

About, Coaching Tools, & Curriculum



YOUNGADULTcoaching

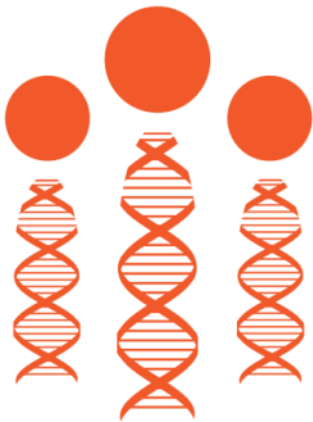


LEADERSHIPcoaching



ROUNDTABLEcoaching

iii identity intelligence™ inventory



YOUNGADULTcoaching

YOU. Only Better.™



LEADERSHIPcoaching

Unleash Your Potential.



ROUNDTABLEcoaching

**Business Success.
Life Significance.**



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Vendor Information

Location & Insurance

208 Maple Rd., Suite 17
East Aurora, NY 14052
(716) 562-8484

identity intelligence® and YOU. Only Better.® are fully licensed and insured with \$4 million professional liability. We will be pleased to conform to any required insurance and licensure requirements. Delays in licensure may affect the dates of delivery of services.

Confidentiality

We always operate with the utmost confidentiality and integrity with all our clients. We also share such concerns about the confidentiality of our proposal. We have provided many examples of our work and expect that they will not be used beyond introducing our capabilities, unless we are retained.

Total Number of Years in Business and Brief History

We were founded in 2004 and have serviced over 130 institutions. The entire team and Board of Directors has well over 150 years combined experience in Organizational Development, LEAN, Six Sigma, Executive Coaching, Facilitation, public speaking, and Training. We have coached, trained, and empowered many thousands.



Scott Stevens: About

- For more than 20 years, Scott Stevens has been coaching and empowering others to succeed, and has been a catalyst in helping individuals and teams realize their career goals, while also progressing towards their personal, familial, and spiritual aspirations. Scott is the President of YOU. Only Better.™, a coaching and training firm for non-profit and business professionals. He specializes in the empowerment of leaders and coaches through training and the creation of customized coaching tools. Through the use of strategic leadership development activities, Scott seeks to influence and motivate individuals, teams, and cultures through coaching, meetings, facilitation, training, and motivational speaking.
- Scott is a walking testimonial of the power of influence. He has walked the walk, and talks the talk, as evidenced by his life experiences. His mother almost died in a car crash when Scott was merely 10. He rose to the challenge and he took care of her for years. When Scott was a teenager he broke his neck and became a quadriplegic. He was told he would never walk again, he now walks across stages and speaks to audiences around the world. His father was a Navy SEAL, one of the toughest soldiers in the world, and Scott learned from his dad who was an entrepreneur after leaving the Navy. Scott got into drugs and partying in high school, but now he has several Degrees and is fueled with passion to help and serve others. There is no problem he cannot help solve, no obstacle too big. All you have to do is ask.

Why YOU. Only Better.™?

- Think your problems are insurmountable? Is your situation extremely complex? Are you insanely busy? You may be thinking, “no one can help me” - we can! In fact, we have been doing it for more than two decades. We have the unique ability to take the most complex, tangled, seemingly impossible situations, and create holistic approaches that deliver remarkable solutions.
- It does not matter what stage of life you are in or how difficult your current situation appears. We have the giftedness and tools to help guide you through meaningful conversations that will help you answer the tough questions pressing down on your mind and your heart.
- Whether it be physical, spiritual, sexual, emotional, or some other sort of challenge, we are able to look at your situation with a fresh perspective and help you discover the answers in a confidential, meaningful way.
- Do you want to live with purpose? We can empower you to live a more meaningful life than you have ever imagined. We are a catalyst for change that you did not know existed, but may be exactly what you have been searching for.
- It does not matter how challenging or complicated your life seems, we will help you move past all that, into a place of action, a place of power, a place of control. The moment you start talking to Scott you will want to open up and tell him everything, because you know he can handle it. He has handled it and more.



YOU. Only Better.™ Professional Testimonials

"Scott brings a sincerity to the table that I have found to be rare. He values collaboration above the sale. He does business with a spirit of open and honest partnership; I believe this to be the basis for a quality result." (Scott Morris - VP of HR, University at Buffalo)

"YOU. Only Better.™'s coaches have given us unique and in-depth corporate presentations; the content and delivery are always First Class. I recommend their services to companies of any size because of their unique ability to read a room and deliver the right information in the right way. Since they have been working with my Marketing and Sales executives, there has been a significant infusion of energy in our company." (Jack Vukelic – Managing Partner, Try-It Distributing – Lancaster, NY)

"Working with YOU. Only Better.™ has given our organization the training boost it needed. We've engaged them in both technical and soft skill training and they approach both with a high level of understanding and professionalism. Our employees have responded well to the energetic delivery style and I've had positive feedback from all levels." (Susan J Herold - Sr. Vice President, Human Resources - Evans Bank - Hamburg, NY)

"Scott's attention to detail and the high level of personalization has resulted in long-term positive effects on employee's success and improvement in the organization's bottom line. Scott is demanded consistently from the sales team, operations management, and throughout the organization. Evaluations have all shown that he exceeds expectations." - Tammy Capone-Cummings (HR Training Manager - Meritain Health - Amherst, NY)

"I am thankful to have someone whose opinion and skills I have confidence in. The consulting Scott has provided for my staff has been invaluable to us as we seek to lead our congregation forward in its mission. Scott has a wealth of experience and knowledge coupled with a heart for people that will greatly benefit any organization. I could not give a higher professional recommendation than what I would give on his behalf." (Rev. Dr. Keith A. Manry - US Air Force Chaplain; Senior Pastor - Akron First United Methodist Church)

"Scott proved to be a gifted communicator. On numerous occasions I observed him speaking in front of both small and large groups with a level of skill which I find remarkable. He is highly intelligent, a quick study, and intuitively understood the importance of what I needed, how I needed it, and when I needed it, and he successfully met each challenge. His knowledge is comprehensive and his ability to convey it makes him a gifted developer." (John P. Durbin - Houghton College - PACE Director)

