

**Nan Andrews Amish**

**Big Picture Perspective**

**Capabilities and Workshop Catalogue**

**Summer 2007**

## Big Picture Perspective Workplace Training and Management Consulting Expertise:

- Facilitation
- Adult Learning Methodologies
- Training
- Train-the-Trainer
- Communication
- Professional Speaking
- Leadership, Management Development
- Style, Leadership, 360°, Team Assessments
- Organizational Development
- Change Management
- Market and Customer Research
- Strategy and Business Planning
- Technology Effectiveness

### Content Expertise:

- Leadership Development
- Management and Supervisory Skills
- Communications
- Presentation Skills
- Negotiation and Conflict Resolution
- Team Building
- Time and Meeting Management
- Style Awareness and Diversity
- Diversity and Sexual Harassment
- Customer Service
- Change Management
- Marketing and Branding
- Finance and Business
- Strategic Planning
- Computer Technology

### Process Expertise:

- Facilitation
- Adult Learning Methodologies
- Training
- Train-the-Trainer
- Professional Speaking
- Leadership, Management and 360° Assessments
- Integration and Customization
- Organizational Development
- Team Dynamics
- Change Management
- Employee Research
- Market and Customer Research
- Strategy and Business Planning
- Technology Change

This mix of expertise allows The Consulting Team to be able to provide the following:

### Training Capabilities

- Adult learning, participative approach
- Hands-on exercises
- Rapidly applicable learning
- Participant focus, management accountability
- Development of customized workshops to address critical issues and municipal examples
- Delivery expertise in presentation, facilitation, and “edutainment” (humor, stories, fun)
- Enthusiasm and the ability to motivate self-awareness
- Curriculum development, to create a logical flow of courses into an integrated curriculum
- Flexibility to adjust in the moment for unexpected attendees’ needs

### Coaching Capabilities

- Coaching methodology
- Dialogue and feedback skills
- Easy manner and ability to discuss the tough stuff
- Ability to motivate and hold people accountable

### Consulting Capabilities

- Strategic planning
- Executive team facilitation
- Assess communication and management issues on an individual, team and systems level, and recommend training, coaching and team interventions
- Address conflict, ineffective processes and other management issues effectively with appropriate dialogue, training, facilitation and interventions
- Measure bottom-line impact of training, coaching and consulting interventions
- Provide leadership, strategic insight and negotiation

## The Big Picture Perspective Difference

Many consulting and trainers offer consulting, training, expertise, coaching and project management capabilities. What makes Big Picture Perspective the best choice for your training or consulting activity?

- Top capabilities and credentials
- Results, metrics and ROI
- Customization and flexibility
- Integrity
- Integrated applicability

### Top Capabilities and Credentials

Big Picture Perspective's principle Nan Andrews Amish has an MBA from University of Michigan, one of the top MBA programs in the country. She has further study in organizational dynamics from the Gestalt Institute of Cleveland. She is certified in MBTI and instruments for teams and culture. She has been a steady faculty participant in accelerated MBA and MPA programs for working managers at Boston University and University of San Francisco for more than a decade. Her client list includes Fortune 500, start-ups and non-profits. She worked in a major consulting firm prior to starting her own firm. She works with additional consultants as necessary and has strong relationships with consultants who offer skills both complementary to her own, as well as those who can be "virtual Nans" if necessary. She has delivered over 1900 keynotes, workshops and facilitations in the past 20 years. With over 400 hours of content, and new research constantly populating her talks, her trainings always offer something new.

### Customization and Flexibility

Sometimes, skill issues are needed by an entire team or department. We have the expertise to provide training, management consulting, and executive/management coaching to meet the needs of intact teams and departments. Some of the services other clients choose in addition to training include:

- Departmental team-building sessions reinforce communication skills while strengthening collaboration, team spirit, and respect.
- Coaching to increase mastery of the training concepts and can address specific areas of growth for management and staff members.
- Facilitation of strategic brainstorming, planning and executive off-site meetings.
- Consulting to address strategic issues, systemic organizational issues, culture, productivity and team development.
- Audio conference calls, electronic newsletters and other supporting approaches can all be used to reinforce an organizational culture which is optimal for the department.

We are flexible to work side-by-side with Shared Services to offer customized services to departments and intact teams as needed.

### Integrity

It used to be that one assumed integrity in one's vendors, but that is not the case anymore. The Consulting Team, its founder Marilyn Manning, and all consultants proposed for this program believe that the ends do not justify the means and results alone are not enough. This team lives their integrity every day. They walk their talk.

