

SPEAKING, TRAINING & COACHING/FACILITATION ASSESSMENT SUMMARY

PRESENTED BY:



BRIEF BIOGRAPHY

Jim Ice is the founder of **jia (jim ice & associates)** a talent and change management consulting firm; and, **NorthStar Learning** a training and development company (www.jimice.org). He has a reputation as a trusted advisor to business leaders across industries for over 30 years. As a high-energy, thought leader he delivers insight/results through the integration of deep subject matter expertise with practical business execution. Jim holds a master's degree in organizational development/strategy and a doctorate in organizational leadership. He also serves as a Professor of Practice, teaching leadership, organizational design/strategy; program design and research methods at multiple universities.

He built his reputation as a trusted advisor serving as the executive accountable for talent strategy and change management for Westinghouse, Alcoa, Respironcs./Philips, and as an external consultant to dozens of leading global companies across a wide spectrum of industries (e.g. Harley-Davidson, Trane, Ford, Textron, Heinz, Mine Safety Appliances; Rice Energy). He was also one of the founders of the highly successful human resource management (HRM) software start-up – Success Factors. Dr. Ice **consults** with companies on issues of talent strategy, workforce alignment, change implementation and leadership development.

As an **executive coach**, he works with executives across industries and functions to help them improve their leadership skills and improve their personal and team performance. Specializing in 'strengths coaching', he has a proven process for helping current and future leaders leverage their natural talents and build the skills needed to succeed both personally and professionally.

Jim is a talented **speaker/facilitator** who both challenges and entertains. As a professional public speaker, Dr. Ice has spoken to a wide variety of global audiences on strategic workforce alignment, change management techniques and methods to equip leaders for success. His practical, listener-centered approach ensures that the participants walk away with something they can apply to their personal and professional life. Each presentation is uniquely designed to engage the intellect (teach) and inspire emotion (action). Ask him nice and he might even do some magic...

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TOPICS

The following document outlines several content topics that jim ice & associates have prepared to deliver in support of your learning (or meeting) objectives. The content for each session is based on both scholarly research and practical application. These sessions 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 workshops 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 interest, please contact us - as we can develop a program to your meet your specific interests, audience and timeframe.*

KEYNOTE SPEECH TOPICS

	General Topic	Learning Objectives; at the end of the session the participant will be able to:
K1	Improving your ROI-p (return on investment - in people)	<ul style="list-style-type: none"> Understand the concept of ROI-p and its impact to the bottom line Discuss three proven strategies to build organizational capability Implement several practical (low cost) techniques to improve their ROI-p Review simple ideas to improve ROI-p in: workforce planning; talent acquisition; rewards/recognition systems; employee engagement and employee development. <p>(optional: organizational ROI-p self-assessment prior to session)</p>
K2	Strengthening the HEART of your Organization ©	<ul style="list-style-type: none"> Define the HEART of the organization <ul style="list-style-type: none"> a Healthy; Engaged; Accountable, Resilient; Team Outline a plan to diagnose the health of your organizational HEART Discuss the role of leader(and HR) in strengthening the HEART of the firm Review the HEART demands on business processes Explain simple techniques to strengthen your organization's HEART
K3	Beyond Employee Engagement: building a resilient workforce	<ul style="list-style-type: none"> Understand the characteristics of a resilient individual and organization Review advantages of a resilient team in to today's rapidly changing environment Outline the relationship of Resilience to: Employee Hope, Efficacy; and Optimism Discuss techniques to build resilience of your workforce Explain the managers role in building resiliency
K4	Psychological Capital: the keys to organizational commitment and personal satisfaction	<ul style="list-style-type: none"> Define Psychological Capital (PsyCap) and the new 'positive psychology' Recognize the impact of PsyCap on individual and team performance Outline the components of PsyCap - Hope, Efficacy; Resilience and Optimism Discuss ways to assess PsyCap in individuals and organizations Explain practical ways to develop the Psychological Capital or your organization
K5	Re-energize: strategies for personal and organizational renewal	<ul style="list-style-type: none"> Discuss the personal and strategic applications of the "strengths revolution"; Describe proven ways to enable self/others to "do what they do best" at work in order to re-energize personal, team and organizational performance; Review the tools and techniques of a strength-based, engagement-centered perspective for people processes Apply these practical practices to employee, leader and organizational renewal.
K6	The Head & Heart of a Leader: a balanced leadership approach	<ul style="list-style-type: none"> Explore personal motivations for aspirations to leadership; Recognize the unique responsibilities and privileges of leading others; Articulate the cognitive (head) and relational (heart) skills of an effective leader); Understand the 5-keys of exemplary leadership; and, Leverage available resources to build individual leadership capability.
K7	The 'Truth' about change: what the consultants aren't telling you...	<ul style="list-style-type: none"> Understand the unique challenges of organizational change efforts Describe the difference between a 'Change Leader' and a 'Change Inflictor' Uncover several 'truths' about change that you can rely on – every time Apply simple, yet practical, 'truths' to dramatically improve you success Define '2-dos' that you can apply instantly



