



2023-2024

# Workshop Catalog



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# Vantage Partners Workshop Catalog

## Partnering to tailor a targeted learning experience

We view the workshops described in this catalog as options to consider and a starting place for designing an interactive learning experience. This said, we typically adapt our library of training content and activities, tailoring them to your goals and culture and your learners' skills sets and challenges.

Similarly, our core content is quite modularized in that we can "mix and match" topics together to best address learners' unique experiences, goals, and challenges.

## Choices to create the most impactful experience for your learners



**Learning modes / media:** We partner with you to select the learning mode that will best meet the needs of your learners, whether that is in-person, virtual instructor-led, eLearning, or a blend of these approaches.



**Length of training:** We challenge ourselves to find the right balance between content and running time to create highly impactful learning experiences. We typically deliver training modules that are anywhere from one hour to several days in length.



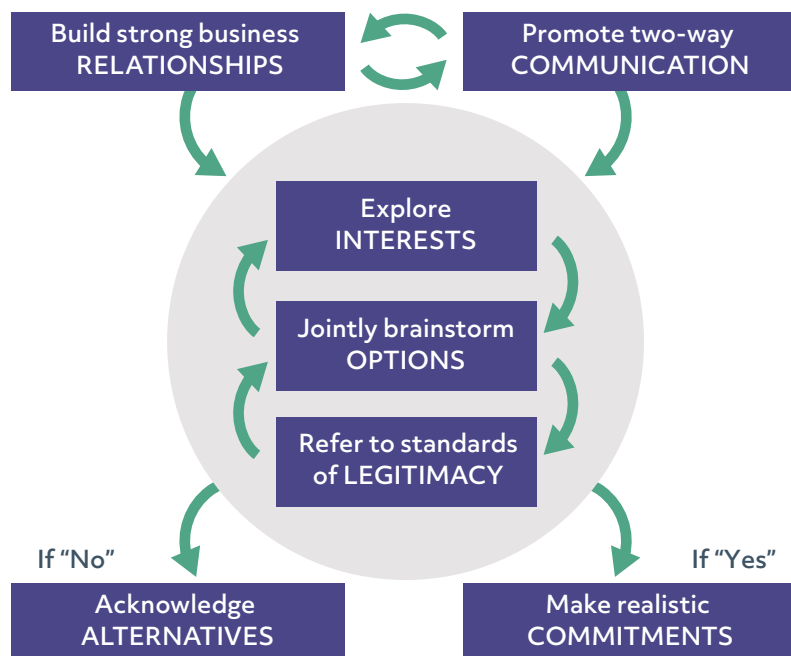
**Stand-alone or programmatic:** Depending on the learning problem we are aiming to solve; we design and deliver stand-alone programs and full blended learning journeys. Additionally, we frequently design and deliver individual components of a client's broader learning journey, ensuring connectivity between our modules and the full learning experience.



# Negotiation Skills

Regardless of our role, we all negotiate regularly — with external counterparts and with internal colleagues and stakeholders. This workshop is based on the principled, interest-based negotiation framework originally developed at Harvard University. Through interactive exercises, simulations, a styles assessment, and contextualized case studies, participants will enhance their effectiveness in a broad range of negotiation situations. Participants will practice diagnosing and responding to difficult negotiation tactics and explore how to apply negotiation strategies and techniques across a variety of formal and informal negotiations.

## Circle of Value



## Learning goal

Learn and apply a systematic process and framework that helps to create value in every negotiation

## Learning objectives

- Explore and test common assumptions about negotiations
- Implement advice for negotiating assertively without damaging your relationships
- Explore underlying interests behind stated positions
- Identify your own and your counterparts' Best Alternative to a Negotiated Agreement (BATNA)
- Analyze and effectively respond to difficult tactics and "hard bargainers"
- Develop a strategic approach to negotiation, rather than a reactive one

## Typical adaptations

- Role and function-specific versions (e.g., Sales Negotiation, Negotiating for Finance)
- Foundational, intermediate, and advanced versions
- Negotiation and Influence
- Simulations and mock negotiations

## Key topics

- The Seven Elements of Negotiation
- Case study preparation, role play, and debrief
- Dealing with difficult tactics: Spotting and changing the game
- Application session and/or strategy development

# Influence and Stakeholder Engagement

This workshop focuses on getting work done with and through others—up, down, and laterally, with or without authority. Most people think of influence as getting others to agree; we guide participants to recognize influence as a two-way street, to become curious about different viewpoints, and to seek to understand the reasons for resistance. Participants develop strategies and skills for achieving results, while operating efficiently in a complex business environment with multiple reporting lines, different geographies, and competing demands.

## Learning goal

Learn to approach influence as a process of mutual persuasion and joint problem-solving

## Learning objectives

- Analyze and navigate complex stakeholder landscapes
- Manage conflict constructively and with confidence
- Diagnose resistance and obtain buy-in from key stakeholders and team members
- Constructively engage different perspectives and use disagreement to generate learning and innovation
- Identify and leverage multiple sources of informal power
- Manage emotions (our own, and others') during the influence process

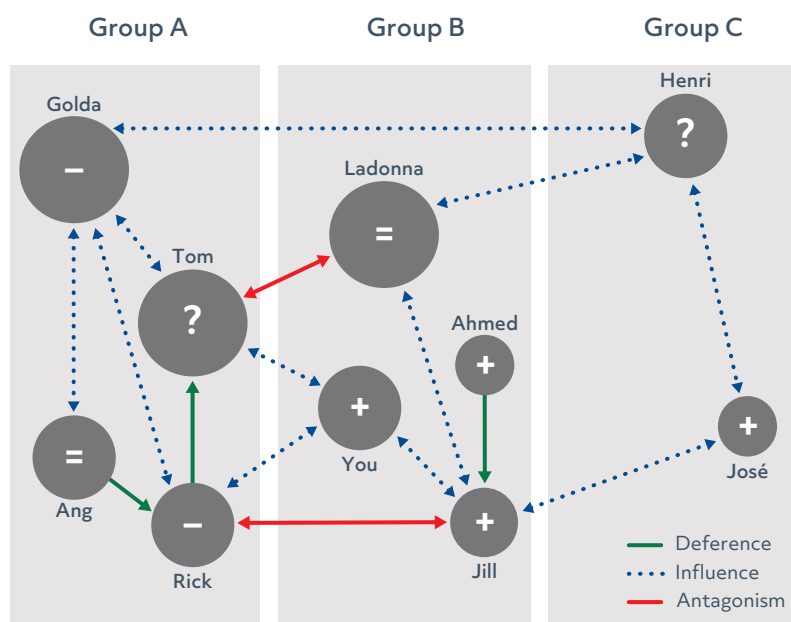
## Typical adaptations

- Influencing Without Authority
- Collaboration and Influence
- Influencing in a Matrix
- Negotiation and Influence