Each consultant is a servant leader living their principles, and giving generously of their time and expertise to the professional associations and charitable causes of their choice. Their customer focus is observable in everything they do. The team works collaboratively, modeling the behaviors they facilitate. They *are* what they teach.

# Service Description

Big Picture Perspective has a wide range of workshop offerings which with minor adjustment of examples would address the areas of management and leadership skills courses that address:

- Leadership Development
- Management Skills and Supervision
- Customer Service
- Diversity
- Team Building
- Team Leadership
- Collaboration
- Relationship Building
- Emotional Intelligence
- Conflict Resolution
- Generations in the Workplace
- Effective Facilitation
- Presentation Skills
- Change and Resiliency
- Strategic Thinking
- Ethics
- Train-the-Trainer

On the following pages, we have included descriptions of a range of our most popular workshops, which address most of these topical areas of interest. With over 400 hours of content to draw from, we can create offerings with a slightly different focus if desired.

In most topics, we offer keynotes plus both introductory and advanced (in-depth) training. The training can be adapted to fit one-day more in-depth multiple day formats. In general, we recommend longer formats as being more effective in creating behavioral change.

Our training approach is customized, and training exercises and examples are concrete, practical and easy to relate to for each audience we serve. The municipal experience we bring means lots of government examples. Our approach is experiential and down-to-earth. Our trainers and facilitators believe fun is part of learning, for it enhances retention of the content.

## **Intact Teams**

Big Picture Perspective can offer open enrollment or customized training for intact teams, which tends to create stronger retention, because the team can reinforce each other's learning. This allows the group to focus on their highest priority issues while increasing team esprit de corps, and effectiveness. Our training is based upon adult learning principles and includes hands-on exercises, games and other participation that facilitate rapid application of skills to the workplace.

## **Consulting Services**

In addition to training, Big Picture Perspective offers a comprehensive suite of management consulting, executive coaching, facilitation and team building activities.

## **Workshop Offerings**

On the following pages are descriptions of the top courses we offer.

The materials charge for each workshop is \$8.00 per person, unless otherwise noted.

Courses with assessments or copyrighted workbooks for the most part have additional per-person materials charges of \$40 for the assessment, making total materials costs \$48. per person. This is noted on the write-up for the individual workshop.

# Leading Positive Change

**Preferred workshop size: 12-25**

**Target Audience: Supervisors and Managers at all levels**

How do you deal with the pressure of constant change? Do you have to do more with less, faster, cheaper, and better? Power is the ability to make change. Change provides the ability to create. Are you focused in creating change or are you reacting to problems?

**Course Description:** This workshop is designed to help you set realistic objectives, create strategies to overcome resistance, and implement for success. Learn how to gain buy-in and motivate others to change. Identify stressors, modify negative patterns, and manage conflict and challenging situations.

**Core Competencies: Flexible/Adaptable, Initiator/Change Agent, Politically Astute, Resilient**

## (Learning Objectives)

**Participants will Learn to Effectively:**

- Focus on innovation verses reactive thinking
- Diffuse resistance and create readiness for change
- Create a positive change mind set
- Apply situational strategies
- Respond to the stages of change
- Inspire buy-in and performance
- Design their own game plan for change: Plan for application to issues of change in their everyday work.

Includes actions to take, people to meet with, strategies from course to apply and timing.

# Manage People, Not Personalities: Interpersonal Skills for Success

**Workshop Format:** 1-day/2-day versions

**Optimal Workshop size:** 12-25

**Target Audience:** Managers, supervisors, team leaders at all levels

Are your employees getting bogged down dealing with interpersonal disagreements and other sticky issues? Are they struggling with competing priorities or personal agendas? Do you find yourself wasting energy trying to accommodate big egos instead of focusing on the critical challenges facing your organization?

**Competencies:** Interpersonally Effective, Effective Communicator, Politically Astute, Resilient, Results Oriented

**Course Description:** This workshop is designed to decrease conflict and increase productivity. Unresolved conflicts, grievances, and miscommunications waste enormous amounts of time and energy. There is also a bottom-line cost in lost productivity, possible legal actions, and negative market reputation. This is especially true in fast-paced, highly driven, and politically competitive environments where stress can lead to conflict. Although unintentional, the impact on the business bottom line can be as much as a 30% decrease in profits and a 50% drop in goal attainment success. Save time, money, and energy by resolving conflicts in their early stages when they are easiest to solve.