KEYNOTE SPEECH TOPICS (CONT)

	Service Offering	Learning Objectives; at the end of the session the participant will be able to:
K8	NEW: Mental Fitness: attacking the saboteurs that inhibit your success	<ul style="list-style-type: none"> • Explore the intersection of Neuroscience, Positive Psychology; Performance Science and Cognitive Psychology to learn how to build mental fitness • Identify the saboteurs that get in the way of your success • Learn simple ways to 'break the cycle' of negative emotions • Develop the sage perspectives contributing to success • Define '2-dos' that you can apply instantly
K8	NEW: Mental Fitness: attacking the saboteurs that inhibit your success	<ul style="list-style-type: none"> • Explore the intersection of Neuroscience, Positive Psychology; Performance Science and Cognitive Psychology to learn how to build mental fitness • Identify the saboteurs that get in the way of your success • Learn simple ways to 'break the cycle' of negative emotions • Develop the sage perspectives contributing to success <p>Define '2-dos' that you can apply instantly</p>

WORKSHOP SERIES

	General Topic	Series Learning Topics: suggested topics in series (see objectives below)
W1	Strengthening the HEART of your Organization © - 6 targeted workshops designed to provide proven solutions to strengthening the HEART (people) of your company (Healthy, Engaged, Accountable; Resilient Teams)	<p>People are the heart of any company; but not just any people... it is the healthy, engaged; accountable, resilient teams that produce hi-performance.</p> <p>- Examining your 'H-E-A-R-T' HEALTH – assessment of your organizational HEART health; supporting practices and outcomes (optional: organizational HEART HEALTH self-assessment prior to sessions)</p> <p>- H - Healthy – protecting and enabling a productive workforce</p> <p>- E - Engaged – building/enhancing employee engagement and commitment to success</p> <p>- A - Accountable – holding each other responsible with a culture of accountability</p> <p>- R - Resilient – building resilience in leaders and the workforce to weather change</p> <p>- T – Team – applying best practices in building hi-performance teams</p>
W2	Practical Leader Series - 6 targeted workshops designed to enhance your influence and impact facing the day-to-day challenges of leading people.	<p>Meetings with Impact – leading meetings that make a difference</p> <p>Adaptive Leadership - adapting your leadership style to the needs of the situation</p> <p>Setting Expectations and Giving Feedback - the keys to performance improvement</p> <p>Engage and Inspire - building resilience in yourself and your workforce</p> <p>Building Accountability - tools to build individual and group accountability</p> <p>Capability Development - maximizing your strengths & the strengths of others</p>
W3	Leader as Talent Manager Series - 6 targeted workshops designed to improve a critical part of every leader's job: attracting, developing and retaining top talent.	<p>Hire the Best – tools and techniques to improve your success in hiring top performers</p> <p>Interviewing Secrets – simple methods to conduct an effective selection interview</p> <p>Performance Planning – setting expectations and evaluating performance</p> <p>Rewards and Recognition – techniques to motivate and maintain hi-performance</p> <p>Talent Retention – how to retain your top talent (and move on poor performers)</p> <p>Developing Leaders – preparing your current/future leaders for success</p>



