

TRAINING & ASSESSMENT SERVICE SUMMARY

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PRESENTED BY:



BRIEF BIOGRAPHY

James (Jim) Ice is the founder/managing director of jim ice & associates, a talent and change management consulting firm (www.jimice.org). Over the last 28+ years, Jim has built a reputation as a trusted advisor to business leaders across a wide variety of industries. He served as the executive accountable for talent and change management for Westinghouse, Alcoa, and Respironics/Philips. As one of the founders of the software/consulting company - Success Factors, Inc., he also has consulted on leadership and change management topics to dozens of other global companies (e.g. Ford, Harley-Davidson, Textron, Trane). Combining business insight and deep subject matter expertise, he advises companies on how to equip, engage and align their workforce to achieve their unique business objectives. Jim is a talented facilitator who will both challenge and entertain you.

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WORKSHOP TOPICS

The following document outlines several workshop topics that jim ice & associates have prepared to deliver in support of your learning (or meeting) objectives. Each workshop is based on both scholarly research and practical application. The objectives presented for each workshop are intended to help the reader understand the basic content of the session. These workshops can be delivered at various levels of detail based on the needs and time availability of the specific delivery situation (i.e. from a 30-minute overview to detailed skill building delivered across multiple sessions). Therefore, the final objectives for a session will be determined based on the unique needs of the delivery situation. **If you do not see the topic of your specific interest, please contact us - as this list is updated often or we could also develop a new program to your meet your specific interests, audience and timeframe.**

MANAGEMENT/LEADERSHIP TOPICS

	Service Offering	Learning Objectives; at the end of the session the participant will be able to:
M1	Situational Leadership (highly recommended)	<ul style="list-style-type: none"> • Overview of basic leadership focus • Understand the importance to adapt your leadership style to the situation (employee and task) • Learn how to read the readiness level of employee to determine the most appropriate leadership response • Apply this approach to address your leadership challenges
M2	Giving and Receiving Feedback	<ul style="list-style-type: none"> • Identify the common pitfalls of the communication process • Explain the role of feedback in reaching “shared meaning” • Demonstrate “Active Listening” techniques • Demonstrate behavioral enablers and barriers to Giving and Receiving feedback
M3	Goal Setting (Performance Management)	<ul style="list-style-type: none"> • Discuss the impact of setting goals on performance • Define performance expectations – outcomes; behaviors and growth • Write a clear goal – measurable outcomes • Demonstrate appropriate follow-up and feedback processes • Provide feedback on the implications for Performance Review Process
M4	Leading from your Strength	<ul style="list-style-type: none"> • Understand the value of investing in your strengths • Learn what are your strengths • Create a strategy to leverage your strengths as you lead others
M5	Building Accountability	<ul style="list-style-type: none"> • Learning how to empower others to act • Ensuring individuals take accountability for their actions • Building an environment of accountability • Learn the role of feedback in supporting empowerment and accountability
M6	Engage and Inspire	<ul style="list-style-type: none"> • Understand the ROI of improved employee engagement • Explore the applications of the research on employee engagement • Learn how to leverage both logic and emotion to build engagement • Identify an action plan for impacting engagement in your work team
M7	Effective Delegation	<ul style="list-style-type: none"> • Identify what delegation is and is not. • Understand the benefits of delegation. • Know what can and should not be delegated. • Understand to whom the leader should delegate. • Learn the seven-step basics of delegation.
M8	Understanding Motivation	<ul style="list-style-type: none"> • Understand the basic theories of motivation • Describe the factors that impact motivation • Learn some methods to introduce motivational techniques



	Service Offering	Learning Objectives; at the end of the session the participant will be able to:
M9	Influencing Others	<ul style="list-style-type: none"> Understand the basics of influencing others Learn strategies for influence Identify and demonstrate influence techniques
M10	Developing Others	<ul style="list-style-type: none"> Understanding the ROI in developing others Apply the 5 methods of employee development Learn several simple methods to invest in the development of others Identify several resources for supporting employee development
M11	Managing Conflict	<ul style="list-style-type: none"> Define conflict and its impact within relationships and the organization Explain structural and interpersonal sources of conflict Define intervention strategies to address unhealthy conflict Identify their personal conflict handling skill "profile" and explain the impact of this understanding on their behavior
M12	Running Effective Meetings	<ul style="list-style-type: none"> Identify techniques to implement BEFORE the meeting to enable success Identify techniques to implement DURING the meeting to ensure success Identify techniques to implement AFTER the meeting to repeat success
M13	Budgeting Fundamentals	<ul style="list-style-type: none"> Understand the purposes of budgeting Understand the basic financial language of budgets Practice monitoring budgets

