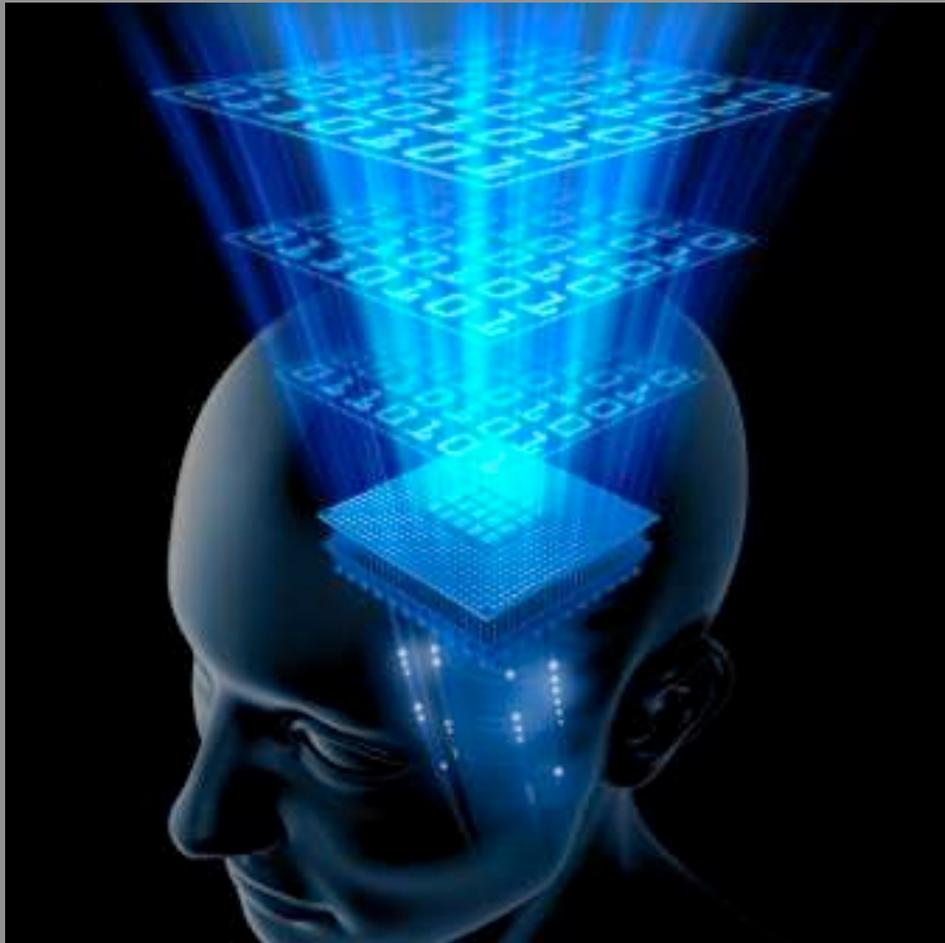




*"Converting Capability into Profitability"*

**Optimizing  
Leadership Development  
Organizational Performance  
&  
Profitability**

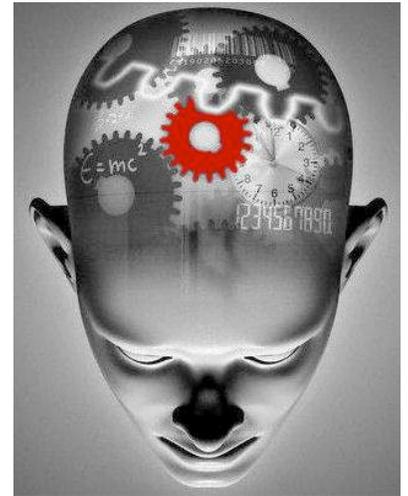


[www.JeffreyDeckman.com](http://www.JeffreyDeckman.com)

**Committed to Providing The New Skills and Paradigms Necessary to Prepare Modern Leaders, Managers and Teams for Success in the Modern Economy**

A highly trained workforce is a highly profitable workforce. A highly trained workforce is also your most powerful competitive advantage. But being highly trained is not enough. For it to be effective, it is imperative that the training being given is the right type; given to the right people and that the training is both thought of and implemented strategically.

