

CATALOG

Organizational Development
Performance Management
Leadership Development
Talent Management
Executive Coaching
Mentoring

Leadership Conference
Speakers

*Transforming Organizations
and Developing Leaders*

LeadingWave Consulting





ABOUT US

LeadingWave Consulting was established to help businesses develop total organizational change strategies.

We provide consulting services for organizational transformation efforts including competency models, talent management, leadership and management training, performance management, and executive coaching and turnaround.

Our company logo symbolizes the turbulence and change confronting organizations today and the leading-edge strategies for organizational change and renewal we can provide.



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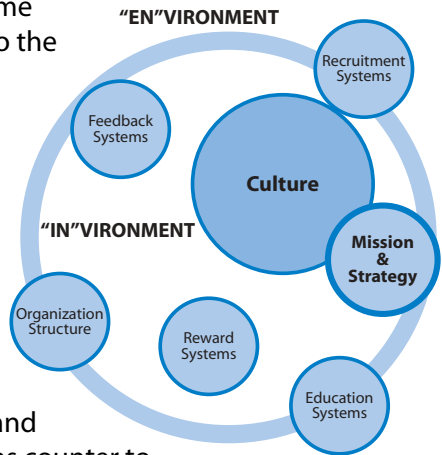
OUR APPROACH

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To Organizational Development

We believe organizations resist quick-fixes and management fads. We view organizations as complex, *integrated* systems which over time can become outdated, inflexible, and resistant to the need to change despite a rapidly changing world. It has been our experience that many organizations suffer from a malady called *organization system dissonance*.

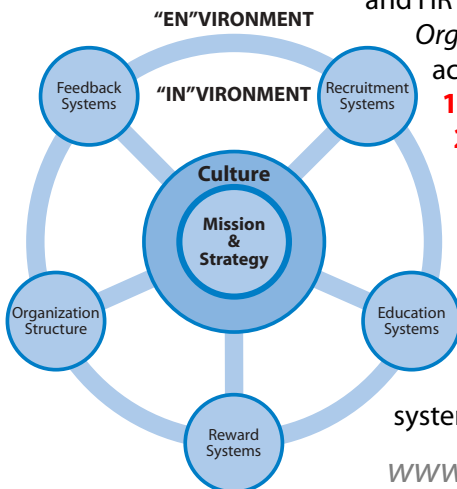
Organization system dissonance occurs when organizations ignore or dismiss changes taking place in the environment, when mission, strategy and goals become foggy and unclear, when company culture runs counter to organizational direction, and when human resource systems begin operating independently of each other and the real needs of the organization.



Our approach to organizational change and renewal is to ensure a company's mission and goals are *linked* to the external "en"vironment and that the "in"vironment--comprised of company culture, mission and HR systems--are fully *integrated*.

Organization system harmony can be achieved by:

- 1) Assessing the "en"vironment
- 2) Revising company mission
- 3) Building a culture to support the mission
- 4) Creating managerial competencies "linked" to the culture
- 5) Using competencies to revise recruitment systems, education systems, reward systems, and feedback systems.



PERFORMANCE Appraisal Systems

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Clearly one of the most difficult challenges facing leaders is the ability to manage performance effectively. Most performance appraisal systems are not only viewed by employees as unfair and subjective, but have been proven to be *invalid* and *unreliable*. Our extensive work in this area has resulted in the development of the Performance Management Grid which focuses attention on both *what* employees accomplish (performance goals) and on *how* the work is accomplished (performance competencies).

We can help your company develop a new performance appraisal system, or we can improve an existing system's reliability and validity.