## Key topics

- Stakeholder Mapping
- Overcoming resistance
- Dealing with conflicting perceptions
- Constructively managing emotional resistance
- Building multi-party alignment

## Stakeholder and Influence Mapping



# Working in a Matrix

There's nothing new about matrixed organizational structures. They have been the norm for decades. But the passage of time has not lessened the challenges associated with working in a matrix — or with making a matrix work. A matrix that functions effectively is the most flexible and nimble of organizational structures, and one with the greatest potential to deliver innovation. In this workshop, participants are introduced to tools and systems that function as fluid, “low overhead” ways to reduce friction, and the supporting skills, as individuals and teams work across business units and functions.

## Learning goal

Learn to operate efficiently in a complex business environment with multiple reporting lines, different geographies, and competing demands

## Learning objectives

- Explore the benefits and challenges of a matrix structure, and the behaviors that contribute to success or failure
- Examine how personal performance and accountability contributes to team and organizational effectiveness in a matrix environment
- Enhance ability to collaborate with peers across the matrix, even when priorities and perspectives are different
- Develop and implement effective influence strategies to gain multiparty alignment and buy-in
- Clarify decision-making roles, rights, and responsibilities

## Typical adaptations

- Leading in a Matrix

## Key topics

- Matrix Working Model
- Building clarity and accountability
- Collaborative problem-solving
- Building multiparty alignment
- Managing commitments in a matrix
- Conflict resolution and effective issue escalation

## Matrix Management Framework



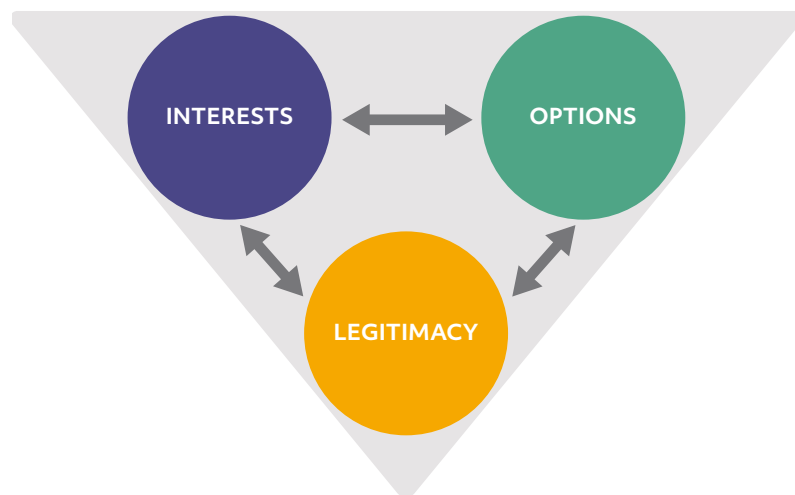
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# Collaboration

Collaboration – when two (or more) individuals work together to achieve one or more common objectives, and/or when they work actively to help each other achieve their respective objectives – is a critical skill in today's workplace. Through interactive exercises, simulations, and personal reflection, participants are introduced to the mindset, skills, and tools for working together to achieve what cannot be achieved alone.

## Collaboration Framework



Creative solutions and wise trade-offs that satisfy multiple competing goals and priorities

## Learning goal

Learn an approach to collaboration that fosters creative brainstorming and ensures commitments are fulfilled

## Learning objectives

- Distinguish positions from underlying needs, concerns, and goals
- Improve ability to create solutions and make wise trade-offs to satisfy multiple competing goals and priorities
- Enhance ability to make realistic commitments that are clear to all parties involved
- Apply the Collaboration and Commitment Management Frameworks to get past a current collaboration challenge

## Typical adaptations

- Collaboration and Influence
- Collaboration and Teamwork
- Cross-functional Collaboration

## Key topics

- Collaboration Framework
- Understanding and managing differences when collaborating
- Collaborating in a multiparty context
- Commitment Management Framework
- Decision-making roles, rights, and responsibilities
- Simulation or Application session



# Excellence in Teamwork and Collaboration

Being an effective, collaborative teammate requires that we leverage differences to generate new ideas, take accountability for our team's results, and take a creative approach to solving problems. It also requires that we bring our unique perspectives to the table while staying open to and curious about our teammates' perspectives (especially those that may be different than our own). Through discussion, role-plays, and case study application, you will learn strategies for efficient decision-making and problem-solving, productive conflict management, and effective collaboration.

## The Oz Principle

### "Above the Line" Thinking

Sense of reality, ownership, commitment, solutions to problems, determined action

### "Below the Line" Thinking

Excuse-making, blaming others, attitude of helplessness

*Adapted from The Oz Principle, Partners in Leadership, 2010.*

## Learning goal

Learn to collaborate with teammates to foster enhanced productivity and innovation

## Learning objectives

- Examine differences between teams and groups
- Identify the stage your team is currently in, and apply strategies to move forward to the next stage
- Assess productive and unproductive mindsets and strategies for being an accountable teammate
- Recognize different approaches to decision-making with teammates
- Apply a process for problem-solving, focusing on joint brainstorming and alignment on solutions
- Analyze and effectively respond to difficult tactics and "hard bargainers"
- Develop a strategic approach to negotiation, rather than a reactive one

