

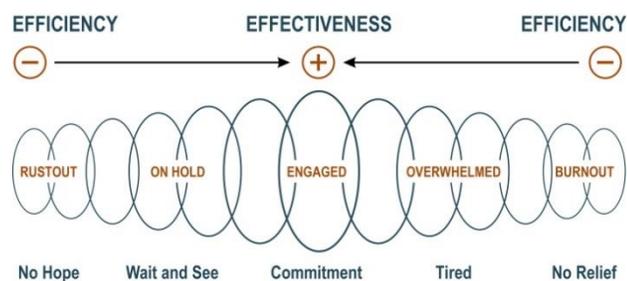
Leading in Challenging Times™



Today's business environment is a challenging place. To stay ahead of the competition, organizations 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. The organization then quickly becomes reactive rather than proactive, losing 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.

The Energy Continuum



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Program Outcomes

LCT 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.

Learning Approach

LCT is an instructor-led program typically delivered over two days. The program 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
- True-to-life skills practice with immediate in-person feedback
- The opportunity for real-time commitment to action

Wilson Learning believes that learning must be transferred to day-to-day work practices. To achieve this, LCT includes components and activities that enhance Participant Readiness, Learning Transfer, and Organizational Alignment.

Participant Readiness prepares leaders for the overall learning experience:

- Pre-workshop communication

Learning Transfer design embeds practice and use of new skills in the learning design. The learning can be flexibly delivered as a:

- Two-day face-to-face, application-oriented workshop

Modules: Key Learnings Are . . .

Facing Challenging Times

How to recognize the challenges of the changing environment and the new strategies needed to succeed; how to understand what happens to people's energy when events disrupt stability

Exploring Discretionary Energy

How to understand how energy disperses during change and the significance of loss versus gain; how to recognize how people experience loss

Taking Stock

How to learn techniques for managing self-talk and consciously confronting one's own reactions to change; how to recognize loss in others, and practice skills and processes to support and mentor them through change

Going Forward

How to understand the mental attitudes people or organizations may have about their change challenges; how to use skills and tools to develop strategies that will help create a sense of potentiality for oneself and others

Your Leaders Will . . .

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

Be able to identify the types of loss their employees are experiencing; be able to apply coaching skills to help others begin adapting to change

Be able to apply self-management techniques and coaching skills for helping themselves and others take stock of loss experiences so they can move productively through change

Be able to help others work to overcome the resistance, resentment, demoralization, uncertainty, and stress that change can bring; be able to lead the change process and implement strategies for moving forward in a context of opportunity and potentiality

Continued

Leading in Challenging Times™ (LCT) has four integrated learning modules, as shown above. All can be delivered in modular format over non-consecutive days to allow application between sessions. LCT is designed for every employee who functions as a leader or influences others.

Organizational Alignment ensures the organization understands and supports the use of the new skills:

- 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.

Enabling Improved Performance

LCT can be enhanced with optional performance application, reinforcement, and support tools. For example, one application exercise ensures that leaders develop skills during the workshop, 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 successful LCT implementation.

Evaluation

LCT 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 to measure leaders' progress and success.

Wilson Learning will partner with your organization to measure the initial behavioral changes and business results. We will work with you to set up evaluation systems that help improve outcomes 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 can be integrated with your processes.