We have several leading-edge strategies for –

- ◆ improving appraisal forms
 - ◆ reworking appraisal systems
 - ◆ giving feedback discussions
 - ◆ setting performance objectives
 - ◆ defining job competencies
 - ◆ corrective counseling
 - ◆ analyzing and solving performance problems
 - ◆ conducting performance reviews



CONFERENCE *Speakers & Programs*



If you are looking for dynamic speakers and practical, proven content for an upcoming conference or off-site meeting, we can help. We believe conferences should provide practical, usable techniques and skills for dealing with our rapidly changing world.

www.leadingwave.com

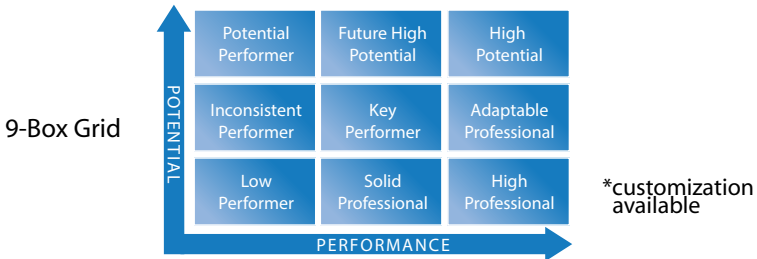


LEADERSHIP ASSESSMENT and DEVELOPMENT

360° Leadership Assessment

Now, more than ever, growing and developing talent in-house is crucial to business success. If you are serious about leadership development and are already doing succession planning or are about to embark on a succession planning effort then you realize the importance of identifying the developmental needs of your leaders. We have a 360° Assessment tool you will want to consider. It's different than many of the 360°s you've seen because of what it measures.

- Our 360° measures 17 competencies and 10 possible derailers*
- Our 360° measures "learning agility" which is linked to *potential*
- We plot the 360° Assessment results on a 9-Box Grid



Talent Optimization using the Predictive Index



Do you spend days crafting a business strategy for your company or function only to discover your actual business results are subpar, with targets and business objectives missed? Very likely the reason is because of the people you rely on to accomplish results. That's where talent optimization can help. Talent optimization is a data-driven, four-part, organizational framework you can use to empower your people to carry out your business strategy and achieve optimal results. Give us an hour and we'll show you how it works, or visit our website for more information.



Curriculum

DEVELOPMENT SEMINAR

competency-based

“How to Build a Complete Management Training Curriculum”

U.S. businesses spend billions of dollars each year to provide education and skill development training for their employees. Unfortunately, much of that investment is wasted because training isn't delivered when it's needed.

This intensive, 1-day seminar will help you make sure your company's training investment isn't lost. It will teach you how to design and develop an *integrated* management training curriculum that is “linked” to your company's mission and culture. You'll learn how to deliver “just-in-time” management education—because training delivered *before* it's needed is lost through lack of use, and training delivered *after* it's needed must overcome bad habits.

Want to develop your team of in-house leadership development professionals? This program will help them “link” training to the strategic direction and culture of the organization.

Seminar Materials

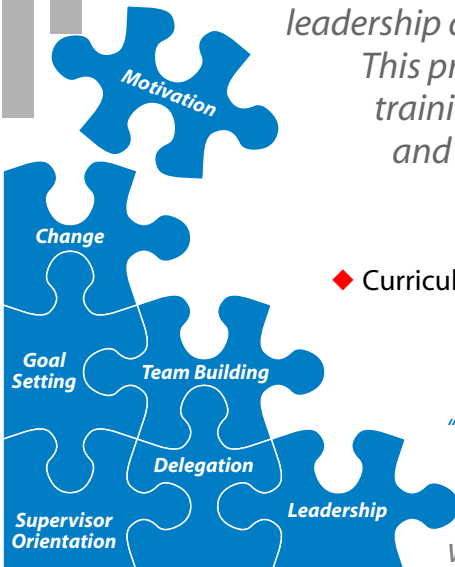
- ◆ 100+ page participant guide
- ◆ Curricula from several leading companies

“Excellent. Very helpful.”

- D. Elaine Gause,
NASA Langley Research Center

*“One of the best classes I have attended.
Resource materials are outstanding.”*

- Ralph Schoen AFFINA Corp.



Change MANAGEMENT

This program teaches managers to use "change mapping" as a means of anticipating reactions to proposed changes in an organization.



