

Ensure success. Before. During. After training.

Building Trust

Revive and Nurture Relationships

The Blanchard® Building Trust program creates awareness of and sensitivity to the behaviors that influence trust and teaches trust building and sustaining strategies. This half-day program teaches the ABCD Trust Model™—which demonstrates how to focus on aspects of relationships that need repair or need to be further nurtured in order to build and maintain trust. The model is an easy-to-learn guide to building trust in all relationships—with your team, your leaders, your peers, and your family and friends. It provides a common language to discuss trust, creating a less volatile reaction surrounding issues impacting trust.

ISSUES ADDRESSED

- Actions that influence trust
- The role of trust in employee commitment, engagement, initiative, creativity, productivity, and turnover

OUTCOMES

- Greater awareness of the elements of trust, the factors that erode trust, and what you can do to build and sustain trust
- Expanded understanding of why it is important to be concerned with trust when leading individuals and teams
- A personalized action plan for becoming a more trustworthy leader
- Better language for enhancing trusting relationships with direct reports
- More trusting employees with higher levels of commitment, creativity, and productivity; improved morale and retention

Author Cynthia Olmstead is president of TrustWorks Group, Inc.

Loyalty and Retention

Giving Feedback

Improve Performance and Productivity

It happens to everyone. You try to give constructive feedback, but your comments are misconstrued and now someone is unhappy. Let's face it—providing feedback in a way that enhances relationships does not occur naturally. To give effective feedback you need to develop some very specific communication skills.

Feedback is a critical element in coaching and developing others. In the Blanchard half-day Giving Feedback program you can learn to

- Know when and how to give feedback
- Understand the differences between feedback that provides choice and feedback that judges
- Provide feedback that enables others to take responsibility for their own development
- Encourage or discourage behaviors that improve performance
- Provide feedback across the four Situational Leadership® II styles

ISSUES ADDRESSED

- Poor feedback skills that negatively impact relationships and performance and cause leaders to avoid using this essential development tool

OUTCOMES

- Enhanced ability to provide the people you lead with information that helps them take personal responsibility for observing, reflecting, and self-correcting
- Good relationships where people are open to hearing your feedback
- Increased competence, motivation, and confidence among employees resulting in improved performance
- Improved personal trust and respect among all people in the organization
- Better retention of key talent and higher levels of productivity

Constructive Improvement

Challenging Conversations

Resolve Conflict and Unleash Creativity

Communicating honestly with a focus on desired results can be tough at times—particularly when you need to deliver a difficult message, give performance feedback, or confront challenging behavior. It's especially hard to deal with anger, silence, or tension. However, navigating your way through these situations is key to being able to resolve conflict and promote creative problem solving.

Challenging Conversations is a half-day training program based on the flexible five-step SPEAK Model. It will help you learn to communicate without alienating others and listen even if you are “triggered” by what you are hearing.

ISSUES ADDRESSED

- Reluctance and lack of skills to effectively deal with challenging, intense, or emotionally charged conversations

OUTCOMES

- A willingness to initiate challenging conversations that surface conflict and transform difficult emotions into productive energy
- Greater confidence in delivering difficult messages, giving tough performance feedback, or confronting challenging behavior
- Enhanced communication skills that increase competence, motivation, and confidence among direct reports and lead to improved morale
- Increased productivity and employee retention
- Quicker resolution of performance issues; fewer grievances and disciplinary issues
- Reduced tension, friction, and sabotage
- Improved interpersonal communication skills in and beyond the workplace

Coauthor Eryn Kalish is president of Workplace Connections, LLC.

Mutual Responsiveness

Listening

Improve Commitment and Engagement

People need to feel heard. In any relationship, effective listening may be the most important skill for building trust and creating a strong connection. Many managers believe that they are good listeners, while their employees feel otherwise.

This half-day training program will develop your skills as an effective listener. It will help examine and expand your repertoire of what you listen for. It will help you learn to listen with the intent of being influenced and help you master the skills of nonverbal listening—inquiring, paraphrasing, and summarizing feelings.

ISSUES ADDRESSED

- Tension or stress in workplace relationships
- The tendency of managers to give advice rather than facilitate problem solving

OUTCOMES

- Better interpersonal communication skills
- More comfortable and productive work relationships
- Greater alignment among team members
- More self-reliant problem solving and self-leadership

Creativity and Engagement

Know. Can. Do.



Leverage Learning Investments into Tangible Value

How often do you run into roadblocks as you try to help people with their competence, motivation, and confidence? You're not alone. It's one of the most challenging aspects of being a leader.




