JANUS

CONSULTING

MANAGEMENT and INTERPERSONAL SKILLS

DEVELOPMENT WORKSHOPS

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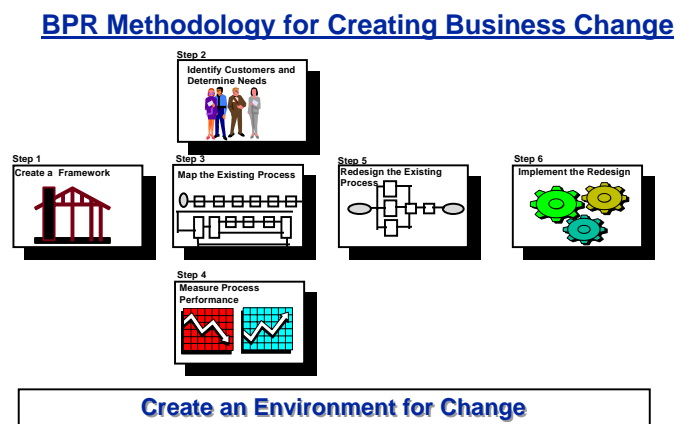
Business Process Redesign Methodology

Overview

Many organizations are facing *major* changes caused by a variety of circumstances: markets shifting, customer preferences more exacting, planned market expansions and cost containment. In addition, there is a renewed awareness of a need to support individuals affected by the changes. The existing tools and techniques for process improvement do not appear to be effective. A new approach is required.

Format

This two day workshop provides a roadmap for organizations that want to learn more about the realities of how a *major* change initiative is planned and executed. Using a six-step methodology, students explore the facets of redesign and implementation. The workshop is highly interactive. It is designed to provide the foundation training for individuals who are going to actively participate in the redesign effort or who will provide support during the process.

Outline

The workshop follows a six-step approach, which emphasizes the creation of an environment for change at the very beginning of the process.

BPR Methodology for Creating Business Change

| Step 2 Identify Customers and Determine Needs |
| Step 1 Create a Framework | Step 3 Map the Existing Process | Step 5 Redesign the Existing Process | Step 6 Implement the Redesign |
| Step 4 Measure Process Performance |

Create an Environment for Change

Outcomes

- Learn a pragmatic and effective methodology for design and implementation of change.
- Practice with the tools and techniques that are used during change.
- Begin the foundation for team building.

Business Etiquette

Overview

There is no longer the luxury in business of considering yourself only a technician or focusing solely on job performance. The skills you develop to succeed and gain greater recognition must include business etiquette and enhance interpersonal communication. The impression you make to clients (both internal and external) significantly effects their perception of your organization. People who project credibility, likeability, and concern for others, as well as technical expertise, become real stars. This program is designed to identify the behaviors that create this favorable impression and motivate you to make them part of your profile. Remember "*Perception is Reality*."

Format

This very interactive one day workshop includes hands-on practice such as role plays, videotaping or one-on-one consultation. Parts can also be delivered in a half day format.

Workshop Outline

- It's not what you say, but how you say it!
    – Enhancing visual behaviors such as eye contact, facial expression, posture, and gesture.
    – Enhancing vocal behaviors such as volume, pitch, rate, diction and intonation.
    – Understanding business professional and casual dress.
- Developing effective communication skills on the phone and face-to-face.
    – Discovering your telephone CQ (courtesy quotient).
    – Using voice mail appropriately.
    – Making the most of face-to-face meetings.
- Netiquette
    – The do's and don'ts of email.

Outcomes

- Enhanced client relationships.
- Improved self confidence.
- Increased professionalism within the organization.

Managing Change
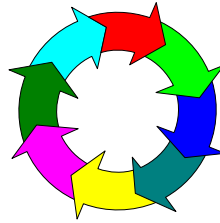
Overview

Organizational change efforts require more than smart business planning to be successful. This workshop addresses the human issues that must be understood by those responsible for leading a change effort. These issues are discussed in the context of the very real business needs of organizations, emphasizing that attention to the personal side is key to creating success for the organization, its customers, and the individuals impacted.

Format

The structure of the workshop is highly interactive and includes exercises of the concepts being discussed. The workshop is modular and can readily be tailored to meet specific needs. Parts of the workshop can be delivered as a half day workshop.

