

Corporate and Government Consulting

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Improving the Effectiveness of your People

Introduction to the CGC Curriculum and Additional Services:

Corporate and Government Consulting has spent years designing and improving a case of traditional “soft-skills” of human interaction training modules. These twenty-four modular components are structured to be delivered in a customized format to meet the needs of specific clients. There are two complimentary and connected courses or “Twelve Packs” in the curriculum. The first or basic level course is intended for first level managers and team leaders, and they are also appropriate for prospective supervisors and team leaders. The second “Twelve Pack” is designed for more experienced supervisors and managers, and it is appropriate as a follow-on activity for those completing the basic level course.

CGC offers four different versions of this soft-skills training:

- The full case, twenty four modules
- The Twelve Pack, any twelve of these modules
- The Six Pack, any six of these modules
- Individual Modules to meet specific Client needs

CGC delivered these soft-skills training modules in two different formats:

- The full day format, with a focus on skill acquisition and competence;
- The half-day format, with a focus on introduction, awareness and overview.

A typical intervention involves identification of the appropriate client needs, customization of the appropriate modules to meet those needs, delivery of those modules and an evaluation and follow-up with recommended next steps. Four additional services are described at the end of the modules.

Modules and Descriptions

Leadership and Management Development Curriculum

Course Title: “The Basics of Management and Leadership”

Module B-1. The Essence of Leadership. This module deals directly with the differences and similarities of Leadership and Management and specifies the important components of being an effective leader. It includes an extensive assessment on style preferences using the Situational Leader model and contains specific suggestions as to how to increase ones style range and flexibility. This module also features a section on understanding the impact of personality styles on approaches to leadership. It includes private, individual feedback to participants on their personality preferences based on the application of the Myers-Briggs Type Indicator as an important input for assessing their strengths and needs.

Module B-2. The Functions and Process of Supervision. This session provides a review of the classic functions of supervision, and how they fit together. It includes opportunities for participants to link these functions to their own jobs and to assess their strengths and needs in these areas. It features practical approaches to Planning, Organizing, Directing and Controlling as well as tips for managing the transition into supervision.

Module B-3. Interpersonal Communication and Active Listening Skills. This is the foundation of all of the so-called soft skills and we recommend that we begin with a clear understanding of the complexity of the process. This module focuses on the five attending skills and the four responding skills contained in a complete approach to active listening. The session features many drill and practice session to test out the skills.

Module B-4. Motivational Techniques. This module reviews the important approaches for motivating people to accomplish work tasks, and it indicates which approaches are best for different situations. Included in this module are the best approaches for empowerment of employees and deals specifically with the challenges of motivating contingent or contracted workers. Additionally the module focuses on real-life examples and addresses the challenges of dealing with an array of hard to motivate employees including those who seem to be retired in place.

Module B- 5. Building Effective Work Teams. This module describes and demonstrates the time-tested and proven tips and techniques for building effective work teams. We use real workplace examples and provide hands-on opportunities for participants to practice the skills. A special feature of this module is a section that focuses on managing virtual teams, long-distance teams and cross-functional teams.

Module B-6. Problem Solving and Decision Making Techniques. This module teaches the basic of the rational problem solving process and provides participants with practical tools and approaches for dealing with real, work related issues. It includes the videos of Joel Barker and the importance of the creative process in problem solving. In addition this module deals with the importance of timely and quality decisions in the management process. It features the Vroom-Yetton Decision Matrix including the decision questions and the decision tree as important tools.

Module B-7. Conflict Management. This module features the famous Thomas-Kilmann Conflict Management Styles Survey and teaches about five appropriate conflict management styles, and when each is appropriate. Participants will have the opportunity to assess their individual conflict management preferences and to identify areas where development would likely be helpful in improving individual effectiveness.

Module B-8. Coaching and Mentoring Techniques for Performance and Development. This module deals with the importance of a mentoring relationship, how to establish one, how to maintain one and how to make the most of the opportunity. It includes the important distinctions between mentoring and coaching. This module covers the best approaches for providing coaching and assistance to employees in both the area of performance improvement and individual development. It clarifies which approaches are best in each situation and which ones are appropriate for both. It features the award winning video, “The Practical Coach.”

