

# **E-LEARNING**

## **ENTER TO LEARN - LEAVE TO SERVE**

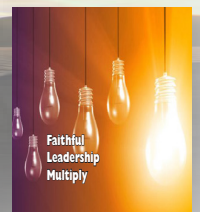
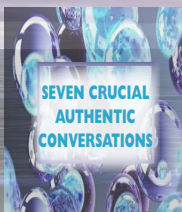
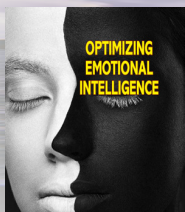
THE PREFERRED PROVIDER FOR CUTTING EDGE ONLINE  
E-LEARNING COACHING FROM

**Dr Mario Denton • Industrial Psychologist • MEcon, MBA, PhD**  
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# **LEADERSHIP**

THE PREFERRED PROVIDER FOR CUTTING EDGE ONLINE eLEARNING COACHING FROM:

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<https://mariodenton.teachable.com/courses>

# Learning outcomes

## After completing the programme, participants will be able to:

- Improve sustainable performance through strategic leadership thinking that aligns leadership, strategy and performance in a coherent living systems model
- Benchmark leadership skills
- Demonstrate an understanding of transformational leadership to gain competitive advantage
- Steer leaders through unexpected change more effectively
- Develop knowledge of and insight into individual and group behaviour
- Develop practical skills in dealing with intergroup conflict situations.
- Understand the role that EQ plays in effective leadership development and organisational effectiveness
- Understand their own BarOn EQi profile
- Determine their own EQ strengths and weaknesses
- Design a personal EQ development plan
- Explore business challenges and opportunities for new ideas
- Analyse personal orientation to change and innovation
- Understand the change process and how to lead change
- Demonstrate the role of the leader as change agent to sell and maintain organisational renewal
- Lead conflict situations constructively.
- Have skills in listening, questioning, reflecting, and the ability to give constructive feedback
- Understand the dynamics of building the coaching relationship, including engaging, contracting, reviewing and ending
- Have insight into own management and leadership style, and areas for further development.

## INTELLECTUAL PROPERTY

The material contained in this workbook forms part of Strong Message's intellectual capital. The material is not to be used and shared without explicit written consent from Strong Message.

## What this coaching workbook can do for you

- It provides exercises to help you become more aware of yourself and your needs.
- It provides a structure for goal setting in terms of your career.
- It helps you to think about yourself and your future.

## Advantages of using this coaching workbook

- It is self-paced (you work at it in your own time and at your own speed).
- It provides a structured approach.
- It is private and confidential (no one else needs to know what you write in this book unless you want them to know).
- It is inexpensive.
- It is ongoing – you can revisit it at any time and review your goals.
- You are in control and driving the activities.
- It gives you opportunity for self-exploration.
- It allows you to have something specific to talk about in development discussions with your coach.
- It is portable – keep it close by as a useful reference.

“The only kind of learning which significantly influences behaviour is self-discovered or self-appropriated learning” *Carl Rogers*

### Competency Review

Striving for significance by being a value-added employee.

One way of deciding on how you want to develop is to examine yourself from a competence perspective. The definition of competence is “specific knowledge or skill displayed and put into practice appropriately”. The following inventory has been developed in order to examine your competences and help you to get started on the process of striving towards significance.

Score	Competence Review Think about each competence in terms of situations that occur across the major areas of your life, particularly work. Rate yourself using the following five-point scale.	Job Importance Review Think about your job, now take each competence in turn and assess how important these are for success in your job (or life!).
1.	<b>Not competent</b> An unused or untested area, or where you are totally lacking	<b>Not important</b> No ability necessary for success or effectiveness
2.	<b>Some competence</b> A slight ability demonstrated in this area	<b>Some importance</b> Some ability necessary to be successful and effective
3.	<b>Fairly competent</b> An average ability demonstrated in this area	<b>Fairly important</b> An average ability necessary to be successful and effective
4.	<b>Very competent</b> An above average ability demonstrated in this area	<b>Very important</b> An above average ability necessary to be successful and effective
5.	<b>Extremely competent</b> Regarded as an expert in this area	<b>Extremely important</b> Must be an expert in this area for success and effectiveness

Now turn to the inventory and work through it scoring you in each of the two areas.

