

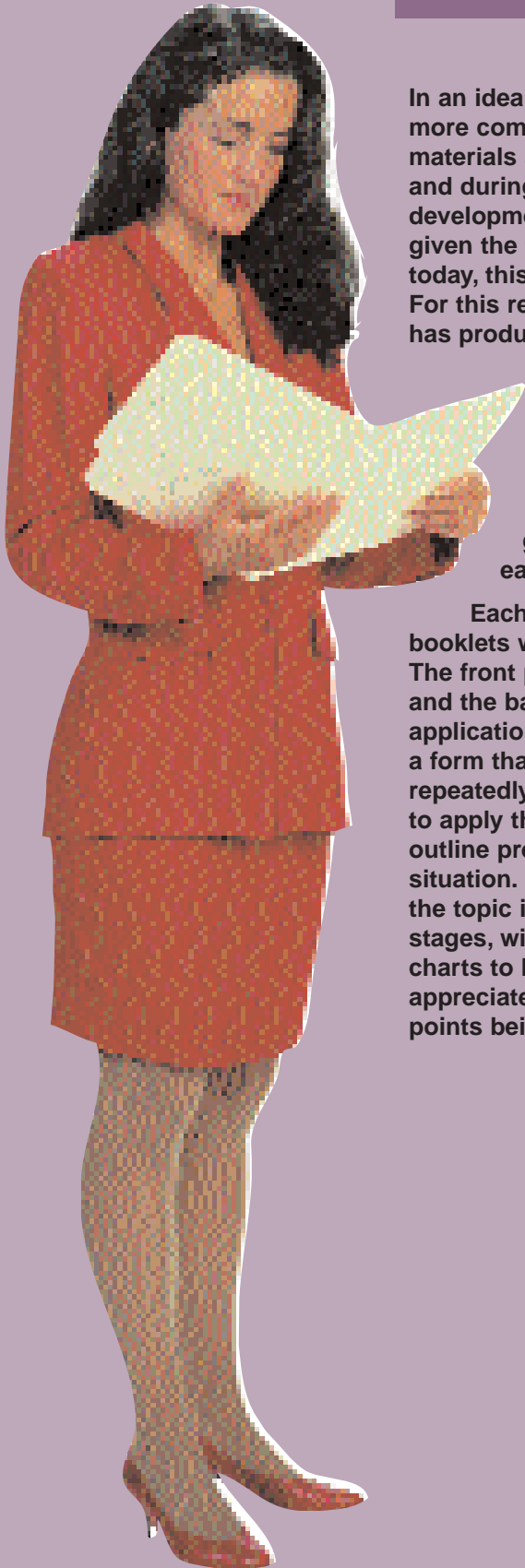
Learning and Development Catalog

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12 Page Team Briefing Booklets



Worldwide Center /Team Publications
“Making the Complex Simple”

Team Briefing Booklets



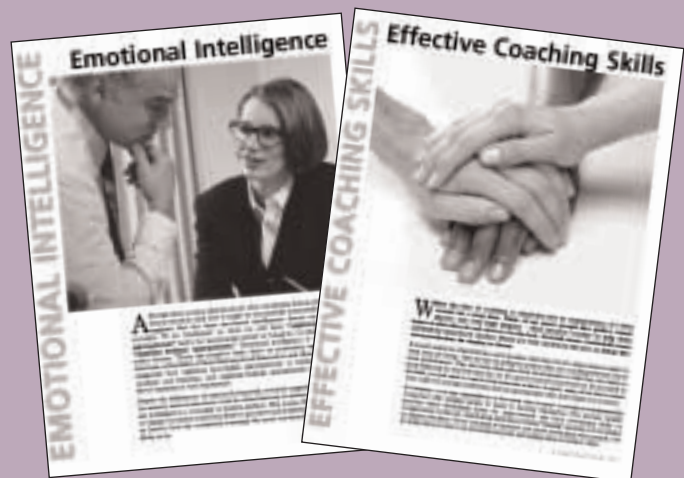
In an ideal world, you would use more comprehensive, detailed materials and resources before and during any formal training or development activity. However, given the fast pace of business today, this is not always possible. For this reason, Team Publications has produced an extensive range of 12 page briefing booklets to provide a rapid but concise overview of 35 different topic areas to help individuals quickly grasp the key issues in each.

Each of the team briefing booklets works in a similar way. The front page outlines the topic and the back page includes an application template (usually with a form that can be used repeatedly) that helps individuals to apply the learning (via a simple outline process) in their own work situation. In the middle 10 pages, the topic is described in six stages, with text, diagrams and charts to help readers quickly appreciate the information or the points being made.

Each team briefing booklet is deliberately written as a short summary of the topic, designed to raise individual awareness. Therefore they are written for all audiences with an interest in one of the particular subjects.

All 35 team briefing booklets are most cost effectively purchased in packs of 10. However, they can also be purchased on an individual basis and used in a variety of situations such as:

1. Ahead of a training course that individuals have been invited to attend (as a quick overview of the general topic).
2. As a means to give individuals or teams some simple awareness of a topic or to introduce the topic in a basic way.
3. As reading before a meeting, team training or communication session in which a particular topic is planned for discussion.
4. As reading after a meeting, team training or communication session in which the particular topic is discussed and individuals need a well produced take away summary.





