


Course Catalog

GROWING
BY DESIGN





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Growing by Design

Growing by Design is an organization focused on individual, team, and corporate growth. We work with you to help you achieve your professional and company goals by giving you the tools and insights necessary to create success. Growing by Design was founded by Karen Gordon and Marilyn Bushey, two entrepreneurs with a passion for helping others to look at the world from a different perspective, which enables growth.

Typical clients Growing By Design works with include:

- ◇ Successful managers in new or growing leadership roles
- ◇ Experienced executives who need to push their leadership skills to the next level
- ◇ People with strong technical skills who have the potential to become excellent leaders
- ◇ High potentials who need to be groomed quickly for leadership positions
- ◇ Valued professionals with performance challenges
- ◇ Leaders who want support in making critical leadership or career decisions

Growing by Design has helped small, medium, and large corporations improve upon their internal communication, achieve their strategic plan, develop new leaders from high potential candidates, and solidify their succession planning. We look forward to assisting you with all of your training, coaching, and facilitation needs.



Managers Tool Kit

Do you want to be a more successful manager?

The **Managers Tool Kit** will give you the basic skills you need to be successful and teach you how to maximize your management and leadership skills by learning how to:

- ◇ Communicate with clarity and sense of purpose
- ◇ Conduct meetings that drive results
- ◇ Delegate work so it stays delegated
- ◇ Present positive and negative feedback
- ◇ Use effective coaching skills
- ◇ Create motivators versus maintainers

Course Detail

Basics of Productive Communication

- Communicating with Clarity and Sense of Purpose
- Deciphering Intended and Perceived Communications
- Taking Your Listening to the Next Level
- Listening for Spoken and Unspoken Messages

Meeting for Results

- Utilizing the Meeting Cycle
- Understanding When to Use Different Types of Meetings
- Meeting Tools to Add to Your Managers Tool Kit
- Leading a Meeting with Confidence
- Handling Difficult Participants

Delegation, Feedback, and Coaching

- Transition from Boss to Coach

- Setting and Managing Expectations
- The Art of Delegation
- Presenting Positive and Negative Feedback
- Using Effective Coaching Skills

Motivation and Recognition

- Creating Motivators versus Maintainers
- Motivating A Diverse Workforce
- Recognizing and Rewarding Good Performance

Who Should Attend?

The **Managers Tool Kit** is a good workshop for a new manager or for any manager who wants to enhance or refresh their management skills.

Creating a High Performance Team

Is your team performing at its maximum capabilities?

Creating a High Performance Team focuses on the linkage between team performance and the ways individuals naturally approach tasks. It uses the *5 Dynamics Assessment* to identify individual talents and team synergy and help you appreciate and value differences. Your teams can use this information to:

- ◇ Understand individual roles and responsibilities in working toward a common goal
- ◇ Discover the right roles for the right people and take ownership for results
- ◇ Capitalize on individual strengths to create a cohesive team.

Course Detail

Forming or Reforming Your Team

- Four Stages of a Team
- Diagnosing Your Team
- Clarifying Your Team Purpose
- Defining Your Team Strategy and Goals
- Determining How You'll Work Together Most Effectively
- Clarifying Individual Roles and Responsibilities

Maneuvering Through the Storming Stage

- Identifying Roadblocks
- Committing to Conflict Resolution
- Promoting Appropriate Decision Making
- Using Effective Problem Solving Tools

The Norming Stage – Strive for Team Effectiveness

- Encouraging Peer Feedback

- Closing the Execution Gap
- Building Process Excellence

Arriving at the Performing Stage

- Creating a Culture Where Everyone Does Their Best Work
- Celebrating Success
- Maintaining Motivation

Who Should Attend?

Creating a High Performance Team is a good workshop for anyone who is measured by how they achieve results through other people.

Change Management

Are you feeling a little overwhelmed?