## Typical adaptations

- Leading High Performing Teams

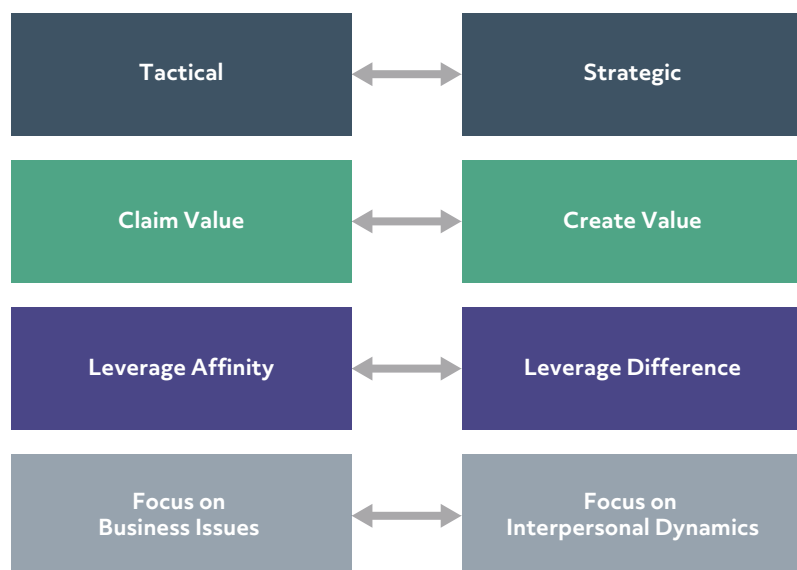
## Key topics

- Stages of team development
- Managing conflict with teams and colleagues
- Accountability mindset: The Oz Principle
- Accountability skills: Decision-making and building alignment
- Joint problem-solving: Systematic Approach to Problem-Solving

# Relationship Management

Business ultimately depends on people and the relationships between them. This workshop will equip participants with systematic approaches and skills to build and maintain positive relationships with external and internal counterparts — maximizing business results as a collaborative contributor, trusted advisor, and valued partner. In this workshop, participants have an opportunity to explore their individual relationship management style, before learning to adapt that style to the individuals who they work with and must maintain strong relationships with.

## Relationship Management Styles



## Learning goal

Learn to foster more productive working relationships with colleagues and external counterparts

## Learning objectives

- Discuss the importance of trust and identify strategies for how to build it
- Articulate the importance of effective communication in building relationships
- Apply strategies to build better working relationships with counterparts who have different objectives, priorities, and perspectives
- Implement the power of fairness to create win-win outcomes and build trust and commitment
- Systematically manage the emotional dimension of relationships

## Typical adaptations

- Partnering Excellence
- Relationship Management and Influence

## Key topics

- Relationship Management Styles
- Adapting your preferred style
- Creating trustworthiness
- Managing strong emotions and repairing relationships
- Effective escalation

# Becoming a Trusted Advisor

Becoming a trusted advisor is essential to uncovering colleagues' new ideas, improving collaboration, and creating greater value for the business. But building trust and providing indispensable advice to internal and external teammates is challenging and not without risk. This workshop equips participants with tools and enhanced skills to assess and take smart risks, bolster their credibility, and maximize the value they provide to others. During the workshop, participants will use the Trusted Advisor model to establish or improve a relationship with a key colleague

## Learning goal

Learn the four key attributes of a trusted advisor and how to demonstrate these characteristics in any relationship

## Learning objectives

- Define the role of the trusted advisor
- Identify strategies for establishing trusted advisor relationships
- Apply practical techniques to build, sustain, and when necessary, repair trust
- Demonstrate the ability to collaborate in the face of conflicting objectives, priorities, and perspectives

## Typical adaptations

- Cross-functional Collaboration and Trust

## Key topics

- Defining trust
- Assessing earned trust
- Operationalizing trust: Building, sustaining, and restoring trust
- Attributes of a trusted advisor
- Enhancing the quality of trust in a relationship

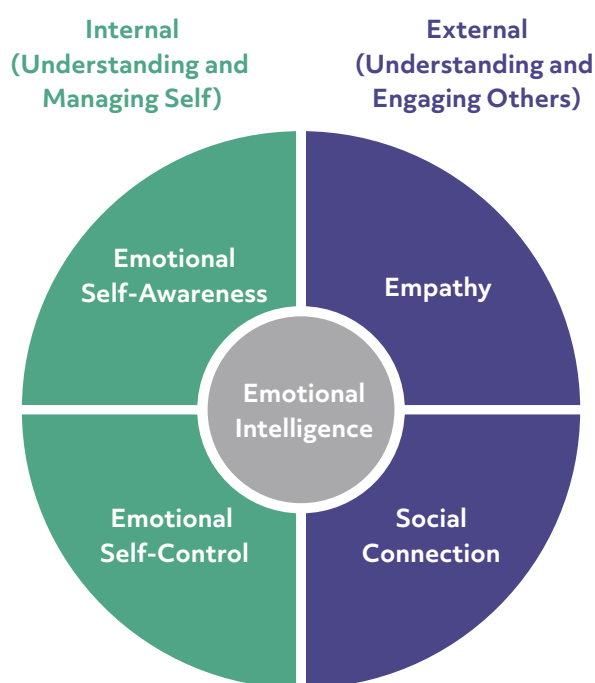
## Trusted Advisor Model



# Emotional Intelligence

When it comes to delivering and driving business results, emotional intelligence is just as important as subject matter expertise and intellectual acumen. This workshop will equip participants with a self-assessment, frameworks, and tools to hone their emotional intelligence and improve their ability to connect with, influence, and collaborate with a variety of stakeholders: up, down, and across the organization, as well as customers, suppliers, and other external business partners.

## Emotional Intelligence Framework



## Learning goal

Learn how emotions affect professional interactions and business results, and the importance of emotional intelligence in the workplace

## Learning objectives

- Enhance self-awareness and emotional self-control to improve interpersonal effectiveness
- Increase ability to build meaningful connections with others
- Leverage empathy to better understand the experiences and perspectives of others
- Apply practical techniques for building, sustaining, and when necessary, rebuilding trust

## Typical adaptations

- Emotional Intelligence and Leadership Brand
- Using Emotional Intelligence to Build Relationships
- Emotional Intelligence and Conflict Management