"Scott displays integrity and compassion in everything that he does. He has the ability to easily communicate and interact with a large gathering of people or a gathering of a lone soul in a private conversation. Scott is held in high esteem by those with whom he has built business and personal relationships. He gives honest and in-depth critical thought to each and every challenge he is presented." (Earl Leatherland – FBI)

"YOU. Only Better.™ exemplifies the epitome of professionalism in their coaching, speaking, teaching, and development prowess. Selected as the key-note speaker for the Niagara Rises 2010 Career Fair and Expo, Scott addressed more than 85 key business owners and community leaders. He delivered a strong, supportive, professional message to our Niagara Falls business community. It is my recommendation



that you consider YOU. Only Better.™ to be a catalyst in impacting your company's marketing delivery needs." (Georgia A. Brannan - CEO, The Spirit of Niagara Tours)

"Scott did a tremendous job speaking today, one of our long timers said he was the best speaker we've EVER had! That's very high praise with the number of speakers we've had over the years." (Mimi Piciullio - Rotary Club - East Aurora, NY)

"Scott exemplifies the epitome of professionalism in their coaching, speaking, teaching, and development prowess. Selected as the key-note speaker for the Niagara Rises 2010 Career Fair and Expo, Scott addressed more than 85 key business owners and community leaders. He delivered a strong, supportive, professional message to our Niagara Falls business community. It is my recommendation that you consider Professional Advantage to be a catalyst in impacting your company's marketing delivery needs." (Georgia A. Brannan - CEO, The Spirit of Niagara Tours)

"Wow, Scott...the feedback I've gotten on everything is just mind-bogglingly GREAT!!! You are an absolutely dynamic, vibrantly positive, and amazingly fluid speaker...your metaphorical concepts of the power of the water source we have were brilliant!!! Thank you, thank you, thank you!!! Can you tell I'm a happy girl?" (Andrea Todaro, President of Innovative Placements)

YOU. Only Better.™ Young Adult Coaching Testimonials

I just wanted to thank you for putting my son through the coaching. It was outstanding. As a parent, it helped me to see some things -- that I thought were a negative -- because he is different than me. He's 16 years old now and since we did the coaching about five months ago, I've seen a radical improvement in him and a lot of that has to do with me, and how I'm parenting differently as a result of this coaching. His confidence level has risen and my parenting style is different because I've been celebrating his unique differences. I can not stress how helpful this was to us. It's so helpful to understand why we do the things we do, especially in our teen years when we're made fun of for being different. But this helps young adults see how their differences are strengths. This is something that will continue to benefit my family on an ongoing basis. [Jim, parent of 16 yo male]

I LOVED this coaching! It's one of the most influential things I've ever done to learn about myself and I think it's going to help me not only in my college decisions to choose a major, but also when I leave college and get into the workforce I feel like I really know a lot about myself and what I can offer future employers. I will recommend this coaching to my friends because I want them to know things about themselves that they discover on their own [through You Only Better] -- not things that I point out to them or their parents point out to them. I feel this is really helpful; if everybody in the workplace, or in school, or in the family knew these things about themselves it would help everyone! I just feel like knowing things about yourself like this is going to make you such a more influential part of society in general. [Skylar, Age 19]

My high school daughter learned why does what she does at school; I think that will really help her in college and to narrow down some career choices. Oh, it's fascinating, you're such a good instructor and coach and she enjoyed it immensely. It's fun! I absolutely would recommend this to other people. I want to do it now! Knowing more about yourself can only help you in volunteering, in service at church, so not just the kids, anybody could benefit. I learned some new things about Emily. Some things I was surprised by... she has personality traits about her that are very different than me and my husband, so that was neat to see how unique she is. I loved that you showed my daughter how a characteristic that



might be construed as negative really had positive connotations also. There's a good side to each personality trait! [Laura, high school Parent]

I think this coaching was probably one of the most incredible learning discoveries for me, that I can just learn about myself (and my sister as well). I learned not to be critical toward others that have a different personality than me. Everyone has different strengths; they're not all the same as me. This is SERIOUSLY going to help me with my family and in other relationships just in the fact that others' differences can really be a good thing, but at the same time a challenging thing. This will help me in school and career decisions because I've discovered things I'm best at in work, in college, in life in general, what aspects I work best at so I can put those characteristics about me, to best use. I would recommend this to my friends so they can learn how other people may view them so they can discover for themselves who they are. We take for granted who we are and none of us really know completely about ourselves. Everyone should take advantage of this! [Sydney, Age 16]

I enjoyed this experience very much. It was very interesting and fun. I learned that I am very motivated. I learned what I have natural energy for and what I should do because of that. I can use this information to choose a college and a good career. It can also help me to choose specific classes in high school. I would recommend this coaching to other students because it is interesting to learn about yourself. It is also beneficial for choosing a college and a job. This will help to decrease stress and help you to get through college and find a job faster. [Shawn, Age 14]



YOU. Only Better.™ Partial Client List

YOU. Only Better.™ has serviced clientele in many non profit, government, educational, and for profit institutions. Some of our customers include:

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> • Akron United Methodist Church • Alcohol and Drug Dependency Services, Inc. • Amazon Vending Services • American Society for Quality • AmeriCorps • AMKO Service Company • API Heat Transfer • ARC Advocate Resources Community Genesee County • ARC Advocate Resources Community Orleans County • ARC Advocate Resources Community Wyoming County • Asbury Theological Seminary • Ascension Industries • Athletes In Action • Azerty • Barnabus Foundation • Belfast UMC • Big Tree Wesleyan Church • Boy Scouts of America Niagara Frontier Council • Buffalo Place, Inc. • Buffalo State College • Buffalo Teachers • Buffalo Tours • CampusLinc • Caneadea UMC • Canisius College • Cape International, Inc. • Catholic Charities • Chamber of Commerce • Choma Highschool, Zambia Africa • Christian Central Academy • City of Batavia, NY • Columbus McKinnon • Community Covenant Church of Rhode Island • Community Services for the Developmentally Disabled • Cooper Turbo Compression • Decor Painting Company • East Aurora Wesleyan Church • Evans Bank | <ul style="list-style-type: none"> • Ever-green Architects • Frontier Science • Gateway-Longview Foundation • Genesee Community College • Global Partners • HFMA Healthcare Financial Management Association • Hindu Cultural Society • Hodgson Russ LLP • Horizon Health Services • Houghton College • HSBC • ICON Design • Innovative Placements • Invisionit LLC • Java Insurance Agency • Jericho Road Family Practice • Kaleida Health • KnowledgeAir • Leadership Buffalo • Leadership In Action • Leadership Wyoming • Liberty Partnerships Program • Livingston County DOSS • Lockport Alliance Church • Lutheran Church Synod • M&T Bank • Marshall Data Solutions • McGard, Inc. • Medaille College • Merchant's Mutual • Meritain Health • MetLife Securities • NCCC Niagara Community College • New Era Cap • New Horizons CLC • New Life International Relief • New York State Department of Education • New York State Troopers • Northwestern Frontier Association • NY Association of Psychiatric Rehabilitation Rights • Pathways For Success | <ul style="list-style-type: none"> • People Inc. • Phoenix Frontier Inc. • PKI Power Tools • Praxair, Inc. • Quality PC Training • Renovation Church • Roswell Park Cancer Institute • Rotary Club (East Aurora) • RV Rhodes Consulting • Ryan Dick Real Estate • Samaritan Pastoral Counseling • Seneca Nation of Indians • Set Free Leaders Inc. • SIM-TEC Sudanese Interior Mission • SODEXO • Spirit of Niagara Tours • The Chapel • The Colad Group • TMP Technologies • Trinity Leadership Inc. • Try-It Distributing • Uniland • United Church of Christ • University at Buffalo • University at Buffalo School of Social Work • Village Church • Wendt Corporation • Wesleyan World Missions • West Side Ministries (Buffalo) • White Buffalo Kenpo • WNY Professional Development Consortium • World Hope International • Wyoming County Chamber of Commerce • Wyoming County Community Hospital • XCEL Leadership Center |
|--|---|---|



YOU. Only Better.™ Divisions

YOUNGADULTcoaching



This division works with Young Adults. We've coached over 4,000 Gen-Y high school and college students. We focus on:

- Self Esteem & Identity Coaching
- Academic Coaching
- Career Coaching
- Relationship Coaching
- Life Wellness & Emotional Wellness

LEADERSHIPcoaching



This division of the company focuses on OD, Training, Plenary Speaking, Facilitation, and Coaching:

- Executive Coaching
- Life Coaching
- Personal Leadership Coaching
- Career Coaching
- Lean
- Project Management
- Training
- Creative Problem Solving
- Facilitation
- Speaking

ROUNDTABLEcoaching



This division of the company focuses on resourcing Christian professionals through Leadership Roundtables:

- **Personal Board of Advisors** - Folks who will shoot straight with you and have a Christian worldview along with business wisdom, experience, and knowledge.
- **Idea Generation** - One great idea can be extremely valuable; tremendous ROI of your time and money.
- **Life Balance** - Experience peace and true life-balance.
- **Faith Integration** - Integrate your faith in daily operations.
- **Integrated Curriculum** - Cutting Edge Business Advice & Curriculum with a biblical worldview (Finances, Hiring, Firing, Leading, Debt collection, Sales/ Marketing, Compensation issues, Promotions, etc).
- **Free Leadership Development Resources** - (through www.truthatwork.org and www.rightnow.org)
- **Web Portal** - Cutting Edge Portal for efficient curriculum delivery, goal setting, accountability, and more.
- **Proven Model** - A highly proven and successful model that yields results.
- **Unique Value Proposition** - Tools to help with your Spiritual, Business, and Personal challenges and growth.



YOU. Only Better.™ Products & Services

Young Adult: Academic / Career Coaching

Non-Profit: Consulting/Coaching

Training, Coaching, & Organizational Development

- Change Coaching (xSAIL Methodology)
- Leading a Diverse workforce
- Guide to fair hiring/promotion practices
- Sexual Harassment Prevention
- Workplace Violence prevention
- Dealing with difficult people
- Valuing diversity in a global economy
- 15 factors to avoid being an ugly American
- Leadership (Delegation, Situational Leadership, One Minute Manager, Flexing Behavioral Styles, Leadership Styles, etc)
- Management (Change Management, X – Y Theory, etc)
- Conflict Management / Crucial Confrontations
- Planning (Values - Vision - Mission, Alignment, etc)
- Personality / Behavioral (DISC, Bar-on, Keirsey Sorter, MBTI, WorkPlace Big 5, SchoolPlace Big 5, Strengths Finder, etc)
- Lean, Six Sigma, Project Management
- Team Building
- Sales / Customer Service / Marketing
- Public Speaking
- Communications / Interpersonal Relationships
- Motivation / Self Awareness / E.I / E.Q.
- Train the Trainer
- Safety / Security
- Book Review Study Session Facilitation

Hr Consulting

- HR Onsite Services - Short & Long Term
- HR Audit & Strategic Process Improvement
- Employee Relations Investigation and Resolution
- Employee Handbooks
- New Employee Orientation - On-boarding
- Time, Attendance and Payroll
- Training in Leadership, Communication, Productivity
- Performance Management Systems, Job descriptions, Goal Setting & Measurement
- Talent Acquisition
- Recruiting Temporary, Production, Scientific, Technical & Professional
- Career Coaching & Resume Development



Scott Stevens' Bio

Scott has worked extensively within cross cultural settings; he has a deep innate thirst to interact within the beauty, complexity, and challenges, all of which are present within cross cultural team work and communication. Even as a young man in College, Scott was recognized by the College Senate for his work in bringing together diverse persons from many ethnic and racial backgrounds at Houghton College (which at the time was the 3rd most internationally diverse university in New York State).