The speed of adoption of a new technology has shifted from a generation to a matter of years. The product life cycle is now months rather than years, and the active life of a product is much shorter. The pricing of major currencies, once stable within 1% for decades, now can swing 5% in a week and 50% in a year. In **Change Management** you'll learn to navigate the rough waters of change and ride the waves to success. You'll learn how to:

- ◇ Understand Change
- ◇ Respond Positively and Quickly to Change
- ◇ Build a Culture that Supports People Through Change
- ◇ Manage Responses to Change to Drive Results

Course Detail

Understanding Change and its Effects

- The Nature of Change
- Drowning in the Depths of Change
- How People React to Change

The Change Curve

- The Change Curve
- The Six Stages of Change

Mastering the Change Curve

- How You Respond to Change
- Responding Quickly and Positively to Change
- Making Difficult Changes

Creating a Change Adaptive Culture

- Traits of a Change Adaptive Culture
- The Importance of Communication in Making Successful Change
- Supporting Your Team Through Change
- Your Change Survival Plan

Who Should Attend?

Change Management is for anyone who works in a culture where change is the norm or where major change is occurring or about to occur.

Keys to Unlocking Your Coaching Potential

Are your employees performing at peak capacity?

In **Keys to Unlocking Your Coaching Potential** you discover the methods and techniques used by professional coaches to create meaningful change and build organizational beach strength. You'll learn how to:

- ◇ Build a coaching relationship based on trust and respect
- ◇ Create awareness of the need to change
- ◇ Ask questions that inspire changes
- ◇ Establish desired outcomes
- ◇ Hold individuals be accountable for those outcomes

Course Detail

Understanding Behavior – A Key Element in Organizational and Personal Effectiveness

- Discovering Your Behavioral Style
- Maximizing Your Strengths in the Coaching Situation
- Customizing Your Approach to the Coaching Situation
- How, When, and What to Say
- Setting Desired Outcomes – What will success look like?
- Choosing a Coaching Model

Establishing the Coaching Relationship

- Preparing for the Coaching Conversation
- Creating a Positive Environment
- Starting the Dialogue

- Building Trust
- Developing a Coaching Vocabulary
- Delivering Positive and Negative Feedback

Creating Meaningful Change

- Asking Meaningful Questions
- Utilizing Committed Listening
- Creating Collaborative Conversations
- Creating Awareness
- Introducing Change

Sustaining Change

- Gaining Commitment
- Creating a Development Plan
- Holding the Person Accountable
- Measuring Success

Who Should Attend?

The **Keys to Unlocking Your Coaching Potential** is a workshop for the supervisor or manager who wants to learn how to motivate their team through individual or team coaching.

Performance Management

Want to optimize your workforce?

One element that is particularly important in optimizing your workforce is performance management. Performance management tools offer a better view of the entire workforce so improvements are made faster and easier. **Performance Management** teaches you key elements in the performance management process and how to use this process for providing feedback and goal setting. You will learn how to:

- ◇ Apply the basics of performance management
- ◇ Set SMART performance goals
- ◇ Mentor and motivate your direct reports
- ◇ Improve and maintain performance

Course Detail

Introduction to Performance Management

- Defining Performance Management
- Realizing the Impact of Performance Management
- Understanding the Performance Management Model

The Performance Management Model

- Using the Performance Management Process
- Planning, Monitoring, Analyzing, Improving, and Maintaining Performance

Setting Objectives

- Writing Performance Objectives
- Setting Effective Goals
- Using the SMART Goals Method

Performance Appraisal Steps

- Understanding the Pitfalls of the Performance Appraisal
- Appraising Employee Performance
- Providing Feedback to the Employee

Who Should Attend?

Performance Management is for supervisors and managers who want to learn how to drive performance and achieve measurable results.

Behavioral Interviewing

Want better results from your hiring process?

The best predictor of future behavior is past behavior and this is why the behavioral-based interview process is so important. In **Behavioral Interviewing** you will learn helpful job-related interviewing that will help you make selection decisions based on facts and information, not on a gut feeling. You'll discover how to:

- ◇ Plan a logical, structured interview
- ◇ Build interview questions based on the job
- ◇ Ask rapport building questions
- ◇ Discuss the job
- ◇ Ask specific, open-ended questions to get specific answers
- ◇ Ask for contrary evidence

Course Detail

Planning a Thorough Interview

- Planning an Interview based on job related questions
- Creating a Structure for your Interview
- Using the Interview Checklist
- Completing the Candidate Assessment Tool

Conducting a Professional Interview

- Using Open and Closed Questions
- Mastering the STAR Technique
- Using Interview Techniques That Allow for Interviewer Control
- Asking for Contrary Evidence

Interviewing Pitfalls

- Diving into Legal Hot Water
- Allowing the Halo Effect
- Being Uncomfortable with Silence

Team Interviewing

- Understanding the Pros and Cons
- Preparing the Team for the Interview
- Conducting the Interview
- Comparing Results
- Making the Final Decision

Who Should Attend?