In today's knowledge and information economy developing the capabilities, skills and competencies of your workforce, from the top down, is essential to building a high performing organization that excels at using its human capital to maximize its ability to maximize its financial capital.



*In today's knowledge economy human capital is more important than financial capital. Because money doesn't make money any more than money loses money. It takes people to do both. Trained people make money. Poorly trained people cost money.*

Today's fast paced, rapidly changing economy is forcing everyone at every level to be life long learners; especially those at the top of the organization. Because so much has changed so quickly leaders and managers must be armed with the new tools that create success in the post-industrial age world. Many of the old management paradigms and methods no longer work and some have even become "liabilities" in that they actually impede process.

To address this need Jeffrey Deckman, *a thought leader in next generation leadership and organizational development models* has created an entire curriculum devoted to helping the modern leader, manager and supervisor to first understand these changes and then to adapt their skills to meet the management challenges facing they face.

Today is a great day to begin the process of arming your entire leadership team with the tools that will allow them to excel as 21st century leaders in the 21st century economy.

*All trainings qualify for 50% matching grants from the Rhode Island Workforce Board*



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1. The Bigger Know Principles of Leadership – The Return of the Elder  
“You know what you know. They know what they know.  
Together we have a Bigger Know.”  
*Unleashing the Hidden Collective Genius and Energies of the Workforce*  
8 Sessions
  - Introduction to “The Bigger Know”: Recognizing and Leveraging Your Employee Knowledge Networks
  - Keep your “Dog on the Leash”: How Egos prevent the Forming of Your Network
  - How to Activate Your Network - Using Both Words and Silence
  - How to Avoid Shutting Down Your Network Once You Have It Activate
  - How to Use Everything that Happens as a Way to Strengthen Your Network
  - How to Keep the Network Focused and Connected During Times of Stress
  - Using the Power of “Detachment” to Build Vibrant and Strong Networks
  - Using Forgiveness to Bond Your Network and Build Resiliency
2. Employee Engagement: Why Should I Care? - The financial case
3. Intro to the Organizational Trinity - The Hidden Forces behind the Org Chart that Drive All Performance
4. Conflict Resolution in the Modern Organization
5. The Art and Science of Building Effective Collaborations
6. Solving Complex Problems - Aristotle meets the “5 Whys”
7. Designing and Facilitating Results Oriented Meetings
8. The 4 Disciplines of Execution - Moving from Pontification to Implementation - a Primer
9. The 3 Pillars of Powerful Culture Building - "Because cultures eat strategies for breakfast." - Peter Druckerf

Customized Trainings are Available

All trainings qualify for 50% matching grants from the Rhode Island Workforce Board



## The Bigger Know Principles of Leadership

**“You know what you know. They know what they know. Together we have a “Bigger**

This 8 part leadership development program is the flagship of the Institute’s curriculum.

The training is based upon the concept that “You know what you know. They know what they know. And together you have a *Bigger Know*”

The program is revolutionary in that it teaches the leader how to recognize and then activate the collective genius and energies of those around them to create powerful knowledge networks that increase levels of employee engagement and profits.

The product of over 10 years of design, practice and refinement, two of which were in a Think Tank setting, this training provides the attendee with the new paradigms and tools necessary to lead the modern workforce of the Knowledge Economy.

It is focused upon helping the attendees to learn how to convert traditional org charts into vibrant “knowledge networks” that possesses tremendous capabilities and creative energies when unleashed.

Gaining the ability to view and engage the workforce as networks instead of positions in an org chart represents a critical paradigm shift the modern leader must embrace to be successful in the modern economy. It is these employee networks that are becoming the most dominant forces driving productivity and profitability in the 21st century.

Once the attendee grasps this new paradigm we then focus the training extensively on teaching the dynamics and tools which help them to design, activate, strengthen and empower these networks so they become powerfully innovative and productive.

In addition to learning how to build the networks attendees are taught how to heal them when they breakdown, while making them stronger and more resilient in the process. They also learn how to perform preventative maintenance on so that minor breaks don’t become “jail breaks.”

