BUSINESS SKILLS, LEADERSHIP & COMMUNICATION
TRAINING COURSES

✔ Project Management, Leadership and Communications

✔ Negotiation Skills for Project Managers

✔ High Impact Communication

✔ Critical Thinking and Problem Solving

✔ Establishing a Business Mindset

✔ Coaching and Mentoring for Improved Performance

✔ Business Process Analysis, Innovation and Design

✔ Communicating Up

TWENTYEIGHTY™
Strategy Execution
FORMERLY IPS LEARNING & ESI INTERNATIONAL

PROJECT LEADERSHIP, MANAGEMENT & COMMUNICATIONS

LEARN HOW TO

✔ Lead project teams through effective communication

✔ Identify motivational value systems to improve productivity and cooperation

✔ Recognise the role of business and personal ethics in leadership

✔ Utilise a powerful four-stage collaborative negotiation process

✔ Define predictable change stages and identify appropriate leadership strategies for each stage

✔ Create a personal Leadership Development Plan

PMBOK® KNOWLEDGE AREAS

• Project Cost Management

• Project Time Management

• Project Risk Management

• Project Human Resource Management

• Project Communications Management

• Project Stakeholder Management

COURSE OVERVIEW

Project Leadership, Management and Communications is an interactive course designed to provide a solid foundation in key leadership competencies and to afford you the opportunity for a truly transformational leadership experience. As a participant, you will complete a self-assessment of your leadership skills, then master the basics of these leadership competencies: setting direction, aligning people, motivating and inspiring, leading teams, communicating, building relationships, facilitating ethical conduct, negotiating and leading change.

You will learn how to empower yourself and other team members through more effective negotiation based on an understanding of the differences between competitive and collaborative negotiation approaches—and you will gain an appreciation of the importance of a collaborative "win/win" negotiation process. You will also gain a clear understanding of why communication is so important—regardless of how a project is organised. And you will discover how business and personal ethics can influence your leadership style and personality.

COURSE TOPICS

Leadership and Management

• What is leadership?
• The difference between leadership and management
• Assessing your leadership competencies and developmental needs
• Processes for establishing direction, aligning people and motivating
• Identifying different leadership styles

Leading Effective Teams

• What is a team?
• The stages of team development
• Leading and maintaining effective, productive teams
• Evaluating team progress and coaching team members as necessary

Building Relationships

• How individual differences affect your ability to lead
• Identifying your motivational patterns using the Strength Deployment Inventory® (SDI®)
• How to be more influential by understanding motivational patterns
• Using an understanding of individual differences to help you manage conflict more effectively

Ethics and Leadership

• The definition of ethics and the link between ethics and trust
• The role of ethical behaviour and leadership
• The difference between personal and organisational ethics
• The effect of the triple constraint on ethics

Negotiating Conflict

• Major sources of conflict in project teams
• The five modes of handling conflict
• Competitive vs. collaborative negotiation
• Conflict scenarios and strategies for initiating conflict resolution
• Power bases used in typical organisations
• How to plan and conduct collaborative negotiation

Leading Change

• Your role in a changing organisation
• Predictable stages of adjusting to change
• Appropriate leadership strategies for each stage
• Developing a change management plan

NEGOTIATION SKILLS FOR PROJECT MANAGERS

LEARN HOW TO

✔ Recognise the naturally occurring structure of a negotiation in order to develop an efficient and effective methodology for preparing and conducting a negotiation

✔ Explore negotiation in the context of project management

✔ Leverage your negotiating competencies to improve your strengths

✔ Gain insight into how to better manage yourself, your emotions and your relationship with the other party

✔ Better prepare for complex and difficult negotiation situations

COURSE OVERVIEW

Negotiation is an invaluable skill for any project manager. Not only do you negotiate agreements with vendors and contractors, but you must effectively negotiate with stakeholders, customers and team members throughout the life of a project. This three-day, highly interactive experience covers the dynamics, processes and techniques of internal and external negotiation situations.