Competence Description	Competence Review					Job Importance Review				
	1	2	3	4	5	1	2	3	4	5
<b>1. Breadth of vision</b> Breadth of vision refers to placing issues in a broader context, applying a wide understanding of the external environment and taking a longer-term view										

<b>2. Customer championing</b> Customer championing is about achieving close proximity to the customer and ensuring that the business direction and approach is governed at all times by the customer's requirements.	1	2	3	4	5		1	2	3	4	5
<b>3. Business acumen</b> Business acumen concerns the ability to apply the key business disciplines of sales, finance, marketing, personnel and information technology to your commercial advantage.	1	2	3	4	5		1	2	3	4	5
<b>4. Power of analysis</b> Power of analysis is about the capacity to break down, analyse and reformulate problems into a workable framework.	1	2	3	4	5		1	2	3	4	5
<b>5. Creative innovation</b> Creative innovation and continuous improvement are about identifying data, ideas, possibilities and creative alternatives in any given situation to enhance overall quality and performance. The organisation needs a fund of creative ideas and alternative approaches to enhance the current way of doing things in order to forge and stay ahead of the competition	1	2	3	4	5		1	2	3	4	5
<b>6. Catalyst for change</b> A catalyst for change is a restless desire to strive for a better state through determining new developments and key changes required within the business, and making them happen in a positive way.	1	2	3	4	5		1	2	3	4	5
<b>7. Taking difficult decisions</b> Taking difficult decisions is about-facing up to the need to make decisions even in difficult circumstances by weighing up the situation; assessing options and taking a clear stand accordingly.	1	2	3	4	5		1	2	3	4	5
<b>8. Drive for results</b> The drive for results is the sheer determination, commitment and resilience required to achieve results and to overcome obstacles and pressures.	1	2	3	4	5		1	2	3	4	5
<b>9. Open communication</b> Open communication concerns creating openness and trust in the organisation by sharing information widely, welcoming constructive challenge and encouraging free dialogue in order to create ownership and commitment	1	2	3	4	5		1	2	3	4	5
<b>10. Influence</b> Influence is about the ability to convince others to adopt a particular view-point or course of action	1	2	3	4	5		1	2	3	4	5



<b>11. Building team success</b> Building team success contributes to teams, creating a spirit of co-operation and building effective team working in a fluid, ever-changing environment.	1	2	3	4	5		1	2	3	4	5
<b>12.Coaching and developing others</b> Coaching and developing others help individuals enhance their performance and fulfil their potential	1	2	3	4	5		1	2	3	4	5

## Leadership Competencies

### 1. Providing Direction

Definition: Provides team with a clear sense of direction; takes charge, organises resources and steers others towards successful task completion.

Complete your top 5 personal and team goals below:

Personal Goals	Team goals
1. 2. 3. 4. 5.	
How will you achieve this?	
1. 2. 3. 4. 5.	

With your coach discuss your personal goals. Discuss with your team how to achieve these team goals. Involve all team members and encourage their commitment to achieving these goals.

List 3 people who are successful goal-orientated people. Write down their names and talk to them, finding out their approach towards goal setting.

Top 3 successful people	
Names	Their approach towards goal setting
1. 2. 3.	

Summarise the lessons learnt from the exercise, as well as how those 3 successful individuals have subsequently achieved their goals.

Complete the following table:

Relationship issues with team members	What can you do to address each issue?
1. 2. 3. 4. 5.	

Analyse your views of each member of your team.

Name	Qualities, behaviour, good practices	Bad practices
1.		
2.		
3.		
4.		
5.		

Complete the following tables and discuss it with your coach.

Individual feedback with team members.	
Name	
Goals and objectives	List things you can do more effectively in providing each team member with a clear sense of direction

### Mission and vision statements

Write down your department and organisation's mission statements

What are the 5 critical success factors that have to be done to achieve the mission and vision?

**Performance discussions:** Plan your next meeting; write down your goals for it and problems that you may experience in this regard.

**Your role as team leader**

Complete the following:

Things that you have done to help the group	Things that you could have done more effectively

Ask team members for feedback on your effectiveness in your role. List in the space below:

- 1.
- 2.
- 3.
- 4.
- 5.

