, this workshop is designed to help leaders focus teams on key results and outputs, build energy and momentum toward achieving goals, negotiate on their team's behalf, and handle difficult dynamics within a team that impact performance.

Modules include:

- Module 1: *Building Team Pride and Purpose*<sup>TM</sup> (4 hours)
- Module 2: *Developing Team Agility: Day-to-Day Tools*<sup>TM</sup> (4 hours)
- Module 3: *Resolving Conflicts Within Your Team*<sup>TM</sup> (4 hours)
- Module 4: *Negotiating Resources for Your Team*<sup>TM</sup> (4 hours)

### **Maximizing Your Supervisory Potential**<sup>TM</sup> (1-day workshop)

As a result of the business environment in which they operate, new—and even tenured—supervisors frequently find themselves performing an awkward and uncomfortable organizational balancing act. They must strive every day to balance elements of their job responsibilities.

Modules include:

- Module 1: *The Hallmarks of Supervisory Success*<sup>TM</sup> (4 hours)
- Module 2: *Delegating for Shared Success*<sup>TM</sup> (4 hours)

### **Leading Meetings**

- *Facilitating for Results*<sup>TM</sup> (8–12 hours)

This program helps individuals identify the skills that facilitators need to lead effective, results-oriented meetings. Participants leave the session able to conduct productive, results-oriented meetings, no matter how complex the issue or diverse the group.

### **Profiles in Genuine Leadership**<sup>TM</sup> (4 hours)

*Profiles in Genuine Leadership*<sup>TM</sup> presents an opportunity for leaders to examine and discuss their current business challenges with others who face similar issues—then take action to optimize their individual performance by capitalizing on their strengths and addressing areas that need improvement.

A main focus of the program is the Leadership Profile, an enlightening self-assessment that uncovers leadership strengths and identifies opportunities for development. After completing the self-assessment, participants are driven to reflect on their challenges and connect them to the results.

Participants leave the program with a self-devised action plan designed to optimize their performance, and develop their individual leadership profiles in a way that contributes to both personal career growth and organizational business results.

### **Generations in the Workplace: Leveraging Age Diversity** (3 ½ hours)

It's time to debunk the myths and take full advantage of the unique strengths, talents, and experience each individual has to offer—regardless of age. This module is designed to help achieve this goal. Participants in this program will learn principles that can promote intergenerational collaboration and reduce age-related conflict. Common age-related stereotypes will be exposed, and participants will develop practices that promote collaboration across generational groups.

After participating in this program, participants will be able to:

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

## Deliver

### Managers and Individual Contributors DELIVER Organizational Results

#### **Building Trust Under Pressure: The Basic Principles™ (4 hours)**

*Building Trust Under Pressure: The Basic Principles™* addresses how current business issues affect participants' ability to achieve results and introduces a universal set of guidelines that helps transform individuals into genuine leaders.

Using *The Basic Principles* as a catalyst for personal and organizational success, the program drives participants to understand how the principles relate to their daily challenges and illustrates how to effectively integrate them into their own work behaviors.

Participants leave the program armed with the skills, strategies, and knowledge needed to approach business challenges from a new perspective, thereby achieving greater results for themselves and their organizations as a whole.

#### **Activating Change™: Individual Contributor Version (4 hours)**

*Activating Change™: Individual Contributor Version* is designed to help participants develop their change capability: the confidence and flexibility to learn about and contribute to constant organizational change. In order to adapt to and eventually drive needed change, participants apply three practices for activating their ability to change:

- Learn about the change.
- Get involved.
- Stand your ground.

#### **Generations in the Workplace: Leveraging Age Diversity (3 ½ hours)**

It's time to debunk the myths and take full advantage of the unique strengths, talents, and experience each individual has to offer—regardless of age. This module is designed to help achieve this goal. Participants in this program will learn principles that can promote intergenerational collaboration and reduce age-related conflict. Common age-related stereotypes will be exposed, and participants will develop practices that promote collaboration across generational groups.

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- Leverage the talents and experience of others, regardless of their age.

#### **Working Through Emotions and Conflict™ (1-day workshop)**

This workshop will prepare participants for the emotionally complex situations common in today's work environment, and help people use conflict to create a collaborative environment in which people contribute their best thinking.

Modules include:

- Module 1: *Addressing Emotions at Work™* (4 hours)
- Module 2: *Resolving Conflicts With Your Peers™* (4 hours)

#### **Connecting With Others: Listening and Speaking™ (1-day workshop)**

This workshop will help participants learn how to listen effectively, identify and cultivate good sources of information, and master the process of encouraging people to share their knowledge. It also enables employees to have a positive impact on the organization by focusing on their presentation skills, regardless of audience size.

Modules include:

- Module 1: *Listening in a Hectic World™* (4 hours)
- Module 2: *Speaking to Influence Others™* (4 hours)

#### **Problem-Solving Results: Solutions, Improvements, and Innovations™ (2-day workshop)**

Clearly, the ability to generate innovative solutions to workplace problems is more important than ever. But how do you create the energy to implement these solutions in a climate in which resources are scarce and people are already overworked? This workshop provides participants with the skills and strategies required to find appropriate problem solutions and the energy to implement them.

Units include:

- Unit 1: Connecting People and Process (4 hours)
- Unit 2: Exploring Gaps, Causes, and Solutions (4 hours)
- Unit 3: Deciding on a Solution (4 hours)
- Unit 4: Making It Happen (4 hours)

### Workload Management

The modules in this skill area help individual contributors excel in today's fast-paced, sometimes chaotic workplace.