Scott has done relief work and served on boards (and has also consulted boards) of international relief organizations. He has successfully built bridges and worked with non-English speaking leaders in South America, Europe, and in Africa. He has also done a great deal of leadership development and public speaking internationally, including speaking and leading with the assistance of interpreters to large audiences on many occasions.

Scott Stevens is the President of YOU. Only Better.™, a coaching and training firm specializing in the empowerment of coaches and executive-coaches through training coaches and creating customized coaching tools. Scott holds a Master of Arts in Leadership and uses strategic leadership oriented communication to influence and motivate individuals, teams, and cultures (through meetings, facilitation, training, and public speaking). Scott is a sought after motivational speaker and his client list includes M&T, Kaleida Health, University at Buffalo, MOOG, Houghton College, and many others including fortune 500's such as HSBC and Sodexo.

Scott has overcome personal challenges and obstacles, namely quadriplegia. After learning to walk again, Scott became passionate about social justice issues and has partnered with global relief organizations to bring safe water, education, and job opportunities to developing countries throughout the world. He has ceaseless passion to help unprotected people. Scott has done a great deal of work with colleges and universities including teaching Master's Level Classes and serving on boards and consulting boards for academic and other non-profit organizations.

He holds a B.A. in Humanities and Religion from Houghton College; an M.A. in Leadership from Asbury Lexington; an M.Div.; and various engineering, architectural, mathematics, and computer credits from other universities such as the University at Buffalo and the University of Kentucky. Scott is APA certified in the Workplace Big Five (through the Center for Applied Cognitive Studies) and is also an executive coach certified in the xSAIL change coaching methodology.

When asked about coaching and leadership – Scott says, “I stand on the shoulders of giants who have opened doors for me that I never imagined... and not just vocational opportunity, but emotional, mental, and spiritual maturity as well. I simply want to provide avenues for others to have the same opportunities in life that I've had.”



Coaching Tools & Curriculum Samples

The following pages showcase some of the content-robust and design-rich curriculum we have been producing for over 20 years.

In all we do, we seek to engage the Head and the Heart (cognitive and affective). We pride ourselves in utilizing best approaches in Adult Learning Principles (ALPS), Visual - Auditory - Kinesthetic Didactic Methods (VAK), and we couple those best-practices with highly experienced motivational coaches, consultants, and speakers.



Conflict Management (Scrabble Method)

Managing Conflict

Ways of SEEING Conflict

Exercise - Opening Clenched Fist

What was the desired outcome?

What has been your initial paradigm of behavior towards your partner? Why did you take that approach?

PARADIGMS of Interaction

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The Professional Supervisor

Conflict Management Strategies

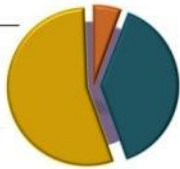
Conflict management strategies are intervention plans that you adopt proactively.

Conflict Management Strategies

Keys for Conflict Response

Communicating Effectively

How can voice tone and body language be used in managing conflict?



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Managing Conflict

STRATEGIES FOR RESPONDING TO CONFLICT

Conflict Prevention

Factors that Deescalate Conflict

Teach and show by example!

Step up to the conflict and take appropriate action!

When is the best time to resolve conflict?

DEESCALATE

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FLEX Your Leadership Style

Effective Communication Skills

PERSUASIVE BEHAVIORS: OTHERS

DiSC at a Glance



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DiSC Strategies Effective Usage

Level 1 - Build Personal Strengths and Relationships

Use Self-awareness and knowledge of DiSC to:

- Recognize your Dominant Characteristics and be aware of how they are affecting you.
- Recognize your own Potential Liabilities and avoid them.
- Recognize Styles of others and respond to them accordingly, particularly the people that you interact with often.

STRATEGIC COMMUNICATION PRINCIPLE - THE PLATINUM RULE



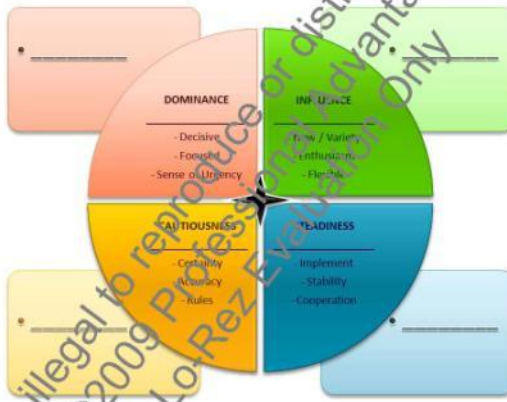
Do you need to consider another style to increase your success? In what roles or relationships might another style serve you better?

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PROFESSIONAL ADVANTAGE

Behavioral Communication

DiSC Behaviors - ASSETS¹



DOMINANCE

- Decisive
- Focused
- Sense of Urgency

INFUENCE

- Fun / Variety
- Enthusiasm
- Flexible

CAUTIOUSNESS

- Confident
- Accuracy
- Rules

STEADINESS

- Implement
- Stability
- Cooperation

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Public Speaking

Professional Presentation Skills II

Presentations & E.I.

Listening in Sales Not A Switch Flexibility
Technique Feedback Gamc. F. e.

Anxiety Reducers

Kill Cortisol

- Organize
- Visualize
- Practice
- Breathe
- Relax
- Release Tension (morning stretch)
- Move (can't over gesture)
- Eye Contact (one-on-one talk)

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The Professional Series

Presentation Software

Presentation Software (1): Why Use It?