**Benchmarking:** Benchmark with another successful team member the ingredients for his/her success.

1. Name of person
2. New practices which you intend to adopt
3. His/her approach about delegating tasks
4. Useful tips to enhance your own managerial style

Consider each team member and summarise the following:

Name	Contribution to the team			
	Performance	Attitudes	Potential	Relationships with others

## Reflection

State your learning points/new insights based on this competency.

### 2. Empowering

**Definition:** Delegates responsibility to appropriate subordinates; gives others latitude to exercise their own initiative and invests them with the power and authority to accomplish tasks successfully.

Complete the following:

Team member	What sort of tasks would they like to do?	Feasibility of delegating this

Difficult problems:

List the 5 most difficult problems that have an impact on your staff.

Difficult problems	Potential solutions

Analyse your delegation style

Which part of your work do you need to do yourself?	
Which part of your work can someone else do?	
How do you handle delegation?	

## Reflection

State your learning points/new insights based on this competency.

### 3. Motivating others

**Definition:** Enthuses others and facilitates successful goal accomplishment by promoting a clear sense of purpose, inspiring a positive attitude to work, and arousing a strong desire to succeed among team members.

Write down for each staff member what you can do to encourage him or her

Name	Things you can do to encourage him/her

Organise a team-building event with your coach. Talk him through the following:

1. Develop contents for the programme
2. Work on strengths of team
3. Work on limitations of team
4. Things that you will do to show positive interest

5. Reviewing progress
6. Ideas for developing co-operation and progress
7. Issues to be addressed

**Complete the following for each team members**

Name	Motivators	Ways to build on
Name	Demotivators	Ways to minimise it

## Reflection

State your learning points/new insights based on this competency.

### 4. Developing others

Definition: Actively seeks to improve others' skills and talents by providing constructive feedback, coaching, training opportunities and assignments which challenge their abilities and encourage development.

Set up a performance review session with each staff member. Be honest with your feedback. Spell out performance that is below standard. Write down your experience after completing all these review sessions.

Complete the development needs of each of your staff members

Name	Development needs

## Reflection

State your learning points/new insights based on this competency.

### 5. Attracting and developing talent

Definition: Attracts and recruits high calibre individuals; puts time and effort into developing high fliers.

Identify the following people in your department, organisation. What makes them?

Successful people	Unsuccessful people

Who are your high flyers? What are their accelerated development programmes?  
What are their aspirations? How would they like to develop?



With your coach set up a recruitment situation to establish your interview skills.

## Reflection

State your learning points/new insights based on this competency.

## Coaching Contract

My Development Area

The specific area I want to develop:

My Objective

My broad objective / what I would like to achieve:

My Milestones

My milestones / specific targets by which I will measure my improvement:

My Problems

Possible barriers, resistance etc. I may encounter:

My Solutions

My solutions to avoid or deal with these problems:

My Activities

My list of sequenced steps to bring about the desired change:

Time Required

By when

My Resources Requirements

People, time, materials, equipment, money etc. I will need:

My Benefits

This is the added value I will achieve:

Our Commitment

We agree to make the commitment of time and money needed to carry out this Action Plan. We further agree to meet at the times noted below to review progress towards the achievement of milestones and objectives. This plan will be modified as may be needed.

1. Signed: ..... 2. Signed:.....

Dated:.....

Date: Time:

Review every six months  
Knowing my purpose

Positive attitude

## My Top GOALS

Growing to reach my maximum potential

## Detours

I will not fear failure. I will live by the following credo ....

Development of my potential

I will gladly sacrifice the following:

In order to make the next step:

## Sowing seeds that benefit others

I will do whatever it takes to bring my family along on the success journey. In order to make that happen, I will regularly spend time doing the following with each family member:

Name	Activity
1	2
3	4
5	6
7	8
9	10
11	12
13	14
15	16
17	18
19	20
21	22
23	24
25	26
27	28
29	30
31	32
33	34
35	36
37	38
39	40
41	42
43	44
45	46
47	48
49	50
51	52
53	54
55	56
57	58
59	60
61	62
63	64
65	66
67	68
69	70
71	72
73	74
75	76
77	78
79	80
81	82
83	84
85	86
87	88
89	90
91	92
93	94
95	96
97	98
99	100

As I travel....

As I travel on the success journey, I will take others with me. The top three people I want to focus my attention on right now are .....

- 1.
- 2.
- 3.

I have set aside ....

