



## Training Programs

### ***Hiring Right as a Competitive Advantage: Getting and Keeping Your Best Employees***

*"People are not your most important asset....the right people are."*

Hiring mistakes can cost your organization hundreds of thousands of dollars in advertising, lost productivity, training, and settling claims and complaints. This training program provides participants with the skills necessary to make effective hires. Participants will learn and apply the technology of behavioral interviewing with a focus on: how to define position requirements in a way that ensures the right hire; how to create interview questions that probe for behavioral information; how to manage the interview process to get the information you want; and, how to ensure objectivity when assessing your candidates.

### ***You're Not Crazy, You're Just Not Me: The Myers-Briggs, the FIRO-B and Your Team***

*"Team performance opportunities exist in all parts of the organization...and they are largely left untapped."*

A practical and team-based understanding of the Myers-Briggs and FIRO-B personality assessments can significantly improve the performance of your team and its members. In our unique experiential approach, participants will immediately connect classroom learning to their everyday work life. Participants will identify different styles of communication, problem-solving, change management and conflict resolution and learn to value and work with strengths of others. Ineffective communication and unnecessary conflict is reduced as individuals begin to recognize differences in approach rather than content. Participants will receive individual feedback reports for the Myers-Briggs and the FIRO-B, as well as a team report, which identifies the strengths and blind spots for the group as a whole.

### ***The Ropes Course Challenge: The Experiential Approach to Teambuilding***

*"How you do anything is how you do everything."*

In conjunction with one of the country's leading outdoor centers, this daylong outdoor adventure focuses on the development of team vision, team cohesiveness and leadership skills. The workshop consists of an assortment of physical, mental and emotional tasks, which produce the kinds of challenges which stimulate new growth and learning. By experiencing team dynamics in a new context, and through a blend of instruction, activity and discussion, your team will develop new skills and choices which can be immediately integrated into the work environment.

### ***Using Conflict to Re-Energize Your Business***

*"Conflict itself is not a problem. The poor management of conflict is."*

The number one cause of low productivity in organizations today is unresolved conflict, yet few people feel completely comfortable managing conflict for themselves or between others. The tendency is to either avoid the conflict or to resolve it superficially. The ability to deliver feedback in a precise and neutral manner, to be direct without being offensive, to disagree without causing a stalemate and to demand accountability without creating defensiveness are critical skills for individuals at any level of your organization. Participants will walk away with a new level of confidence in dealing with conflict-based situations and they will acquire the tools needed to use conflict as a catalyst for improving business results rather than harming them.

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## **Results-Oriented Meetings**

*"A meeting of 15 people can affect how 300 people work - or don't work - for a day, a week, even a month."*

If senior level managers spend as much as 50% of their time in meetings, and 7 – 15% of personnel budgets are spent on meetings, then any process that reduces meeting time and achieves your objectives will immediately add to your organization's bottom line. This program provides managers with an interactive meeting format and the essential facilitation skills needed to enhance productivity, creativity and the level of participation both during and after the meeting. Topics include: *the hidden challenges of running effective meetings; the key roles and responsibilities; promoting participation; mind-setting and outcomes; negotiating styles; the benefits of time constraints; encouraging and managing creative conflict; finding win/win solutions; dealing with problem behaviors; goal-setting and accountability.*

## **Creating the Innovative Workplace: Models & Strategies for Practical Creativity**

*"If you always do what you've always done, you'll always get what you've always gotten."*

The first step toward innovative thinking is the realization that creativity is a *learned skill* rather than an *inherited trait*. The ability to generate and implement new ideas is open to all members of your organization. Unfortunately, the average businessperson has spent *less than ten hours* learning about creative thinking. This fast-paced program allows individuals and/or teams to get out of "mental ruts," and develop their creative problem-solving skills while working on an actual business challenge. Participants will walk away with a five-part problem-solving model, as well as a set of creativity tools which can be applied to future challenges. Topics include: *getting out of mental ruts; determining your creative style; the five-phases of the creative process; using the technology of mind-mapping; overcoming Creativity Busters in your environment; fostering team innovation and creativity; selling your ideas.*

## **Managing Change In The 21st Century**

*"Change is a process, even though many organizations manage it as an event."*

Much has been written and presented on the importance of dealing with the rapid rate of change in today's work environment. However, little has been provided to organizations in terms of practical and concrete steps for managing the change process. To manage change is to manage a dynamic and moving process, and organizations that provide their employees with the particular strategies and skills to do this will see a marked shortening in the amount of time it takes to move through the change process.

This program is transformational, rather than simply informational and seeks to answer the following questions: (1) *How does change affect the organization as a whole?* (2) *How does change affect the people in it?* (3) *How do I manage change in myself?* and, (4) *How do I help manage change in others?* The program is not for individuals seeking merely an overview of the latest theories and models. It is for individuals who wish to develop awareness and/or practice the concrete skills necessary to move with others through transition and change. Topics include: *the change/growth model; change from the manager's and employee's perspective; the single most difficult aspect of dealing with change; managing different reactions to change; maintaining morale during transitions; and strategies for moving quickly through the three basic phases of the change process.*

## **Using The Enneagram in Business**

*"This is one of the most profound tools for transformation I've ever used because it's not one-dimensional."*

Similar to other well-known leadership and personality inventories such as the Myers-Briggs and the DISC, the Enneagram provides a basic understanding of how people look at the world, make decisions, solve problems, deal with change and communicate with others. The Enneagram, however, provides an even more powerful and comprehensive understanding of your employees and co-workers because it explains not just how people work differently but why people think and behave as they do. By understanding what fundamentally motivates each personality, you can maximize people's contribution to work regardless of external circumstances, minimize conflict between individuals and support people during stress and change. You can identify people's natural gifts, blind spots as well as their basic patterns of thinking and responding to their environment. This is a two-part program that first outlines the nine basic enneagram types and then provides tools for how to maximize your effectiveness in the work-environment based on the principles of the Enneagram.

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## **Leadership Strategies for Women**

*"Anything less than a conscious commitment to the important is an unconscious commitment to the unimportant."*

Many of the challenges that men and women face in the workplace are similar. There are, however, motivators and challenges that are unique to women leaders. This program helps women create leadership styles that are both effective, in alignment with their internal values and in balance with their personal and professional lives. With an equal focus on education, self-clarification, renewal and support, this unique program provides women leaders with a greater range of choices and strategies for building success, as they define it.

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