Assertiveness Skills

Assertiveness is a philosophy and a technique of communication. It involves getting a deeper understanding of just what goes on when we interact with others, particularly when an element of conflict is present (which covers, of course, most of human experience).

A good definition of assertiveness is: "Getting what you want from others

without infringing upon their rights".

This booklet explores the whole subject of assertiveness and test whether the above definition is a useful one.



Benchmarking

Benchmarking has been around for a long time. It became popular in the late 1980s when organizations using the process demonstrated its benefits by achieving significant breakthroughs in performance. Benchmarking is based on a philosophy of continuous improvement, where everyone is encouraged to improve the way things are done. It provides a systematic way of studying business practices and learning

from other organizations. Benchmarking can be internal (i.e. within the organization) or external (within the same or different industries, with competitors or non-competitors).

This booklet explains the benchmarking process in a step-by-step manner and offers a practical action template that can be applied in almost any situation.



Change Management

One of the key "life competencies" required of people in all sorts of different situations today is the ability to anticipate and respond effectively to change. These skills are even more critical in today's fast-paced and competitive work environment, where everyone from the newest recruit to the most senior management is expected to demonstrate some "change agent" skills. These skills enable us to lead

ourselves, individuals, groups, and ultimately entire organizations in implementing actions that can help transform a personal or collective vision into a positive reality.

This booklet uses a six step approach to more effective change management. This is **Identify, Involve, Inform, Initiate, Implement and Inspect**.



Effective Coaching Skills

While the idea of coaching is relatively new in organizations, it's been around for a long time. Think of the best athletes in golf or tennis or track — they all have coaches to help them improve and strive to be the best. Football teams, basketball teams, and hockey teams have coaches. There are coaches for voice or drama, and coaches who help people with job or life change.

It doesn't matter in what field the coach operates, their key role is to help someone to improve what they are doing. This booklet aims to help people to become more effective coaches and help people to improve their performance.



Team Communication

Effective communication is a vital part of almost every activity in the organization, including the integration of tasks at every level: production, marketing, selling, servicing, budgeting, managing, employee appraisal, etc. Every activity involves communication, within and between departments and individuals. Although communication is a familiar term, its meaning is often confusing. In recent

times, the definition of communication has expanded to reflect the mutual exchange required in meaningful communication of any sort.

This booklet looks at many different aspects of the communication process but places significant emphasis upon team communication and how it can be made to be most effective.



Complaint Handling

Despite the fact that most of us recognize effective complaint handling to be of great value, surprisingly it is rarely treated as a serious topic that is worthy of specific focus.

The low level of interest and/or focus on these skills usually arises because of two negative views, which are:

1. Seeing complaint handling as a small and relatively minor part of broader programs (such as better customer service, negotiation skills, effective communication, conflict management etc).
2. Considering it to be a "negative" subject area or irritant (or even a necessary evil) when it occurs and therefore best handled by other more general management/interpersonal skills or by ignoring, minimizing or eliminating the complaint or complainant if possible.

This booklet takes the view that positive complaint handling is very important and in fact, it should be seen as a positive areas of key feedback from customers which help the organisation to make changes for the better.



Conflict Resolution

Conflict is often perceived as being negative, destructive, and undesirable. Many people go to great lengths to avoid or deny conflict even when they acknowledge that it exists. This is because conflict is usually associated with fighting and the creation of a winner and a loser. Managers often deny or gloss over conflict in the workplace, under the misconception that conflict of any kind is

a bad thing. However, conflict is a natural part of our lives: Individuals and groups within families, organizations, and nations have values, needs, feelings, and resources that differ from another's. These differences inevitably lead to conflict in families, groups, and whole societies.

This booklet takes the view that if it is handled properly, conflict can highlight problems that need to be rectified, lead to new ideas and behavior, enhance communication and foster better long-term relationships.



Creativity and Innovation

Human creativity or innovation, a very large and complex subject area, is the subject of considerable debate concerning what it is and how it is applied. One definition holds that to be "creative" or "innovative" is to be original, imaginative, expressive, ground-breaking, inventive, and idea-generative. The problem with all of the above creativity labels is that these are context-sensitive or relative terms. In

other words, we can only be truly creative if we have an alternative or a different perspective than everyone else, particularly when most people think the same way.

The booklet takes a different position to the one stated above. It suggests that every person has the potential to be creative and we can also therefore improve our skills in this critical area.



Improving Customer Service

"Customer service" have become buzz words inside organizations of all shapes and sizes. Crowning the customer as "king" is not a new concept. However, expecting every employee to serve the customer – or serve somebody internally who is serving the customer – is a significantly different twist. In practical

terms, this means that every team in the organization serves another team who is a customer for its services or outputs. If this relationship is understood and well managed, this booklet puts the case that the whole organization will be aligned to the needs of the customer and will, therefore, be more successful.



