



## Time Allocation - Topics

### 10% Why this Matters so Much

- The changing workplace
- Informal influence is the secret

### 20% Choosing the Right People and Building Their Commitment to the Job

- Are you a talent magnet? Leveraging your bench strength
- What research tells us you should look for in people
- What if they were volunteers? How to build commitment

### 20% Reading People: Knowing What Drives People and How to Leverage That

- Appreciating Others: The Value of Rewards
- What rewards actually work?
- Managerial principles of effective rewards
- Know their fuelers and drainers people: Leaders move furniture

### 20% Managing the Environment: Shaping the Work Environments to Get the Best from Others

- What counts more? Attitude, ability, or the environment?
- How to get people deeply enmeshed in what they are doing
- Create pride in work: How to do this
- Help people develop their networks to enhance their performance

### 20% When Trouble Arises: Offing Feedback and Handling the Difficult Conflicts

- New ways of thinking about feedback
- Becoming face sensitive
- Sanely managing conflict by editing and leveling

### 10% Living the Values

- People want predictability: Creating a personal bill of rights
- How to be fair: The number one concern of employees
- Helping people get better through change

## Focus

### Primary - Leadership Development

Adaptability, Communication, Empathy, Initiative, Interpersonal Relations, Judgment, Motivation

### Secondary - Planning/Organizing

Decision Making, Use of Authority, Coordination

### Tertiary - Executing/Controlling/Evaluating

Problem Identification, Analysis, Evaluating Alternative Solutions

## Level

Introductory

Intermediate

Advanced

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