WORKSHOP SERIES TOPICS (CONT)

	Service Offering	Learning Objectives; at the end of the session the participant will be able to:
W4	Becoming the HR professional your CEO brags about - 3 or 4 targeted workshops designed to support individual and HR department development.	What the CEO wishes you knew: 3 critical things you <u>must</u> know about your business Becoming "in-valuable": four secrets to adding business value your CEO will applaud The 'truth' about culture change: what the consultants aren't telling you (or your CEO) Making the intangible...tangible: helping the CEO see the impact of people on results Moving beyond the business case: strategies for gaining long-term CEO support The CEO accountability partner: the tightrope of executive coaching and job security
W5	Change Leadership Series - 3 or 4 targeted workshops designed to support change efforts.	<i>Change Management 101: what is Change Leadership?</i> <i>Change Management 201: tools for the Change Leader</i> <i>Building a Resilient Workforce: equipped to handle today's rapid change</i> <i>(optional) Dealing with Change: personal strategies to thrive during change</i>
W0	Custom Leadership Series - per need	NorthStar Learning can customize a workshop series based on your specific group interests and needs. This content for individual sessions can be drawn from topics outlined below and/or created to address your unique desired learning outcomes. NorthStar Learning can assist you with the strategic and practical needs assessment.

MANAGEMENT/LEADERSHIP TOPICS

	General Topic	Learning Objectives; at the end of the session the participant will be able to:
M1	Leading from your Strengths (includes Strength Finders 2.0 assessment)	<ul style="list-style-type: none"> Discuss the personal and strategic applications of the "strengths revolution"; Describe proven ways to enable self/others to "do what they do best" at work in order to re-energize personal, team and organizational performance; Review the tools and techniques of a strength-based, engagement-centered perspective for people processes Apply these practical practices to employee, partnership and teams
M2	Situational Leadership (includes Situational Leadership assessment)	<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
M3	Servant Leadership (includes Servant Leadership Survey)	<ul style="list-style-type: none"> Explain what servant leadership is and why/when is it effective? Understand the foundation and assumption of servant leadership (what it is not) Discuss the 8-behaviors of a servant leader Practice the demonstrated behaviors of a servant leader
M4	Authentic Leadership (includes assessment)	<ul style="list-style-type: none"> Explain the behaviors and outcomes of authentic leadership Understand the role of self-awareness on effective leadership Discuss the impacts of 'crucibles' in shaping our leadership Practice the demonstrated behaviors of a authentic leaders
M5	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



MANAGEMENT/LEADERSHIP TOPICS

	General Topic	Learning Objectives; at the end of the session the participant will be able to:
M6	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
M7	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
M8	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
M9	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
M10	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.
M11	Understanding Motivation	<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
M12	Influencing Others	<ul style="list-style-type: none"> • Understand the basics of influencing others • Learn strategies for influence • Identify and demonstrate influence techniques
M13	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
M14	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
M15	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
M16	Budgeting Fundamentals	<ul style="list-style-type: none"> • Understand the purposes of budgeting • Understand the basic financial language of budgets • Practice monitoring budgets



MANAGEMENT/LEADERSHIP TOPICS (CONT)

	General Topic	Learning Objectives; at the end of the session the participant will be able to:
M17	Transitions into Management	<ul style="list-style-type: none"> Understand the purposes of budgeting Understand the basic financial language of budgets Practice monitoring budgets
M18	Building Resiliency into your Organization	<ul style="list-style-type: none"> Understand the role that resiliency plays in building an agile organization Explain why resilient employees are better able to react positively to personal and organizational change Articulate the core skills of resiliency Understand how to begin to build these skills in self and others

EXECUTIVE/ADVANCED LEADERSHIP 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 (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
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
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.



