Change Management
Stop Going Out of Your Mind Over Change:
Become a Quick Change Artist

Goal: To develop the core competencies to negotiate personal change so that negotiating organizational change becomes more feasible.

Purpose: To understand the biology of change and its influence on productivity, stress, and health.

Key questions and topics to be discussed:

1. What is a practical, useful definition of change?
2. Why is change so difficult?
3. What causes change?
4. Why does the transition "do us in" and not the change itself?
5. Why is the difficulty within the mind?
6. Do we always lose something during the change process?
7. Why can't we rush through or escape the "in between," "not here, not there" (psychological re-orientation), "no balance zone"?
8. What makes us go "out of our minds" over change? What brings us back in the mind?
9. How do we cope with and let go of unmet expectations?
10. How do we eliminate "learned helplessness"?
11. Should we expect signs of grieving and overreaction?
12. Can we identify who is losing what?
13. Can we make system changes to support the major change?
14. Is there such a thing as an error free approach to change? Can we expect management errors?
15. Is major change a discovery process or does management know exactly what it is doing?
16. Is there a time when we should quit questioning and make the plan work?
17. What advantage would there be to aligning to the new reality as fast as possible?
18. Should we allow people to talk about their feelings around change?
19. How is the aging process related to how we handle change?
20. What is the most important 1/10th of a second? What is the world's most powerful impulse?
21. What three core competencies do we need to develop to handle change?
22. Why is there the tendency to identify oneself as a victim of circumstance rather than an architect?
23. Are we experiencing the "age of instability"?

24. What ten questions should one consider to prevent oneself from going out of his/her mind when change occurs?
25. What is mind management?
26. What other options besides reacting to change, defending it, resisting it, and simply enduring it do I have?
27. Is there a relationship between the individual and organizational change process?
28. The eight errors common to organizational change efforts.
29. What are the consequences of not managing organizational change?
30. The technology that we can use to make a decision whether to accept something as unchangeable or muster the courage to make the change.
31. What are the five characteristics of resilience?
32. How do we manage the psychological neutral zone?
33. What do we all seek instinctively and what do we fear and avoid?
34. Is there a specific biology of change?
35. My seven most important recommendations to negotiate change.

Leader As Coach
Turning Talent into Performance Through Commitment

Purpose: to develop the skill of facilitating enlightened coaching conversations to gain commitment to sustained, superior performance.

Key questions and topics to be discussed:

1. What are the two distinct processes that make up effective coaching conversations and interventions?
2. What are the eight fundamental skills that complete the toolbox for the coach?
3. What two skills, if practiced, allow for the other six to be naturally included?
4. How can the coach use the three phases of the feedback system?
5. How often should a manager/supervisor meet with her/his direct reports formally?
6. Why is it more efficacious for a manager to accept feedback from her/his direct reports before attempting to give feedback?
7. What is monkey management and how do I know that I own the monkeys on my back?
8. How can I use two brains in the coaching conversation instead of one?
9. Why is 'telling' not 'teaching'?
10. How powerful are expectations?
11. Why shouldn't we jump to solutions with a coachee?
12. How do we make coaching behavioral, not personal?
13. Why is it important to have objective data to use for performance appraisals?
14. Why don't employees do what they are supposed to do?
15. What are the obstacles to effective coaching?
16. What does the research tell us about fostering an engaged, committed employee?
17. What are the ABCs of coaching?
18. How do we find out whether or not we are using the skills to be a successful coach?
19. What specific language can I use to manage energy?
20. What are the seven coaching behaviors?
21. How valuable is the question technology in coaching?
22. How can we prepare to confront poor performance?
23. How do we reduce the resistance that may occur when we initiate alternative behaviors?
24. How do we resolve issues and hold our coachee accountable?
25. How important are follow-up, next actions, especially the first actions?
26. What is the difference between coaching and criticizing?
27. How do we create change and avoid establishing blame?
28. What is the most and least utilized coaching behavior?
29. How to utilize this law: "You are always reinforcing something even if you do nothing?"

