Seven Conversations for Exceptional Leaders

Helping others learn faster, work smarter and achieve more

Skills, Tools and Templates for Maximizing Engagement and Retention

Targeted Learning™
ENGAGING THE COLLECTIVE GENIUS OF PEOPLE
Leadership is about much more than simply achieving results. Thugs and bullies can get results — but only in the short term. In the long term, they drive the best talent away and undermine the organization’s capacity to deliver results needed for tomorrow.

We teach leaders more than how to get results through people. We teach them how to achieve today’s results in ways that build the capacity of people to deliver tomorrow’s results.

Comments from Our Clients

“I've been to more than 30 workshops on supervising people, and this is the best.”
Manager, Cessna Aircraft

“Fantastic session. I look forward to applying what I have learned with my team. Very useful tools.”
Manager, Sherwin-Williams

"Excellent. This workshop has been more useful than any other workshop I have ever attended."
Manager, Bell Helicopter

"Thanks again for a really great course. I am already starting to apply some of the concepts."
Team Leader, Textron

"Well worth the time! I will definitely use many of the tools back on the job."
Supervisor, Stryker Orthopaedics
Seven Conversations for Exceptional Leaders

Who Should Attend
Those who have formal responsibility for supervising or managing people.

Achieving Results in a Changing Workplace

Thriving in the information age requires people to juggle competing priorities. For example, they need to do more—with fewer resources. They need to learn more—in less time. They need to show more initiative and independent thought—but work more cooperatively with others. They need to give more thought to the long term—despite less certainty about what tomorrow will bring.

Given the uncertainties and challenges we face, leaders must be able to help people learn faster, work smarter and achieve more. Seven Conversations gives leaders the skills and tools they need to fully engage the talents and energies of their people.

What You Will Learn

At the workshop you will learn how to:

- Engage others in conversations that build their confidence and ability to think and act for themselves.
- Foster a culture where you and your people get the candid day-to-day feedback needed to accelerate your learning, reach your goals, and move your careers from good to great.
- Give feedback that motivates, changes behavior, accelerates learning, reduces defensiveness and supports goal attainment.
- Help people set business goals that will ensure greater personal contribution and superior business results.
- Accelerate the growth of others in ways that will improve their performance, employability and job satisfaction.
- Effectively prepare for and conduct results reviews that will both minimize the stress and maximize the value for you and your direct reports.
- Help others see the company as a place where they can build a great career.

“The application of these learnings will play a critical role in our long-term success....”
Manager, ConocoPhillips
Effective vs. Ineffective Leadership

The ineffective leader is like a hand in a bucket of water. While the hand is in the water stirring things up, a lot happens. But when the hand is withdrawn, the water quickly returns to its previous state, and all evidence of that hand disappears.

When the ineffective leader is in a group, stirring things up and giving direction, things happen. But the moment the ineffective leader leaves the group, the group returns to its old ways. There is no enduring impact. There is no legacy. In contrast, the effective leader is someone who imbues others with the will and the ability to get the work done in the absence of the leader. Our approach is to build leaders who have an enduring impact by helping others learn faster, work smarter and achieve more.

Nigel Bristow, Founder and CEO of Targeted Learning

What would be the impact on your organization if every leader were able to:

- Help all performers improve their performance?
- Get the right people into the right jobs?
- Find more time for coaching?
- Teach people to be more creative and to take more initiative?
- Help people learn more in less time?
- Give timely and effective feedback to everyone?
- Increase individuals job satisfaction?
- Help people take greater responsibility for their own performance and learning?
- Attract and retain superior talent?
- Find more time for coaching?