EXECUTIVE/ADVANCED LEADERSHIP

	Service Offering	Learning Objectives; at the end of the session the participant will be able to:
E1	Improving your ROI-p (return on investment - in people) (highly recommended)	<ul style="list-style-type: none"> Understand the concept of ROI-p – return on investment in people Learn the financial impact of improving your ROI-p within your business (optional) Self-assessment to determine your organization's strengths/weaknesses and risk areas based on your business objectives Review methods to improve your ROI-p in recruiting, development, deployment, rewards and engagement Consider opportunities to impact ROI-p in your organization – create simple prioritized action plan
E2	Building Strategic Leadership Skills	<ul style="list-style-type: none"> Describe strategic leadership and its component skills <ul style="list-style-type: none"> strategic thinking; strategic acting; strategic influence Have insight into their personal (group) strategic leadership strengths & gaps Apply suggestions/tools to develop their own strategic thinking capability Apply suggestions/tools to develop their own strategic acting capability Apply suggestions/tools to develop their own strategic influence capability
E3	Executive Career Management	<ul style="list-style-type: none"> Understand a simple, proven model for executive career management Explore executive career alternatives – define success Identify typical executive detailers Understand the enablers of a 'successful' career Create a career plan – self assessment, motivations, capabilities, target objectives, development needs, network goals, etc.
E4	The Executive Tightrope – balancing control and empowerment	<ul style="list-style-type: none"> Understanding that behaviors that made us successful as middle managers (direct management) may negatively impact our effectiveness as executives Understanding the motivations and implications of too much control (micro-management) and too much empowerment (abandonment) Apply techniques to help us balance our use of control and empowerment – when to use each Apply techniques to work with those who we feel over control us Apply techniques to work with those who are not ready for empowerment



	Service Offering	Learning Objectives; at the end of the session the participant will be able to:
E5	Encouraging Innovation – the Leaders role	<ul style="list-style-type: none"> • Describe the difference between Business Thinking vs. Innovative Thinking • Identify common shackles to innovation and creativity in the workplace • Discuss practical ways (and demo a few) that a manager/leader can encourage innovation and enhance change capability within their work group.
E6	Speaking with Impact (Executive Presentations) <i>*can include individual coaching</i>	<ul style="list-style-type: none"> • Understanding how an executive presentation is different • Learn how to develop a presentation theme (hook) • Leverage the simple “rule of 3” to develop presentations • Learning what executives want to hear and how to design presentation to deliver • Draft a presentation
E7	Global Management	<ul style="list-style-type: none"> • Learn about the new realities of the new world of work • Understand the borderless workplace • Building the competencies of the global leader • Collaboration across borders
E8	Building a Culture that Engages and Inspires	<ul style="list-style-type: none"> • Understand the ROI of improved employee engagement • Explore the applications of the research on employee engagement • Learn how to leverage both logic and emotion to build engagement • Identify an action plan for impacting engagement in your work team
E9	Building a Learning Culture	<ul style="list-style-type: none"> • Assess your organization’s learning orientation • Building a culture of continual learning • Leveraging available learning technology • Shape a plan for creating learning expectations
E10	Creating Value for your shareholders	<ul style="list-style-type: none"> • Explain the concept of “Value Creation” • Discuss strategies to create value • Apply the “Value Map” to identify practical paths to impacting shareholder value • Analyze a case studies to make recommendation (as time permits)
E11	Managing Managers	<ul style="list-style-type: none"> • Understand the leadership transition associated with managing managers • Explore how leading managers is different • Identify techniques for coaching managers
E12	Aligning your Workforce to Strategy	<ul style="list-style-type: none"> • Understand the implications of strategy on our workforce • Apply techniques to assess and adapt your workforce • Discus workforce analysis and planning tools
E13	Leading a Major Change Effort	<ul style="list-style-type: none"> • Understanding the dynamics of change in organizations • Defining Change Leadership • Role of change agent • Using change levers • Using change tools
E14	Assessing and Building Change Agents	<ul style="list-style-type: none"> • Understand the characteristics of success agent for change • Apply a simple assessment process for potential change agents • Define the competencies to develop • Define a plan to develop the critical change agent skills •