- ✦ Comprehension / Recall
- ✦ Impact
- ✦ Shorten meeting time
- ✦ Enhance speaker credibility
- ✦ QI: the antithesis

Presentation Software (2): Multimedia Types

- ✦ Text
- ✦ Pictures
- ✦ Graphics
- ✦ Sounds
- ✦ Video
- ✦ Other Apps
- ✦ Over Usage

Presentation Software (3): PRESENTATION NOTES

- ✦ Print Notes Pages
- ✦ Dual Monitor
- ✦ Regular Maintenance
- ✦ Always Have Hand Copy of Slides/Thumbnails

Presentation Software (4): MULTIMEDIA USAGE

- ✦ Practice in real room before
- ✦ Test all audio equipment
- ✦ Avoid obstructing view of visual aid
- ✦ When making reference, point it out
- ✦ Stop Plan

Presentation Software (5): MULTIMEDIA SLIDES

- ✦ 10-12 Slide Advance
- ✦ Large Font
- ✦ Plain Background
- ✦ Avoid Information
- ✦ Bullets not Essays (6 x 6)
- ✦ Slide design continuity

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The Professional Series

Rhetoric Strategies

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Change Management

Motivation • Managing Change

The Professional Supervisor


Leading Through Change

Leadership
Barriers to Change
Bugs on a Pot




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Levels of Change



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Motivation • Managing Change

Learning Journal

What did you learn?

How can you use it?

I will Share With:

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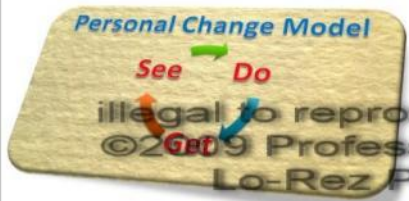
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Motivation • Managing Change


The Professional Supervisor

Personal Change Model




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Reactions to Change & Leadership Response




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The Eight Steps to Successful Change



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Communication and Delegation

Effective Communication Skills

The Delegation Fallacy

Delegation only works from an organizational perspective if the person actually committing to do the work has resources required to accomplish it.

Essential elements for effective delegation –

- Trust-based Relationships/Culture that allow and encourage push back.
- Resource management practice.
- Delegation managers must be willing to assist in renegotiation of other commitments if workload is excessive.
- Ability to communicate and negotiate commitments, resources, and time back and negotiation of higher priority commitments.

Your Delegation Effectiveness

You to Others:

1. Identify someone who you can/should delegate to:

2. Describe the level of trust in that relationship:

3. What can you do to improve your delegation effectiveness in that relationship?

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The Professional Supervisor

Challenge You:

4. Identify someone who can/should delegate to you:

5. Describe the level of trust in that relationship:

6. What can you do to improve your delegation effectiveness in that relationship?

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LISTENING as a Communication Tool

Communicating Effectively

The single biggest problem in communications is the illusion of understanding.

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For communication to take place, the loop of understanding must be completed.

Communication Loop Chart

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Communication Elements Chart

55% 7% 38%

- Speaking
- Responding
- Writing
- Engaging

Effective Communication Methods Table

Type of Communication	Message of Speaker	Message of Listener	Feedback Loop of Action	Establishment of Understanding
Face-to-Face	✓	✓	✓	✓
Video	✓	✓	✓	✓
Phone	✓	✓	✓	✓
Text	✓	✓	✓	✓
Webinars	✓	✓	✓	✓
Podcasts	✓	✓	✓	✓
Printed	✓	✓	✓	✓

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Effective Communication Skills

The Faithful Translator

What is the role of a translator in the communication process?

Exercise – **Being a Faithful Translator**

Describe a situation in which you are comfortable sharing with others.

The purpose of this exercise is to practice the skill of empathic listening as the faithful translator. Don't be concerned during the exercise about evaluating the overall situation or giving advice. Focus on listening carefully and reflecting only what you have heard from the speaker.

Roles	Dialogue 1	Dialogue 2	Dialogue 3
Person A:	Speaker	Faithful Translator	Listener
Person B:	Faithful Translator	Listener	Speaker
Person C:	Listener	Speaker	Faithful Translator

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The Professional Supervisor

Step 1: Speaker shares situation with Faithful Translator
Listener is absent

Step 2: Faithful Translator shares what was heard with Listener
Speaker is absent

Step 3: Listener describes the translation to Speaker and Faithful Translator together

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Creative Problem Solving (EINSTEIN Method)


Lesson 1. INTRODUCTION

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EINSTEIN
The E.I.N.S.T.E.I.N. Problem Solving Method

E I N S T E I N

- E • _____ the Problem
- I • _____ the Problem
- N • _____ the Problem
- S • _____ the Solution
- T • _____ the Result
- E • _____ the Solution
- I • _____
- N • _____ & Celebrate



The significant problems we face cannot be solved at the same level of thinking we were at when we created them.

— Albert Einstein

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Lesson 2. DEFINE the PROBLEM

Activity: Putting the Puzzle Together
What did you learn?

Diverge:
Review the challenge or opportunity from as many perspectives as possible.

Converge:
Combine and clarify the perspectives into a statement that best identifies the issue you want to work on.

Methods for Evaluating Problems

- Observation
- Gathering
- Interviews
- Judgment
- Analysis
- Visual Methods
 - Cause and Effect Diagrams
 - Mind Mapping

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E I N S T E I N

Root Cause Analysis (RCA) Process Description

- Ask why and identify the causal relationships associated with the defined problem.
- Identify which causes if removed or changed will prevent recurrence.
- Identify effective solutions that prevent recurrence, are within your control, meet your goals and objectives and do not cause other problems.

Example RCA Method - Ask 5 Whys
The following example demonstrates the basic process:

1. Why? - The battery is dead. (first why)
2. Why? - The alternator belt has broken. (second why)
3. Why? - The alternator belt has broken. (third why)
4. Why? - The alternator belt was well beyond its useful service life and has never been replaced. (fourth why)
5. Why? - I have not been maintaining my car according to the recommended service schedule. (fifth why, root cause)

Cause and Effect Diagram⁴
A visual representation of the causes of an event or situation.



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Lesson 2. DEFINE the PROBLEM

How did each of the each of the decision makers define the problem?

- Truck driver - _____
- Dispatcher - _____
- Sheriff's deputy - _____
- Railroad engineer - _____

How can the roles of the participants affect their ability to evaluate a problem and develop a solution?

How many levels of the problem have been addressed?

How would you assess the current problem. How many levels of the problem have been addressed?

What are the root causes of the problem?

Why is it important to understand the root cause(s) of the problem?