Workshop Outline

Change Concepts
  - Dual nature of change
  - Cycle of change
Personal Change Approach
  - The phases of transition
  - Importance of community
Communication during Change
  - Establishing trust
  - Paradoxes
Leadership styles
  - Shifting styles
  - Personal power & responsibility

Outcomes

- Understand key change concepts and models
- Have a model for personal change
- Understanding the importance of communication in the change process
- A foundation for working with ongoing change
- Creation of a common language to use throughout the change process

Collaborative Negotiations

Overview

Negotiations occur among team members, sales people and customers, customer service representatives and their customers, and virtually every relationship in corporate life. The goal of this program is to learn how to build the "value" of the product or service in the perception of the prospect/peer/customer. This prevents price from being the sole differentiator and makes the process more of a problem-solving effort as opposed to a bargaining session. It assumes that relationships are ongoing and that you will be doing business again with this individual or team. It teaches how to build mutual satisfaction and to differentiate your offering in a powerful way to the customer or individual.

Format

This workshop is presented using role plays, videos, workbooks, and lectures. The skills are transferred to the participant by direct application to their business environment. The program may be presented in a one or two day format. There is a one-half day follow-up program available to reinforce the learning process.

Workshop Outline

- *The Process of Negotiations* - develops an understanding of the methodology.
- *Concept of Positioning* - expressing solutions and ideas powerfully.
- *The Theory of Currencies* - building real value in your product, services, ideas.
- *Satisfaction Building* - developing feelings of mutual satisfaction.
- *Issue Identification* - avoiding positional bargaining and enhancing issues.
- *Managing Resistance* - turning resistance to an advantage.
- *Consultative Questioning* - ideas to gain more information and influence people.
- *Putting the Skills Together* - practice using the actual business environment.

Outcomes

- The individual will gain confidence and command of skills involved in collaborative negotiations.
- The company will be able to have its product/services differentiated by more than price.
- More business will be sold and ideas will be implemented in a collaborative fashion.

Creativity Workshop

Overview

We're just not creative around here? How often have you heard this within your organization, especially when the need for implementing new, bold ideas is greater than ever? This workshop provides participants the opportunity to reawaken their creative instincts and skills. 'One size does not fit all' when discussing creativity. This workshop draws on a number of approaches, allowing the participants to learn multiple techniques and select ones most useful to their situations.

Format

The structure of the workshop is interactive. Concepts and approaches are presented and participants then have opportunities to 'exercise their creative muscles'. Creativity is very individualized and the participants are encouraged to develop their own style. Individuals and intact teams can benefit by working directly on outstanding issues. The workshop is designed for one day.

Outcomes

- Understand the concept of creativity.
- Experience diverse creative approaches.
- Build a basis for ongoing creative problem solving.

Outline
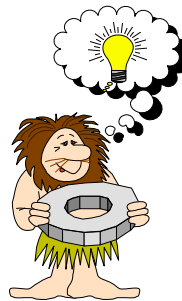
Introduction & Purpose
Who, what, where, when, why and how?
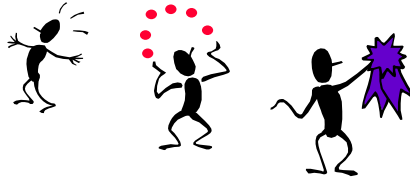Concepts & exercises
   - de Bono
   - von Oech
   - Ray & Meyers
   - Others...
Action planning
Summary & wrap up

Developing Personal and Organizational Resilience

Overview

This workshop explores the impact of change on individuals and groups, and what is required for people to adapt and thrive during complex change. Key issues surrounding the change process are discussed in the context of very real business needs, emphasizing that attention to the personal side is key to creating success for the organization, its customers, and the individuals impacted.

Format

The structure of the workshop is highly interactive and includes exercises of the concepts being discussed. The full workshop is two days. This provides an opportunity for integration of the concepts discussed and application of the learnings at a personal and in-depth level. It also provides an opportunity to begin the personal assessment process and to consider specific steps forward.

The workshop is modular and can readily be tailored to meet specific needs. It can be focused for audiences that are all management, all individual contributors, or a mix of both. Parts of the workshop can be delivered as a one day or half day workshop.