I have set aside the first (pick a day of the week) of each month for the purpose of planning and mentoring and development of others. The areas, which I will concentrate that development are.

Name Development area

### Our Commitment

We agree to make the commitment of time and money needed to carry out this Action Plan. We further agree to meet at the times noted below to review progress towards the achievement of our purpose and goals. This roadmap will be reviewed every 6 months

1. Signed: ..... 2. Signed:.....

Dated:.....

My mentors are: .....

### Progress Reviews

Date: Time:

Success is a journey. What do you like best about the trip?

Source: John Maxwell

### Further reading on the CD Rom

	Developing and building a high-performance team	
	Leadership competencies	
	Leadership Notes and stories	
	Coaching	
	Mentoring	
	Performance management	
	Seasons of a leader's life	

### Questions to think about

1. How would you define success?
2. What do you feel is lacking in your career right now to complete your picture of a career of significance?
3. What gives your life meaning?
4. Which of your dreams and hopes haven't been fulfilled yet?
5. For what do you want to be remembered for?
6. Are you living a balanced life?

7. Are you becoming the person you really want to be?
8. If I remain on the same track, pursuing the same types of things I am pursuing today. Where will you end up?
9. What makes you tick?
10. What is your passion, the spark that needs only a little breeze to ignite into a raging fire?
11. What gives you a deep sense of satisfaction and purpose?
12. What do you feel are you missing in life?
13. What changes might you need to make in order to better align your job and career with your true self?

## Lonely at the top

Dear Dwight,

"A few months ago, you asked me to list the top challenges I face as a senior executive in my company. Here are 4 of them:

Loneliness: It really is quite lonely near the top (I can't imagine what it's like at the top). When I face complex problems (and they are always around), my peers tend to stay away. That is, they don't want to get involved. My bosses also tend to stay away. That is, they don't care about the problems; they only want them fixed. I could hardly find anyone who can sympathize with me.

Fear and anxiety: With this kind of loneliness comes fear and anxiety. Having no one who is really on your side, in the midst of all the problems, is quite scary.

Pride: I meet our chairman and CEO and other top executives regularly to discuss matters. Being in the inner circle does inflate your ego. Also, wherever I go within the group (there are various other companies in the group) I get the VIP treatment. It gives you a sense of power and prestige.

Temptations: I have never made as much money as I am making now (and it is a lot of money). Suddenly, many things become "cheap." I can buy most anything I want, if I so desire. With money and power comes the admiration from a lot of people, including female colleagues.

I guess there is nothing new here. But I can tell you that they are very real and very tough challenges. They cannot be simply brushed aside. So, Dwight, every time you remember me, please pray that I walk closely with Him; continually and consistently".

### ASSIGNMENT 1: REAL TIME FINE TUNING STRATEGIC CONVERSATIONS

#### BACKGROUND

Your success as a manager can often depend on how well your team operates. How are their problem-solving skills? Are they enthusiastic and motivated to do their best? Do they work well together? There have been hundreds of studies demonstrating that human beings' function better and learn better in groups. If you want to develop your team leadership skills and unleash the talent of your individual team members, this workshop is a practical look at current leadership practices that work. It is about unearthing the key

commitments of a high-performance team in a unique style of deep creative dialogue and holistic reflection

### **OBJECTIVES OF THIS RETREAT ON TEAM CONVERSATIONS**

This will be a two-day innovative process for 12 to 15 participants who are serious about becoming a significant finishing well results-orientated team and who wants to revisit the following components that teams seek in life namely:

- Examine the work practices of high performing teams through connecting, challenging, visioning, committing and learning from each other
- In-depth coverage of the character qualities of highly effective teams
- Promote trust, team cohesion and rapport by exploring your team player style and how it responds to team values
- Recognize the key elements that move a team from involvement to empowerment towards unity and how to give these elements to your team
- Develop five training steps to unleash team potential and develop team problem-solving and assessment skills
- Assessing team wellness, balance and energy from emotional physical. Intellectual and spiritual levels
- Doing honest eye ball real-time fine-tuning conversations and personal storytelling

### **CONTENTS**

The purpose of the “real time fine tuning” exercise is to understand the real concern of key team members, obtain insight into and clarity of the organisational situation as well as team effectiveness of the team. The “health” of a senior team is critical for the future success of any organisation.