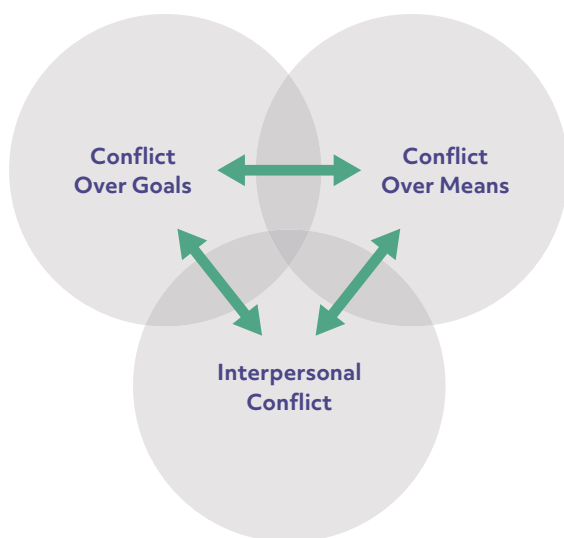
## Key topics

- Emotional Intelligence self-assessment and framework
- Building self-awareness and self-control
- Empathy and managing strong emotions Building social connections and social capital
- Instilling trust

# Managing Conflict Constructively

Organizations are filled with differences in goals, strategies, and ways of working. Such differences, and the conflicts they produce, can be a source of learning and innovation, if they are skillfully managed. Participants will learn and explore their typical response to conflict and using a combination of simulations and application to personal situations, participants will learn proven methodologies for navigating conflict and practice new ways of dealing with tough issues.

## Fundamental Categories of Conflict



## Learning goal

Learn to unleash the positive potential of conflict – innovative solutions, organizational learning, and strengthened relationships

## Learning objectives

- Identify and diagnose common causes and types of conflict
- Implement techniques to solve problems in the face of competing agendas and conflicting perspectives
- Examine viewpoints different from your own to diagnose and resolve misunderstandings
- Create positive emotion in others to effectively leverage conflict
- Experiment using different conflict styles to better understand and work with difficult counterparts

## Typical adaptations

- Managing Conflict and Difficult Conversations
- Leveraging Conflict to Enhance Collaboration

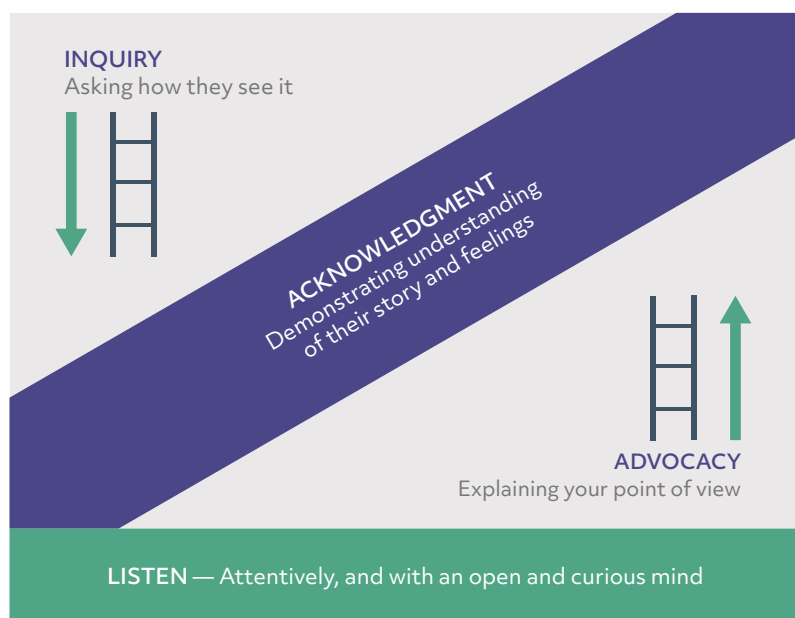
## Key topics

- Types and causes of conflict
- Understanding your personal conflict management style
- Diagnosing and resolving communication breakdowns
- Using conflicts to drive learning and innovation
- Managing the emotional dimension of conflict
- Dealing with ego and identity issues
- Dealing with difficult counterparts

# Difficult Conversations

Having tough conversations in the workplace — about performance, resource allocation, timelines, or even interpersonal friction — are inevitable. When not handled correctly, the costs can be heavy. Although the topics themselves may be inherently challenging, when addressed them skillfully, they can be powerful opportunities to strengthen working relationships and achieve more optimal business results. This application and role-play-based workshop, based on our best-selling book *Difficult Conversations: How to Discuss What Matters Most*, will help participants turn difficult conversations into opportunities for shared learning.

## Key Communication Skills



## Learning goal

Learn to raise, rather than avoid, difficult topics and engage in productive dialogue

## Learning objectives

- Diagnose individual patterns of communication skills and practice engaging in more balanced conversations
- Analyze how the “internal voice” affects conversations, and apply advice to effectively manage it
- Apply techniques to communicate effectively in the face of disagreement, conflict, and strong emotions
- Demonstrate empathy with another person’s strong feelings, even while disagreeing with their point of view
- Diagnose “identity quakes” and triggers as they occur (within ourselves and our counterparts) and develop strategies for overcoming them

## Typical adaptations

- Managing Conflict and Difficult Conversations
- Mastering the Performance Feedback Conversation

## Key topics

- What we say and do: Key Communication Skills and the Ladder of Inference
- What we think and feel: Managing the Internal Voice
- Shifting our thinking: The Five Shifts
- Difficult conversations role play

# Structured Communication

Clearly and persuasively explaining complex ideas to internal colleagues, senior executives, and other stakeholders is a critical skill for all professionals. In this workshop, participants learn how to bring coherence to complex data and concepts, and deliver insights and recommendations tailored to the needs and expectations of various audiences.

## Learning goal

Learn to communicate clearly and persuasively with all stakeholders, beginning with main ideas and providing supporting details as needed

## Learning objectives

- Explore common communication pitfalls and identify strategies to overcome them
- Organize ideas to better communicate complex information in concise and compelling ways
- Analyze diverse stakeholder interests in order to develop and convey an impactful message
- Improve ability to surface, diagnose, and constructively engage objections and resistance