30. What is a developmental action versus a punitive sanction?
31. Why does studying interviewers on television help us to be better coaches?
32. How do we use a gap analysis during coaching to establish the difference between the coach's expectation and the coachee's performance?
33. How important are consequences in the process of coaching?
34. Does each employee know their role in producing specified outcomes?
35. What behaviors will a coach consistently get from her/his employees?
36. Are your coachees' outcomes periodically reevaluated?
37. Are the desired actions you want from your coachee observable and measurable?
38. Are results linked back to individuals and behaviors?
39. Is it important that your feedback be immediate?
40. Are both outcomes and behaviors being observed and reinforced?
41. Does your feedback contain specific facts and data?
42. Is nonperformance quickly and respectfully confronted?
43. Is the issue to be confronted stated clearly and described factually at the beginning of the conversation?
44. Is the coaching conversation thoroughly prepared?
45. Are future-oriented, open-ended questions being asked during the session?
46. Is the coach leading with a question and following with a reflection?
47. Does feedback and follow-up take place following the coaching conversation where alternative behaviors were initiated?
48. What role does the manager play in the employee's ineffectiveness?
49. What impediments can you take away to clear the way for the coachee's self-empowerment? (rather than what you do "to" or "for" people)
50. What's your overall appraisal of your performance as a coach? The four phases of team-development?

Who Do You Really Work For Anyway?
Enjoying the Experience of Helpers' High

Goal: Authentic leadership: Producing a satisfying employee experience plus a unique customer experience which gives rise to shareholder/stakeholder satisfaction.

Purpose: After establishing a leader/follower dynamic between manager and employee the next step is extending that relationship outward from employees to the customer through a service strategy that creates a reputation of re-markable customer experience.

Key questions and topics to be discussed:

1. What do nearly 100% of the customers polled remember about their last transaction?
2. Is your culture organized for management satisfaction or customer satisfaction?
3. Are you aware of the link between a supervisor's style of managing/leading and the employee's productivity?
4. Are your employees seen as the first customer?
5. Who is your primary customer? Who counts on you?
6. What is your menu of services? How do you communicate that menu to your customers?
7. Is there a process in place whereby customers are asked, "What one thing would you like to see us do better or improve?
8. Are customers ever a distraction or an interruption?
9. Do you have a system in place to make sure that every interaction is both fair to the customer and equitable for your organization?
10. What are the obstacles disallowing the front line employees from solving customer problem at the point of contact in a world-class fashion?
11. If private sector measurement of success is profit plus customer satisfaction, what is the measurement of success in a public sector organization?
12. What is your customer service strategy? How do get that message in an unfiltered manner down to each point of interaction?
13. How will you get unfiltered, frequent customer feedback?
14. How do you maintain flexibility with the ever-changing marketplace?
15. What are the three most important skills needed to have a successful team approach?
16. What do your people pay attention to, value most, and focus on in your culture?
17. What kind of experience does your customer want?
18. Are you thinking customer relationship both on the short-term and long-term?
19. How important is the customer's emotional experience?
20. Are you consciously transforming your customers into your most powerful sales force?
21. Are you committing assumiscide? Is your culture thinking that it knows more about

what the customer wants than the customer does?

22. Does your customer approach take into account that we are in an emotional economy within social industries"?
23. Is the myth that the customer is always right being perpetrated or does your strategy allow that the customer is not always right but that she/he should always be treated right?
24. What can the latest scientific research teach us about our customer experience?
25. Is it absolutely clear to upper management that the employees cannot treat the customer any better than they are treated?
26. When did we last ask the staff what we could do to make their work more enjoyable?
27. Are we talking to each other about our differences openly or are we talking about each other allowing conflict to linger?
28. Are we organized to give the customer a unique response?
29. Is the customer in control of the experience?
30. Is the customer in control of the relationship?
31. Does management allow its employees to experiment with new ways of doing things?
32. Are employees constantly asking "How can we serve the customer better, faster, and cheaper?
33. Is the complaining customer your best customer?
34. Are you spreading your customer service hero-stories?
35. Do you hire for attitude, that certain spark, empathy and friendliness and train technically and for skill?
36. Does your employee orientation contain the stories that make up your most valued customer service history?
37. Have you presented the latest scientific findings to your associates regarding the physiological benefits of "helpers high" and "helpers calm"?
38. What does Gallup's research on the 11 most important elements of customer satisfaction reveal?
39. Have you incorporated the psycho-physiological impact of language into your customer service strategy?
40. Are your resources being spent in areas that are important to your customers?
41. Have you identified touch-points/moments of truth in your service cycle?
42. Have you identified what high impact actions can be taken at each of those touch-points?
43. Is customer satisfaction reported on with the same sense of urgency as financial results?
44. Does customer feedback go to all levels of the organization?
45. Does the feedback indicate how the result is important to the customer?
46. Are both outcomes and behaviors being observed and reinforced?
47. Does the feedback consider both what is appreciated and what opportunities there are for improvement?