The following questions highlight the type of questions asked and from our personal experience has found it, while being a very time efficient and inexpensive exercise, to be highly beneficial and enlightening as to the current state of the organisation and team potential.

**Discover** – strengths and potential

### **HIGHPOINT**

1. Thinking back over your time in your team, tell a story about a high point, a time when you felt you made a significant and immensely rewarding contribution to the growth, purpose, vision, values, leadership and development of the team.

Describe this interaction and connecting with the team members, why the learning was significant, your role you have played and the outcomes and the impact. Why is it memorable for you? How did it make you feel and what did you learn about yourself?

### **VALUE OF SELF**

2. Without being modest, describe what you value about yourself – as a person, work colleague, family member .... Be clear about the strengths you bring to your team.

### **VALUE OF WORK**

3. What do you value about the nature of the work you do in the team? How does it fit with your values and personal sense of purpose?

### **LEADERSHIP A ROLE MODEL**

4. Tell a story about a time when you experienced or observed outstanding leadership in action; a time when key aspects (qualities and practices) of good leadership came alive



for you. What happened, who was involved? What did this person do and which of their personal qualities became evident in the situation?

### ENVIRONMENTAL SCAN

5. In considering the following, what 3–5 key trends are affecting or will significantly affect your team and organisation in the next 5-10 years

- a. Political trends-local and global, hopeful or challenging ....
- b. Economic and business trends-local and global, hopeful or challenging ....
- c. Social/demographic trends-local and global, hopeful or challenging ....
- d. Technological trends-local and global, hopeful or challenging ....
- e. Environmental trends-local and global, hopeful or challenging ....

**DREAM** – Alignment and engagement about future possibilities

6. Given the trends that are likely to impact your team and your experience of leadership, imagine the ideal leader of the future – a person must be able to both impacts as well as respond appropriately to what is emerging or being called for.

What are the 5 key values of such a leader? What is important to him/her as a person?

What is notable about their relationship with/beliefs about themselves?

What is distinctive about their relationships with others?

What functional competencies do they have that significantly supports their operational, organisational and strategic leadership?

What do they know and understand in order to engage successfully with the broader community/environment?

### CALLING

7. What then is your team calling from you? In one sentence describe the purpose of your team?

Design – The team of the future- Enabling Conversation

If you could introduce or design to better meet the needs of your team of the future, what would the mandate and purpose be?

### ANNUAL TEAM HEARTBEAT QUESTIONS

- What is complicating your team right now?
- What keeps you awake (at night) about your team?
- What inspires you/makes you tick about your team?
- What are some of the indicators of high vitality in your team?
- What gives your spirit, mind, and heart and body energy?
- What are your dreams/ fears that you have for the team?
- What would you like to be remembered for?
- Discuss your unfolding strategy: The things (top priorities) that the team need to: Let go? Stop? Maintain? Initiate?
- If you could change anything in the team, what would it be?
- (Yourself, team, organisation)

### REAL TIME FINE TUNING: FUTURE SITUATION

Which group of people will the team serve in the future?
Through what channels will the team reach those people in future?
What will be our future unique advantage of the team?

What skills or capabilities will make the team unique in future?
What future competencies will make the team succeed?
What future attitudes will be essential for success for the team?
What will be necessary to ensure great future performance for the team?
What are the past traditions that the team will have to abandon urgently?
What will the team have to do in future to ensure adequate innovation?

#### FURTHER PRACTICAL APPLICATION: DOING YOUR TEAM GRBR ANALYSIS

- What is *GOLDEN* about your team?
- What do your team do well, what makes them stand out and what are the team known for?
- What are your team assets? What are your advantages/credentials?
- What experience does the team have?
- What looks a bit *RUSTY* inside your team in terms of way of doing things?
- Where are the team not focused right now? Where are they losing your edge?
- What does the team need?
- What can the team do better? What is done badly? What could be improved?
- Where is the *BLUE SKY* and opportunities in your team?
- What new needs of the people could the team meet?
- Are there opportunities to cooperate with other like-minded people? What could be developed?
- Where are the *RED ALERTS* in your team right now?
- Where is the team vulnerable? What problems are the team currently having that may develop into crises?
- What current opportunities may soon disappear and never come the team's way again?
- Where are you "under pressure"?
- What obstacles do you face in the team?

