

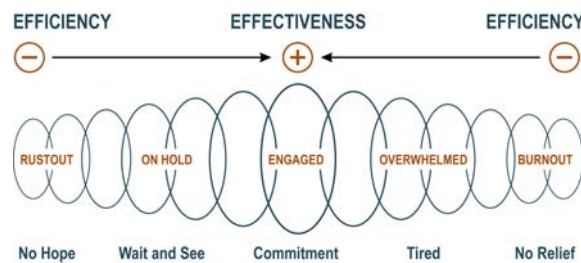


LEADING IN CHALLENGING TIMES™

Today's business environment is a challenging place. Organizations are continually driven to develop new market strategies, improve response time, and stave off nontraditional competitors. To stay ahead of the competition, they must address marketplace demands swiftly, and execute their new strategy initiatives flawlessly. Implementing new strategies requires change, and change requires people at all levels in the organization to be fully engaged and energized. However, change often results in employees who become frustrated or frozen, losing sight of what they do on a day-to-day basis. In response, the organization quickly becomes reactive rather than proactive, and loses the speed and adaptability that won customers in the first place. The organization and its people often need help seeing change in positive, energizing terms.

Leading in Challenging Times™ (LCT) focuses on what happens to human energy during times of change. To capture the discretionary energy of the workforce, leaders must understand how motivation and focus can be lost, and what they and their teams can do to regain effectiveness and commitment.

- True-to-life skills practice with immediate in-person feedback
- The opportunity for real-time commitment to action



VALUE PROPOSITION

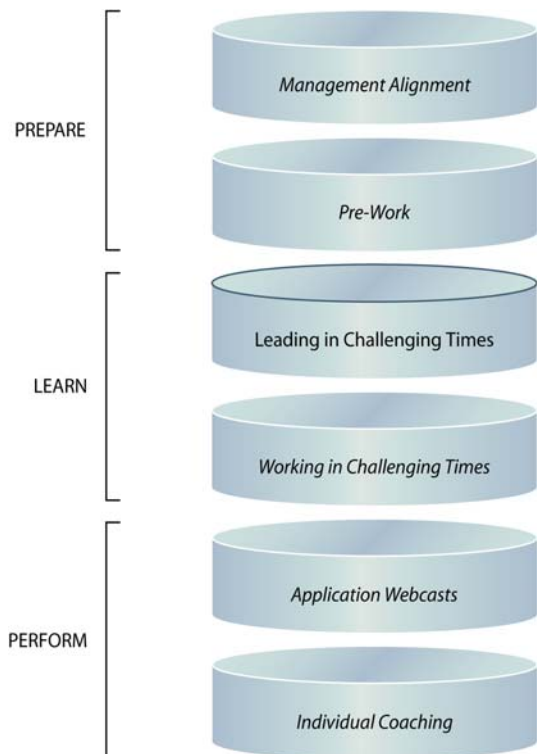
Leading in Challenging Times™ is a powerful organizational development program that will help your leaders understand their role in implementing business strategy, execute strategy during times of change, take charge of the change process, and refocus people's energy to move positively through change.

APPROACH

Leading in Challenging Times™ (LCT) is an instructor-led program typically delivered over two days.

LCT can be taught by a Wilson Learning facilitator, or by an organization's own leader-trained in-house professional. This enables:

- Face-to-face interaction among participants and with the facilitator



LCT is designed for every employee who functions as a leader or influences others.

LCT has 4 integrated learning modules:

<i>Modules: Key Learnings Are ...</i>	<i>Your Leaders Will...</i>
<p><i>Facing Challenging Times</i></p> <p>How to recognize the challenges of the changing environment, and the new strategies needed to succeed.</p> <p>How to understand what happens to people's energy when events disrupt stability.</p>	<p>Be able to understand and articulate the link between discretionary energy and the success or failure of your organization's strategy, especially during times of change.</p>
<p><i>Exploring Discretionary Energy</i></p> <p>How to understand how energy disperses during change and the significance of loss versus gain. How to recognize how people experience loss.</p>	<p>Be able to identify the types of loss their employees are experiencing.</p> <p>Be able to apply coaching skills to help others begin adapting to change.</p>
<p><i>Taking Stock</i></p> <p>How to learn techniques for managing self-talk and consciously confronting one's own reactions to change.</p> <p>How to recognize loss in others, and practicing skills and processes to support and mentor them through change.</p>	<p>Be able to apply self-management techniques and coaching skills for helping themselves and others take stock of loss experiences so that they can move productively through change.</p>
<p><i>Going Forward</i></p> <p>How to understand the mental attitudes people or organizations may have about their change challenges.</p> <p>How to use skills and tools to develop strategies that will help create a sense of potentiality for oneself and others.</p>	<p>Be able to help others work to overcome the resistance, resentment, demoralization, uncertainty, and stress that change can bring.</p> <p>Be able to lead the change process, and implement strategies for moving forward in a context of opportunity and potentiality.</p>

ENABLING IMPROVED PERFORMANCE

*Leading in Challenging Times*TM can be enhanced with optional performance application, reinforcement, and support tools. These additional learning components such as an application exercise to ensure that leaders can develop skills during the workshop, and then fine-tune and apply their newly acquired skills and behaviors back in the organization. Involving executive management and/or developing peer support groups early on, and training them to coach for improved performance, is also important for a successful LCT implementation.

Some organizations expand the impact of the program beyond the leaders and influencers by offering the one-day companion program, *Working in Challenging Times*, to everyone else.

MEASUREMENT

*Leading in Challenging Times*TM helps develop a more proactive and powerful model of leadership in your organization, producing results in times of change.

Organizations that implement LCT can access optional measurement tools to assess and guide participants' progress. Performance evaluation forms are provided as part of the program, and can be used in to measure leaders' progress and success.

EVALUATION

Wilson Learning will partner with your organization to measure initial behavioral changes and business results. We have a common interest in making sure that *Leading in Challenging Times* brings the results you seek. We are committed to helping you succeed. We will work with you to set up measurement systems to help move desired change forward and sustain the momentum of your implementation.

This offering, like all others from Wilson Learning, can be customized to reflect your environment and business priorities, and integrated with your processes.