What You Will Receive

- Pre-course materials consisting of readings, preliminary exercises and instruments to assess your leadership skills and style
- A participant manual and tools to assist you in applying workshop concepts back in the workplace
- Nigel Bristow’s powerful book, Where’s the Gift? How to Achieve Phenomenal Success by Discovering the Gift in All Feedback.
- Pocket reference cards for each of the Seven Conversations
Introduction: The Keys to Engagement and Retention

In this introductory section leaders will:

• Discover the factors that fully engage the talents and energies of people
• Learn how to build trust as a basis for engaging and retaining people

Module 1: Coaching Conversations — Supporting Individual Initiative and Responsibility

The concepts in this module help participants effectively address what managers often describe as their greatest management challenge — insufficient TIME. By building the ability of their subordinates to think and act for themselves, managers will find that effective coaching dialogue reduces, rather than increases, the total time that is needed to manage the performance of subordinates. In this module participants will:

• Assess their own coaching style and learn how to adapt their style to the needs of their people and the situation at work
• Identify opportunities to fully engage others through more effective dialogue
• Learn specific techniques for reducing dependence, and for building the confidence of others to think and act for themselves

Module 2: Seeking and Receiving Feedback — Accelerating the Journey from Good to Great

Just as radar reveals crucial information to pilots about their intended course, feedback in the workplace is a navigational tool that tells people whether or not they are on the right track. In this module leaders learn how to:

• Seek and receive feedback as a way to model effective learning, accelerate their personal growth, and ensure goal attainment
• Overcome their fears and other barriers to learning from criticism
• Find value in all feedback, even vague, inaccurate or unfair feedback
• Handle criticism with less anxiety and frustration
• Foster a feedback culture where people welcome feedback as a tool for learning faster, working smarter and achieving more

Module 3: Giving Feedback — Changing Behavior and Supporting Goal Attainment

Feedback is critical to personal growth and goal attainment. Timely, honest feedback benefits both individuals and organizations. Yet most managers enjoy giving candid feedback about as much as they enjoy going to the dentist. Everyone who has ever given candid feedback knows that it can sometimes lead to unexpected and unwanted consequences. This module will teach leaders how to:

• Give candid feedback that minimizes defensiveness and maximizes learning
• Tactfully deal with defensiveness when it arises
• Use feedback to clarify direction, build ability, change behavior, strengthen confidence, and increase motivation and goal attainment
Module 4: Aligning Business Goals — Tips and Tools for Achieving Exceptional Results

In today’s complex and interdependent work environment, the real benefits from goal setting come not from the process of writing goals, but from individuals discussing their goals with their managers. This module teaches leaders:

• The five keys to achieving great things at work
• How to set goals that promote engagement and lead to superior business results
• How to use conversations to move people beyond writing goals and towards collaborating with others to build mutual understanding, to secure vital support, and to ensure alignment with the organization’s goals

Module 5: Development Conversations — Maximizing Individual Growth

In an information economy, learning is the only sustainable source of competitive advantage. In this module leaders will learn:

• The four strategies that will accelerate the growth of others
• How to use conversations to help others create development plans that will accelerate learning, improve performance and enhance job satisfaction

Module 6: Results Reviews — Minimizing the Stress - Maximizing the Value

The purpose of reviews is to promote individual growth and business success. The best leaders understand that individual growth and business success are achieved through ongoing conversations that support the journey from goal setting at the beginning of the year, to goal attainment at the end of the year. They also understand that when these conversations are held on a regular basis, year-end reviews are less intimidating, less likely to involve major surprises, and more likely to be well received by subordinates. In this module leaders learn how to:

• Use six questions to make ongoing results reviews a collaborative process that helps people learn faster, work smarter and achieve more
• Hold others accountable for results while also being fully supportive of the individual
• Ensure that end-of-year appraisals are accurate, balanced, complete and free of major surprises
• Minimize the stress and fear associated with these difficult conversations while maximizing the value for everyone involved

Module 7: Career Conversations — Building Employability and Talent Retention

The key to talent retention is to keep people employable, and to engage them in conversations and opportunities that give them cause to be optimistic about their future. In this module leaders will learn how to:

• Help others take more effective responsibility for their careers, thereby expanding their employability, engagement and happiness at work
• Use career conversations to help others make more informed and effective career decisions, and to give them realistic reasons to feel hopeful about the future
• Engage in career conversations without creating unrealistic expectations