In doing so, they are also able to build cultures that are empowered, highly accountable, and self sustaining. This begins to take pressures and stresses surrounding performance off the leader and places it inside the networks, thereby freeing the leader to be more strategic and effective.

The end result is an entire leadership team that understands how to use innovative tools and processes to design and build highly productive knowledge networks designed to excel in the fast moving Knowledge Economy.

For more information on the details of this leadership development program please go to [www.TheBiggerKnow.com](http://www.TheBiggerKnow.com).



## Employee Engagement: Why Should I Care?

### The math and science proving the direct link between Employee Engagement and EBITDA

For years employee engagement initiatives have been largely thought of by many senior executives as Kumbaya initiatives. The thinking being that they are more about feeling good than driving profits. While that may have been partially true during the last half of the past century in today's Knowledge and Service economy where human capital drives all profits *nothing could be further from the truth!*

In this seminar attendees are shown, in detail, the mathematical formulas that reveal how increases in employee engagement has a direct impact on EBITDA and retained earnings.

The sessions also demonstrates the significant impact improved levels of employee engagement has on the value of the business, while simultaneously reducing stress levels at all levels.

This session should not be missed by anyone who is either in a leadership position or aspiring to be promoted into one.

### Workshop Overview: What you will learn

1. How we evolved into a Knowledge and Service economy and why it is here to stay
2. The mathematical formulas that demonstrate the link between EE and EBITDA
3. How increasing employee engagement by only 5% can drive tens of thousands of dollars of profits to your bottom line year after year
4. Where the money comes from and why
5. The single most important factor that either drives or derails employee engagement

### What to Expect:

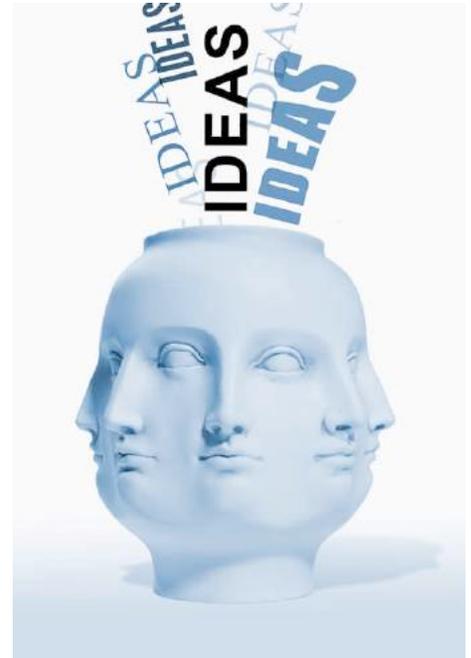
This session not only provides specific facts and formulas that demonstrate the relationship between EE and EBITDA but it also explains how we got to this point in the American economy.

Jeffrey is a believer in providing context in addition to training so that the information is better understood and retained. This session pulls from, and presents data from a myriad of highly researched studies from leading Human Capital experts as well as from Jeffrey's direct experience to make the compelling connection between employee engagement and profitability.

### Who Should Attend:

Business Owners, C-Level Executives, Consultants, Managers HR professionals

**Length:** Two hour, 4 hour sessions are available.



## Intro to the Organizational Trinity -The Hidden Forces behind the Org Chart that Drive Performance

There are 3 largely unseen forces hidden behind the Org Chart which “secretly” are responsible for virtually all of the work that gets done in your organization.



Do you know what they are? Chances are you don't, because almost no one does. Yet these forces, which are very powerful and complex actually determine how much work gets done; how well it gets done; when it gets done and by whom.

However, since you aren't aware of them or the dynamics that drive them you are powerless to actively manage them and focus them to work on your behalf.

These three forces combine to create what is called the Organizational Trinity. They are:

Tribes  
Knowledge Networks  
Cultures

Tribal dynamics determine how connected and dedicated the people in the organization, or on a team, are to one another. They also determines the relationship between leaders and their support staff. Knowledge Networks are “teams” which have been designed, assembled and resourced such that their collective genius and capabilities can be leveraged to maximize performance in every instance. And Cultures are the essential glue that holds everything together and which determines if the organization is healthy and prosperous or toxic and losing money, people and eventually clients.