48. Is nonperformance associated with customer feedback quickly and respectfully confronted?
49. Are there both tangible and intangible rewards for employee performance?
50. Are the rewards based on outcomes that are important to the customer?

Leading Is Everybody's Business

This interactive, thought provoking and fast moving workshop challenges the major myths about leading and counters with a new mindset. Age-old questions about leaders and leadership.

Purpose: Erase the mythology surrounding leading and leadership and introduce new knowledge so that authentic leadership is reflected and multiplied at every level of the organization, thereby increasing productivity and lowering stress.

Goal: To take the individual and team to its next level of success by focusing on improvement of communication, leadership, and influence skills.

Key questions and topics to be discussed:

1. Are there natural born leaders?
2. What is the difference between managing and leading?
3. What is management malpractice and how does it lead to self-sabotage?
4. What one element is required to be a leader?
5. Is "followership" a derogatory term?
6. What is the difference between a subordinate and an engaged employee?
7. Are there characteristics that identify a leader in every situation?
8. Does a person's title automatically confer leadership?
9. Can you develop influence without, in spite of, or beyond authority?
10. What function does competence, caring, and trust play in the discipline of leadership?
11. Is leadership the responsibility of the management team alone or is it truly everybody's business?
12. Is there scientific research available to assist the organization in improving its individual and team leadership skills?
13. What 21 flaws can hinder relationship building?
14. What is the role of feedback in the process of leading?
15. What are the fundamental principles that enable one to upgrade their influence skills to a 360-degree status?
16. How can one use the READS tool to upgrade the organization's ability to communicate?
17. Do followers have to take the same risk as a leader?
18. How do we deal effectively with the uncertainty and ambiguity of risk taking?
19. What is communication intelligence?
20. How do we balance inquiry/listening with advocacy/assertiveness?
21. Are you aware that not everyone will follow and that it is not absolutely necessary that all follow?

22. Knowing that feedback is essential to the leading process how do we get over the fear of giving and receiving it?
23. What is employee autonomy and empowerment? How can it be measured with the four-box model?
24. What is energy management?
25. What is the 50/50 rule in leadership responsibility?
26. Do people follow titles? If not what do they follow?
27. How is leadership connected with the first law of customer service?
28. What does this statement mean: "No feedback is feedback?"
29. How is important is relationship building to the process of leading?
30. How does leadership influence productivity?
31. What is the source of 80% of the problems found in the workplace?
32. How often should you receive anonymous feedback from your employees?
33. How often should you give formal feedback to your direct reports?
34. What is your real profession as a manager/leader?
35. Who do you work for as a supervisor/manager/leader?
36. How do health and leading influence each other?
37. What does research tell us the number one reason for a heart attack is?
38. What is the difference between compliance and commitment?
39. What is the meaning of this quote? "No one is good enough to lead without consent."
40. How do you develop the courage to accept that you may not succeed and take action anyway?
41. Do you have to have charisma to lead effectively?
42. What is the meaning of this statement: "It takes a strong stomach to listen to how others see you."
43. Why would you follow someone? Why would people want to follow you?
44. What is the appreciate/improve tool?
45. What is the difference between micromanaging, abdication, and active participation?
46. Do you understand that there is no reality only perception?
47. Are you spending more time on a fancy strategy and loosing sight of the fundamentals of leading a department or organization?
48. How do you make the course stick? What processes will you incorporate into your culture to stabilize authentic leadership in your organization?
49. How you can use follow-up coaching to reinforce the principles and practices of the course?
50. How will you reinforce and teach the concepts of "Leading is Everybody's Business" with your direct reports?