EXECUTIVE/ADVANCED LEADERSHIP TOPICS

	Service Offering	Learning Objectives; at the end of the session the participant will be able to:
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 • Discuss workforce analysis and planning tools

CHANGE MANAGEMENT TOPICS

	Service Offering	Learning Objectives; at the end of the session the participant will be able to:
C1	Change Management 101: What is Change Leadership?	<ul style="list-style-type: none"> • Explain the Change Process (high-level steps) • Define Change Leadership (roles and accountabilities) • Overview the basic considerations for successful change leadership • Understand basic Change Leadership Tools
C2	Change Management 201: Tools for the Change Leader	<ul style="list-style-type: none"> • Review of Change leadership process • Change Leadership Considerations and practical applications <ul style="list-style-type: none"> ○ Where to start ○ Who should be involved ○ How to build support ○ How to handle resistance • Creating feedback systems to support change process • Outline what to do when things go wrong



CHANGE MANAGEMENT TOPICS (CONT)

	Service Offering	Learning Objectives; at the end of the session the participant will be able to:
C3	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
C4	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
K6	The ‘Truth’ about change: what the consultants aren’t telling you...	<ul style="list-style-type: none"> • Understand the unique challenges of organizational change efforts • Describe the difference between a ‘Change Leader’ and a ‘Change Inflector’ • Uncover several ‘truths’ about change that you can rely on – every time • Apply simple, yet practical, ‘truths’ to dramatically improve you success • Define ‘2-dos’ that you can apply instantly

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
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HUMAN RESOURCE TOPICS

	Service Offering	Learning Objectives; at the end of the session the participant will be able to:
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
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
H13	Data Driven Employee Development	<ul style="list-style-type: none"> • Understanding the science & art of leadership and organizational assessment • Identify the common assessment tools – organizational; individual • Understand the purpose and process for implementation of each assessment • Outline the basic approach to selling these into your company (value proposition)
H14	Executive Coaching: critical development tool or waste of time?	<ul style="list-style-type: none"> • Understanding the basics of executive coaching • Explain the advantage for the executive's development • Create a simple coaching program to meet your unique needs • Define criteria for selection for an executive coach • Know the pitfalls to avoid in coaching programs • Outline the basic approach to selling these into your company (value proposition)



HUMAN RESOURCE TOPICS (CONT)

	Service Offering	Learning Objectives; <i>at the end of the session the participant will be able to:</i>
H15	“Do as I Say, NOT as I Do”: <i>tackling the C-suite performance planning challenge</i>	<ul style="list-style-type: none"> • <i>Understanding the unique challenges associated with executive performance</i> • <i>Demonstrate effective executive performance planning</i> • <i>Demonstrate effective executive performance evaluation</i> • <i>Protecting yourself in these discussions</i> • <i>Outline the basic approach to selling these to Sr Management</i>
H16	The Cobblers Children: <i>inexpensive, yet effective, ways to develop your HR staff</i>	<ul style="list-style-type: none"> • <i>Understanding the unique challenges associated with investing in HR development</i> • <i>Define the strategic advantage in HR development investment</i> • <i>Conduct a simple HR development capability assessment</i> • <i>Move beyond the HR technical skill development to impact effective partners/consultants</i> • <i>Outline the basic approach to selling this investment to Sr Management</i>
W4	Becoming the HR professional your CEO brags about <i>- 3 or 4 targeted workshops designed to support individual and HR department development.</i>	<p>What the CEO wishes you knew: <i>3 critical things you <u>must</u> know about your business</i></p> <p>Becoming "in-valuable": <i>four secrets to adding business value your CEO will applaud</i></p> <p>The ‘truth’ about culture change: <i>what the consultants aren’t telling you (or your CEO)</i></p> <p>Making the intangible...tangible: <i>helping the CEO see the impact of people on results</i></p> <p>Moving beyond the business case: <i>strategies for gaining long-term CEO support</i></p> <p>The CEO accountability partner: <i>the tightrope of executive coaching and job security</i></p>