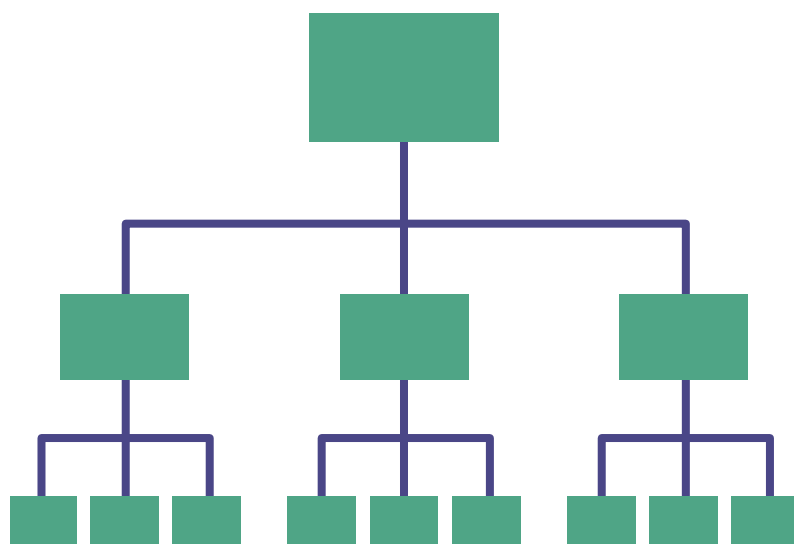
## Typical adaptations

- Structured Communication and Presentation Skills
- Executive Presence
- Structured Communication in a Virtual Environment

## Key topics

- Hierarchy of Ideas: Create a coherent hierarchy
- Identify the desired outcome and purpose (yours and your audience's)
- Organize information in categories
- Create a logical sequence and compelling narrative
- Anticipate objections and potential for misunderstanding
- Practice delivering presentations and proposals

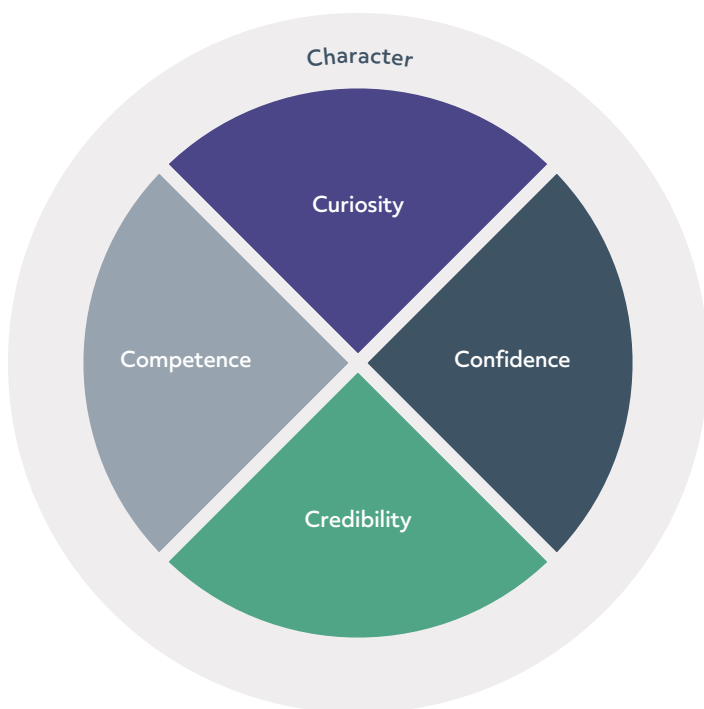
## The Hierarchy of Ideas



# Executive Presence

How we communicate our ideas often has as much of an impact as what we communicate. In this workshop, the focus will be on the way in which ideas are communicated whether in a formal presentation or a simple conversation with a colleague, while maintaining strong presence whenever we do so. During the session, you'll have an opportunity to take a short self-assessment before brainstorming strategies with your peers to enhance your presence across five attributes: Character, Curiosity, Competence, Credibility, and Confidence.

## The Five Cs of Executive Presence



## Learning goal

Learn to demonstrate each of the five attributes of presence to convey your ideas more effectively to your audience

## Learning objectives

- Identify behaviors that tend to demonstrate strong and poor presence
- Assess performance up against the Five Cs of Business Acumen to focus attention on key behaviors to improve
- Explore and implement strategies for enhancing presence
- Enhance ability to prepare to share ideas, to respond to the audience in the moment, and (if needed) follow-up with them

## Typical adaptations

- Building Business Acumen
- Building Presence

## Key topics

- Analysis of a sample presentation
- The Five Cs of Executive Presence
- Self-assessment and reflection
- Advice for demonstrating executive presence
- Action planning: Enhancing your presence



# Giving and Receiving Feedback

For most of us, giving and receiving feedback can be some of the most anxiety-inducing and challenging conversations that we have with direct reports, managers, and colleagues. To have thoughtful, productive conversations, this workshop will equip you with the skills necessary to progress feedback conversations. This workshop equips participants with frameworks to help them prepare for a feedback conversation, respond to feedback, validate their own and the emotions of their counterpart, while still delivering a feedback message that may be constructive.

## Steps for Providing Difficult Feedback

### STEP 1

Prepare: SBI, Purpose, Process

### STEP 2

Craft: Foundational Message

### STEP 3

Deliver

Share Foundational Message including SBI



Hear their Perspective and Invite Dialogue



Close with Action Steps



## Learning goal

Learn to approach feedback conversations with curiosity and a willingness to learn what you are missing

## Learning objectives

- Apply a model to help structure your ideas in a cohesive, concise, and clear feedback message
- Learn a three-step approach to giving feedback to a colleague
- Practice engaging in a feedback conversation and receive feedback on your feedback delivery
- Recognize what it can feel like to receive different types of feedback and uncover your own triggers for giving and receiving feedback
- Understand the importance of seeking out feedback

## Typical adaptations

- Creating a Culture of Accountability
- Performance Feedback

## Key topics

- Gathering data: Reflecting on performance
- Identifying performance themes
- Preparing for a feedback conversation (as a feedback giver and receiver)
- Identifying feedback triggers
- Crafting curious questions

# Presentation Skills

In this interactive workshop, participants gain the skills to create and credibly deliver memorable presentations that make a lasting and positive impact. They learn how to better understand their audience, speak powerfully and clearly into their needs, build impactful visuals that tell the story, handle tough questions, and interact authentically in ways that build connection.