HUMAN RESOURCE TOPICS

	Service Offering	Learning Objectives; at the end of the session the participant will be able to:
E1	Improving your ROI-p (return on investment in people)	<ul style="list-style-type: none"> • Understand the concept of ROI-p – return on investment in people • Learn the financial impact of improving your ROI-p within your business • Review methods to improve your ROI-p in recruiting, development, deployment, rewards and engagement • Consider opportunities to impact ROI-p in your organization – create simple action plan
H1	Hire the Best – 1 'Find &Filter'	<ul style="list-style-type: none"> • Understand the financial impact of a 'bad hire' • Know where to find candidates • Describe proven techniques to hiring a great employee- 5 steps • Describe legal concerns for selection process • Understand and implement simple tools to support the selection process • Filtering to 'Chosen Few'
H2	Hire the Best – 2 'Interview & Select'	<ul style="list-style-type: none"> • Demonstrate the basics of structured interview process • Describe legal concerns for interview process • Process for Final Selection • Structure/negotiate an offer • Know purpose and process for background checks
H3	Workforce Planning	<ul style="list-style-type: none"> • Understand the workforce implications on your defined business strategy • Defining talent objectives (talent plan) • Understand the importance of researching workforce trends • Identify the 'key' positions for your business
H4	Attracting Top Talent	<ul style="list-style-type: none"> • Understand the role of a 'employer brand' in attracting and retaining talent • Understand alternatives for sourcing candidates • Describe the legal risks associated with recruiting/selection process • Describe a disciplined process for talent acquisition
H5	The Role of Rewards and Recognition	<ul style="list-style-type: none"> • Articulate the basic elements of a reward strategy • Understand motivation basics - as related to rewards/recognition • Know where to go to get more support for compensation analysis and design
H6	Employee Engagement	<ul style="list-style-type: none"> • Understand the ROI of improved employee engagement • Explore the applications of the research on employee engagement • Learn how to leverage both logic and emotion to build engagement • Identify an action plan for impacting engagement in your work team
H7	Employee Development	<ul style="list-style-type: none"> • Articulate the 5 different methods to develop an employee • Apply simple (lo-cost) methods to impact capability development • Understand the role of the development objective • Locate developmental resources available to the employees
H8	Leadership Development	<ul style="list-style-type: none"> • Apply practical, proven ways to develop leaders • Understand the role of feedback (e.g. 360) in leader development • Understand the role of the 1st line leader as the linchpin to organizational change • Identify (and develop) potential future leaders
H9	Succession Planning	<ul style="list-style-type: none"> • Understand the mission critical nature of succession planning • Identify the 'Key' positions for which to develop a plan • Understand the difference between succession planning and career planning • Apply the basics of a proven succession plan
H10	Performance Management (MBO)	<ul style="list-style-type: none"> • Understand the role of management by objectives (MBO) • Discuss the impact of setting goals on performance • Define performance expectations – outcomes; behaviors and growth • Write a clear goal – measurable outcomes • Demonstrate appropriate follow-up and feedback processes



	Service Offering	Learning Objectives; at the end of the session the participant will be able to:
H11	Talent Retention	<ul style="list-style-type: none"> • Understand the levers to talent retention • Define the risk factors for a specific business • Shape a talent retention plan • Shape a knowledge retention plan
H12	Knowledge transfer Basics	<ul style="list-style-type: none"> • Understand the strategic impact of key knowledge retention • Identify critical knowledge areas • Identify ways to retain knowledge • Outline a basic knowledge retention plan