**Deliver** – Committing to the team's purpose – Sustaining conversation

- Set some team milestones and commitments
- Value unique individual Character First qualities in each team member
- Lay foundations for sustainability

## OUTCOMES

The outcomes of this "fine tune" team retreat is to help teams to be clear about their mission, to help them to be practical minded and to be involved in meaningful ways.

### 100-Minute Workshops

First it was five-day cricket, then three-day and then 50 overs, and today we have the 20 overs series. And there is a place for each of them.

Conference and seminar facilitators can very easily fill their programmes with nice-to-have information, but it might simply be an information overload. I have watched many of the TED-ED videos on real learning taking place in the workplace. Terry Meyers said: 10% of learning happens in the classroom, 20% learning is facilitated by coaching and personal feedback and 70% learning occurs on the job. So why is it that in most organisations the Learning and Development budget and resources are being spent mainly on formal training programmes?

Studies show that less than 15% of all training has any impact at all on job performance, not to mention bottom-line business results. During our highly engaging customised 100-minute learning interventions, you will discover how these training initiatives can help you in demonstrating measurable business results.

1. Our interventions are innovative, customised and have a high impact.
2. The focus is on improving people's ability to produce results.
3. It is a turning-point, equipping and creative experience.
4. We make all interventions tangible and visible as we believe that in this world of technology keeping things focused, well designed and visually interesting is vital in keeping people fully engaged.
5. Our interventions are dynamic and value based and include elements of fun to make them an unforgettable experience.
6. Assignments are packed with learning and practical tasks and followed by an intensive feedback and coaching session.

Character First offers a variety of 100-Minute Workshops that link specific character qualities and best practices to common workplace issues.



Schedule an event to give employees a real high-impact, challenging and stretched learning experience. Contact us today to discuss pricing, availability or customisation.




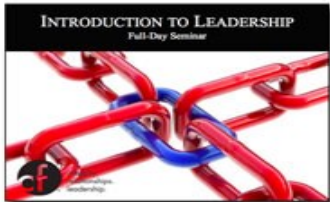


## 100-Minute Workshops

(Alphabetical Order)





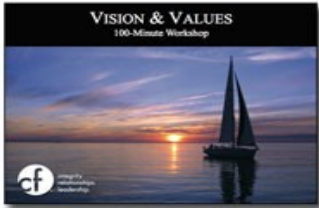
1. "Building Trust"		Building successful teams requires trust. Without trust, every project takes longer and the organisation suffers. Through this program, participants explore the essential ingredients for nurturing trust and a practical approach for rebuilding it when it has been broken.
2. "Business Etiquette"		Don't put your people in new or awkward social situations without giving them adequate training to navigate the cultural waters. This training will help participants feel confident in a variety of social settings, including large crowds, small meetings, fine dining, telephone or email, and across international cultures.



3. "The C3 Concept™: Character, Competence, & Consistency"		This training lays the foundation for implementing Character First because it explains how C1 (character) problems require C1 solutions...and C2 (competence) problems require C2 solutions. These two factors work together to produce C3 (consistency) at work and in life.
4. "Combating Negativity & Promoting Teamwork"		Building a positively inclined and trusting team is neither easy nor accidental. Learn to identify key factors that undermine healthy organisations and common obstacles to building healthy teams. Identify the traits of positive and resilient organisations and what steps you can take to steer your workplace culture in the right direction.
5. "Authentic Communication & Listening Skills"		Avoid mistakes and misunderstanding that come through unclear communication. This training will address common challenges in written and verbal communication—from public speaking skills to basic page layout.
6. "Conflict Management Skills-Getting to the Roots"		Don't let conflict tear your team apart. Learn the differences between healthy and unhealthy conflict—and how to respond constructively when tensions rise. Discover the primary styles of conflict and how to resolve your differences peacefully.
7. "Customer Service"		Start looking at your organisation through the customer's eyes...and think like a buyer, not a supplier. Equip your team with training and motivation so they can provide better-than-expected service on the telephone, online, and in-person.
8. "Energizing & Engaging Employees"		One of the greatest challenges for management is keeping the energy level high and employees engaged. This program will help you discover what motivates your employees, what talents they have, and where they best fit in your organisation.
9. "Ethics & Diversity"		This training is ideal for meeting annual requirements for ethics or diversity training. The ethics portion can be tailored to your industry, and the diversity portion can reflect the demographics of your city or region.