Behavioral Interviewing is a “must have” workshop for anyone responsible for hiring in their organization.

Basics of Finance for the Non-Financial Manager

Do financial statement seem like Greek to you?

Is your understanding or lack of understanding of financial statements and tools affects your job performance? In **Basics of Finance for the Non-Financial Manager** you will learn how to:

- ◇ Understand and use financial statements
- ◇ Use financial information to make informed decisions
- ◇ Communicate with the finance professionals in your company

Course Detail

Reading and Understanding Financial Statements

- Solving the Mysteries of Financial Statements
- Understanding the Accounting Cycle
- Analyzing Ratios

Determining What Drives Revenue

- Identifying Cash Flow Drivers
- Estimating Cash Flow
- Understanding Profitability

Creating Budgets

- Allocating Resources
- Understanding Risk

Evaluating Performance

- Creating Benchmarks
- Measuring Performance

- Talking “Financial-Speak”

Who Should Attend?

Basic of Finance for the Non-Financial Manager is for any non financial manager who wants to better understand financial statements, budgeting, and resource allocation.

Communicating for Results

Want to be a master communicator?

Communicating for Results will teach you the power of the spoken word and how to use verbal communication skills to persuade, influence, and build support for their ideas. You will learn how to:

- ◇ Recognize and remove communications filters
- ◇ Listen for unspoken messages
- ◇ Communication with confidence at all situations
- ◇ Gain support for your ideas

Course Detail

Communication Basics

- Three Elements of Communication
- Communication Process Model
- Communication Filters
- Intended and Perceived Communications

Keys to Good Listening

- The Triangle of Opportunity
- Listening Levels
- Spoken and Unspoken Messages
- Focus on the Real Issue

Difficult Conversations

- Communication Under Stress
- Communicating Bad News
- Communicating Change

- Conversations with Difficult People

Impactful Communication

- Communicating with Confidence
- Building Relationships
- Communicating Up the Chain of Command
- Building Support for Your Ideas

Who Should Attend?

Communicating for Results is for anyone who wants to be successful in their daily business communication with direct reports, peers, upper management, and other key stakeholders.

Art of Influence

Influence: everyone wants it, but how do you get it?

Influence is the ability of an individual to affect others without the exertion of force or formal authority. It is a skill, a gentle skill, much more refined than the mere use of authority, coercion, or force. In the **Art of Influence** you will learn how to:

- ◇ Recognize what influences you and others
- ◇ Use the Influence Process
- ◇ Develop your influence style
- ◇ Become more influential

Course Detail

Understanding Influence

- Understanding Influence: What It Is and Isn't
- What Influences You?
- When Should You Use Influence?
- Directive, Collaborative, and Symbolic Influence

The Influence Process

- Identify Who You Want to Influence
- Set Your Influence Objectives
- Construct an Action Plan
- Determine How You'll Measure Success
- Set a Deadline for Yourself

Finding Your Influence Voice

- Discover Your Influence Style
- Assess Your Style

- The Six Influence Styles
- Your Personal Influence Profile

Flexing Your Influence Style

- Your Formula for Success

Who Should Attend?

The Art of Influence is for anyone who wants to accomplish the results they want in a positive way by allowing others to achieve the results they want also.

Power Packed Presentation Skills

Do you want to persuade or convince people to listen to your ideas, buy your products and services, or view you as a confident speaker?