Learn to:

- Handle challenging behaviors
- Reduce anger and negativity
- Develop resolution strategies
- Stay calm when under pressure
- Sharpen your listening and negotiating skills
- Influence diverse styles to make needed changes
- Action Planning: Interpersonal Interaction Planning Guide: Provides for participant to plan communications with a variety of work colleagues, subordinates

**Faculty:** Manning, Amish, Braly, Weimer or Schmidt

**Materials Charge \$48 per person and includes DISC style assessment.**

# Building Better Teams

**Workshop Format: 1-day/2-day/3-day versions.**  
**Is also excellent for intact teams.**

**Optimal Workshop size 12-25**

**Target Audience: Managers, Executives and Team Leaders**

Do you have a diverse group of individuals who need to work together for common goals? Are you having challenges building trust and keeping them motivated?

**Course Description:** This workshop for managers, team leaders and executives is designed to help you build better teams using practical tools, communication tips, and restructuring models that encourage diverse individuals to work cohesively and productively.

**Competencies: Teambuilder, Problem-Solver and Decision Maker**

**(Learning Objectives)**

**Participants will Learn to Effectively:**

- Build synergy and trust
- Align team values and expectations
- Capitalize on diverse styles
- Manage team conflicts
- Facilitate and motivate others through change
- Understand the stages of teams
- Establish problem solving models
- Increase motivation & commitment
- Design ground rules that really work
- Action plan: Team activity planner

**Materials Charge is \$48 per person and includes DISC or MBTI assessment.**

# Presentation Skills

**Workshop Format:** 1-day/2-day Versions

**Workshop size:** Limited to 12 people

**Target Audience:** Anyone who wants to improve presentation or public speaking skills

**Course Description:** This workshop is designed to help you to build dynamic presentations and to present your ideas with strength control and poise. Each participant will capitalize on their own strengths and overcome their own limitations.

Are your presentations highly effective?

**Competencies:** Effective Communicator, Technically knowledgeable, customer-focused

## (Learning Objectives)

**Participants will learn effectively to:**

- Create powerful, convincing presentations
- Focus on meeting audience expectations and needs
- Organize a presentation for clarity and comprehension
- Master no-fail delivery techniques (humor, stories, more)
- Capture attention of the audience
- Eliminate boredom: make presentations more interesting and entertaining
- Capitalize on individual style and passions
- Use visual aids, from props to PowerPoint
- Employ anti-nervous techniques
- Action plan: plan presentation. Practice it. Join Toastmasters groups if appropriate.

**Faculty:** 2 facilitators desirable if attendance over 10, or if videotaping required.

**Materials:** If videotaping is desired, then additional materials fee for media, or participants must bring their own.

# Influence Skills

**Workshop Format:** 1-day/2-day/3-day versions

**Workshop Size:** 12-25 attendees

**Target Audience:** Anyone who needs to improve influence skills

Do you influence to get the outcomes you desire? Do you have the skills to influence people when you do not have direct authority?

**Course Description:** the ability to get things done without authority is important in today's flat organizations. Win respect, influence people and cultivate cooperation from those whose support you need to be effective at your job. Explore personal power, persuasion and negotiation and their role in influential behavior.

**Competencies:** Interpersonally Effective, Effective Communicator, Politically Astute, Results-Oriented

## (Learning Objectives)

**Participants will Effectively Learn to:**

- Motivate and influence diverse constituencies and audiences
- Get results you need without authority
- Build rapport and relationships
- Use personal power
- Sell your ideas and build buy-in
- Think on your feet and still sound organized
- Negotiation techniques
- Capitalize on the diversity of communication styles
- Action Plan: Practice techniques with safe colleagues, get feedback

**Materials cost:** \$48 with DISC/MBTI for 1 day, 2 day versions

# Improving Managerial Effectiveness: The Relationship is How

**Workshop Format:** 3-days

**Optimal Workshop Size:** 12-25 people

**Target Audience:** Supervisors, managers, executives, who want to increase their effectiveness.  
Excellent for technical managers and those with high task focus.

**Course Description:** In today's flatter organizations, you need strong work relationships to get any job done. And strong relationships increase leadership success. This workshop offers both a framework and multiple tools for planning and interacting in relationships and communications for improved workplace success.

**Competencies:** Interpersonally effective, effective communicator, accountable, results-oriented,

## **Learning Objectives:**

- Build better rapport and gain the trust of your colleagues
- Develop improved listening and ask more thoughtful questions
- Understand your own relationship style and world views
- Understand emotions and build emotional intelligence
- Influence and assertiveness skills to get what you need and want in your work relationships
- Applying relationship framework to conflict and change
- Action plan: Relationship assessment and planning for next communications. Grid to support planning process.