TEAM LEADERSHIP TOPICS

	Service Offering	Learning Objectives; at the end of the session the participant will be able to:
T1	Building a Team	<ul style="list-style-type: none"> • Identify the difference between a work groups and teams • Understand team ABC's • Identify Team Characteristics • View "The Unified Team" video • Gain tips for team meetings
T2	Leading to unlock team performance	<ul style="list-style-type: none"> • Discuss the role of the leader in unlocking team performance • Identify five dimensions of team interaction • Apply practical keys to unlock hi-performance in teams Identify techniques to implement
T3	Managing Team Conflict	<ul style="list-style-type: none"> • Define conflict and its impact within team relationships • Explain structural and interpersonal sources of team conflict • Define intervention strategies to address unhealthy conflict • Identify team members personal conflict handling skill "profile" and explain the impact of this understanding on their behavior
T4	Running Effective Team Meetings	<ul style="list-style-type: none"> • Identify techniques to implement BEFORE the meeting to enable success • Identify techniques to implement DURING the meeting to ensure success • Identify techniques to implement AFTER the meeting to repeat success

PERSONAL DEVELOPMENT TOPICS

	Service Offering	Learning Objectives; at the end of the session the participant will be able to:
P1	Speaking with Impact <i>*can include individual coaching</i>	<ul style="list-style-type: none"> • Understand basic s of making presentations • Learn how to develop a presentation theme (hook) • Leverage the simple "rule of 3" to develop presentations • Identify the presentation stakeholders • Draft a presentation
P2	Giving and Receiving Feedback	<ul style="list-style-type: none"> • Identify the common pitfalls of the communication process • Explain the role of feedback in reaching "shared meaning" • Demonstrate "Active Listening" techniques • Demonstrate behavioral enablers and barriers to Giving and Receiving feedback
P3	Effective Time Management	<ul style="list-style-type: none"> • Identify and leverage practical tools (3 secrets) for dealing with conflicting time demands and priorities • Demonstrate practical tools for maximizing performance within a time-crunched workplace



	Service Offering	Learning Objectives; at the end of the session the participant will be able to:
P4	Consulting Basics	<ul style="list-style-type: none"> • Understand the role of consultants • Understand the stages of a consulting assignment • Leverage relationship based consulting skills • Leverage problem solving based consulting skills
P5	Leveraging your Personal Strengths	<ul style="list-style-type: none"> • Understand the value of investing in your strengths • Learn what are your strengths • Create a strategy to leverage your strengths to achieve greater results
P6	Managing Change (personal)	<ul style="list-style-type: none"> • Understand the basic process of change. • Understand key do's and don'ts as you navigate the process. • Have the opportunity to share lessons learned
P7	Critical Conversations	<ul style="list-style-type: none"> • Learn the basics of have a conversation in difficult situations • Learn how to structure a discussion for a win-win • Build awareness of the impact of your words – to be direct and yet supportive • Shape a specific strategy to have a focused conversation

ASSESSMENT BATTERY AVAILABLE

Employee assessments are popular and productive tools in driving performance improvement. Targeted assessments can provide the venue for collecting valuable data on both individual and organizational performance. The feedback collected can provide insight into strengths and performance improvement opportunities and help to prioritize related action planning. [jim ice & associates](#) hold certifications to design, administer and interpret many of the most popular assessment tools- see list below.

We can work with you to incorporate assessments into your leadership and organizational development processes. We also often include select assessments into our individual coaching AND organizational diagnosis/consulting service offerings. Contact us for more information on using assessments in your development practices.

Organizational & Engagement Assessments – designed to collect organization-wide feedback:

- **Culture Scan** is an organizational performance assessment designed to be administered to a target population (i.e. department, division organization) in order to gather feedback on organizational culture variables for performance improvement.
- **Custom 'Employee Engagement' or Culture Assessment** designed and implemented based on the unique engagement variables of interest to YOUR business. Based on best practices questions and analysis, this on-line assessment targets your specific needs for data collection and reporting.



- **Leadership Gap Indicator** identifies the gaps in your organizational leadership capacity fundamental to knowing where to focus your development efforts.
- **Keys** is an organizational survey that assesses the climate for creativity and innovation that exists in a work group, division or organization. It measures the work environment; specifically the management practices, resources, motivations and interactions.