## Learning goal

Learn and demonstrate the critical skills needed to deliver an impactful presentation — virtually and in-person — whether to a small or large group

## Learning objectives

- Speak into the care-about(s) of your audience
- Develop and deliver audience-centric openings that quickly resonate with your audience
- Construct a complete Presentation Blueprint®, including main points and a strong call to action
- Explore the visuals, data, stories needed to support the agenda and main points
- Practice the critical delivery skills to elevate your executive presence
- Learn best practices to design and use visuals
- Respond constructively to difficult questions

## Typical adaptations

- The Extraordinary Presenter  
(Tailored for General/Sales/Tech/Briefing Center)
- Present Your Ideas at the Executive Level
- High Stakes Event Preparation

## Key topics

- How to resonate with your audience:  
Understand, See Value, Trust
- Know your audience — audience analysis
- Open with an audience-centric message
- Craft a three-part agenda, with color spots
- Practice the critical delivery skills to demonstrate executive presence
- Engage in meaningful Q&A
- Close with a compelling action

# Essential Workplace Communication Skills

In this workshop, attendees acquire skills to quickly and more effectively engage their audience through the art of focused audience analysis, message creation, and composed delivery. Participants focus on speaking into their listener's care-about by leveraging Mandel's established communication framework in all kinds of professional communications. This repeatable messaging framework (SCI-PAB®) is designed to drive visible behavioral change and facilitate the lasting retention of skills.

## Learning goal

Understand what it takes to be heard and understood by others by developing and delivering clear, engaging, listener-focused messages

## Learning objectives

- Understand what it takes to truly be heard by others whenever you are communicating
- Analyze and understand listeners' needs and anticipate their care abouts
- Develop an engaging listener-focused core message to open any communication
- Distill the agenda to three main ideas
- Understand the behavioral nuances of executive presence

## Typical adaptations

- The Breakthrough Communicator
- The Breakthrough Communicator Digital eLearning

## Key topics

- How to resonate with your audience: Understand, See Value, Trust
- Open with an audience-centric message — content planning
- Practice the critical delivery skills to demonstrate executive presence
- Close with a compelling action

**SCI-PAB®**  
Personal Communication Framework™

Your Topic?

Your Audience?

Your Intention?

Listener care-about/needs?

1. Create alignment with the listener's problem or opportunity

Situation

Complication

Implication

2. Suggest resolution with listener-relevant benefits

Position

Action

Benefit

3. Provide a listener-focused agenda in support of your SCI-PAB

1.

2.

3.

**MANDEL**  
powered by **vantage**  
PARTNERS

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# Storytelling

Participants learn to harness the power of storytelling to differentiate the critical information they need to convey by skillfully weaving in the epic power of stories, analogies, and examples — whether delivering presentations, engaging in conversation or meetings. During this highly interactive workshop, participants develop and practice delivering real stories, analogies, and anecdotes that are linked to key business priorities.

## Learning goal

Understand why stories matter, decide what story to tell and when, and craft a relevant and memorable story

## Learning objectives

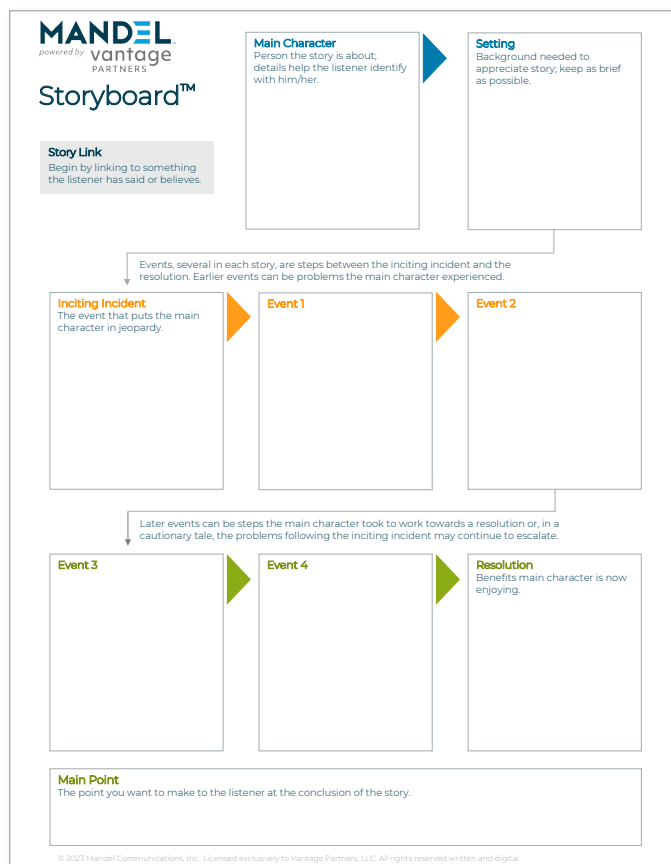
- Understand why stories matter
- Identify the different types of stories
- Decide when and how to use each type of story
- Define the key parts of every story
- Craft a story linked to a key strategic organizational initiative
- Practice delivering the story with executive presence

## Typical adaptations

- Influence with Stories
- Influence with Stories for Sales
- Story Driven Messaging

## Key topics

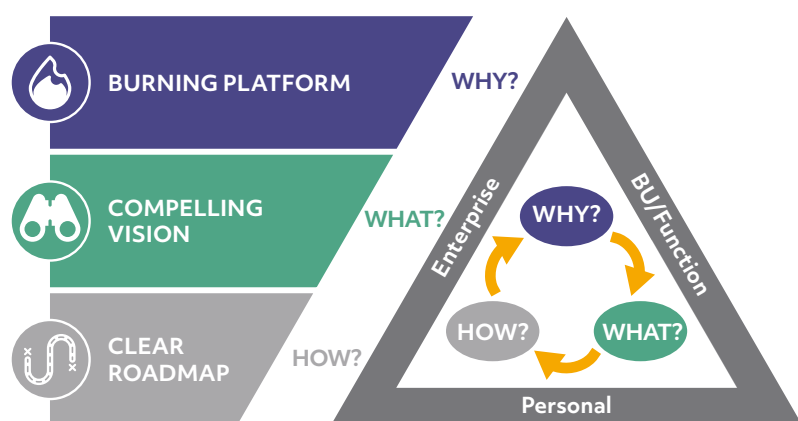
- Find the story you need to tell
- Learn to balance your Tell vs Show ratio
- Use the Mandel Story Toolkit to understand all the types of stories that can be told and the components of each (Comparative Story, Mini-Story, and Prime Story)
- Develop your story
- Prime Story structure and types
- Story table read and practice



# Navigating and Leading Change

This workshop covers pragmatic frameworks for catalyzing change, developing change plans, engaging stakeholders, and overcoming resistance to change. Through understanding the key dynamics that make dealing with transitions and ambiguity so challenging, and by being introduced to skills that address these challenges, change becomes not only manageable, but a leverage point for successful business outcomes. Using interactive exercises and realistic, in-context case studies, participants enhance their ability to lead and navigate change in a broad range of situations.