**Materials Cost:** \$48 per person. Includes SELF/DISC/MBTI assessment, and Assertiveness Indicator.

# Resolving Conflict with Difficult People

**Workshop Format:** 1-day/2-day versions

**Workshop Optimal Size :** 12-25

**Target Audience:** Anyone who needs to improve interpersonal communications or who has difficulty with conflict.

**Course Description:** Unresolved conflicts and miscommunications waste enormous amounts of time and energy. Bottom-line costs in lost productivity, possible legal actions, and negative market reputation are affected as well. In fast-paced and competitive environments where the high level of stress can lead to conflict it is especially true. The impact on the bottom line can be as much as a 30% decrease in profits and a 50% drop in goal attainment success.

Discover how to save time, money and energy through resolving conflicts in their early stages, when they are easiest to solve. Learn how to recognize when you need to call in the pros to resolve the most challenging situations.

**Competencies:** Interpersonally effective, problem solver/decision maker,

**(Learning objectives)**

**Participants will benefit from this workshop by:**

- Becoming able to handle challenging behaviors
- Reducing anger and negativity
- Developing resolution strategies
- Learning how to stay calm when under pressure
- Sharpening their listening and negotiating skills
- Being able to influence diverse styles to make needed changes
- Action Plan: Communication planner for conflict dialogue

**Materials:** \$48 includes DISC/MBTI assessment

# Train-the-Trainer

**Workshop Format:** 2 day/3 day versions

**Workshop Size:** Limited to 15 Trainers

**Target Audience:** Internal trainers, or managers who wish to be able to train their entire staffs in mandatory skills

**Course Description:** This course is a **CUSTOMIZED** course, for which the content to be trained is included. It can be adapted for any introductory skills course. It is recommended that the target course be 1 day or less in length for new trainers. The Train-the-Trainer course will be 2-4 times the length of the program you are planning to train. The course includes adult learning framework, and discusses how to engage and get participants to actually participate. It also includes learning styles.

**Competencies:** Skill and development coach, training

**Learning Objectives:**

- Understand adult learning theory
- Explore ways to address visual, auditory and kinesthetic learning styles
- Presentation skills
- Facilitation skills
- Practice training content and exercises
- Debrief training effectiveness.
- Action Plan: Practice training delivery. Joint training delivery with experienced trainer.

**Faculty:** For larger groups 2 facilitators are required.

**Materials cost:** \$25.00, includes copyrighted articles on adult learning and double workbook (both the training content and the workshop to be trained workbook). If workshop to be trained includes higher material costs, add those to total materials.

# Strategic Planning

**Workshop Format:** 1-Day/2-Day/3-Day Versions

**Optimal Workshop Size:** 12-25

**Target Audience:** Managers and executives with strategy roles

Do you need to understand what senior management is thinking? Do you need to align your operations with strategic plans, or create them for your department? This workshop is for managers with at least 5 years experience, and managers asked to take a more senior and strategic role.

## Course Description

The workshop will help you think like senior management and improve your value to your organization. It offers an overview of strategic planning and its processes for those who need to understand the impact of strategy on their work and their organization's success (1-day version) or an introduction to the process for those who need to craft a long term plan (2-day version). Vocabulary and processes for strategic planning to help you actively and constructively support your firm's strategic direction and/or develop a powerful plan.

**Core Competencies:** Customer-Focused, Strategic Thinking, Planner and Organizer, Innovator, Flexible/Adaptable, Results Oriented

## (Learning Objectives)

### Participants will Learn to Effectively:

- Understand strategy and strategic planning impact to an organization's success
- Apply framework and the language of strategic planning to your work
- Explore multiple strategic planning processes
- Assess relevant current and future environments and trends
- Understand how strategy creates value for customers and stakeholders
- Understand the strategy through implementation cycle
- Cascading strategy through the organization
- Action plan includes strategic assessments, lists of strategic questions to ask to get started on strategic planning process.

# From Operational Management to Strategic Thinker

**Workshop Format:** 2 Days

**Optimal Workshop Size:** 12-25

**Target Audience:** Analysts, managers seeking to improve long range thinking

Do you find yourself always putting out fires, and rarely thinking about what is causing the fires in the first place?