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Problem Solving Step 2 -
Investigate Potential Solutions

EINSTEIN

Imagination is more important than knowledge.

Do you have the right tools, skills, people, time and resources to freely generate potential solutions?

Goal of Step 2
Develop as many potential problem solutions as possible.

Methods to Generate Potential Solutions

- Past History
- Experience
- Information Sources (Internet, literature search)
- Ask the "Expert" (Interview)


- Brainstorming
- Mind Mapping

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Effective Meetings (CANVAS Model)

Lesson 1: Meetings as a Management Tool

The **C.A.N.V.A.S.** Method of Effective Meetings



C (Clarity & Attendees)
A (Agenda & Discussion)
N (Navigation & Velocity)
V (Time, Pace, & Destination)
A (Expectation & Execution)
S (Alignment, Coordination, Harmony)

Compare the basics of effective management to effective meeting facilitation:

Substitute the larger concept of "Managing" for "Meeting" in the Effective Meetings method. Your effectiveness as a meeting leader may reflect your team and organization management/leadership effectiveness as well.

If you do Meetings Well... you will Manage Well.

Plan
(Clarity & Attendees)

Execute
(Navigation & Velocity)

Follow-Up
(Accountability & Synchronization)

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Sample(s): Formal/Informal Agenda Templates

AGENDA University At Buffalo

BOARD OF DIRECTORS AND FOUNDATION BOARD

August 17, 2008
 12B, Pavilion's Board Room

- 8:00am - 8:15am Opening
- 8:15am - 8:30am Standing Committee Reports & Recommendations
- 8:30am - 8:45am Administration Dr. Diaz
- 8:45am - 9:00am Administration Dr. Cooper
- 9:00am - 9:15am Minutes
- 9:15am - 9:30am Presentation
- 9:30am - 9:45am Presentation
- 9:45am - 10:00am Presentation
- 10:00am - 10:15am Presentation
- 10:15am - 10:30am Presentation
- 10:30am - 10:45am Presentation
- 10:45am - 11:00am Presentation
- 11:00am - 11:15am Presentation
- 11:15am - 11:30am Presentation
- 11:30am - 11:45am Presentation
- 11:45am - 12:00pm Presentation

OLD BUSINESS
 NEW BUSINESS
 ADJOURNMENT

Invite Participants and Set Expectations

Consider and Include in Invitation:

- Purpose
- Agenda
- Meeting
- Goals
- Work

Consider and Address:

- Logistics
- Dynamics
- Relationships
- Method
- Meeting

Activity: Case Study - Build Agenda / Invite Participants

Jake and his lead designer Tom were discussing their plan to move ahead on the design and installation of the new telephone system, a major component of the Communication Systems Upgrade Project. Jake's team had been assigned the responsibility to write the performance specification and monitor the work of a contractor. Susan Carlson had called Jake to tell him that a contract had been signed with Condor Telephone Services for the new telephone installation system. She stressed the high visibility of the telephone system installation. She was also quick to offer her support in getting the installation vendor off to a good start.

Jake and Tom had just finished a telephone call with Ian Douglas, the Condor project manager to discuss the next steps for starting the contract. They had agreed that a contract kick off meeting would be tentatively scheduled at the Aame banking division office on August 1, 2008.

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Lesson 2: Meetings as a Management Tool


Activity: Learning Log

What did you learn?

How can you use it?

Lesson 2 - PLANNING the Meeting

Meetings Step 1 - Clarity



Clarity (Purpose & Scope)

"The greater danger for most of us lies not in setting our aim too high and falling short; but in setting our aim too low, and achieving our mark."

- Michelangelo

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Energizing and Motivating Employees

Motivation • Managing Change

MOTIVATION

Defining Motivation

Motivation is an emotional state that results from a feeling, need or desire that provokes an action or behavior. There are two forms of motivation:

Intrinsic
A drive from within that prompts or inclines an action.

- Commitment
- Love
- Greed
- Competition
- Desire to feel good about achievements and contributions
- Personal interest
- Need for challenge or excitement

Extrinsic
An outside force or circumstance that leads people to attempt to satisfy their important needs.

- Recognition and Praise
- Money – Salary, bonuses
- Physical rewards – Plaques, certificates
- Promotions
- Job Assignments
- Environment
- Team or organization culture

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Motivation is internal – a psychological fact that needs to be satisfied. Motivation is a two-way street. If you have an opportunity to be a leader, your influence can be positive or negative. If people are looking to you for leadership, your attitudes and behavior will influence them in one direction or another. Your job as a supervisor is to create an environment and opportunities where your staff can motivate themselves.

Personal & Inter-Personal Motivation

Intrinsic

- Personal Satisfaction
- Social Interaction

Extrinsic

- Personal Rewards
- Public Interaction

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Motivation • Managing Change

Two Levels of Focus for Goals

Two Levels of Focus for Goals:

1. Long Term Performance Goals
2. Short Term Execution Goals

Goals Confidence Assessment

After goals are developed, ask:

Confidence Assessment	Confidence Assessment										
	Very Low	Low	Medium	High	Very High						
How confident are you in this plan?											
How confident are you in your ability to achieve this plan?											

Rate your overall chance of success.

If confidence is not strong, ask:

- What makes you believe that about your chances for success?
- What evidence do you have for that belief?
- What new beliefs or resources would increase your confidence?
- How can you put those beliefs or resources into place?

We must give our critical brains some evidence to believe in our success.

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Elements of Effective Performance Agreements:

Evaluating Performance

- Useful performance measures:
- Use of time
- Quantity and quality of work
- Results accomplished
- Stakeholder satisfaction
- Meeting deadlines
- Meeting budgets

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Motivation • Managing Change

The One Minute Management Style

The One Minute Manager Essential Elements of Commitment and Good Morale

People who produce good results feel good about themselves. People who produce poor results feel bad about themselves.