Workshop Outline

- Resilience overview
- The 6 Cs of organizational change
- Individual personality styles (MBTI)
- Personalities and the change process
- Personal change planning

Outcomes

- Understand the relationship between personal and organizational resilience
- Learn basic change concepts and models
- Know what is required to adapt and thrive during complex change
- Understand individual personality preferences and needs in the context of change
- Begin a personal action plan for resilience to change

Effective Business Writing
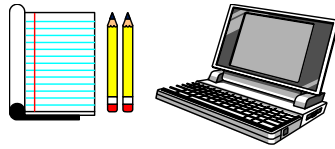
Overview

Writing has always been an important business skill. However it has become an increasingly critical skill as organizations conduct more and more business via electronic mail. Workers with little or no business writing training may now be corresponding regularly with customers, senior management, and even regulatory agencies. It is essential that employees know how to express themselves clearly, concisely, and professionally so that organizations achieve the results they want and project the image they desire. This workshop will provide the tools and techniques needed to get those results.

Format

This is a highly participative workshop. Activities include self-assessments, practice exercises, large and small group discussion, and individual writing assignments that will be critiqued by the instructor. This workshop can be conducted in one or two days, but the two-day version is preferred to allow sufficient time for practice.

Workshop Outline

- Overcoming writer's block
- Deciding what to include and exclude
- Organizing for clarity
- Tailoring the message for the audience
- Getting the reader's attention
- Formatting so important ideas stand out
- Eliminating unnecessary words, confusing language, and run-on sentences
- Determining the appropriate tone
- Eliminating common grammar, punctuation, and word usage errors

Outcomes

- The participant will write more quickly, clearly, concisely, correctly and confidently
- The recipient will understand the message and take the desired action
- The organization will project a positive, friendly, and professional image via its correspondence

Effective Presentations: Getting Your Ideas Across

Overview

An important element of a successful organization is the ability for employees to formally and effectively present ideas, strategies and visions. This workshop helps participants develop specific skills and techniques for giving effective presentations. It assumes a basic level of presentation skills. It takes the next step by helping individuals with basic skills to further hone and develop their individual style. One-on-one coaching provides an opportunity for individuals to *apply proven techniques to their own unique style*, thereby maximizing the effectiveness of their communications. While designed for dealing with more formal presentations, the skills acquired can have significant impact on all interpersonal communications.

Format

This workshop is best delivered in a two day format. The first part of the workshop is devoted to a discussion of techniques. Each participant then develops and delivers a 10-15 minute presentation. Each presentation is videotaped, replayed and thoroughly analyzed, with attention to both substance and image.

Outline

Evaluate your speaking skills
Prepare, organize and deliver a powerful presentation
Know your audience
  - Employ persuasive strategies
  - How to inspire and motivate
Using visuals effectively
How to field tough questions
Handling anxiety

Outcomes

- Ability to articulate and persuasively communicate key ideas, strategies and visions.
- Increased confidence in one's own unique presentation style.
More effective and genuine communication with internal staff and external customers.

Enhancing Client Relationships

Overview

Information Systems organizations are at the hub of organizational change. They are called upon to understand increasingly complex and diverse technologies and to support dramatic changes throughout the organization.

One of the critical success factors in dealing with change is the development of the people involved. Clearly, the development of relationship and people skills is paramount to enabling IS to respond to the constant demands of business and to serve and retain their clients in the highest quality manner. Increasingly, it has become apparent that such consultative skills as the ability to work together, manage conflicts, negotiate, present ideas succinctly, listen and question are the conduits to high performance. This program is designed to teach those skills.

Format

This workshop is very interactive and incorporates video based case studies, a workbook, written scenarios, and multiple practice sessions. Additionally, each participant receives survey feedback from peers, clients and team members relating to their interpersonal skills. This workshop has both a two and three day format.

Workshop outline

- Building consultative relationships to influence people in a way in which they are heard, valued and understood.
- Uncovering needs, wants and concerns through a consultative questioning methodology.
- Presenting ideas and solutions for maximum effect (positioning).
- Managing objections and winning commitment.
- Consultative skills survey to obtain various perspectives.

Outcomes

- The participants will gain the skills needed to be better able to be involved at higher levels in the organization.
- The clients will feel more like customers and see more value-added from the internal IS department.
- The Information Systems organization will be more competitive with outside vendors.