## **Course Description**

Good managers are many. To increase your effectiveness and catapult your career, expand your skills to thinking strategically about talent, customer needs, other stakeholder issues, long term trends and competitive threats. Innovation, technology and politics all play a part.

This workshop for any manager who needs to understand strategy or is looking to move into a more strategic role offers and offers core skills of strategic thinking. Take time from putting out fires and think long term, innovate and be a champion for change who adds value to your organization, your customers and your stakeholders.

**Core Competencies:** Strategic Thinking, Innovator, Initiator/Change Agent, Customer Focused

## **(Learning Objectives)**

**Participants will Learn to Effectively:**

- Use strategic thinking to add value to your organization
- Understand the needs and expectations of your customers
- Anticipate and innovate strategies to link strategic vision to core capabilities
- Recognize opportunities to influence and create strategic alliances, relationships
- Identify key strengths and weaknesses of your organization
- Identify priority issues
- Develop vision, mission, strategies
- Explore risk taking and innovation and the value of these behaviors to your organization
- Action plan includes: strategic assessment of own organization, strategic relationships grid, target meetings with key influencers

# Management 101: Lead Like a Pro

**Workshop Format: 1-Day /2-Day Versions**

**Optimal Workshops size: 12-25**

**Target Audience: Managers and Supervisors at all levels**

Do you have difficulty keeping your team motivated and maintaining a high level of performance? To create and sustain high performance, effective leaders need to communicate a clear, inspiring vision, initiate positive change, and communicate openly.

Course Description: This workshop for managers, supervisors, team leads is designed to help you move beyond the role of a controlling manager to the role of coach and facilitator by creating commitment, empowering others, and honing your leadership skills.

**Competencies: Teambuilder, Interpersonally Effective, Effective Communicator, Results-Oriented, Planner and Organizer, Strategic Thinker, Skill and Development Coach**

## **(Learning Objectives)**

**Participants will learn to effectively:**

- Build teams by motivating and empowering others
- Capitalize on individual differences and styles
- Understand the dynamics of leading, coaching, and motivating
- Communicate clearly
- Manage conflict and difficult behaviors
- Listen with empathy and give constructive feedback
- Deliver useful performance evaluations, master meeting management
- Manage priorities and change to help reduce stress
- Utilize strategic and outcome-based planning
- Action planning: Next Steps Plan including scheduling meetings with staff and team, strat and outcome plans, communication plans.

**Materials cost is \$48 per person and includes DISC or MBTI assessment.**

# Exceptional Customer Service: Putting People First

**Workshop Format:** 1- or 2-Day

**Workshop Size:** 12-30

**Target Audience:** All staff, and especially staff with significant internal or external customer contact

Do you have a fun, service-oriented workplace? Does your commitment to exceptional service extend to your employees and your customers?

**Course Description:** This workshop is designed to help you recruit and train a winning, effective, and upbeat team, maximize customer contact skills, handle upset customers and control stress, effectively manage problem situations, create can-do attitudes, and anticipate and exceed customer needs.

**Competencies:** Customer Focused, Technically knowledgeable, Interpersonally effective, effective communicator, resilient

## Participants will Learn to Effectively:

- Cultivate the service attitude
- Maximize customer contact skills
- Handle upset customers and stress
- Maximize the moments of truth in service
- Control problem situations
- Create can-do attitudes
- Anticipate and exceed customer needs

## Topics to be Addressed:

- Customer service goals and definition
- Ten principles of service
- Poor versus great service: Four basic needs
- Procedural-personal model
- DISC communication styles

- How behaviors impact service
- Listening and summarizing with empathy
- Calming language and dealing with anger

**Materials costs: \$48 per person, includes DISC assessments**

# Bold Leadership

**Workshop Format:** 1-day/2-day versions also available as a keynote.

**Workshop size:** 12-30

**Target Audience:** Managers who aspire to be leaders

**Course Description:** Are you an exceptional leader? Can you move beyond the role of directive manager to the collaborative role of facilitator? Sharpen your coaching skills and embrace a positive attitude toward change. We will cover the seven laws of leadership that are a culmination of over 100 interviews, seeking the common principles used by some of today's top leaders.