Short on lecture and long on practice, this course provides participants the opportunity to experience one-on-one negotiations. You will learn how to analyse negotiation styles, diffuse conflict and turn it into an advantage, and negotiate more effectively. Participants will receive coaching and feedback from the instructor and the other participants.

By the end of the course, you will have explored the dynamics of both the competitive and collaborative models of negotiation as well as some of the implications of team negotiations. Not only will you gain new skills, but you will gain experience using them in realistic situations. To ensure you maintain and build these skills, the course includes a personal action plan that will ensure the integration of new knowledge and skills in both your personal and professional life.

COURSE TOPICS

Negotiation Fundamentals

- Defining key negotiation terms
- Developing a strong best alternative to negotiated agreement (BATNA)
- Competitive and collaborative approaches to negotiation
- Competitive styles
- Dynamic and static issues

Negotiation in the Project Management Context

- Negotiation during the project life cycle
- Power and politics
- Negotiating collaboratively
- Analysing and negotiating with stakeholders
- Project constraints during negotiation
- Negotiation and the project constraints

Influencing Styles

- Diagnosing your own preference for negotiation using the Myers-Briggs Type Indicator (MBTI®)
- Observational techniques to read the influencing style of the other party

Collaborative Negotiation: The Basic Elements

- Applying behaviours to build trust
- Positions vs. interests
- Clarifying interests in a negotiation
- Converting positions into interests
- Developing mutually satisfying options to achieve desired interests
- Establishing criteria acceptable to both parties to evaluate and select the best option
- Breakthrough strategies for overcoming obstacles to agreement
- Preparing to negotiate collaboratively

Negotiation Challenges and Complexities

- Complexity vs. difficulty in negotiations
- Power in negotiations
- Negotiating across cultures
- Team negotiations
- Negotiating up
- Electronic negotiations
- Strategies for negotiating in challenging situations

HIGH-IMPACT COMMUNICATION

LEARN HOW TO

- ✔ Deliver persuasive communications that achieve outcomes you want
- ✔ Adapt your communication style to the receiver's style for greater impact
- ✔ Work and dialogue more effectively in small groups
- ✔ Select the most appropriate medium and structure for high impact communication
- ✔ Implement techniques and strategies to create high-impact communication
- ✔ Plan your communications and meetings for maximum results

COURSE OVERVIEW

Without communication skills, your technical capabilities simply are not worth as much as they could be. Even the best ideas, strategies and work plans must be effectively communicated to have value. In our information-overloaded business world, being heard and getting what you need is more challenging than ever.

This course teaches techniques for creating high-impact, meaningful communication with coworkers, clients and stakeholders. Through practical exercises, group discussions and case studies, you will learn how to determine your own communication style, identify the communication styles of your audience and adapt your delivery accordingly. This course will provide hands-on practice in crafting persuasive messages, facilitating dialogue and making powerful communications. It will address common communication fallacies and ways to identify where a miscommunication has occurred.

The course will also address issues related to communication in a virtual and global environment. You will walk away from the course firmly grounded in key communication techniques and possessing the additional tools necessary to apply these techniques to your work environment. You will also be able to implement standard communication planning processes to ensure that every communication is high-impact and well-structured.

COURSE TOPICS

Communication Intelligence
- TwentyEighty Strategy Execution's Communication Model
- Communication factors
- Emotional awareness
- What is my communication style?
- Communication styles

Planning Messages
- TwentyEighty Strategy Execution's Communication Model
- TwentyEighty Strategy Execution's Communication Planning Process
- Audience analysis
- Overcoming objections

Message Structure
- Content
- Audience
- Purpose
- Storytelling
- Visual aids
- Different learning styles
- Persuasive oral communication

Message Delivery
- Preparation
- Rehearsing
- Q&A sessions
- Feedback
- Persuasive presentation skills

Effective Meetings
- Business meetings
- Trust
- Empathy
- Active listening
- Question types
- Dialogue (vs. discussion)
- Meeting facilitation