The Enneagram
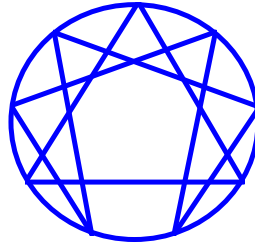
Overview

The Enneagram delineates nine fundamental personality types and their complex interrelationships. It is a powerful tool for understanding how one's personality impacts personal development, relationships and professional life. This workshop provides a way for individuals to better understand their assets and liabilities in the key competencies needed for success in organizations. It emphasizes understanding the full range of human potential across all the types, as well as indicating specific ways in which individuals can maximize their potential. This understanding can then be applied in a wide variety of contexts, as a foundation for improved: teaming, leadership, communication, problem solving, conflict resolution, and career planning.

Format

The workshop is offered in a full or half day format. Activities include a self-assessment, practice exercises, and large and small group discussion. It is most effective when combined with follow-on individual coaching sessions. It is also very effective for understanding the dynamics of an intact group or team.

Workshop Outline

- Background of the Enneagram
- Self assessment
- The nine personality types
- Competency groups
- Exercises of type
- Applying types to workplace situations

Outcomes

- Understand one's own personality style and how it represents both an asset and a liability.
- Understand the importance of self-understanding to personal and organizational success.
- Appreciate the personality styles of others and the implications for group interactions.
- Develop an action plan for personal development.

From Storming to Performing: Creating Effective Groups
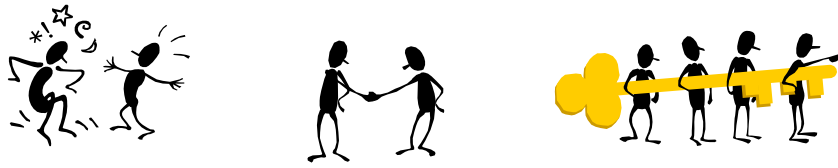
Overview

One of the most important skills an organization can have is the ability to work together effectively in groups. These groups may be long-standing "teams" with common goals and a need to work together closely every day, or a loose affiliation of individuals who come together on an ad hoc basis, but who nevertheless must be able to communicate, problem-solve and support each other effectively. When any group finds itself unable to function well, wasting time and energy in unproductive conflict, the whole organization can suffer the consequences. At the same time it may be difficult to allocate large chunks of time to building better group dynamics. This series of workshops is designed to move a group from "storming" to "performing" by addressing the key underlying causes of most group conflict within the time constraints of day to day operations.

Format

The program consists of three ½ day workshops. These workshops should be spaced at least two weeks apart, to allow time for the group to fully absorb and exercise the learnings from each session. Each workshop is very interactive and includes time for the group to apply the concepts to its specific situation. (Additional half-day sessions can be scheduled as needed to reinforce or expand particular skills.)

Outcomes

- Understand individual personality preferences and the impact on group dynamics
- Learn the basics of group dynamics
- Obtain models for effective meeting management and group problem solving
- Learn the basics of facilitation skills
- Experience the impact of applying these tools to the group process
- Understand the importance of taking personal responsibility for group success

From Storming to Performing: Creating Effective Groups

Program Outline

Session 1   Understanding individual differences

- Understanding differences in personality, communication style and motivation
- Myers-Briggs Type Indicator (MBTI) basics
- The 4 temperaments and what motivates people
- Apply learnings to an analysis of the specific group dynamics

Session 2   Tools for effective group interactions

- Model of group dynamics: "Four problems group solve over and over again"
- Feedback techniques - How to give and receive feedback
- Problem solving model and practice with the model
- Meeting management overview
- Conducting an actual group meeting
- Observations on the group process

Session 3   Facilitation skills

- Facilitation goals
- Dynamics of group problem-solving - "The Groan Zone"
- Characteristics of participatory groups vs. conventional groups
- Facilitation skills
    - Listening
    - Meeting management specifics
    - Decision-making
- Trust - How is it created
- Conducting an actual group meeting
- Observation on the group process
- Discussion of next steps for the group

Group Problem Solving

Overview

A key challenge to an organization's ability to deal with ongoing change is the capability to quickly and effectively solve problems *in a group or team setting*. This workshop blends several of the classic "Seven Management and Planning Tools" and other techniques into a dynamic process for exploring complex issues. It provides techniques for generating an explosion of ideas, grouping those ideas, determining relationships among the groups, setting priorities, defining goals and defining the tasks needed to achieve these goals. It also describes a way of ensuring that the problem is looked at from various viewpoints to obtain the most complete picture of ideas and possible solutions.