## Change Model



## Learning goal

Learn to lead change initiatives, even as you are navigating the change yourself

## Learning objectives

- Create and communicate a persuasive case for change or transformation
- Explain the larger strategic context for change, and define a compelling vision for the future
- Discuss strategies to increase personal resilience in times of change
- Implement practical approaches to deal with the emotional dimension of change
- Apply strategies to engage resistant stakeholders, learn from them, and make them part of lasting change

## Typical adaptations

- Navigating Change (for individual contributors)
- Leading Change (for people leaders)
- Building Resiliency

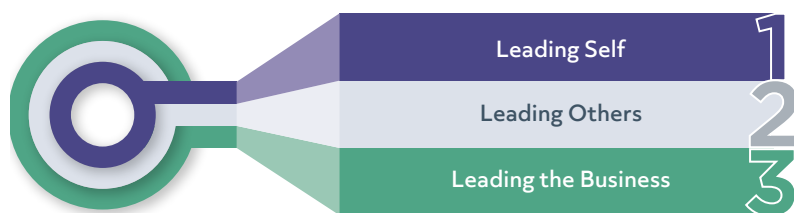
## Key topics

- Understanding and navigating the transition process
- Framework for change management
- Diagnosing resistance to change
- Creating and selling the case for change
- Communicating a compelling future-state vision
- Transforming resistance into engagement
- Backcasting: A tool for alignment

# Leadership

Nothing determines the performance of an organization more than the quality of its leaders. Turbulence and uncertainty have made top-down, hierarchical models of leadership largely obsolete. A new leadership paradigm is needed — one that is agile, distributed, and collaborative. Our leadership workshops enhance leadership skills for all — skills for leading self, leading others, and leading the business. We invite learners to question their assumptions, shift their mindsets, and refine their approaches to leadership through hands-on application to their current, real-world situations.

## Leading Self, Others, and the Business



## Learning goal

Learn to integrate the three dimensions of leadership to successfully thrive amidst uncertainty and complexity and drive their teams and the organization forward

## Learning objectives

- Improve effectiveness as a leader through understanding the importance of self-awareness
- Uncover your own working style preferences and develop the ability to “read” the styles of your team members to best inspire and motivate
- Apply advice for coaching and developing others
- Connect teams’ efforts to the Company’s vision and strategy
- Create an environment of trust, openness, and transparency to facilitate team collaboration
- Refine ability to translate a vision, to concrete goals, to effective execution

## Typical adaptations

**Leadership programs for different audiences, including:** front line leaders, mid-level leaders, senior leaders, high-potentials, and affinity groups

## Key topics

- **Leading Self:** Understanding your role as a people leader, Self awareness, Personal energy and resilience, Growth mindset
- **Leading Others:** Motivating, coaching and inspiring people; Leading high-performing teams; Creating an inclusive environment; Prioritization, delegation, and managing commitments; performance management
- **Leading the Business:** Delivering results; Creating a culture of accountability; Decision-making; Smart risks and productive failures; The agile and adaptive leader

# Strategic Thinking

In a dynamic, unpredictable, and hyper-competitive environment, individuals and teams are increasingly called upon to be more strategic. This requires thinking more broadly about problems and their causes, about opportunities, and about the complex interplay between team/functional goals, enterprise priorities, and marketplace considerations. This workshop provides practical frameworks and tools to help participants enhance their ability to see the big picture, and bring greater creativity and rigor to planning, decision-making, and execution.

## Learning goal

Learn tools and a way of thinking to break down any business situation from a strategic perspective to generate insights and solutions that lead to positive results

## Learning objectives

- Identify non-obvious risks and opportunities by using big picture thinking
- Assess connections between team or functional goals and the broader set of business goals
- Apply a process for framing problems in ways that yield new insights about how to solve them
- Avoid reactive problem-solving, especially in a highly kinetic environment
- Evaluate potential impacts of different decisions before selecting an optimal solution
- Enhance ability to convert insight to action

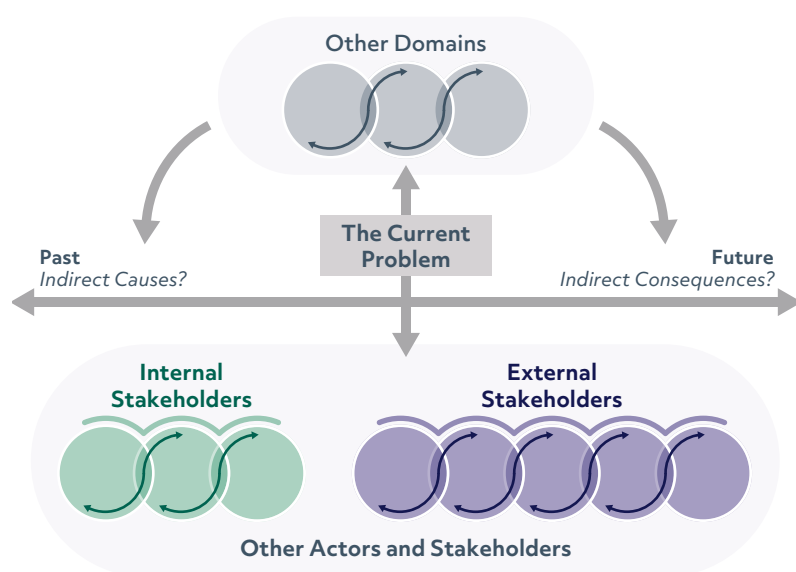
## Typical adaptations

- Moving from Strategy to Action
- Strategic Thinking and Influence

## Key topics

- Big picture thinking
- Systematic approach to problem-solving
- Framing problems
- Using systems thinking to analyze complex issues
- Creative solution development
- Navigate an uncertain future