This course introduces the participant to this ground breaking concept and then provides essential insights and tools that can be “learned today and leveraged tomorrow” to provide almost immediate results.

### **Workshop Overview: What you will learn**

1. The essence of tribal dynamics and how they drive productivity
2. How to lead and engage tribes (teams and departments) to maximize performance
3. The basics of Knowledge Networks and how applying the same network design principles that propel computer networks to your human networks (teams and departments) will insure you are building high performance teams
4. The 3 cornerstones to a healthy culture
5. How to use them to build and sustain a culture that respects its members, holds itself accountable and maximizes profitability.

### **What to Expect:**

Attendees will gain a basic introduction into the Organizational Trinity and how it works within every organization. Specific tools and processes will be provided which can be used immediately to begin using these powerful forces to your organizations benefit.

Attendees will forever view their organizations and teams differently. They will be given resources that will allow them to uncover and leverage pools of hidden human capital and capabilities previously unavailable and covert that human capital into more financial capital.

### **Who Should Attend:**

Business Owners, C-Level Executives, Consultants, Managers, HR professionals

**Length:** Two hour, 4 hour and all day sessions are available.

## Conflict Resolution in the Modern Organization

Conflicts, if left unchecked, paralyze organizations at best, and destroy them at worst. This is why it is essential that a leader learn at least the basics of high level conflict management. Few things will challenge a leader's skill, patience or communication abilities more than dealing with legitimate, serious conflicts amongst passionate, powerful and committed people.



This session is essential for any leader or manager who is responsible for overseeing teams and insuring they perform at a high level.

Having the tools to limit unproductive conflicts and to resolve conflicts which have hit the flashpoint will reduce the stress of the leader and maximize their ability to keep their teams focused and working together.

### Workshop Overview: What you will learn

1. The unexpected first step in conflict resolution- which everyone almost always misses - and how to address it
2. The specifics of the highly effective group and individual conflict resolution process known as “The 3rd Side Method” and how to implement it.
3. The importance of understanding and achieving alignment on your role:
  - a. Facilitator
  - b. Mediator
  - c. Negotiator
  - d. Arbitrator
4. The single most important challenge facing one attempting to resolve conflicts and how to address it
5. The 4 Fundamental pillars of conflict resolution
6. Resolving One on One conflicts - The power of Walking
7. The “Centering Conversation” and how to use it to deal with How to deal with those who subversively create and/or thrive on conflict.

### What to Expect:

Attendees will gain a high level understanding of the dynamics of conflict and how to place themselves at the peaceful eye of the storm before proceeding. They will then be introduced to some of the most effective group and one-on-one conflict resolution methods to help them deal with volatile issues at any level of the organization.

These processes have been effective in helping leaders to resolve conflicts that range from severe to mild and in a broad range of environments and cultures.

### Who Should Attend:

Business Owners, C-Level Executives, Consultants, Managers, Supervisors, HR professionals

**Length:** Two hour, 4 hour and all day sessions are available.

## The Art and Science of Effective Collaborations:

### Building Collaborations Using the SEALL Process

Human Capital is maximized and leveraged exponentially through collaboration. Therefore, learning and mastering the keys of successful collaborations is essential for the modern manager.



When done properly collaborations become powerful tools that can significantly accelerate the growth of your business and your career. But they are very complex to design and can be extremely challenging to manage. In fact, most collaborations fall short of their original goals because issues critical to success had not been anticipated or thoroughly addressed during the early stage planning and partner vetting processes. When this happens the results can be disastrous to all parties involved, especially if a client is impacted.

But, if the right type of questions are asked and answered and key issues such as governance, motivations and entrance and exit strategies are addressed and agreed upon, collaborations allow everyone to achieve goals previously unattainable while simultaneously building powerful relationships and future capabilities.