## (Learning Objectives)

**Participants will benefit from this workshop by:**

- Capitalizing on diversity
- Developing motivational skills
- Establishing a personal game plan for success
- Learning to use the Seven Laws of Leadership
- Action Plan: 7 Laws self assessment, and implementation worksheet

# Marketing 101 for Government

**Workshop Format:** 4-hour, 1-day and 2-day versions

**Optimal Workshop size:** 12-25 people

**Target Audience:** Managers and staff responsible for positioning and communicating services to internal or external audiences

**Course Description:** With an ever-growing complexity of public services competing for attention, some knowledge of basic marketing principals has become a prerequisite for anyone who needs to communicate about services they offer. Whether you're looking to learn how to use marketing research to understand constituent opinions or customer trends, or learn communication and PR strategies that create positive buzz, this workshop provides tools and techniques that will increase your departmental effectiveness.

**Competencies:** Customer-focused, strategic thinking, effective communicator, ethical

## Learning Objectives:

- Learn marketing vocabulary and how it applies to government
- Apply positioning, market research and service development strategies to services
- Understand the importance of communications with both internal and external customers
- Marketing communications and PR tools
- Understand branding and public opinion
- Making the marketing customer service connection
- Aligning marketing and communication with agency or department vision and mission
- Action plan: Strategic and tactical worksheets to map out services, positioning, communication language, external trends and constituent assessments

# Using Stress and Conflict Positively

**Workshop Format:** 1-day. Also available as audio cassette program

**Optimal Workshop Size:** 12-25

**Target Audience:** All stressed out staff or those for whom conflict is stressful

**Course Description:** Consultant studies indicate that over 80% of workers say they are stressed. Stress is well known to decrease effectiveness, so managing it positively is key to effective leadership. This course provides powerful techniques for de-stressing and using stress positively in the workplace.

**Competencies:** Interpersonally effective, flexible/adaptive, resilient

## Learning Objectives:

- Identifying negative stressors and applying practical strategies
- Developing a stress-resistant personality
- Modifying negative habits and patterns
- Learning to manage conflict and challenging situations
- Practicing a no-fail relaxation technique
- Learning how to deal with difficult people
- Understanding Type A behaviors
- Stress coping strategies

**Action Steps:** Practices for relaxation and practices for conflict resolution.

# Management Skills for New Supervisors

**Workshop Format:** 1-day/2-day versions

**Workshop Optimal Size:** 12-25 people

**Target Audience:** New supervisors and new managers

**Course Description:** Doing a job well, vs supervising employees to do a job well require very different skill sets. Supervision and management is about getting things done through others. Develop tools to manage your staff and motivate them to high productivity. This management skills workshop offers tools to plan, organize, communicate, motivate, control the productivity of your workgroup. Delegation, goal setting, outcomes all factor into this learn by doing workshop.

**Competencies:** Technically knowledgeable, problem-solver/decision maker, results-oriented, planner and organizer, accountable, skill and development coach, ethical.

## Learning Objectives:

- Management functions of planning, organizing, communicating and measuring results
- Adapt to individual and situation
- Understand legal responsibilities
- Learn management skills of delegation and give constructive feedback
- Maximize productivity by leveraging diversity and individual differences
- Techniques for coping with difficult employees
- Peer, bosses expectations
- Time management
- Motivating and rewarding employees
- Coaching
- Action plan: plan templates to fill out for various management activities.

# Diversity and Style: The Advantage of Difference

**Workshop Format:** 1-day/2-day versions

**Workshop Optimal Size:** 12-25 people

**Target Audience:** All employees

**Course Description:** With the Bay Area having high populations of Hispanics, and Asian Americans, and with the populations that the County serves highly diverse, it is important to be able to interact with a wide range of diversity with respect. With 4 generations now in some workplace settings, this course goes beyond common diversity courses to include not just gender and ethnicity. It explores generational differences, disabilities, sexual orientation and even fat, the last legal bias. The foundation for the course is personality difference, and workplace functional difference.

**Competencies:** Customer-focused, interpersonally effective, teambuilder, politically astute, strategic thinker.

## Learning Objectives:

- Explore differences in ethnicity, gender, religion and age
- Explore different cultural, generational, gender expectations and norms
- Explore trends of difference and diversity
- Use personality and style to engage participants and make relevant
- Use work functions to show how biases can impact effectiveness
- Develop respectful strategies to manage diverse relationships with employees, customers and other constituents
- Understand the power of staff alignment with customer diversity
- Action plan: Planned discussions with diverse colleagues and customers

**Materials Costs:** \$48 per person, includes DISC, SELF or MBTI assessments

# Sexual Harassment, Respect and the Law

**Workshop Format:** 4-hour/1-day version (1-day version is for supervisors and managers)

**Workshop Size:** 12-25 people

**Target Audience:** All employees (CA state requirement)

Sexual Harassment is against the law. It is illegal to have a hostile work environment. Harassment lawsuits are on the rise. They are costly in time, money and workplace morale.