Format

The structure of the workshop is highly participative. It consists of instruction in the various techniques and then application of the techniques to an actual problem that the participants are trying to solve. The workshop is designed for one day.

Workshop Outline

Assembling the "right" group
"Z" Problem-solving model
Affinity Process
  - Brainstorming
  - Idea grouping
Interrelationship Digraph
Root cause problem-solving
Influence charting
Tree diagramming

Outcomes

- A variety of problem-solving methods that can be readily applied to both very complex and simple problems.
- Experience of the effectiveness of the techniques in solving an actual problem.
- A common language and skill set that can be used for problem solving in groups throughout an organization.
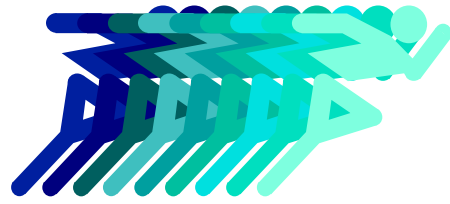
Managing at Your Peak

Overview

Management in the 90's and beyond involves the leadership skills of aligning people to goals, creating an empowering environment, and maximizing team effort. It requires the ability of managers to foster commitment, not compliance. The skill of performance coaching is considered by many business analysts to be one of the most valuable skills of managers in the 90's and beyond. This program is designed to encourage the practice and acknowledgment of those skills. We ensure that it aligns to corporate direction and reinforces changes and efforts made by top management.

Format

This seminar is highly participative and involves videos, instruments, a survey, workbooks, and application exercises. It may be conducted over a two to four day period depending on the customer needs.

Workshop Outline

* *Role Analysis* - roles that you play currently and those which could be more effective**.**
* *Management or Leadership Survey* - depending upon job functions and corporate organization.
* *Are They With You?* - analyzes whether people are compliant to you or committed to you.
* *Performance Coaching* - a method of influencing the skills, abilities, and efforts of people.
* *Social Motives* - teaches how to identify what motivates and drives people and how to improve your effectiveness in influencing people.
* Putting It All Together - how to implement these ideas and methods to increase effectiveness.
* *Action Planning* - each participant leaves the program with a written plan to deal with his/her most difficult challenge in a more effective manner.

Outcomes

* Both experienced and inexperienced managers learn more effective ways to handle diverse people and situations.
* Skills learned by other groups are reinforced and a common language is learned.
* Managers are more able to tap into the skills, knowledge, and efforts of people.

Maximizing Team Performance

Overview

To develop and maintain a competitive edge in the global business environment, many organizations have tried to implement teams. The results have been mixed in terms of effectiveness, partially because after the organizational decision to form teams, few other directions or development steps are provided. This seminar addresses the task of helping teams perform in an organizational environment.
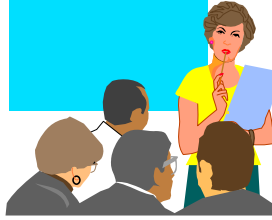
Format

This seminar is highly participative and involves videos, instruments, a survey, workbooks, and applications exercises. It may be conducted over a two to four day period depending on customer needs.

Workshop Outline

- *Team Effectiveness Survey*
- *Picture Yourself* - helps team members recognize, assess, and prioritize the roles they play.
- *Are They With You?* - examines why people will or will not work well with you.
- *Communicating for Impact* - teaches participants to be more effective in influencing people and handling times when criticism is necessary.
- *Social Motives* - teaches how to identify what motivates and drives people and how to improve effectiveness in influencing people.
- *Conflict Management* - using instruments like the Thomas/Killman and techniques for handling conflicts, the participant receives practical experience in dealing with difficult situations and making conflict work in a team environment.
- *High Performance Teams* - provides an understanding of what it takes to build and maintain a high functioning team in an intense business environment.

Outcomes

- Teams learn the skills for self-assessment and the ability to act on their findings.
- Individuals can deal with the difficult aspects of working with people in a team and inter-team environment.
- Energy is more directed to completion of tasks and less to managing the processes.