### Workshop Overview: What you will learn

- How to convert individuals or teams into collaborations that act as vibrant knowledge networks that achieve superior results
- How to keep the participants intrinsically motivated, highly engaged and committed
- How to avoid the disaster and frustrations of a collapsed collaboration
- How to identify and vet potential partners who will greatly enhance your capabilities
- How to employ a systematic approach that clearly addresses and defines goals, objectives, rules of engagement, governance and expectation issues
- The underlying dynamics which determine whether collaborations succeed or fail

## **What to Expect:**

Participants will be exposed to the thinking, the paradigms and a specific process that will give them the tools to design, configure and implement successful Collaborations. They will also be taught how to determine whether or not there is enough interest, commitment or intrinsic motivation amongst the participants to form a Collaboration.

The training also covers the most common mistakes and overlooked items that can doom the effort from the beginning. In addition, participants will learn how to vet potential partners and how to align the group on common objectives and how to maintain its focus throughout the endeavor.

They will also learn how to anticipate and address many of the operational, organizational and psychological issues that can be encountered during the process that could derail the effort.

## **Who Should Attend:**

Business Owners, C-Level Executives, Consultants, Managers, HR professionals

**Length:** Varies depending upon client needs. Two hour, 4 hour and all day sessions are available.

Course includes a copy of the SEALL handbook

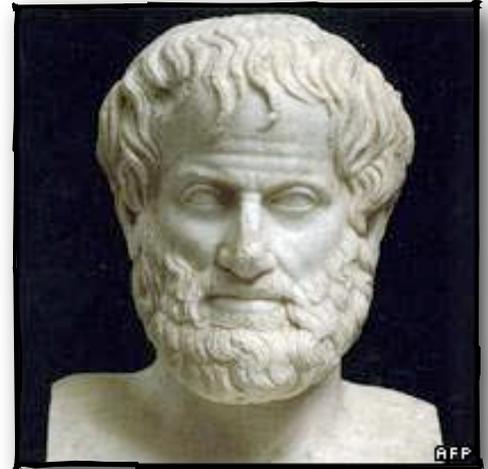
## The Aristotle Model for Complex Problem Solving

New Problem Solving Strategies designed for the 21st Century Manager

The challenges facing today's professionals and entrepreneurs are incredibly complex. The modern workplace has been transformed by technology, social networks, global competition, an independent minded workforce and never ending changes.

To make matters worse both changes and problems are coming at us faster everyday. And while our response time is lower the stakes are higher. This means the traditional methods of problem solving need to be upgraded to help the modern manager to stay ahead of this ever accelerating curve.

This is why the Aristotle Model for Complex Problem Solving technique was created. It transforms typical problem solving processes by re-introducing an innovative approach originated by Aristotle then adds a twist designed for our fast paced interconnected modern world that helps insure the solutions created in one space do not create problems in another.



### Workshop Overview: What you will learn

1. How to identify and address the root causes of issues so they don't return once resolved.
2. An innovative 4 step problem solving process that changes apply the principles of "systems thinking"
3. An analytical process that identifies and addresses potential unintentional consequences which can create worse problems than the one resolved
4. How to activate and focus the collective genius of your teams on problem solving while simultaneously strengthening your teams' level of engagement and cohesiveness
5. A primer on using the "5 Whys" and Root Cause Analysis to quickly assess and resolve problems

### What to Expect:

Participants will be introduced to a unique but intuitive problem solving strategy. They will also practice expanding their thinking around employee engagement and become more adept at viewing those around them as parts of a knowledge network as opposed to the limiting views associated with traditional "Org Chart" thinking. This training will also expand their abilities to engage and empower others in the problem solving process in order to maximize the level of creativity applied to problem solving, increase the rate of speed which problems are resolved and lessen the chances of additional problems being created in other realms.

### Who Should Attend:

Business Owners, C-Level Executives, Consultants, Managers, Supervisors, HR professionals

**Length:** Two hour, 4 hour sessions are available.

## Designing and Running Effective and Productive Meetings

*“Communication is the lubrication that keeps our organizations running and profitable.”*



Meetings are absolutely essential to the success of any organization. When designed well, properly populated and run efficiently they drive performance; reduce misunderstandings and mistakes while increasing accountability at all levels; all of which helps you to make money, save money or not lose money.