In California, effective January 2006, employers with more than 50 employees must have provided training to management and supervisors to prevent harassment. Providing this training decreases the incidence of lawsuits, and when done well, increases productivity and morale. Providing this training is not just the law, its just plain, good, business sense.

**Course Description:** Many Sexual Harassment training offerings concentrate on what is legal and what is not. While this is required to meet the letter of the law, if this is all that is presented this training can create “PC” resentment, a sense of “walking on eggshells” and sometimes aggravates the very thing it is supposed to prevent: a hostile workplace.

The Consulting Team’s **Sexual Harassment, Respect and the Law** provides a more effective solution to this critical business issue. Its focus is on creating a **respectful** workplace where employees’ behavior is driven by their awareness of the law. The workshop offers a safe place to practice skills for avoiding harassment while communicating authentically about this charged topic.

## **Benefits to Your Company:**

- Reduced workplace tension from sexual harassment
- Decreased risk of lost time and fines to harassment lawsuits
- Improved productivity due to increased respect in workplace.

## **Learning Objectives:**

- Knowledge about harassment laws and penalties. [Reference booklet provided.]
- Increased awareness of unconscious behaviors and habits, which may be perceived by others as hostile or harassing
- Practice of proactive, respectful behaviors and communication which improves workplace comfort and effectiveness.
- Action Plan: Self assessment of potentially harassing attitudes and behaviors. Read legal booklet.

Materials Fee includes Legal Workbook.

# Effective Leadership for Breakthrough Results: Common Sense Best Practices

**Workshop Format:** 2-days, INTACT TEAMS

**Workshop Size:** Intact Teams of 8-25

**Target Audience:** Intact teams who want greater performance

**Course Description:** The workshop increases attendees' focus on customer and department goals while building a culture of shared values for the team. The workshop provides considerable self awareness and a space to practice communication at 1x1, team and organizational levels of system. Thought-provoking questions, dialogue and a commitment to excellence make this experiential workshop a powerful place to kick-off a learning or training initiative.

**Competencies:** Teambuilder, Interpersonally Effective, Flexible/Adaptable, Accountable, Skill and Development Coach, Resilient, Results-Oriented, Ethical, Customer-Focused

## Learning Objectives:

- Understand the difference between a group and team
- Learn stages of team formation
- Explore values and norms behind your team's behavior
- Explore communication styles
- Align team behavior with department vision, mission
- Explore the typical dysfunctional team behavior and how to address it.

**Materials:** \$50.00 per person, including assessments, copyrighted articles

## Training and Consulting Success Stories:

### #1 County Hospital Department

A medium-sized county hospital was having morale problems with in its highly-experienced nursing teams. The operating room nursing staff (22 nurses) had so much conflict that it was like a war zone. With current nursing shortages, this had potential to become an extremely volatile situation. The Director was new, and she felt she was not getting the cooperation from her staff that she needed.

Nan Andrews Amish recommended a team event, seeking to see the team dynamics in action, while simultaneously initiating dialogue about issues of conflict.

Nan subsequently developed customized workshops addressing interpersonal communications which included MBTI 360° assessment because personality and style differences seemed to be fueling the conflicts. The Director was focused on harmony and nurturing her staff, while several senior, experienced nurses were focused on precision and accuracy. The task oriented nurses tended to be critical, which the department head found unacceptable. Yet it was these critical nurses, who were most respected by the surgeons.

The workshops and subsequent coaching gave the nurses non-judgmental language with which to discuss their differences and the issues in the department. The new dialogue helped the nurses address both performance problems and lack of team cooperation. It also helped the Director have more productive dialogue with her staff and the MDs they were supporting. Morale improved and soon the anesthesiologists and some of the MDs wanted coaching and workshops to communicate better too. The nursing team is starting to think and behave more like a team, with trust growing and better respect showing up not just between the nurses, but from the doctors as well.

### #2 Professional Association

A chapter of a professional association had been dealing with issues of decreased membership and decreased event attendance, which was impacting their cash flow considerably. Nan and another Big Picture Consultant assessed member expectations and satisfaction. Team Consultants also evaluated the association's events, meeting agendas and educational offerings.

They recommended a monthly educational program, designed to support junior members of the association, to develop senior-level skills fast. The training initiative was implemented, and it generated significant income and small but steady membership increases.