Module B-9. Effective Meeting Management and The Management of Time and Stress: This module includes the best of the industry practices in the establishment of agendas, the clarification of roles before during and after meetings; and the different styles appropriate for different types of meetings. This module also covers the basics of time management, which is really self-management in relation to time. Many of the time-tested

techniques for controlling interruptions and for setting priorities are included. The module also included Steven Covey's matrix for decision-making in the management of time. Finally the module features the latest tips and techniques for effective stress management.

Module B-10. Managing and Leading Organizational Change. This module explores the techniques for managing organizational change using two different models. First, we describe Kurt Lewin's famous construct based on an application of the physical sciences to organizational change and then we examine the psychological approach taken by Dr. Allen Wheelis and others that is based on the concept of human development. Both are used in the context of how they may be applied in the work setting.

Module B-11. From Managing to Valuing Diversity in the Workplace. Here we explore the proven techniques for assisting individuals learn to appreciate and seek out the differences between workplace associates. One feature of this module is the listing of a number of approaches for people to try and a feedback process to determine how many of the new techniques they actually used and how successful they were with them.

Module B-12. Developing a Customer Service Orientation for Internal and External Customers. This module teaches how to determine who one's customers really are and how to distinguish customers from users. Actual case examples from the Division of Criminal Justice will be used to demonstrate the techniques.

Modules and Descriptions

Leadership and Management Development Curriculum

Course Title: “The Advanced Techniques of Management and Leadership” These modules can each be offered in one-day format or in a four-hour format, depending on the client’s need.

Module Adv-1. Leadership: The Latest Thinking. This module features a review of some of the newest and best literature on the topic. It includes an assessment using the Kouzes and Posner model, The Leadership Challenge, a video featuring Kouzes and Posner, and the links of the concepts of Emotional Intelligence to the topic of Leadership. This module provided the participants with the newest research and data on what is known about the characteristics, and it features our own instrument that allows individuals to focus specifically on their strengths and needs in this area. Participants will have the chance to hone their skills through increased self-awareness, drill and practice, and case study discussions.

Module Adv. 2. Strategic Planning and The Budgeting Process. This module covers the concept of strategic planning including its origin and practice. A special feature of the module includes information on the application of Strategic Planning in the public sector as well as some best practice examples. Additionally, this module includes the important components of building a budget, understanding how the budget links to the plan, reading a budget, and techniques of using the budget to manage the future and not just record the past.

Module Adv. 3. Effective Managerial Communication. This module deals with a number of situations that are likely to occur for managers. Such things as communicating up the line in the organization with effective briefing techniques and dealing with outsiders including the press are included. The importance of listening as a managerial tool, and the techniques for answering questions to enhance credibility are also covered.

Module Adv. 4. Delivering Performance Feedback. This module focuses on the variety of ways managers must provide competent performance feedback to employees. It covers the formal appraisal process, the informal coaching and counseling process, as well as the importance of establishing appropriate performance baselines. The notions of firm, fair and consistent are discussed in terms of their applicability to the work of the Division. Participants will work with real-life examples supplied from their own experiences or from Division-specific examples.

Module Adv. 5. Advanced Team Building Techniques. This module deals with some of the practical issues in building successful public sector teams. It includes the realities of dealing with the macro political environment, as well as some of the traditional personnel constraints. Various methods are provided for assessing individual teams and specific, practical approaches for addressing or remediating typical team problems are included. Individuals will leave with a detailed plan of action for addressing a real workplace problem.

Module Adv 6. Performance Management Techniques for Individuals and Organizations. This module explains the four-step process in effective performance management including setting expectations and standards, providing feedback on performance and evaluating performance against a normative standard of quality improvement or continuous improvement. This module will use cases of challenging and difficult employees and the appropriate techniques for dealing with these situations. It features the famous “The Case of Work Team X” problem and provides participants with an opportunity to resolve the performance issues of the team.

Module Adv. 7. Negotiating and Influencing Techniques. This module builds on the conflict resolution module in the ABC’s Course and features a review of the causes as well as the positive and negative uses of conflict in an organization. The module features the Harvard Project on Negotiation model made popular in the “*Getting to Yes*” series of books, as well as a video outlining the five steps in the process of successfully creating win-win scenarios. Participants will assess their own strengths and weaknesses in terms of negotiating strategies and have the opportunity to craft development approaches to respond to their needs and improve their negotiation skills.