The Professional Human Being
Organizational Agility is Based on Individual Agility

As leaders in our various organizations in the midst of an apparent worldwide meltdown, it is critical that we examine ways to assist associates to stay centered and cultivate a mastery over negativity. "Becoming a Professional Human Being" analyses the thinking patterns that structure our reactions to our environment on the job.

Whether we lead a small team or an entire organization, we are the first beneficiaries of everything we think, do, and say. It's not what happens to us; it's what happens *in* us. Since we spend about 60-70% of our lives on the job, this course gives us an opportunity to examine how our approach to our work can be adjusted during these stressful times. Every choice, every thought, every word and action has physiological consequences, either health-creating or "dis-ease"-producing. The question is "***Are we making a living or a dying in these unstable times?"***

Becoming a Professional Human Being requires personal accountability and effective personal leadership. It explores the laws that shape our reality and how we use them. Our health, success and our capacity to lead require self-responsibility and a harmonious mind-body relationship. This course reveals the secrets of this mind-body connection.

Seven lessons unfold how to gain the Professional Human Being (PhB) status in our approach to work. Each lesson shows the risks and advantages regarding our health. This presentation examines seven lessons and how they affect our two important systems: the fight-or-flight response (sympathetic nervous system), and the regeneration response (para-sympathetic nervous system), in which new research and developments indicate we are capable of a more relaxed, balanced and efficient style of behavior. These two important reflexes measurably impact our immune system and the arterial or cardiovascular system, which influences our health and longevity.

Key questions and topics to be discussed:

1. What is a Professional Human Being?
2. What does the Japanese term "Karoshi" mean? Do we have a form of it in this country?
3. What is the language of the mind-body connection?
4. Does our self-talk influence our psycho-physiological balance?
5. Is there specific language that can increase creativity and the involvement of others?
6. What is the impact of empowering and disempowering language on the individual's health?
7. What are the elements of dysfunctional thinking and what are the psychological antidotes to it?
8. Why is worry a misuse of the imagination?

9. What is a leadership strategic intent?
10. Why is this called the age of mind and imagination?
11. What are the elements of mind management?
12. Why are intention, attention, interpretation and response so important?
13. How can we re-program and manage self?
14. What does self-accountability mean?
15. Why is the discomfort zone the place to be, and the comfort zone considered dangerous?
16. How do increase mental capacity?
17. Do we actually choose our mood? How can we stay in our preferred mood?
18. Why does this philosophy make sense in today's ever changing environment? "It is not how it comes to you, it is how you come to it."
19. Why is my quote relevant? "The mind is full of irrelevancy?"
20. Is life span linked to health span?
21. Does everyone have a particular form of 'magic'?
22. What is the number one disease worldwide? What is the major cause of this disease?
23. Why is "service" and "forgiveness" the most selfish things you could possibly do?
24. How do we attract positivity in our lives?
25. What is Helper's High and Helper's Calm?
26. Can it be possible, scientifically speaking, that helping others is just as important as regular exercise and proper diet?
27. Why is seeking and embracing change healthful and resistance to it endangering our health?
28. What can a polygraph teach us about the mind/body?
29. What is learned helplessness?
30. What is an explanatory style?
31. How can we have sovereignty over the moment?
32. What is moment management?
33. Why isn't blame-storming a good idea?
34. Why do we put more constraints on ourselves than actually exist?
35. Why do we stop at the first right answer?
36. Is it easier to be aggressive or assertive?
37. What are values and why do they matter most to individual determining them?
38. What do hope, determination and purpose have to do with the immune system?
39. What is an emotional signature?
40. What does it take to keep the mind/body battery charged?
41. What is the impact of sleep on productivity and the ability to lead?
42. What is the value of mental rehearsal?
43. Is meditation a science based practice?
44. Can we make a negative experience serve us?
45. What thinking patterns promote effective leadership?
46. What are the scientific findings that could help reverse the biological aging process?

47. Why are thoughts causes and conditions are effects?
48. How do I become 100% responsible?
49. Why is trying to change people and circumstances a hopeless cause and taking control of our own thoughts, feelings and actions our only power?
50. What is my personal blueprint to become a PHB?