Using the case study method, participants first have an opportunity to practice change mapping skills in a safe environment. The program also introduces several strategies for effectively implementing change. Participants learn how to involve employees in the change process and how to communicate the need for changes so as to increase support. One of our highest rated programs.

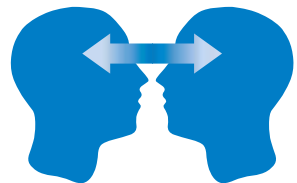
Session Objectives: Upon completion, participants will be able to –

- ◆ Explain 5 likely reactions to proposed changes
- ◆ List, explain, and employ strategies for dealing with the 5 reactions
- ◆ Gain support for changes using several techniques and tools

Length: Full day and half day versions available

Conflict MANAGEMENT

Conflict is inevitable in our fast-paced, turbulent world. As the pressure for improved productivity and speed increases, so too does the potential for conflict. In this program participants learn whether they tend to approach conflict situations with the intent of *competing* or *cooperating*. Participants also discover whether their conflict handling style *helps* or *hinders* business interactions. Several practical strategies for dealing with conflict are introduced and practiced.



Session Objectives: Upon completion, participants will be able to –

- ◆ Determine their own conflict management style
- ◆ Explain the "5 Conflict Styles" model
- ◆ Learn the "Search Talk" technique for diffusing conflict situations

Length: Half day

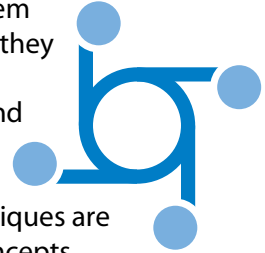
NOTE: We can tailor our education programs to your company's needs. Programs can be conducted by LeadingWave certified instructors or by your own instructors.

Delegation

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SKILLS

The delegation program helps managers analyze their jobs to determine what tasks should be delegated. It helps them determine the amount of *monitoring* and *control* they should use when they delegate assignments or projects. Nine delegation styles are introduced and a practical "delegation tool" is provided that lets managers determine which delegation style to use in any given situation. Several practical techniques are taught, and case studies are used to reinforce concepts.



Session Objectives: Upon completion, participants will be able to –

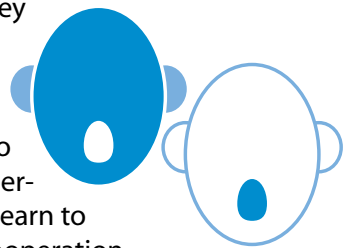
- ◆ Explain the “crucial turn” of delegation
- ◆ Use a 5-step model to more effectively delegate tasks
- ◆ Learn and effectively use 9 different delegation styles

Length: Half day

Interpersonal

INSIGHTS

No basic skill is more important than the ability to relate to and get along with other people. People with good communication and interpersonal skills are more productive; they find it easier to relate to a wide range of people and gain quicker endorsements for their products, services, and ideas. By teaching them how to identify and adapt to four distinct interpersonal styles, the Interpersonal Insight workshop helps participants learn to *positively* influence others and gain their cooperation.



Session Objectives: Upon completion, participants will be able to –

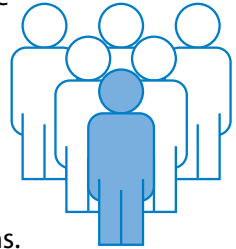
- ◆ Determine their own interpersonal style of interaction
- ◆ Identify and adapt to the interpersonal styles of others
- ◆ Identify common barriers to effective communication and listening
- ◆ Discover how diversity impacts communication

Length: Full day and half day versions available

Leadership SKILLS

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This highly interactive program teaches the principle of “situational” leadership by introducing participants to five different styles of leadership. Through the use of several case studies, participants learn which style of leadership is appropriate for any given situation. Participants also learn how to “empower” employees through the style of leadership they use. One of our most highly rated programs.