The Professional Academy was a series of eight monthly, 6-hour workshops. Each workshop focused on a specific skill or theme. Monthly topics included: Presentation skills, communication effectiveness, business planning, marketing and PR. The training initiative has been enhanced each year since its inception and it has become the primary cash-flow-generating vehicle of the association for four years running.

Additional success stories are available upon request.

Clients usually wish to keep work products confidential. Some success stories do not include complete client names to protect client confidentiality as well.

Big Picture Perspective and its sister firm Big Picture Healthcare are happy to provide samples and composites of:

- Academy Curricula
- Training Universities
- Workshop Series
- Workshop Table of Contents/Overview
- Workshop Sample Exercises
- Sample Handouts
- Team Building Agenda
- Event Ratings

upon request.

To protect intellectual property, detailed documents and documents with unique content will not show client identity and are accompanied by non-disclosure agreements.

### Sample Training Initiative:

#### Corporate University Management Initiative: (Composite of Several Corporate Initiatives)

The goal of this type of initiative is to provide a series of monthly workshops for management, supervisors and staff to enhance performance at all levels, improve communication and build teamwork. Various organizations have chosen subsets of this list of workshops. Management decision making, leadership and communication in general typically steadily improve each quarter with this type of program.

#### Curriculum:

- Communication 101: Communication Effectiveness and Strong Work Relationships
- Communication 102: Diversity and Collaboration: Communication and Management Styles (DISC)
- Communication 103: Assertiveness, Influencing skills
- Communication 104: Customer Service Attitudes and Excellence
  
- Communication 201: Presentation Skills
- Communication 202: Negotiation, Conflict and Difficult People
- Communication 203: Managing change effectively
  
- Management 01: Time Management and Organizational Priorities
- Management 02: Budgets and annual plans
  
- Management 101: Delegation: (Supervisory Skills)
- Management 102: Meetings, Bloody Meetings (Effective Meetings)
- Management 103: Goal Setting, SMART Goals, prioritizing
- Management 104: Productivity and Morale
- Management 105: Performance Appraisal, Discipline and Coaching
  
- Management 201: Lead like a Pro (Influence and Leadership Skills)
- Management 202: Building Better Teams
- Management 203: Diversity and the Legal Environment: EEOC, ADA
  
- Leadership 301: Exceptional Team Performance
- Leadership 302: Change and Building Organizational Resilience
  
- Train-the-Trainer 301: Facilitation Skills
- Train-the-Trainer 302: Meeting Excellence
- Train-the-Trainer: 303: Advanced Presentation Skills
- Train-the-Trainer: 304: Assessments, Adult Learning and Metrics
  
- Business 201: Project Management
- Business 202: Quality
- Business 203: Technology Effectiveness
- Business 204: Accounting and Finance for Non-Finance Professionals
- Business 205: Marketing Fundamentals
- Business 206: HR
- Business 207: Strategic Planning

### References for N. Andrews Amish:

Julia Mc Keon, Executive Director, Sonrisas Community Dental Center

[Sonrisas@coastside.net](mailto:Sonrisas@coastside.net) (650) 726-2144

210 San Mateo Dr. Suite 104 Half Moon Bay, CA 94019

Consulting project focused on the needs of various constituencies, and being responsive to these needs. End result included new branding and new organizational elements.

Gail March, Corporate Director, Pratt Whitney (United Technologies)

[gail.march@pw.utc.com](mailto:gail.march@pw.utc.com) (860) 565-8770.

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[Contact Joanne Carpenter Gail's executive assistant to schedule a discussion.

[joanne.carpenter@pw.utc.com](mailto:joanne.carpenter@pw.utc.com) (860) 565-2223]

Leadership development, consultation and training curriculum. Trainings included entire leadership team.

Curriculum included skills in communications, listening, building relationships and customer focus, and integrating these skills with bottom line success.

Frank Perez, HR Director Medic Alert

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2323 Colorado Ave Turlock CA 95382

Marketing and Communication Strategy training. Training was for entire marketing department of Medic Alert.

Curriculum included classical marketing concepts, integrating organizational psychology into marketing efforts, and aligning all marketing efforts with brand image.

Sherri Brown, Vice President, American Management Association

(212) 903-8356 [sbrown@amanet.org](mailto:sbrown@amanet.org) can provide AMA workshop ratings for open enrollment seminars

(currently 3.85/4.00)

Amy Shaffer, AMA

(212) 903-8455 [ashaffer@amanet.org](mailto:ashaffer@amanet.org) can provide ratings if Sherri not available.