Teaming: Appreciating The Many Faces of Intelligence

Goal: Use teaming and leadership principles to take the team to its next level of achievement. This topic focuses the team members on continuing to move from a traditional culture to a more participative culture: from a 'do as you are told' to a 'do whatever it takes' commitment.

Purpose: Teaming is about human interaction. It places tremendous demands on interpersonal skills. The workshop refocuses team members on the three vital interpersonal skills to improve organizational and personal listening, conflict resolution and assertiveness.

Key questions and topics to be discussed:
1. What is the PERFORM model?
2. What is the expanded definition of intelligence and IQ?
3. What are the elements of authentic team leadership?
4. What are the three most important people skills to lead people in a team environment?
5. How does practicing these or not practicing these skills affect our health?
6. What is the formula for effective listening?
7. How do we gain credibility and influence while managing conflict?
8. What will increase the team's energy level? What reduces the team's energy level?
9. Why don't give and receive feedback freely and how does that effect the team's performance?
10. Do we understand that we are here to compete to help one another and make each team member look good?
11. What new forms of IQ do I offer the team?
12. From research, what are the five dysfunctions of teams?
13. What are the critical behavior changes that team members need to make to increase team intelligence?
14. What behaviors do managers and supervisors in a team setting need to adjust?
15. How does our individual style of responding to individuals, whether it is passive, passive aggressive, aggressive or assertive, influence the success of our interaction as well as our personal and team health?
16. What is our personal style of responding?
17. How do we balance inquiry and advocacy?
18. Are we open to be influenced?
19. Are the feelings and the content of a communicated message of equal importance?
20. What is the proper way to resolve a conflict without raising blood pressure, weakening the immune system and shortening our life span?
21. Teams rarely fail due to technical expertise, but why do they fail?
22. Is role clarification vital to team success?

23. What happened on the best teams you participated on?
24. What is your team spirit quotient?
25. What is a good model for team empowerment?
26. Have you established a set of ground rules or created a team agreement?
27. Have you assessed your ability to be a solid team player?
28. Do you take 100% responsibility for the team's success?
29. Do you know the difference between language of control and language of commitment?
30. Are you aware of the four phases of team development?

The World is Our Family:
Focusing On What's Right in The World

The United States is the United Nations! All nations are represented here. If you are not going overseas soon, overseas will be coming to a location near you! We are members of one global economy and family, and this presentation brings us closer to that global family.

The World is Our Family: Focusing on What's Right in The World is a sequence of anecdotes from around the world bringing us face-to-face with the positive aspects of a variety of ages, races, genders, religions, and cultures. It incorporates photographs of people of different cultures, international geographical/historical sights, and video clips—all demonstrating the principles of diversity. It also includes interactive exercises and the opportunity to share experiences.

Goal: To experience intercultural empathy

Purpose: The experience of this presentation satisfies the mind as well as the heart. For the mind, you gain an understanding of a multicultural world; for the heart, you experience intercultural empathy. Ultimately, the essence of the presentation seeks to ignite a passion for appreciating diversity.

Objective: To create a global mindset by encouraging the development of intellectual, social, and psychological capital.
- Intellectual capital: general knowledge of, and the capacity to learn about different cultures
- Psychological capital: openness to differences and the capacity to change cultural lenses
- Social capital: the ability to build trusting relationships with people who are different from you and me

Desired Results: Increased awareness about diversity issues, reduced biases and stereotypes that interfere with effective management and changed behaviors as required to manage a diverse workforce.

Key questions and topics to be discussed:

1. What cultural lenses do I wear?
2. What are some examples of cross-cultural differences and similarities?
3. How do I feel about people, places, and things that are foreign to me?
4. Am I open to change my feelings about differences?
5. Can I enjoy differences as much as sameness?