Meetings are very important tools an organization must depend upon for success. They are also expensive to run sometimes costing thousands of dollars an hour in payroll expenses depending upon who is in the room and how many people are involved.

Yet very few managers or executives have been trained in the principles, processes and nuances of designing, populating and running meetings. As a result they often do not produce the type of results

desired or needed by the people in attendance or the company as a whole.

*Imagine if your teams looked forward to meetings because something changed that made them productive, interesting and even energizing.*

This workshop provides foundational training for professionals who want to learn a proven, but simple, method that will insure your meetings become profit centers.

### Workshop Overview: What you will learn

1. How to create agendas that are relevant, aligned upon and of interest to those in attendance.
2. The 4 categories of people who should be considered as attendees and why.
3. 3 steps that will keep any meetings highly focused, disciplined and on time
4. How to keep meetings from being hijacked
5. How to maximize team accountability and improve execution of Action Items
6. How to insure proper lines of communication are established with others affected by meeting decisions and outcomes.

### What to Expect:

Participants will be introduced to step by step process that teaches proven methods for designing, populating, running and timing meetings. They will be given tools to help them capture key actions, accomplishments, decisions and Action Items that were outcomes of the meeting.

They will be given instructions on meeting facilitation skills that keep the group on topic; provide tools that make conflicts productive and which maintain a professional and productive environment.

### Who Should Attend:

Business Owners, C-Level Executives, Consultants, Managers & Supervisors

**Length:** Course length is 90 minutes with additional 30 min for Q&A

## The 4 Disciplines of Execution - Focus - Act - Score - Track

*"Moving from Pontification to Implementation - a Primer"*

Plans without execution are dreams. Dreams start companies; they don't build them.

Almost every executive and manager has been trained in some level of strategic planning. It is a key component of every MBA training everywhere. For as challenging and difficult as it is to develop a sound and solid strategic plan executing on that plan is *much more difficult!*

**This is why more than 80% of all strategic plans never get implemented.**

What a waste of time, money, intellectual capital and opportunity.

The reasons for this is not a lack of desire. Nor is it because your people don't care or are not smart enough to implement the plans. The reasons are because they have not been trained in the art and skill of execution.

Executing plans face a tremendous amount of opposition and resistance from powerful forces both internal and external to the organization. These forces will not go away and neither will your need to execute your plans and projects. So what do do?

The 4 Disciplines of Execution process, created by Sean Covey and Chris McChesney offers an incredibly well resourced and proven solution that solves that problem. It is a simple process in its design but is a challenging process to implement. But it works if you work it.

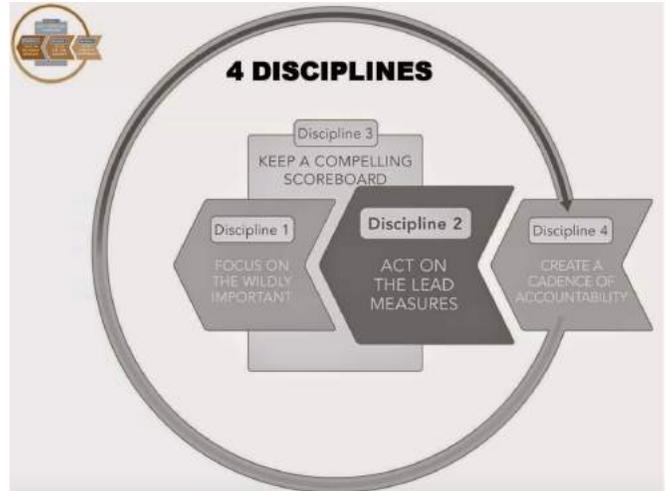
Let us help you to learn it.

### Workshop Overview: What you will learn

1. Why the "Whirlwind" kills plans and how to get out of it.
2. How to clearly define and focus on your "Wildly Important Goals" (WIGs)
3. Understanding "Lead Measures" and how to use them to drive results
4. How to develop a "Compelling Scorecard" that uses competition to generate results
5. How to create a "Culture of Accountability" that becomes a catalyst for results

### What to Expect:

Based upon the ground breaking book by Sean Covey and Chris McChesney this training will open your eyes to the hidden forces that derail almost every plan or strategy never implemented. It will define the dynamics that derail and then provides the anecdote to each of them. This training also outlines powerful, proven steps that can be used by teams and organizations of any size in any organization to become *experts at execution*.