10. "Facilitating Meetings"	 The cover for the 'Facilitating Meetings' workshop shows a modern conference room with a large table and chairs. The title 'FACILITATING MEETINGS' is at the top, followed by '100-Minute Workshop'. A small 'cf' logo is in the bottom left corner.	Although we all attend meetings, few have been adequately trained how to lead an effective meeting. Through this program, participants learn how to plan meetings, moderate the conversation, accomplish the goals, and finish on time.
11. "Giving & Receiving Feedback"	 The cover for the 'Giving & Receiving Feedback' workshop features a blue background with a white ECG line. The title 'GIVING & RECEIVING FEEDBACK' is at the top, followed by '100-Minute Workshop'. A small 'cf' logo is in the bottom left corner.	Giving and receiving feedback can easily create stress and anxiety. This workshop explores how to build trust and enhance relationships by giving positive, timely, and specific feedback using five memorable steps. Reduce the drama, communicate with one another, and help the team succeed.
12. "Hiring for Character & Competence"	 The cover for the 'Hiring for Character & Competence' seminar has a dark background with the word 'HIRE' in large, bold, orange letters. The title is at the top, followed by 'Full-Day Leadership Seminar'. A small 'cf' logo is in the bottom left corner.	As Jim Collins says in his book <i>Good to Great</i> , the question is "first who, then what." When you have the right people on your team—with the right character and competence—you're potential for success skyrockets! Learn how to distinguish your organisational values, identify qualities needed for each position, and adjust your hiring process.
13. "Character-based to Leadership"	 The cover for the 'Introduction to Leadership' seminar shows a close-up of interlocking red and blue metal chains. The title 'INTRODUCTION TO LEADERSHIP' is at the top, followed by 'Full-Day Seminar'. A small 'cf' logo is in the bottom left corner.	Preparing the next generation of leaders requires strategic thought and intentional planning. This program will help high-potential employees understand the nature of leadership, some of the most common challenges to being a good leader, and practical ways to influence others in a positive direction.
14. "Managing Workplace Stress"	 The cover for the 'Managing Workplace Stress' seminar features a close-up of a hand holding a small, gnarled tree branch. The title 'MANAGING WORKPLACE STRESS' is at the top, followed by 'Full-Day Seminar'. A small 'cf' logo is in the bottom left corner.	How you manage stress often dictates your health and the quality of your relationships. While everyone has stress in their lives, few take the time to understand the long-term implications of chronic anxiety. Through this program, participants will identify different types of stress, sources of irritation, and healthy responses.
15. "Managing Your Money"	 The cover for the 'Managing Your Money' seminar shows a close-up of a dollar bill tucked into a nest made of dry sticks. The title 'MANAGING YOUR MONEY' is at the top, followed by 'Full-Day Seminar'. A small 'cf' logo is in the bottom left corner.	One of the most common stressors for individuals and families is how to manage their money. This program will discuss matters of planning, earning, saving, giving, buying, investing, and relating with money at a level anyone can understand.



16. "Mentoring Without Micromanaging"		Learning how to mentor others requires an in-depth understanding of your own leadership style and the leadership style of those you mentor. Explore the differences between mentoring and coaching, learn what effective mentoring looks like, and discover keys to life purpose, balance, challenges, and rewards.
17. "Preventing Harassment"		Harassment comes in many forms—including bullying, manipulation, and blackmail. Learn how to develop a workplace culture that <i>prevents</i> harassment before it starts, <i>catches</i> it when it occurs, and <i>responds</i> in ways that address the character issues, not just the action.
18. "Setting & Reaching Goals"		Setting goals is one thing...developing a strategy, getting everyone on board, and executing the plan to reach those goals takes a lot more thought and effort. This program will help you walk through the process of determining what you want to achieve and how you plan to get there.
19. "Time Management"		Today's fast-paced world requires good time management skills in order to accomplish what's important without suffering burnout. This program will help participants clarify their priorities and better manage their calendars, task lists, and work flow.
20. "Vision & Values"		Successful organizations are clear about their vision and values. This training will help you clarify and communicate your priorities to members of your team—through daily interaction, how you appreciate employees, the stories you tell about your company, and how you present yourself to the public.