Feedback on results

Three Secrets of One Minute Management

1" 1" 1"

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One Minute Management Defined

One Minute Goals

One Minute Goal Process

- 1)
- 2)
- 3)
- 4)
- 5)
- 6)

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Facilitating for Outcomes

Effective Communication Skills

Facilitation Skills

Table: DOs & DON'Ts of Attending

DO	DON'T
Position your body so you face the majority of the people.	Talk to your notes or visual aids.
Continuously scan the group with your eyes.	Turn your back to part of the group.
Walk toward people.	Stare at individuals.
Smile at individuals.	Avoid eye contact or scan the group too infrequently or too rapidly.
Nod affirmatively.	Distance yourself from the people.
Use natural gestures and facial expressions when you talk.	Stand in fixed positions.
Look at people while they are talking.	Shuffle papers or look at your watch while people are talking to you.

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Table: Non-Verbal Behaviors And Their Possible Feelings

Behaviors	Possible Feelings
Smiling Nodding affirmatively Leaning forward Eye contact	Enthusiasm/ Understanding
Frowning Vacant stare Shuffling feet Leaning back in chair Looking at clock	Boredom
Frowning Scratching head Purging lips Vacant stare	Confusion

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Managing Disruptive Behaviors

The Monopolizer

The Monopolizer asks a multitude of questions relevant only to him or her, tells a multitude of stories, shares of his or her extensive knowledge or anything else that comes to mind in order to be the center of attention.

Strategies for dealing with the Monopolizer:

- Make general statements leading back to others: "Remember, we've everyone to have the opportunity to ask questions when necessary."
- Summarize and shift the focus: "Thank you for sharing your ideas, the next topic we will be discussing is..."
- Use neutral body language: Do not make eye contact with the monopolizer. Instead, look at the rest of the class. Research suggests that facial attitudes are contagious.

The Criticizer

The Criticizer may complain about issues such as the:

Strategies for dealing with the Criticizer:

- Focus on the positive participant(s) - provide opportunities for students who appear positive about the classroom experience to contribute their opinions. This can help to counterbalance the impact of the negative student.
- Build the foundation to join the conflict - direct the Criticizer show you into an argument. Find ways to diplomatically side step the criticism. For example: "Thank you for sharing your point of view. Let's make an effort to meet each other's needs."
- Step in the Bull - Make every effort to minimize the detrimental impact of the Criticizer on the rest of the class. Research suggests that facial attitudes are contagious.

The Controller

The Controller has decided that it is his or her task for the day to disagree with you, ignore your instructions, and otherwise attempt to discredit you in the room.

Strategies for dealing with the Controller:

- Humor - Use humor whenever appropriate. This takes the power out of the Controller's obnoxious hostility and may make your other students feel more comfortable.
- Shift Focus - Shift the focus away from the Controller. This takes the focus off of the power struggle in which the villain is attempting to engage you.

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The Silent Screen Star

The Silent Screen Star is just the opposite of the Monopolizer. While this person does not necessarily disrupt the class, you'll want to make sure learning is taking place and higher needs are being met. Silence may be attributed to boredom, insecurity, or embarrassment at not understanding the material.

Strategies for dealing with the Silent Screen Star:

- Open-ended Q's - Use Simple Open-ended questions to draw together into conversation.
- Non-Verbal Behavior - encourage the silent star by making eye contact, smiling, leaning, and providing non-verbal encouragement when the Silent Screen Star talks.

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Effective Communication Skills

Table: More Disruptive Behaviors

Behaviors	Possible Explanation	Response
Overly Talkative	May be well informed or over-energetic	Do not be sarcastic Deal with with challenging questions
Quick and Overly Helpful	Thinks help or trying to exclude others	Use active listening for opening questions to others Thank them and suggest asking others to ask questions
Awkward	May not know the subject	Use an opening question, thank them, provide feedback, encourage them and provide support and encouragement
Overconfident	Lacks ability or no previous thoughts with previous	Use the 21 understand me strategy
Overly strong comment	Misunderstands topic	Handle with care, avoid waterworks to them If you are public, can we rephrase it with...
Refuses to participate	Shy, nervous, feels superior, disinterested	Active interest in seeing their opinion Group and public recognition

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ALPS: Speaking & Learning Styles

Adult Motivations & Turnoffs Table

Motivations	Motivations	Motivations	Motivations	Motivations	Motivations	Motivations
						Turnoffs

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Leadership with Results

Situational Leadership

Hersey-Blanchard's Situational Leadership

- A Leader has more than one best style.
- The appropriate style is determined by the maturity level of the follower.

There are two dimensions to situational leadership: style and the maturity level of the follower.

Autocratic / Traditional / Task-Oriented / Performance-Driven / Directive

VS

Democratic / Modern / People-Oriented / Relationship-Driven / Supportive

Management Style Continuum

Direction and Support (Primary Behaviors)

Two Primary Situational Leadership Behaviors:

- Directive
- Supportive

Sometimes people need direction. They need to be given explanations, explicit instructions, perhaps demonstrations, and an opportunity to try something.

Support and feedback that validates their behavior and results in even greater confidence and motivation.

Three Situational Leadership Skills

Personal Vs. Organizational Leadership

- Personal Leadership** – accepting responsibility for my choices and the behavior that flow from those decisions, and for the outcome that those actions produce.
- Organizational Leadership** – accepting responsibility for my choices and the behavior that flow from those decisions, and for the outcome that those actions produce.

Critical Leadership Questions

Ask (Are we) satisfied with the results **AS** PRODUCED NOW AND FOR THE FORESEEABLE FUTURE?

If the answer is no, what am **I** going to do about it?

Stimulus/Response Model

Reactive Responses: Stimulus → Response

Proactive Responses: Stimulus → Response

Leadership Pyramid

Four Leadership Building Blocks

- Character** – your own personal values, beliefs and actions.
- Relationships** – your ability to work effectively with others.
- Management** – the ability of a person, team or organization to work to achieve a result.
- Results** – the ability of a person, team or organization to discern and define the most effective results and methods to achieve those results.

Results (Efficiency & Effectiveness)

- Strategy** – the plan to achieve the results, the goals we set to drive our success.
- Resources** – the ingredients required to produce the results.
- Execution** – the coordinated behavior or operations required to use the resources to produce the results.
- Leadership** – determining the desired results and developing, guiding and motivating the resources to achieve the results.