TEAM LEADERSHIP TOPICS

	Service Offering	Learning Objectives; at the end of the session the participant will be able to:
T1	Leveraging your Unique Strengths <i>(includes Strength Finders 2.0 assessment)</i>	<ul style="list-style-type: none"> • Discuss the personal and strategic applications of the “strengths revolution”; • Describe proven ways to enable self/others to “do what they do best” at work in order to re-energize personal, team and organizational performance; • Review the tools and techniques of a strength-based, engagement-centered perspective for people processes • Apply these practical practices to employee, partnership and teams
T2	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
T3	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
T4	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
T5	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
T6	Tips on Hi-performing Teams	<ul style="list-style-type: none"> • Identify tips to select hi-performing teams • Identify tips to launch hi-performing teams • Identify tips to build self-sustaining hi-performing teams • Identify tips to build self-sustaining hi-performing virtual teams • Identify tips to leverage teams for problem solving • Identify tips to leverage teams for process improvement & innovation

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



PERSONAL DEVELOPMENT TOPICS (CONT)

	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
P8	(Re) Energizing your Career – building on your strengths	<ul style="list-style-type: none"> • Understand the relationship between leveraging 'strengths' and hi-performance • Refute the traditional myths about personal development (i.e. focus on weakness) • Discuss the energy building potential of leveraging strengths (personal and team) • Identify simple ways to discover your strengths and the strengths of others • Outline practical steps to take to ensure you "do what you do best" everyday



LEADERSHIP, PERFORMANCE AND STRENGTHS COACHING

One very powerful tool for individual and leadership development is executive coaching. Through a series of dynamic, confidential, sessions the individual works with a coach to achieve defined outcomes. These outcomes may be business/project goals, career/personal development, or typically a combination of both. A coaching relationship is a collaborative one – based in honesty, confidentiality, trust and accountability. An effective coach can help you develop new insights into both business processes/execution and personal awareness/effectiveness and enable you to reach new performance levels. These coaching processes/activities can be focused on **individual and/or group needs** (i.e. team building, facilitation, etc.).

At [jim ice & associates \(jia\)](#), we take a blended approach to coaching, mixing traditional coaching activities (e.g. assessment, goal setting, action planning) with an orientation toward ‘strengths psychology’ (i.e. recognizing the energizing power of leveraging individual and organizational strengths and passions). We leverage a wide-range of experiences, references and practical applications/tools to enrich the discussion/learning so that individual can make the best decisions possible and take personal accountability for action and success.

Engagement vary based on specific need of individual and the objectives for the coaching support. However, the typical engagement lasts from between 6-18 months. Each engagement starts with data gathering to establish baselines and objectives for the coaching relationship. Often this data collection will include interviews, assessments (e.g., strengths inventory; 360 feedback, style assessments – see assessment battery listed below), significant document reviews (e.g., performance appraisals, work products), observation, a manager interview and may include additional targeted interviews. The initial coaching session will establish the process, timelines/frequency and initial development/performance goals. After this kick off meeting, typically the individual will meet with the coach once a month to checking, review progress, share insight and feedback and plan for deliverables for next meeting.

GROUP FACILITATION

[JIA](#) has established a strong reputation for group process facilitation. Serving as a ‘neutral’ discussion leader, a facilitator is a group process expert helping to design a meeting flow and drive a group process/interaction that ensures the successful accomplishment of the desired outcomes of the meeting.

[JIA](#) has designed and facilitated hundreds across the world, engaging groups from all levels within and across organizations focused on a wide variety of desired outcomes. References available upon request.

[JIA](#) has developed specificity and unique tools to support [Strategic Planning](#), [Organizational Redesign](#); [Process Improvement](#), [Innovation/Creativity](#) and [Problem Solving](#).

Contact us (www.jimice.org) for more information on our coaching or facilitation services.



ASSESSMENT BATTERY AVAILABLE

Employee assessments are popular and productive tools in driving performance improvement. Offered as part of an **executive/leadership performance coaching** activity, 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).



Strengths Assessments – designed to help individuals identify and leverage their natural talents:

- **Clinton Strengths Finder Inventory** is a popular on-line assessment, and associated coaching, that helps individuals at all levels identify their natural talents – those thoughts, feelings and behaviors that come naturally – the source of their true potential and power. A key to ongoing personal growth is to fully understand and apply your greatest strengths to everyday life challenges. This assessment and associated coaching, helps the individual identify and apply their unique Top 5 strengths (or all 34 strengths) toward current and future personal and professional challenges.

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 (Strategic Partner)** 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.