Module Adv. 8. Interviewing Techniques for Hiring and Data

Collection. This module included not only the appropriate techniques for effective interviewing; it also includes a checklist of acceptable questions and a checklist of inappropriate questions and why they are inappropriate. It also features the questions to ask to problem solve with employees, an approach that has been shown to be effective in retaining key employees.

Module Adv. 9. The Manager's Tool Kit Workshop. This module covers a number of tools used by successful managers such as facilitation skills, meeting management techniques, as well as problem solving and decision-making skills appropriate to their level.

Module Adv. 10. : Surviving and Thriving During Organizational Transitions. Since important transition in organizational Leadership will likely occur during the course of these sessions, participants will need to understand ways to best manage themselves and their organizations during periods of change and uncertainty. This module offers an array of some of the best practices taken from both public and private sector examples for successfully leading organizations through transitions. A special feature of the module will be to develop Division specific examples such as budget adjustments, implementation of new procedures, managing growth, and reorganizations.

Module Adv. 11. Project Management Techniques. This module features a review of the proven tools and methods for effective project management. These will be keyed to applicable situations within the Division such as cross-functional task forces, and specific procedure implementation teams. The module will address how each of these specific tools and techniques can be applied to work within the Division.

Module Adv. 12. Self-Directed Learning Seminar: Techniques for Quality Improvement and Empowerment of Both Organizations and Individuals. For the finale participants at this level will make critiqued presentations of the learning and the application of that learning they have employed to improve the organization. Participants will be given guidelines earlier in the year so that they can prepare for these presentations. To the greatest extent possible we shall organize the presentations in groups of people who work together, and we shall attempt to have the Division's Senior Management available to hear the presentations and to provide specific, hard-nosed feedback.

There are two additional supplementary modules that may be offered in addition to or in place of one of the above modules depending on the client need.

Module 13. Supervision and the Law. This module provides an overview of all of the relevant laws that managers and supervisors need to know. This includes the provisions of the Equal Employment Opportunity regulations, the Family and Medical Leave Act, the Prevention of Sexual Harassment, and the cluster of laws administered by the US Department of Labor. The module also covers the ethical issues such as conflicts of interest, and the appearance of impropriety.

Module 14. Emotional Intelligence and Supervision. This module provides an introduction to the concept of Emotional Intelligence and the role it plays in assisting Managers, Supervisors and Team Leaders be more productive and more effective with the management of their people. It features a detailed self-assessment of the five components of EI otherwise known as an EIQ. Additionally the module features a state of the art video and some video case studies that demonstrate the importance of good emotional intelligence in the workplace.

Additional Services Provided by Corporate and Government Consulting Add the consulting

1. Assessments of Employee Morale or Satisfaction:

Corporate and Government Consulting uses a variety of instruments including those designed for clients to determine the levels of morale and satisfaction of an organizations workforce. The process included the use of multiple formats of data collection; a variety of analytical processes; and confidential written reports with clear guidance and suggested next steps for management to consider.

2. Diagnostic and Facilitation Team Building Services:

Corporate and Government Consulting uses three different approaches to diagnose team issues and to plan and facilitate work group interventions to improve the overall effectiveness of work teams. The process focuses on issues of blocked communication, role clarification techniques, and conflict resolution strategies as a way of building stronger teams.

3: Executive Coaching for Strategic, Developmental or Presentation Purposes:

CGC provides customized Executive Coaching in a one on one format on in a small group format to accomplish one of three purposes: Alignment of individual and organizational strategic goals, planning for personal development and for prudent succession planning, and for the preparation of high-risk, important communication situations where significant liability is involved. This process includes support in the development and delivery of the message and in preparation for responding to questions following the presentation. If necessary it also includes help with managing the media aspects of high stakes situations.

4. Planning and Facilitation of Retreats and “Go-Aways” for Planning and Problem-Solving:

Customized, one of a kind experiences to assist clients in achieving their goals. These experiences last from one to five days and the services CGC provides include partnering with the client to do those things which best meet their needs. We are prepared to do as little as to simply provide the planning and the facilitation of the session itself. We are prepared to provide a full range of service including site selection, planning, communication, project management, transportation, on-site support, including meals, lodging, and recreational opportunities.