CRITICAL THINKING AND PROBLEM SOLVING

LEARN HOW TO

✔ Employ different thinking approaches at different times to yield better results

✔ Generate innovative responses to business problems or opportunities

✔ Analyse your own thinking style preferences

✔ Think in the present to prepare for the future

✔ Determine the root causes of business problems

✔ Apply different types of thinking for improved analysis and problem solving

✔ Predict possible responses accurately to select an optimal response

✔ Design and execute appropriate action plans

COURSE OVERVIEW

Imagine if you could solve a problem once and it would go away. Or, if you could implement a solution that really works or seize upon opportunities before they pass you by. This course presents a structured approach for tackling problems, opportunities and decisions that will ultimately help you get better results—whether you are innovating, managing crises or planning for the future. The course addresses the five types of critical thinking needed in business environments: strategic thinking, tactical thinking, analytical thinking, innovative thinking and implicative thinking. It also teaches a proven five-step process for responding to business problems and opportunities.

Through exercises, you will practice using these different thinking approaches to achieve maximum results. You will also have the opportunity to apply these concepts to a specific problem or opportunity from your own business environment, share newly learned approaches with classmates, and give and receive feedback on those approaches.

COURSE TOPICS

TwentyEighty Strategy Execution's Critical Thinking Model

- Analytical thinking
- Strategic thinking
- Tactical thinking
- Innovative thinking
- Implicative thinking

Problem/Opportunity Identification and Analysis

- TwentyEighty Strategy Execution's Problem/Opportunity Response Process
- Identification and analysis
- Environmental scan
- Response exploration
- Response selection
- Response implementation
- Active vs. passive problem/opportunity identification
- "AS-IS" vs. "TO-BE"
- Tools and techniques for problem/opportunity identification
- Process flowcharting
- Root cause analysis

Environmental Scan

- What is an environmental scan?
- Internal scan
- External scan
- Stakeholder scan
- Business architecture
- Your business processes/business rules

Response Exploration

- Tools and techniques for exploring new and unique responses
- Other innovative thinking approaches

Response Selection

- Filtering
- Clustering
- Voting
- Capability and value analysis
- Response prioritisation matrix
- Decision trees
- Implications analysis

Response Implementation

- Communicating the optimal response
- Gaining acceptance by stakeholders
- Managing expectations
- Saying "no" to high profile stakeholders
- Building an action plan
- Ensuring ownership and commitment

ESTABLISHING A BUSINESS MINDSET

LEARN HOW TO

✔ Apply business acumen to realise professional and personal potential

✔ Use TwentyEighty Strategy Execution's Mindset Model as a framework for approaching current work and setting future goals

✔ Enhance your contributions to the organisation

✔ Adapt to changing variables in a typical business environment

✔ Grow your skills in alignment with your personal and professional goals

COURSE OVERVIEW

Expert knowledge is prized in today's business environment. Without it, businesses cannot compete in the global marketplace. But in today's business world, deep technical knowledge is not enough—especially as you move up the ranks. Your technical knowledge must be complemented by business acumen— general knowledge of the "rules of engagement" in business.

This course helps professionals develop and apply holistic solutions to business issues. You will learn to leverage variables related to the business environment, business thinking, business interactions and business outcomes for project, organisational, personal and professional success. The course allows you to practice analysing business situations and applying new skills to common business issues. You will also assess yourself against a set of core competencies to determine which skills you want to strengthen to support your professional development. And, you will create a plan to realise those goals.

In Establishing a Business Mindset, you will discover the value and impact of business acumen and how you can apply it to achieve greater success. You will learn to apply TwentyEighty Strategy Execution's practical Mindset Model for interpreting different business situations, identifying goals, communicating effectively and leveraging a variety of business "influencers." You will also be introduced to common metrics used to measure business success. You will walk away with a firm grasp of what you must be aware of to be successful in business, as well as a plan for your professional development.