Power Packed Presentation Skills will give you the skills you need to become a more polished and persuasive speaker. In this course you will learn to:

- ◇ Define what you want to accomplish using the PIE Method
- ◇ Adapt your presentation to the style of your audience
- ◇ Use the mind mapping technique to organize content
- ◇ Use the three elements of communication to add variety and interest to your presentation
- ◇ Reduce speaker anxiety

Course Detail

Determine What You Want to Accomplish

- Using the PIE Method to Decide What You Want to Accomplish in Relation to Your Audience
- Creating Value Statements That Sell Your Presentation
- Getting Your Point Across Using Clueing Devices and Clarifying Statements

Analyze Your Audience

- Identifying the Style of Your Audience
- Determining Your Presentation Style and Matching It to the Style of Your Audience
- Uncovering Your Audience's Attitude and Interest Level
- Speaking to Your Audience's Knowledge Level

Organize Your Content

- Creating a Mind Map
- Creating Openings that Capture Your Audience's Attention
- Using Transitions that Improve the Pace and Flow of Your Presentation

- Picking the Proper Closing Format

Add Creativity and Control Nervousness

- Using Gestures
- Adjusting Your Tone, Volume and Pace
- Relieving Nervousness
- Using the Question and Answer Period Effectively

Participants will be video taped delivering a presentation during the last session.

Who Should Attend?

Presentation Skills is for anyone who wants to inform or persuade by using formal or informal presentations.

Conflict Resolution

Is conflict in the workplace starting to affect your job performance or the performance of your team?

Conflict Resolution will give you a proven process and tools to successfully resolve workplace conflicts. You will discover how to:

- ◇ Understand Conflict and Its Causes
- ◇ Identify and Manage Your Response to Conflict
- ◇ Use a Conflict Resolution Model
- ◇ Practice Conflict Prevention

Course Detail

Learning from Conflict

- Understanding the Nature of Conflict
- Defining Conflict
- Identifying Constructive versus Destructive Conflict
- Uncovering Causes of Conflict

Preventing Conflict

- Analyzing Conflict: Is It Worth Getting Into?
- Searching for Causes of Conflict
- Preventing Conflict Before It Starts

Reacting to Conflict

- Responding to Conflict
- Using the Five Steps to Successful Conflict Management

Resolving Conflicts

- How Can We All Win?

- Preparing for Conflict Situations
- Planning for Conflict Resolution

Who Should Attend?

Conflict Resolution is a good workshop for anyone who wants to successfully resolve and/or prevent workplace conflict.

Leading in a Global Economy

Looking for strategies and best practices for growing your business and finding success in the increasingly global economy?

In **Leading in a Global Economy** you will learn how to:

- ◇ Build a global brand that maintains your local corporate identity
- ◇ Manage and maximize talent and diversity
- ◇ Grow strong leadership
- ◇ Plan strategies that take advantages of the opportunities offered in the new global economy

Course Detail

Think Globally, Act Locally

- Understanding the Difference Between an International Company and a Global Company
- Applying the Global Concept
- Collaborating and Knowledge Sharing
- Operating Globally Without Losing Local Identity

Creating a Multicultural Organization

- Fostering Diversity
- Embracing New Technology
- Delivering Continual Learning

Developing Global Leaders

- Understanding Local and Global Markets
- Teaching New World Thinking
- Retaining Top Talent

Creating Global Strategies

- Understanding the Uniqueness and Disparity of the Countries You Operate In

- Best Practices in Global Strategies

Who Should Attend?

Leadership in a Global Economy is for any leader who wants to understand and embrace the opportunities offered by the expanding global economy.

Ethics in Leadership

We all know right from wrong? Right?

Not necessarily. People disagree about right and wrong all the time and sometimes it's hard to find the right answer, the one that meets the needs of the most stakeholders: employees, customers, potential employees, shareholders, and board members. In **Ethics in Leadership** you will learn how to

- ◇ Understand the affect of ethics on your company
- ◇ Develop a workable written code of business ethics
- ◇ Create a company that support ethical behavior
- ◇ Put in place the initiative to let ethics drive decisions

Course Detail

Defining Ethics

- What are Ethics: Is it Just a Matter of Right or Wrong?
- Are Profitability and Ethics Exclusive of Each Other?
- Why is Ethical Behavior Important for an Individual? A Company?

Developing a Written Code of Business Ethics

- Writing an Ethics Code to Guide the Decision Making in Your Company
- Deciding Who Will be Involved in the Process?