Meeting Management

Overview

One of the most frequently expressed frustrations of working together in an organization is the need to deal with meetings. The "simple" process of coming together as a group to problem-solve, share information or discuss issues seems like it should be easier than it is. We persist in thinking that meetings should automatically be effective and worthwhile experiences, when in fact productive meetings require effort in planning, execution and follow-up. What is accomplished (or not) in meetings can have a profound effect on our day to day work lives. By investing a small amount of time in understanding the basics of effective meetings an organization can reap substantial long-term benefits in productivity and morale.

Format

The structure of the workshop is interactive. Concepts are presented and participants then have an opportunity to discuss the application of the learnings to their own work environment. The workshop is designed for one half day.

Workshop Outline

- Agenda and objective setting
- Logistics
- Roles
- Process for facilitating the meeting
- Participant responsibility
- Decision-making
- Follow-up
- Evaluation

Outcomes

- Understand the elements of successful meeting management and how to apply them in actual situations.
- Learn the basics of facilitation skills.
- Understand the importance of taking personal responsibility for meeting success.
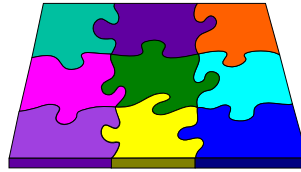
Myers-Briggs Type Indicator (MBTI) Workshop

Overview

The ability of individuals in organizations to work together effectively is more critical than ever to business success. The MBTI is a tool to enable individuals to understand personality differences as a source of strength in working together, especially during complex change. This workshop will assist in expanding self understanding, appreciating one's own unique strengths, and respecting and valuing differences in others. This understanding can then be applied in a wide variety of contexts, as a foundation for improved: teaming, leadership, communication, problem-solving, conflict resolution, and career planning. The workshop is particularly valuable for intact teams to experience together.

Format

The workshop can be delivered in a full day or half day format. The first half day covers the basics of the MBTI; the second half-day applies the learnings to a specific context (teaming, leadership styles, conflict resolution, etc.). The format of the workshop is highly participative and consists in large part of individual and group exercises that enable the participants to have a real experience of the concepts being discussed.

Outcomes

- Understand personality differences and their impact on interpersonal dynamics.
- Acquire skills required for successful teaming.
- Learn how to maximize your own, and other's, personality strengths.
- Understand how the different types approach change and what each type needs to successfully navigate organizational change.

Workshop Outline

AM	Temperament (what motivates the types)
Introduction	Exercises (application to: change,
What it is and what it isn't	leadership, conflict, appreciation,
The eight preferences	etc.) Team type analysis (for intact
Exercises on the preferences	teams)
Problem-solving model	Action planning
PM	
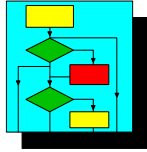
Process Mapping

Overview

I really don't know how it all works. I just do my part and hand the results off to the next guy. Many organizations do not have a handle on how work processes occur and therefore cannot realistically decide their effectiveness or efficiency. This lack of understanding may be a result of changes made over the years, turnover in personnel or never looking at work processes in a systemic way. Today, to stay competitive, many organizations are realizing that they must develop and execute processes that are truly cross-functional, understood by all involved and systemic in both their planning and execution. Process mapping can assist.

Objectives

Provide practical understanding and application of process mapping. This includes the 'theory' behind visual process mapping, the steps for map development, defining key elements of a process, basic mapping symbols, mapping exercises and insight into group dynamics during mapping.

Format

This workshop is one day in duration. It blends the theory of mapping with hands-on exercises. It is interactive, using a team approach to mapping. 'Wallcharting' techniques and tools are used in the workshop. The basic workshop focuses on exercising the basics of mapping and therefore does not introduce automated tools. If required, a workshop for automated tools, like VISIO, can be presented later.

Outcomes

Individuals will have the skills to develop a 'visual tool' - the map. It can be used as the focal point for sharing their understanding of a work process and providing a forum for discussions and decisions to improve the process. Individuals attending this workshop will be able to actively participate and conduct current and future state mapping sessions.

Who Would Benefit

Individuals who participate in, or are responsible for, the efficiency and effectiveness of a work process. This workshop is extremely beneficial to teams that are participating in a cross-functional effort.