COURSE TOPICS

The Mindset Model

- Strategic perspective
- Operational perspective
- Interpersonal perspective
- Personal perspective
- Influences within the Mindset Model
- The dynamic model

The Strategic Perspective

- Strategic influences
- Identify vision
- Determine your strategy
- Identify and analyse stakeholders
- Set goals and objectives

The Operational Perspective

- Operational influences
- TwentyEighty Strategy Execution's Operational Framework (OPF)
- Basic change processes

The Interpersonal Perspective

- Interpersonal influences
- Structuring communications
- Communication and virtual teams
- Coaching and mentoring
- Giving and receiving feedback
- Effective learning
- Conflict and conflict management
- Cultural conflicts

The Personal Perspective

- Personal influences
- Organisational culture
- Business etiquette and politics
- Linguistic considerations
- Gender, ethnicity and class roles
- Critical thinking
- Career track preferences

COACHING AND MENTORING FOR IMPROVED PERFORMANCE

LEARN HOW TO

- ✔ Effectively assign and guide progress on work
- ✔ Evaluate and improve the performance of others
- ✔ Adopt techniques for evaluating impact, including your own
- ✔ Provide focused feedback to sustain or improve future performance
- ✔ Handle difficult performance issues
- ✔ Get better results in coaching situations
- ✔ Apply a structured coaching and mentoring model to guide you through the coaching process

COURSE OVERVIEW

Do you find yourself with too little time—and with too few capable resources—to do the work that needs to be done? Are resource or performance issues creating roadblocks to your or others' success? This course teaches you how to apply a powerful behavioural model to improve the quality, efficiency and effectiveness of your coaching and mentoring with lasting results. Through practical exercises, group discussion and case studies, you will acquire the skills and tools you need to determine what work can be allocated and to whom based on current performance levels.

As a participant, you will gain techniques for assigning work with the appropriate level of detail and guiding others' progress on the work assigned with suitable style and frequency. You will also learn how to evaluate results of the finished work and to provide focused feedback that helps improve or sustain performance in the future.

You will learn how to more effectively handle the increasing challenges faced by coaches and managers in all types of organisations. You will uncover the differences and similarities between coaching and mentoring, and begin to apply your newfound skills to realise the personal and organisational benefits of both. You will also have opportunities to assess and discuss your own real-life coaching issues in a practical, highly engaging and thought-provoking environment. You will leave this course with a structured approach for improving the performance of others and a cache of techniques that will make you a more effective coach and mentor.

COURSE TOPICS

Why Coach?

- Benefits of coaching
- Impact of coaching
- TwentyEighty Strategy Execution Mindset Model
- Coaching Statement of Purpose
- Similarities and differences between coaching and mentoring

Coaching and Mentoring Model

- Determining the appropriate style
- Coaching styles
- Coaching actions

Preparing to Coach

- Assessing personal coaching style
- Assessing learning styles
- Asking effective questions
- Setting expectations
- Creating a plan

Coaching

- Aligning coaching style with performance level
- Defining and assigning tasks
- Guiding performance

Evaluating Results

- Evaluating performance
- Assessing coaching's impact on results
- Handling performance problems
- Providing effective feedback

BUSINESS PROCESS ANALYSIS, INNOVATION AND DESIGN

LEARN HOW TO

- ✔ Avoid the management "dead zone" lurking in every process redesign project
- ✔ Facilitate a paradigm shift within your organisation
- ✔ Set realistic "stretch targets" for the transition
- ✔ Evaluate the organisation culture's readiness for change
- ✔ Maintain a constancy of purpose despite declining morale and hostile attitudes in some stakeholders
- ✔ Assess the effectiveness of current processes
- ✔ Reinvent effective processes for the future

COURSE OVERVIEW

To survive in the twenty-first century, organisations must become lean, flexible, innovative, and customer-driven. To do this, most companies need to analyse and redesign core business processes. They must abandon old ideas about how organisations should be managed and rethink how to do things faster, better, cheaper—or whether to do them at all.

Business process analysis and design, can tremendously improve an organisation's productivity, profitability, responsiveness, and customer satisfaction.