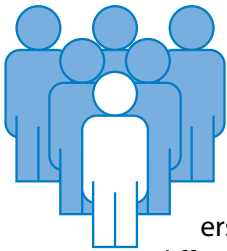


Session Objectives: Upon completion, participants will be able to –

- ◆ Differentiate between good *management* and good *leadership*
- ◆ List and explain 5 distinct styles of leadership
- ◆ Comfortably use different leadership styles in different situations

Length: Half day (*Combine this program with the one below to create a full-day leadership program.*)

Followership INSIGHTS



It is true that organizations are interested in developing better leaders, but in their efforts to do so they sometimes overlook the people leaders will lead – their followers. This recent addition to our training programs is based upon new research. It provides insight into what makes *effective* followers and how truly effective leaders can identify five different “styles” of followers. If you want to be an effective

leader then this is a must program.

Session Objectives: Upon completion, participants will be able to –

- ◆ Explain the characteristics of 5 different follower styles
- ◆ Use the Follower Style Profile (FSP) to discover the style of followers
- ◆ Use several, practical strategies to develop more effective followers

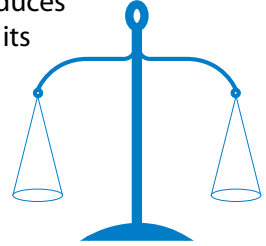
Length: Half day (*Combine this program with the one above to create a full-day leadership program.*)

Management

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AND THE LAW

This program is designed to acquaint managers with the laws governing fair employment practices. The program introduces participants to Title VII of the Civil Rights Act (and its amendments including sexual harassment), the Age Discrimination Act, the Fair Labor Standards Act, the Rehabilitation Act, the American with Disabilities Act, the Family Medical Leave Act, and other laws. Case studies makes this a powerful and interesting education program.



Session Objectives: Upon completion, participants will be able to –

- ◆ List and explain the major laws governing fair employment
- ◆ Identify legal and illegal interview questions and practices
- ◆ Avoid violations of the law and thereby protect their organizations

Length: Half day

Motivation

FINDING THE SPARK

Motivated and involved employees are more productive and effective than demotivated employees. However, finding out what motivates employees can be difficult. To make the problem even more complex, different employees are motivated by different things. This program removes the mystery surrounding motivation through the use of our Motivation Style Profile (MSP) instrument which identifies ten different motivation "styles" of employees and provides practical, guidelines and suggestions for motivating employees using on-the-job techniques.



Session Objectives: Upon completion, participants will be able to –

- ◆ Explain 10 different motivation styles
- ◆ Assess their own motivation style
- ◆ Assess the motivation styles of their employees
- ◆ Use several *job-related* methods to motivate their employees

Length: Half day

Performance

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MANAGEMENT

Using our 3-Phase Model, this program teaches specific skills in the areas of writing performance objectives, providing regular feedback, and conducting reviews. It helps managers and supervisors learn how to avoid rating errors and provides them with a 16-page job aid for analyzing employee performance problems. Some of the top companies in the world have used LeadingWave's Performance Management program to improve their managers' skills. Rated excellent by managers.



Session Objectives: Upon completion, participants will be able to –

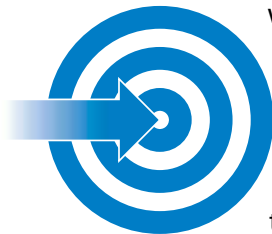
- ◆ Write and effectively communicate performance objectives
- ◆ Effectively communicate both *positive* and *negative* feedback
- ◆ Effectively document performance using a “significant event log”
- ◆ Analyze and solve employee performance problems

Length: Full day and half day versions available

Planning

IN TURBULENT TIMES

In this program participants take part in the Space Tower Simulation which gives them a chance to see just how effective they are at planning. The program then teaches participants how to view management as a dynamic system of *inputs*, *activities*, and *outputs* and how to avoid the “activity trap.” The relationship between mission, goals, and objectives is discussed and participants are taught how to write specific, measurable departmental objectives.