6. How can we increase our ability to emotionally connect with people who are different from us?
7. Is real bonding sharing one's cultural and family traditions?
8. Can fulfillment be achieved by simply bonding with another?
9. Is it possible to create a thirst for adventure?
10. Is travel abroad the best education?
11. Are there cultural differences that will help us in diplomacy?
12. How can we widen our social interaction with people whose interests diverge from ours?
13. How can I work better with people unlike me?
14. How can I deal with intense diversity?
15. How can I look past politics and culture to engage people who are unlike me?
16. Can we learn from people who have different professional aspirations than ours?
17. What does it take to earn trust in other cultures?
18. What does it take to be a good leader in other cultures?
19. Are their communication taboos in other countries?
20. Can we just jump into business conversations with people from other cultures, or is rapport building of greater importance and a necessary prerequisite?
21. What is an individualistic society versus a collectivistic society?
22. Do some cultures view money as a means of survival, while wealth is measured in terms of enjoyment?
23. Are some cultures present-oriented instead of future-oriented like the west?
24. Do cultures view time differently? "Time is free" (India); "The clock did not invent man" (Africa); "Time spent laughing is time spent with God" (Japan); "He who goes slowly goes safely and goes far" (Italy); "Those who rush arrive first at the grave." (Spain); "Relationship over the clock" (Asia); versus the West: "Time is money," "Time consuming," "deadline," "Getting to the point."
25. Does social networking such as Facebook and Linkedin help build relationships without regard to geographical boundaries?

The Never Ending Balancing Act:
Managing Stress and Maintaining Health

This is the 21st-century leader's most significant competitive edge. Good health is not an accident. Health, capacity, and productivity are inextricably linked. Stress is the result of inappropriate interpretation and response. This workshop is designed to help you reset old habit patterns in favor of a healthy lifestyle while gaining strategies for increased capacity and a happier, more productive working environment.

The content will address the impact of diet, exercise, lifestyle choices, moderation, rest, and activity on the capacity to manage stress and prevent dis-ease—a lack of ease in the nervous system. Our goal is to facilitate the making of informed decisions about our life management options and implement a personalized stress management program.

The course will attend to the following questions:

1. What is stress and how does it impact attitudes, behavior, and performance?
2. How can you enhance your mind/body fitness?
3. What fuel does your body need and what is a stress-free diet?
4. How can you create a practical body-motion routine?
5. What can you do to create a rejuvenating rest and routine cycle?
6. What immediate and long-term changes in lifestyle do you need to make?
7. What is the biology of bickering?
8. Can you manage stress by changing interpretation and response?
9. Can we stop chronically flirting with the fight-or-flight response?
10. Why is assertiveness the healthiest of responses?
11. What does science tell us about the reversal of aging?
12. Why is it so important to be able to evaluate whether or not you are in control of the situation you are faced with?
13. What are some of the latest scientific studies on the nutrients we need for good health?
14. What are the latest in psycho-physiological strategies to manage health?
15. What does the latest research say about bending, stretching, and yoga?
16. What is more important when considering the prevention of early death, habits or biology?
17. Is income and health care a good predictor of how long you'll live?
18. What is the importance of stamina? How can you get it?
19. Why is water called the silver medicine?
20. What is the key to lowering cholesterol, duration or intensity of exercise?
21. What are the simplest paths to better health?
22. What is alternative medicine? What is integrative medicine?
23. What is a biological age, versus a chronological age as compared to a

psychological age?
24. Can you trust everything you read on products in the health food store?
25. What role does meditation play in managing stress and using you full brain?
26. What can we learn from the latest food pyramid?
27. What are the three most important factors that affect aging?
28. What is the relationship between food choice and chronic disease?
29. What about salt and sugar? Should you moderate their usage?
30. What about vitamins and herbs? What is the science or pseudoscience?
31. Why are we so bad at doing an accurate risk assessment where our health is concerned?
32. Why so many of us stop taking medicine the second we feel better, often guaranteeing we not only have to do it again but also the medicine won't work as well next time?
33. Why are we so poor at dealing with cause and effect when we deal with our health?
34. Why are we so good at being in denial about mortality?
35. Why do we prefer to pay someone else to clean up our health messes up rather than expend a tenth of the money and energy in prevention?
36. What role does laughing, loving, giving, and forgiving play in maintaining health?
37. What are stress hormones and how can we reduce their production?
38. What are the three body types and what type of diet and exercise do each require?
39. What would it take to maintain a healthy brain?
40. What does self-talk have to do with managing difficult situations?
41. How can we move through the stress of today's changing economy, the restructuring of our workplace, and the pressures this places on the family?