Every day we encounter employees who don't trust their leaders or who cannot be trusted; relationships where feedback is neither welcomed nor acted on; challenging conversations that fail to lead to positive outcomes; a widespread failure to listen.

Poor interpersonal relationships at work can take a toll on people's energy, productivity, and commitment levels. They also have huge financial consequences. Effective communication is key to creating sustainability and long-lasting behavior change—critical components in leveraging the investment your organization makes in learning initiatives.

Sustainability includes the learning process and activities that need to occur before, during, and after training to ensure on-the-job application of new behaviors that are required to maximize the probability of achieving business results. There is a vital link between learning and development, your business issues and strategic goals, and accountability. It rests with having a sustainability strategy for turning learning into behavior. We call it the "know-can-do model."

Know is to learn new techniques. **Can** is to resolve to use them. **Do** is to put them into practice.

The Leadership Journey with Sustainability Strategies Using the Situational Leadership® II Case Example

Setting Up for Learning	Learning 	 Putting Knowledge into Practice		
SLII® Context Setting/ Enrollment	SLII® Training Options	SLII® Reinforcement for Moving from Learning to Doing	SLII® Skill Deepening ("Accelerators")	Advanced SLII® Skills/ Learning Options
Setting the context and managing the launch and enrollment phase can make a huge difference in adoption. Use this checklist to help ensure you've considered every need: <ul style="list-style-type: none"> • Gain executive sponsorship • Use Impact Mapping to develop the business case • Create linkages to human resource processes, performance management, and new employee orientation systems to provide organization-wide support • Communicate prework • Implement pre-training assessments (e.g., LAP or LBAII®) • Consider a related program for team members 	Identifying the mix of programs is an important step in the training design. Assuming that agreement has been reached regarding the Learning phase, we're now ready to implement the training. <p>These are a few core programs we recommend:</p> Two-day SLII® One-day SLII® Blended SLII® with Ninth House® Custom programs	Raising competence and confidence are two of the primary objectives in this phase. For the SLII® case example, here are some reinforcement methods: <p>Deploy 21 Days to Becoming a Situational Leader</p> Use Electronic Tools—One on One and Partnering for Performance forms Use Coaching to Support Learning Implement post training assessments (e.g., LAP)	Having a safe, interactive environment to practice difficult skills is a key need in bridging knowledge and behavior. <p>"Spaced repetition"—or frequent practice and reinforcement—can make all the difference.</p> Four skill-accelerating programs are available now: <ul style="list-style-type: none"> • Building Trust • Challenging Conversations • Giving Feedback • Listening Whether you participate in one, two, or all, you and your people will be able to build competence and confidence to actualize your commitment to change and improve interpersonal relationships.	The Leadership Journey continues beyond skill mastery. Being prepared to overcome random challenges and business pressures is an essential part of developing talent and becoming a Situational Leader. Self-reflection and self-understanding are part of being an effective leader, as well as the ability to lead teams and coach others. <p>Use all the resources available to you from your colleagues, peers, and Blanchard. Continue your exploration of your leadership style, strengths, and weakness.</p> <ul style="list-style-type: none"> • Situational Team Leadership • Leading People through Change • SLII® DISC Bridge • SLII® Myers-Briggs Bridge • Coaching Essentials for Leaders • Advanced SLII® Skills <ul style="list-style-type: none"> – Developing Your Leadership Point of View – Videotaped Skill Practice using the competencies/behaviors of a Situational Leader
OUTCOMES: The best learning and development design that meets the needs of your organization at this time, and excited, ready learners with organizational support for learning	OUTCOMES: A culture with a common language for leadership development; and competent, motivated SLII® leaders	OUTCOMES: Behavior change; day-to-day use of SLII® skills on the job; increased confidence as a Situational Leader	OUTCOMES: Development of new skills that ingrain Situational Leadership® II	OUTCOMES: Reinforcement for the skills of Situational Leadership® II in coaching others, leading teams, and leading change

Learn. Resolve. Create Lasting Change.

Blanchard® Sustainability Strategies

Build competence and confidence to change. Our leadership offerings include four essential half-day programs that can be delivered as stand-alone classes, bundled together into an integrated curriculum, or offered as a part of a larger training initiative.

To learn how sustainability strategies have resulted in significant improvements in workplace communications, organizational effectiveness, and trust within organizations similar to yours, contact us at 800 728-6000 or 760 489-5005.