Institutionalizing Your Code of Business Ethics

- Creating a Shared Vision
- Organizing Challenge Sessions

Leading Change

- Modeling Behavior
- Creating a Strategy for Introducing the Concept into Your Company

- Determining How You'll Measure Success
- Communicating Your Plan

Who Should Attend?

Ethics in Leadership is for any leader who realizes the positive impact a working code of ethics will have on their organization and wants the tools to initiate one.

From Manager to Leader

Looking to take your leadership skills to the next level?

From Manager to Leader is based on the four facets of a great leader. A great leader:

- ◇ Creates a culture where people feel valued and do their best work
- ◇ Sets an example by modeling behavior
- ◇ Develops others and continually raises the performance bar
- ◇ Practices heart-based, metrics-driven leadership

In this workshop you'll work your way through the four dimensions of a great leader and learn how to apply this model to your environment so that you can become a leader others want to follow.

Course Detail

A Leader Creates A Culture

- Your Company's True Competitive Advantage
- Pyramid Versus Circle Management
- What is Your Culture?
- What Does It Take to Be Successful in Your Culture

A Leader Sets An Example

- Practices Emotional Intelligence
- Models Behavior – What you do speaks louder than what you say
- Creates a Shared Vision
- Is a Leader Others Want to Follow

A Leader Develops Others

- Works in the Realm of Possibilities
- Ten Techniques for Developing Others

- Raises the Performance Bar
- Builds a High Performance Team

A Leader Creates Results

- Builds Strong Relationships
- Creates an Environment Where Everyone Does Their Best Work
- Rewards and Publicizes Results

Who Should Attend?

From Manager to Leader is for any leader who wants to take their leadership skills to the next level.

Delivering Exceptional Customer Service

Want to deliver knock-your-socks-off customer service and generate repeat business?

Delivering Exceptional Customer Service teaches you the skills, techniques and tools you need to consistently deliver top notch service. You will learn how to:

- ◇ Assess your customer service mindset
- ◇ How to practice third level listening
- ◇ How to create exceptional experiences at all customer touch points
- ◇ Create a service model that builds strong relationships

Course Detail

Do You Have a Customer Service Mindset?

- Assess Your Customer Service Savvy
- What's Your Empathy Quotient?
- Are You a Customer Champion?

Smile When You Say That!

- The Importance of Non-Verbal Communication
- Words and Phrases that Customers Love
- Third Level Listening

Making Sure Your Company is Customer Friendly

- Customer Touch Points
- Customer Segmentation
- Profit Focus Versus Customer Focus

Creating Customer Delights

- Become a Master Problem Solver
- Do the Unexpected
- Under Promise/Over Deliver
- Make First Time Buyers Repeat Customers

Who Should Attend?

Delivering Exceptional Customer Service is for the customer service professional who wants to learn proven techniques for providing outstanding, memorable customer service.

Branded Customer Service

What are your customers saying behind your back?

Are you creating raving fans of your customers who joyfully, and without being asked, spread the word about your product or service? Branding is a hot topic today and taking that concept and applying it to customer service is a new and revolutionary way of providing customer service that brings repeat business and referrals to your door. In **Branded Customer Service** you will learn:

- ◇ How to build a strong, recognizable brand
- ◇ Apply that brand to your customer service program
- ◇ Create a group of raving fans to help you grow your business

Course Detail

Building Your Brand

- Complete a Branding Worksheet
- Incorporate Likability, Reinforcement, and Consistency into Your Brand
- Create Your Brand Story

Integrating Your Brand

- Personalize and Reinforce Your Brand Through Staff and Customer Interactions
- Create an Internal Support Structure for Your Brand
- Align Your Company Culture with Your Brand

Linking Your Brand

- Link Brand Propositions to Selling Style and Messages
- Link Brand Propositions to Marketing
- Link Brand Propositions to Public Relations
- Imbed Brand Service into Human Resources

Creating Raving Fans

- Tap into the Emotions of Your Customers
- Furnish a Connecting Experience
- Create Customer Loyalty
- Reward Loyalty

Who Should Attend?

Branded Customer Service is for anyone wants to create a brand that is recognizable, likable and creates a competitive advantage.



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