Leadership Question

AT WHAT LEVELS DOES THIS MODEL OPERATE?

- Personal
- Team
- Organizational

What do the connectors in this model represent?

Reward and Recognition

Motivation • Managing Change

Recognition and Reward

Effective supervisors know that it's important to understand what motivates their direct reports - and provide the type of recognition that person desires.

One of the most effective ways to find out what motivates an employee is to ask. You may wish to begin the discussion by saying something like, "Since you are a vital part of our team, I want to be able to express my appreciation for your extra efforts. When it's your time to be recognized, I want to provide it in the style you like best."

What Motivates You?

What type of recognition do you prefer?

Private

Informal

Formal

What type of recognition gifts do you like?

Monetary gifts

Gift certificates

Gift cards

Gift baskets

Gift bags

Gift certificates

Gift cards

Gift baskets

Gift bags

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Motivating On a Budget

Suggestions to motivate without spending a lot of money

- Communicate openly & often
- Use task opportunities for professional growth
- Recognize with low cost meals & gatherings

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Motivation • Managing Change

When you end a reprimand with praise that doesn't legitimize the action or result that you are addressing, people think about their behavior, not your behavior.

Don't Reprimand Learners

- Tell them what to do
- Show them how to do it
- Let them try
- Observe performance
- Praise progress or redirect

Don't set standard of perfection in training someone on a new task - keep catching people doing things appropriately right to move their behavior in direction it needs to go.

If a person can't do something - Reprimand (Attitude Problem)

If a person won't do something - Reprimand (Attitude Problem)

If inexperienced or unskilled - Coaching (Skill/ Knowledge Problem)

If inexperienced or unskilled - Coaching (Skill/ Knowledge Problem)

Reprimand must occur as close to poor performance as possible. Coaching must occur as soon as possible to correct behavior early and allow dealing with one situation at a time.

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Job Performance Coaching

Goals of Job Performance Coaching

- Providing source of accountability for employee
- Offering opinions and guidance
- Supporting
- Building trust between coach/employee/team
- Promoting emotional buy-in
- Establishing culture that facilitates teamwork
- Building advocacy for employee and accountability to team and organization

Are You Ready to Coach Them?

- Coaching Character
- Coaching Skill
- Beliefs
- About coaching
- About employee
- Planning

Are They Ready to Be Coached By You?

- Relationship - Trust
- Clear Understanding of:
 - Roles
 - Expectations
 - Accountability
- Contribution to overall result

Employees must believe that they are capable.

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Motivation • Managing Change

Building a Circle of Trust

The keys to developing and maintaining trust:

- Walking and keeping commitments
- Developing deep understanding of the needs and desires of others

Relationship Bank Account

The Relationship Bank Account is a metaphor for the level of trust in a relationship. The account balance is developed through deposits and withdrawals.

Deposits

Withdrawals

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From whose point of view must deposits be made?

How do you know what is a deposit and what is a withdrawal?

What deposits can you make to improve the level of trust in that relationship?

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Team Building

Team Ability Essentials

TEAMWORK ACTIVITY LOG

What did you learn?

Why is it important to you?

How can you use it?

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Defining Teams and Teamwork

How do you define "team"?

team (tīm) n 1 a two or more draft animals harnessed to the same vehicle or implement 4 a number of persons associated together in a work activity; as a group on one side (as in football or a debate)....

teamwork (tīm-wĕrk) n work done by several associates with each doing a part, but all subordinating personal prominence to the efficiency of the whole.

Webster's New Collegiate Dictionary

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Team Ability Essentials

Team Dynamics

Stages of Team Development

Stage 1 - _____

Stage 2 - _____

Stage 3 - _____

Stage 4 - _____

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Stage

Typical Emotions

- Tentative connection with the team
- Anticipation, Excitement, Pride
- Concerns over uncertainty in new situation

Typical Member Behaviors

- Initial definition of team purpose and goals
- Defining and feeling out on acceptable behavior
- High energy, enthusiasm, and eagerness to get started
- Mutual discovery of capabilities
- Discussion of concerns about support from organization, resources and barriers
- Initial team structure
- Initial team membership testing of one another
- Identification of individual strengths and concerns
- Define team mission, values, purpose and goals
- Define Team roles and expectations.
- Develop Team Code of Conduct.
- Define Team success criteria.
- Define Communications/Information Procedures.
- Coach team members on behaviors that contribute to personal and team effectiveness.
- Set a good example for team behavior in own actions.

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Team Ability Essentials

TEAMWORK ACTIVITY LOG

What did you learn?

Why is it important to you?

How can you use it?

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Improving Team Performance

Leadership

Team leadership is critical to improving overall team effectiveness. Leaders, whether formal or natural, must constantly:

- Monitor
- Evaluate
- Communicate
- Facilitate
- Inspire
- Discipline

Evaluating Team Performance

Regular measurement and evaluation of team performance is essential to team success. Monitoring and accountability must be clearly defined. Evaluation must be followed by feedback, recognition, reward and/or corrective action as warranted.

Benefits of Evaluation

FOR TEAM MEMBERS

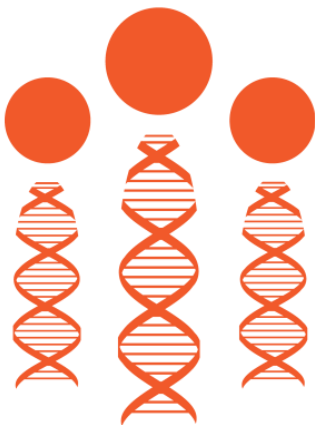
- Lack of feedback and guidance can result in unmet expectations and can create resentment.
- Frequent feedback instills self-confidence and assists them in performing at their best.

FOR TEAM LEADERS/MANAGERS

- Meeting regularly with team members promotes progress, initiative, accountability, and independence.
- Frequent evaluation provides a clear perspective and detailed history.
- Tracking performance regularly simplifies the review and feedback process.

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