Session Objectives: Upon completion, participants will be able to –

- ◆ Explain and define departmental mission, goals, and objectives
- ◆ Write departmental objectives that satisfy the 5 criteria of good objectives
- ◆ Develop and communicate an “M-GOS” plan for their department

Length: Half day

Presentation

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SKILLS

To be successful people must be able to communicate ideas and opinions forcefully and persuasively. Yet many have never fully developed their presentation skills. This program provides participants with opportunities to practice several key skills and introduces several key techniques and strategies. It introduces participants to "Audience Mapping" -- a method for creating powerful and memorable presentations.



Session Objectives: Upon completion, participants will be able to –

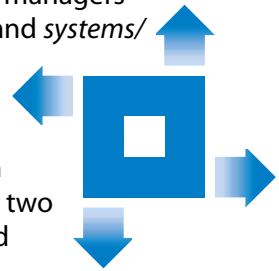
- ◆ Identify skills that *enhance* and *detract* from their presentations
- ◆ Reduce nervousness and tension when giving presentations
- ◆ Prepare strong presentation openings, content, and conclusions
- ◆ Conduct and control question-and-answer periods

Length: One day and two day versions available

Problem

SOLVING SKILLS

Problem solving and decision making are crucial skills during turbulent times. This program will help managers and non-managers learn to differentiate between *people* problems and *systems/process* problems and then provide a proven step-by-step process for 1) isolating the causes of problems, 2) generating solutions, and 3) deciding on the best solutions. Creative problem solving is introduced and participants engage in two real-life problem solving simulations to hone and practice their newly developed skills.



Session Objectives: Upon completion, participants will be able to –

- ◆ Isolate problems using the "4-Question Type" technique
- ◆ Generate and evaluate cause theories
- ◆ Generate *direct* and *indirect* solutions to problems
- ◆ Evaluate solutions using the "7-Evaluation Factors"

Length: Full day and half day versions available

Mentoring

SKILLS

One of the best ways to develop others is to pair them up with mentors. This workshop provides would-be mentors with insights on how to form mentoring relationships and how to effectively coach and nurture protégés. During the program participants will gain insight on their current mentoring skills and how to further develop their skills in mentoring and developing others.



Session Objectives: Upon completion, participants will be able to –

- ◆ Define mentoring and coaching
- ◆ Define nine characteristics of effective mentors
- ◆ Assess their latent mentor skills and improve their ability to mentor
- ◆ Conduct skill “gap” assessments of protégés to determine needs
- ◆ Effectively develop and grow protégés

Length: 2-3 hours

Team Building

PULLING TOGETHER

This program is a must for those who work on projects together. The workshop gives participants a chance to explore the advantages of teamwork and understand the dynamics involved whenever people work together. Through the use of two team building simulations, participants learn how teams develop, how *synergy* can be encouraged, how *intra* and *inter* team conflict arises, and how teamwork can be improved.



Group problem solving and “groupthink” are also discussed.

Session Objectives: Upon completion, participants will be able to –

- ◆ Explain the stages of team development
- ◆ Employ strategies for helping teams function more effectively
 - ◆ Identify 8 keys for improving team cohesion
 - ◆ Deal more effectively with *intra* and *inter* team conflict

Length: Full day and half day versions available

Time/Priorities

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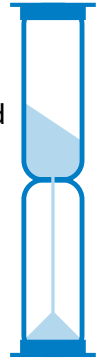
MANAGEMENT

As changes in the world accelerate, the time pressures we experience increase. This program helps managers and non-managers face time pressures head-on. Through the use of a pre-work time record log and several in-class exercises, this program helps participants find out exactly *how* and *where* their time is being spent. It provides techniques to recognize and avoid time-wasters and to identify both the *internal* and *external* causes of time problems. The Time Management Profile (TMP) will help participants focus on their real time issues.

Session Objectives: Upon completion, participants will be able to –

- ◆ Differentiate between *urgent* and *important* tasks
- ◆ Identify the *internal* and *external* causes of their time-wasters
- ◆ Employ strategies and tools to gain control of their time

Length: Half day



PRICING

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Please contact us
for pricing.