Modules include:

- *Identifying Work Priorities and Setting Verifiable Goals*<sup>TM</sup> (*Leadership for Results*<sup>®</sup>, 4 hours)
- *Managing Your Priorities*<sup>TM</sup> (*Leadership for Results*<sup>®</sup>, 4 hours)
- *Personal Strategies for Navigating Change*<sup>TM</sup> (*Leadership for Results*<sup>®</sup>, 4 hours)

### WorkSkills: Steps to Your Success<sup>®</sup>

This skill area addresses the specific needs of today's line and staff-support employees.

Seven 2-hour modules address skill areas like *Defusing Emotionally Charged Situations and Speaking With Confidence*.

### Implementation Options

*Achieving Results Through Genuine Leadership*<sup>®</sup> includes assessment, knowledge acquisition, skills practice, reinforcement, application, and consulting tools and services. Please work with your AchieveGlobal representative to determine which parts of, and in what sequence, *Achieving Results Through Genuine Leadership*<sup>®</sup> will best meet the unique needs of your organization.

### Measurement and Evaluation

**Evaluation:** AchieveGlobal is proud to partner with the measurement experts at KnowledgeAdvisors to provide enhanced evaluation capability for all our programs. KnowledgeAdvisors Smart Sheets<sup>TM</sup> are available to provide predictive job impact estimates, as well as standard Level 1 feedback, on all our courses.

**Organizational assessment:** AchieveGlobal offers a variety of consulting services to analyze and report on service quality and performance gaps. The intent of these

activities is to guide an organization to responses—including training, process improvement, and communication—which would best support the organization's leadership strategy. AchieveGlobal typically gathers data from external sources (directly from customers, indirectly from customer satisfaction studies, etc.) and from individual employees and managers.

**Individual competency assessment:** Start measurement before training begins with this service designed to identify skill gaps so you can select, sequence, and prioritize the elements—including training, process improvement, and recruiting—of your implementation. AchieveGlobal consultants will help you choose from a variety of individual assessment services customized to meet your organization's specific needs and align with your leadership training strategy.

### Knowledge Acquisition

The *Achieving Results Through Genuine Leadership*<sup>®</sup> workshops are designed for groups of 15 participants. Each workshop is tied together by recurring themes and materials designed to promote continuity. At the Deliver and Develop levels, each workshop can also be delivered in half-day sessions, in sequence, or spaced out over time with the recurring themes and continuity. With this approach, participants get to take bite-size chunks of the content back to the job. With each success in real life, resistance fades and ownership builds. When participants come back to the next session, they have richer stories to tell, they have more thoughtful questions, and they have successes to share.

As an alternative, the content of most new workshops is available as independent, half-day classroom modules. These stand-alone modules have no explicit links to other courseware, so they can be purchased individually and/or easily mixed with other modules in the *Achieving Results Through Genuine Leadership*<sup>®</sup> system or with other AchieveGlobal programs.

If blended learning is a better fit for your learners, our content is available in virtual or eLearning format. This flexibility improves implementation efficiency, can reduce total training costs, and can improve learning by offering participants the type of delivery that best meets their needs. For a full list of modalities, please contact your AchieveGlobal representative.

### Skills Practice, Application, and Reinforcement

For each module of *Achieving Results Through Genuine Leadership*<sup>®</sup>, there is a skills practice session facilitator guide—a fully scripted lesson plan for a repeatable, classroom-based, one-hour, follow-up skills practice session. In addition, each guide includes tips and best practices on how to conduct skills practice sessions using collaborative software.

Printed in the facilitator guide for each workbook and module are reinforcement tools such as self-surveys, follow-up messages, and engaging challenges. These tools can be photocopied and distributed to learners after training on a weekly or monthly basis to help keep the concepts and skills fresh in participants' minds. Facilitators can also go to [www.achieveglobal.com](http://www.achieveglobal.com) and download electronic versions (using the Adobe<sup>®</sup> Acrobat<sup>®</sup> PDF format), which can be incorporated into e-mails to learners. The license for using these tools is included in the classroom participant fee.

For organizations that want more robust reinforcement, self-paced, interactive, Web-based modules of *Achieving Results Through Genuine Leadership*<sup>®</sup> are perfect for just-in-time reinforcement and reference by learners, long after they've completed classroom training.

### Customization and Tailoring

This system and all of its components was developed and tested to work in a broad range of industries and contexts. Its discovery- and activity-based design ensures the standard activities, exercises, practices, and role plays aren't just self-tailoring for your organization, they're self-tailoring for each specific learner. Learners choose to work out challenges and situations unique to them, and these "real-life" examples are built in at no additional cost. If you want to formally customize the product to include company-specific role plays, policies, or goals, please contact your account executive.

### About AchieveGlobal

In the 21st century, the level of human skills will determine organization success. AchieveGlobal provides exceptional development in interpersonal business skills, giving companies the workforce they need for business results. Located in over 40 countries, we offer multi-language, learning-based solutions—globally, regionally, and locally.

We understand the competition you face. Your success depends on people who have the skills to handle the challenges beyond the reach of technology. We're experts in developing these skills, and it's these skills that turn your strategies into business success in the 21st century.

These are things technology can't do. Think. Learn. Solve problems. Listen. Motivate. Explain. People with these skills have a bright future in the 21st century. AchieveGlobal prepares you for that world.



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