This training is designed to be an introduction that will provide the attendee with the paradigms and structures that will clearly define the key steps of this sophisticated process. Participants will take away specific tools that they can begin using immediately to improve their ability to execute on plans and strategies by using what they have learned in this fascinating training session.

## **Who Should Attend:**

Business Owners, C-Level Executives, Consultants and Managers

**Length:** Course length is 4 hours. Additional trainings and consulting can be provided upon request to provide your organization with a much deeper understanding of the process.

## **The 3 Pillars of Powerful Culture Building - “Because culture eat strategy for breakfast.” - Peter Drucker**

The culture of a company has a larger impact on performance and profits than almost any other factor in an organization. This is because even if a company has the best and brightest in their industry on their payroll if the culture is toxic, ego based or undisciplined the people will not be able to work together in order to execute on plans, projects or strategies.

Every organization whether it be a company, a sports team or an entire country has a culture. The question is whether it is a healthy culture that promotes prosperity and feeds itself or a toxic culture that is sick and which feeds upon itself.

Every leader and manager knows culture exists and most know where on the “healthy/toxic” scale their culture would rate. But few have been trained on how to develop and maintain healthy cultures that create work environments that are not only productive and profitable but which are also enjoyable to work within.

Understanding the 3 dynamics that drive and shape cultures gives any leader and manager powerful tools they can use to help the team define the type of culture that best suites their personalities and professionalism; and then to work together to build it.

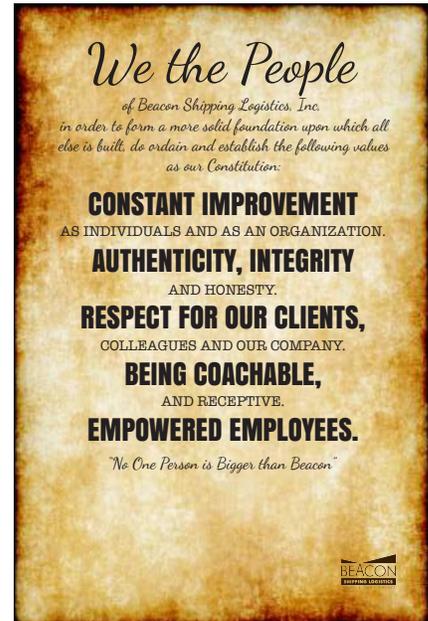
Once built it is then solidified in a written “Constitution” which goes beyond Mission Statements.

### **Workshop Overview: What you will learn**

1. The 3 Pillars which define all Cultures and their interdependencies
2. Why Vision, Principles and Consequences are essential components to every culture
3. Creating the Culture Building conversation with your teams
4. Keys to facilitating a Culture Building conversation with your teams that guarantees buy-in
5. Turning concepts into culture - Operationalizing your cultural vision
6. Creating your Cultural Constitution
7. Why Culture cannot be built strictly from the top down
8. The impact of culture on profitability

### **What to Expect:**

Participants will gain a much deeper understanding of the importance and impact culture has on performance, morale and profitability. Culture will become a “tangible thing” that can be used as a powerful addition to one’s management and leadership toolbox.



Actual Client Sample

Training will be provided on the dynamics that drive and shape cultures. Specific culture building tools and processes will be provided that will allow participants to engage in a basic, but effective, “Cultural Improvement” initiative with their teams.

Once the dynamics that define and drive cultures is de-mystified and explained and the tools are given that allow the leader to affect the shape and form the culture the leader will have gained invaluable knowledge on how to improve one of the most influential aspects of a company that drives profits.

## **Who Should Attend:**

Business Owners, C-Level Executives, Consultants and Managers

**Length:** Course length is 4 hours. Additional trainings and consulting can be provided upon request to provide your organization with a much deeper understanding of the process.