NOTE: . *jim ice & associates* have implemented several of the commercially available employee engagement tools and can assist with best practices implementation (e.g. improving response rates, data collection methods) and analysis (e.g. data analysis, decision support and executive summary reporting).

Personality Assessments – designed to provide observational feedback:

- **Hogan Personality Inventory** is a popular and comprehensive personality inventory which includes four separate assessments. Each assessment is defined to target a specific personality dimension, and together they provide a comprehensive data set to inform your selection, development and succession decisions.
 - **Hogan Personality Inventory** (the bright side) was developed specifically for business community to measure personality characteristics necessary for success in careers, relationship, education and life.
 - **Hogan Development Survey** (the dark side) identifies personality-based “derailers” that can limit career potential and provide feedback to help mitigate these negative characteristics that derail success.
 - **Motive, Values and Preferences Inventory** (the inside) measures core values, and interests to determine satisfaction and drive careers, therefore assessing potential compatibility and conflict with organizations, teams, etc..
 - **Business Reasoning Inventory** measures reasoning ability to predict real-world job performance. This assessment describes reasoning style and problem solving style and opportunities for development.
- **Predictive Index** is an assessment that provides data about motivating needs and behavioral drives of the individual. This data can be used to help predict success within new roles, new projects and even new companies.

360-Degree (rounded feedback) Assessment Tools – designed to provide observational feedback, typically from manager, direct reports, customers and peers:

- **Benchmarks** is a comprehensive 360-degree assessment for middle to upper-level managers that measures 16 competencies critical for success, as well as five possible career derailers.



- **Executive Dimensions** is a 360-degree assessment designed to address the specific leadership issues of top-level executives. These individuals see their feedback data on 16 competencies compared to an exclusive normative base of other top executives.
- **Global6** is a 360-degree assessment designed for leaders who work with colleagues from different parts of the world, including experienced leaders who have increasing global responsibilities, expatriate leaders, and leaders who will soon transition into a global role.
- **Prospector** is a 360-degree assessment that provides feedback on two areas of behaviors: the skills most often found in successful leaders, and the learning behaviors needed to acquire those skills. Prospector can be used with high-potentials, individual contributors, and managers with global responsibilities.
- **Skillscope** provides individuals with straightforward, practical feedback on job related skills necessary for effectiveness in a management role. SKILLSCOPE can be used equally well with supervisors and managers in all levels of an organization.
- **Custom Assessment** designed and implemented based on the unique objectives, competencies and behaviors important to high-performance within YOUR business. This on-line assessment targets your specific needs for data collection and reporting. These can be as simple as: What should I Stop; Start; Continue; or tied to your specific competency model for the target role and/or leadership.

Personal/Team Development Assessments – designed to provide insight into the personal effectiveness (styles) of individuals and interaction impact of groups/teams:

- The **FIRO-B** interaction style self-report assessment helps individuals learn about their individual behavioral preferences (comfort-zones) in social interactions. It is particularly valuable to businesses because it gathers key insights for influencing and negotiating, making decisions, and setting priorities.
- **Myers-Briggs Type Indicator (MBTI)** is perhaps the best known of all interaction type indicator assessments, provides individuals with valuable insight into their personal and professional lives and interactions. The assessment helps individual discover their preferences across multiple type dichotomies with direct application to business and personal relationships.
- **discprofile (DiSC)** is a personal assessment tool which helps individuals (and teams) understand their behavioral differences with the goal to improve productivity, teamwork and communication.
- **Campbell Leadership Descriptor** is a self-assessment designed to help individuals identify characteristics for successful leadership, recognize their strengths and identify areas for improvement.



- **The Job Challenge Profile (JCP)** is a self-assessment that will gauge work- place challenges and highlights prime learning experiences. This profile can show you or your employees how to seek, challenge and develop the valuable skills needed within ones professional life.
- **The Learning Tactics Inventory** addresses two questions associated with the practice of learning managerial and leadership skills: Why do some people learn from the opportunities of the workplace, while others fail? And; Can individuals improve their ability to learn from experience?
- **WorkLife Indicator** provides the information and tools individuals need to move towards a more productive and sustainable way of managing the boundaries between work and family.

Contact us (www.jimice.org) for more information on using assessments in your development practices.