Participants will learn practical techniques for designing critical processes in corporations, government agencies, and non-profit organisations in this valuable course. They will get answers to fundamental questions about process innovation: what it is, what benefits it affords, and why it necessitates rethinking an organisation's use of information technology and management control mechanisms.

Participants will leave the course prepared to begin business process analysis and redesign with realistic expectations and sound strategies that provide a foundation for success.

COURSE TOPICS

Defining Business Process Innovation

- A model for process invention
- A business process innovation roadmap
- Six guidelines for success

A Historical View

- Deciding when to redesign a process
- Leaping the curve of process change
- Making the case for process innovation

Process Analysis and Redesign as a Business Strategy

- An enterprise model for change
- Analysing current change strategy
- Process innovation value-added
- Strategic Process Capability

The Process-Centered Organisation: Leadership and Change Acceleration

- The change acceleration model
- Process innovation and leadership styles
- Recruiting the process design team

Analysis and Evaluation of Current Systems and Processes

- Assessing organisational readiness
- Mapping the existing processes
- Process Analysis Tools
- Assumption Busting

Functional Process Diagnosis

- Symptoms of process disease
- Cause-and-effect analysis
- Improve it, fix it, or obliterate it?

Designing the Optimal Process

- The return on investment (ROI) of process redesign
- Templates for process reinvention
- Process design tools
- Developing the desired process
- Analysing the risk of change
- Anticipating barriers and identifying accelerators
- Highlighting communication tactics

Overcoming Resistance to Change

- Making the benefits real
- Avoid common costly mistakes
- Dealing with fear and anxiety

COMMUNICATING UP: WINNING STRATEGIES FOR SUCCESSFUL EXECUTIVE CONVERSATIONS

LEARN HOW TO

✔ Plan for successful communications with executives, by identifying and tailoring conversations to the executive's communication style and motivations

✔ Use an executive oriented mindset, content, language, and style when communicating with executives

✔ Be prepared for impromptu communications with executives

✔ Compose a situation-appropriate message to an executive-whether written or spoken

✔ Establish rapport, and build and maintain the executive's trust in order to persuade and influence decisions

✔ Persuade and influence executive decisions by building and maintaining a trusting relationship

✔ Apply a structured approach to navigating difficult conversations, such as:

- Delivering bad news

- Asking for more time/money/resources

- Persuading an executive that has strongly held opinions (the non-supporter)

COURSE OVERVIEW

Getting face time with senior management and conveying your message across in a clear and direct manner can be challenging. Because our interactions with them can be limited, it is crucial that each conversation is professional and effective.

Practice and perfect techniques for communicating effectively with top-level management and discover what they really care about. Learn how to prepare for executive conversations, including those that are unplanned. Recognise and react to communication techniques commonly used by them. Practice active listening and getting your message across quickly; Learn how to demonstrate the value you can offer and use persuasion techniques appropriately. You will also learn tips and strategies to successfully navigate difficult conversations, such as communicating bad news and regain and maintain trust when faced with conflict.

You will review foundational knowledge before class in an online setting and spend most of your class time practicing and applying these techniques to real-world scenarios—including your own— in a series of discussions and role play exercises.

COURSE TOPICS

The Importance of Awareness

- Executive communication styles
- Five types of awareness
- Emotional intelligence
- TwentyEighty Strategy Execution's mindset model
- Business model canvas

What Motivates Executives

- What motivates executives? What do executives expect?
- Executive pain points

High-Impact Communication Techniques

- Understand your purpose for communicating
- A high-impact approach for standard communications
- A skillset for high-impact communications
- Tips for high-impact communications
- Difficult communications
- Dealing with tough tactics

Executive Stature and Leadership Presence

- Sources of power
- Executive stature and demeanour
- Collaborating with executives
- Persuasion and influence
- Recognising and countering manipulative techniques
- Stature and leadership presence

Building Relationships and Communicating Through Trust

- Delivering as promised
- Trust migration
- The trust-building process
- Special challenges to build executive trust
- Controlling risk to build trust
- Focus on risk opportunities—not just threats

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