Root Cause Problem-Solving
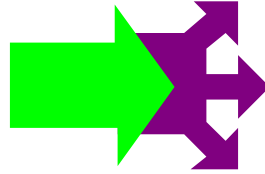
Overview

"A problem well-defined is a problem half solved." Too often in organizations time, energy and talents are wasted on solutions that address only surface issues, and therefore do not effect real change. This workshop blends several of the classic "Seven Management and Planning Tools" and other techniques into a dynamic process for exploring the root cause of complex issues. It provides techniques for generating an explosion of ideas, grouping those ideas, determining relationships among the groups, setting priorities, defining goals and defining the tasks needed to achieve these goals.

Format

The structure of the workshop is highly participative. It consists of instruction in the various techniques and then application of the techniques to an actual problem that the participants are trying to solve. The workshop is designed for one day.

Workshop Outline

What is "root-cause" problem-solving?
Assembling the right team
Affinity Process
  - Brainstorming
  - Idea grouping
Interrelationship Digraph
Cause & effect diagramming
Influence charting
Tree and matrix diagramming

Outcomes

- Understand the importance of the root-cause approach to problem-solving.
- Learn a sequence of problem-solving tools and techniques for getting at root-cause issues.
- Learn a process for generating solutions to defined problems.
- Experience of the effectiveness of the techniques in defining and solving an actual problem.

Teaming: Building the Foundation

Overview

Effective teamwork is an ongoing process that requires attention throughout the life of the team. Too often teams struggle with "WHAT are we going to do?" and "HOW are we going to do it?" without first understanding the "WHO" issues - the interpersonal dynamics that underlie, and can undermine, team interactions.   As a result, the ability to effectively set goals, communicate, problem-solve and resolve conflicts is difficult, if not impossible, and ultimately the team fails to achieve its purpose.

This one day workshop uses the Myers-Briggs Type Indicator (MBTI), as a tool for understanding the interpersonal issues that are critical to building the foundation for team success. The MBTI provides an understanding of individual personality preferences and the strengths that they contribute to total team effectiveness.

Objectives

- Describe the various personality preferences and identify the preferences of each team member.
- Ensure each team member understands the unique value of their personality preference.
- Develop each member's appreciation of the value that different preferences bring to the team.
- Enable the team to capitalize on their differences by viewing differences as building blocks rather than road blocks.
- Teach a problem-solving model that the team can apply in real life work situations.

Outcomes

- Your team will be **more productive** because you will maximize the use of each team member's strengths and be able to solve conflicts in a timely and constructive manner.
- Your team's end result will be **more innovative** because it will incorporate differences rather than ignore differences.
- Increased synergy results in a teaming process that is both **rewarding and fun**.

Who Would Benefit

Newly formed teams that want to create a foundation for optimal productivity and innovation. Intact teams that want to continue to improve their working relationships and/or that are experiencing difficulties due to interpersonal issues.

Conflict Resolution - Participants will identify their own personal conflict style and learn when to resolve or avoid conflicts. They will have the opportunity to apply a conflict resolution framework to an actual situation.

Handling Objections - Teaches a strategy for reacting quickly and effectively to any customer concern. Students will have the opportunity to apply this approach to real objections that have been raised by their internal/external customers.

Interviewing and Selection - This module is designed to dramatically increase your chances of finding the right person for each position. Behavioral interviewing techniques are taught and effective criteria for a real position are developed.

Listening Skills - Developing effective listening habits that ensure that you understand your internal/external customers correctly and that they know you have heard what they said.

Performance and Career Coaching - This module will help participants increase their personal effectiveness in improving the performance of their organizations and the capabilities of the people on whom they depend for results. Feedback approaches are explored and both informal and formal reviews are covered. Students have the opportunity to practice on real situations.

Questioning Skills - Learning to develop and utilize open-ended and high response questions to engage your customers in detailed discussions of their concerns and problems. Developing an interview plan.

Social Motivators - Understand the three basic motivational needs which impact their own behavior and that of others. Plan ways to establish stronger, more comfortable relationships with others.

Time management - Participants will be exposed to several approaches to becoming more effective managers of their time. They will understand the difference between "urgency" and "importance" and how to become more effective in their prioritization and delegation activities.