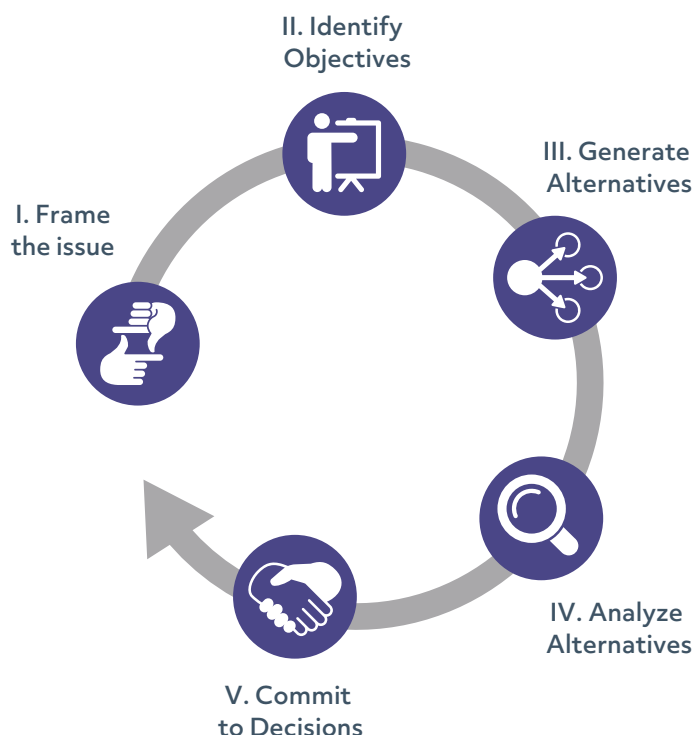
## Big Picture Thinking



# Efficient and Effective Decision Making

Individual effectiveness and organizational success both require that we regularly make decisions about complex issues. Make or buy? Urgent or not urgent? Add increased functionality to the product, or keep costs low? Prioritize a short-term initiative or invest resources for the longer-term? This workshop focuses on practical frameworks and techniques for effective decision-making, especially under conditions of uncertainty, and for facilitating efficient decision-making amongst multiple stakeholders.

## Decision-Making Process



## Learning goal

Learn and apply a systematic approach to making decisions, individually or with a team of stakeholders

## Learning objectives

- Experiment with framing issues in different ways to enable effective decision-making
- Evaluate alternatives and possible solutions; assess costs and benefits of different approaches
- Assess the impact of cognitive biases on decision-making, and define strategies to overcome them
- Demonstrate effective decision-making under conditions of uncertainty and with limited information
- Apply a process for facilitating multi-party decision-making, and ensuring stakeholder buy-in

## Typical adaptations

- Strategic Thinking and Decision Making

## Key topics

- Decision-making framework
- Framing decisions and choices
- Defining measures of success
- Dealing with uncertainty and limited information
- Analyzing alternatives
- Cognitive biases and decision-making traps
- Multi-party decision-making simulation



# Taking Smart Risks

We naturally fear and dislike “risk” and “failure”; we know they are inevitable, so we manage, mitigate, and minimize them. But to achieve success in an era of complex and dynamic disruption, we must think differently. This workshop shares frameworks, tools, and mindsets to constructively reframe our thinking about “risk”; grow by taking personal accountability for the big picture, strategic outcomes; break through barriers that stop us from launching new initiatives; and leverage smart failure to catalyze innovation and continuous improvement.

## Learning goal

Learn strategies to support you as you enter your own “courage zone” to learn, innovate, and grow

## Learning objectives

- Reflect on our individual safe-keeping and risk-taking selves
- Explore our “courage zone” by reflecting on a previous risk and our mindset that led us to take that risk
- Assess productive and unproductive mindsets and strategies for being an accountable teammate
- Conduct an after-action review process to enable learning from failure

## Typical adaptations

- Learning from Failure
- Innovation and Risk-taking

## Key topics

- Defining risk-taking
- Taking smart risks framework
- Take accountability: Develop a mindset of ownership and courageousness to take risks
- Understand smart risks that fail: Distinguish “good risks” from “bad risks”
- Prepare to try again: Identify, document, and act on key learnings

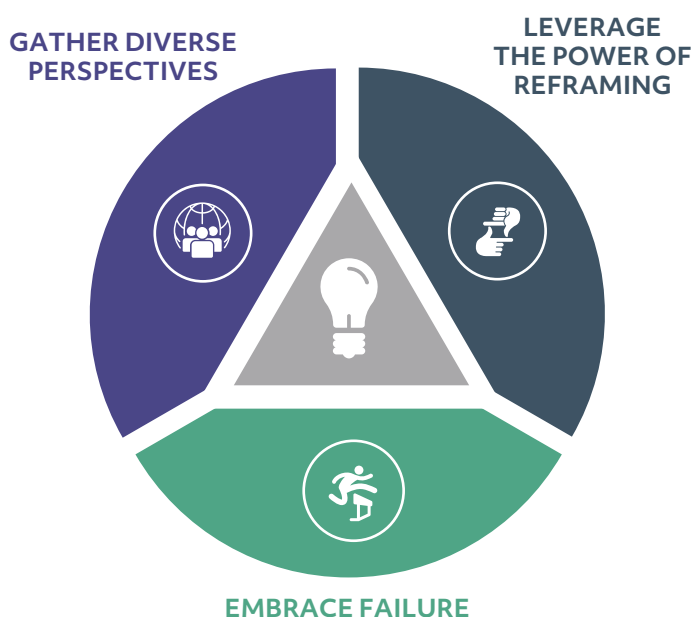
## Taking Smart Risks



# Innovation Catalyst

This interactive workshop is your introduction to new and alternative ways of approaching problems and working with others. We believe that innovative behaviors can be taught and practiced, allowing each of us to have the confidence and skills to innovate. To get there, we will discuss the language of innovation and how we can build the confidence and skills to innovate.

## Three Essential Innovation Practices



## Learning goal

Learn and apply three essential innovation practices to enhance your ability to solve problems and create valuable solutions

## Learning objectives

- Apply a common innovation language to describe different types of innovation and the innovation lifecycle
- Demonstrate curiosity by using insightful questioning and uncovering alternative points of view
- Compare different types of failure and apply strategies for learning from failure
- Incorporate reframing to explore different perspectives and encourage innovative problem-solving
- Attain confidence to challenge the status quo and contribute to innovation

## Typical adaptations

- Learning from Failure
- Innovation and Risk-taking

## Key topics

- Defining innovation
- Types of innovation and the innovation lifecycle
- Three essential innovation practices
- Gather diverse perspectives
- Embrace failure
- Leverage the power of reframing