Delegation Skills

With increasing demands on our time and resources, it's impossible to achieve all we set out to do without the help and assistance of others. Unfortunately, many people mistakenly think that delegation can only be done by people with direct authority over those working for them. In fact, delegation is more often an individual skill — determining the best way to handle a project or a task, and then

discovering the best way to solicit help from others when and where we need it.

This booklet offers some advice on how to make delegation part of your normal work schedule, and identify both the need for assistance and how you can entrust other people with delegated tasks.



Cultural Diversity and Awareness

Depending on how broadly you define the subject, diversity describes all the ways in which people are different from one another. The term does not refer to minor differences like physical height or eye color, or design preferences or the type of cars people drive, but similar things can define a group fairly quickly and lead to

stereotyping.

This booklet aims to provide an overview of the whole subject of cultural diversity and awareness at a broad summary level, or why we tend to focus on difference (or what separates us) more than we look at what is common (or is similar between us).



Telephone Skills

A telephone call will often be the first and most long-lasting impression a customer gets about your organization. This booklet has been developed to help you create better first impressions and assist in coaching individuals in effective telephone skills.

The intent of this briefing is to help you and your colleagues at every level solve customer problems or issues. We cannot address specifics, but we can outline a broad methodology based on the premise that every call is an opportunity to provide service that adds value to one or both parties. The emphasis is on providing excellent telephone service: after all, without customers, there would be no business! No organization will survive if it treats its customers poorly, and the initial contact usually sets the tone. Many of the principles we will talk about are part of good telephone etiquette no matter who is on the line.



Emotional Intelligence

Although there is some dispute about what constitutes human intelligence or human emotion (and how it can be successfully measured), this booklet suggests that the term emotional intelligence draws on two simple concepts: intelligence – “applying knowledge appropriately,” and being emotionally astute (“tuned in”) – that is, “applying feelings appropriately.”

Emotional intelligence is driven by two major factors: a person’s basic drive or motivation, and the relative structure or flexibility of their thinking about themselves and others. We suggest that “applying knowledge appropriately” is fundamentally about analysis and intuition; “applying feelings appropriately” is fundamentally about experience and expression.

This booklet presents a four style model that both creates awareness about one’s own natural tendencies and offers strategies that can be adopted to become more emotionally intelligent and “balanced” in terms of employing all four styles whenever situations or circumstances are appropriate.



Giving and Receiving Feedback

It’s odd how we tend to criticize people in great detail but rarely praise or encourage with more than a few casual words. But how do you tell someone that they’d benefit from changing their behavior? Giving any kind of feedback (and particularly when it is negative or critical in some way) is a tricky task at the best of

times – which is why we so often avoid doing it. Handled badly, a few comments that are meant to be helpful can easily become destructive.

Feedback takes practice and is a communication ‘art’ to develop over time. We therefore explore the whole process of feedback giving and receiving in this booklet, and offer a six step model to guide behavior to communicate more constructively as a feedback giver as well as a feedback receiver.



Effective Goal Setting

Advice about setting and achieving goals and objectives now seems to come from almost every quarter. The broad encouragement to set goals for education, work, recreation, and even in retirement suggests that goal-setting is something we will need to do all our lives in order to be successful and progress in meaningful ways. Ironically, this widespread call to establish goals as a means to achieve

success is not often done to any great extent.

This booklet explores the steps in setting overall strategy or targets to be achieved and then focuses on the process needed to set and achieve appropriate yet stretching goals (whether these goals are at work or in an individual’s personal life).



Influencing Others

We influence other people every day of our lives, intentionally or not. Every conversation we have, every interaction with another person is an influencing opportunity. This might be as simple as asking directions from a stranger in the street, or being interviewed for a new job. Sometimes, influence is exerted in a matter of seconds and in other situations it is exerted over many hours.

This booklet provides a broad overview of the whole subject of influencing others at the conceptual level. It continues to look at how influence is deployed in general and then specifically in four style “types”.



Interviewing/Selection

Most of us go through some kind of interview process an average of ten times more frequently than our parents or our grandparents did. This estimate refers to work- or job-related interviewing. The same rate of change applies to many more situations as well. A successful selection interview is not a matter of luck or even effective conversation skills. Neither is it

an opportunity to look for personal empathy with the candidate or to guess whether their qualifications or experience mean that they will be able to do a certain job. A typical interview is short, but in this booklet we will look at a rigorous and structured process, in six phases: Prepare, Evaluate, Question, Listen, Observe, and Decide.



Effective Leadership

There seems to be no definitive model for leadership excellence that can be carefully followed to ensure success. Nevertheless, we are fortunate to be able to draw on the writing of many of the best thinkers on the subject.

Some of the themes emerging from their work are that it:

- Is driven from a strong set of values and “intelligence” about people’s feelings.
- Sees possibilities and potential that are often invisible to others.
- Describes a vision of the future and illuminates paths to get there.
- Encourages creativity, innovation, and lateral thinking.
- Enables individuals and teams or groups of people to manage personal change and reach for higher goals.
- Involves guiding people’s relationships with one another.
- Means continually “walking-the-talk” and listening and learning along the way.
- Often consists of extraordinary strength and persistence.

This booklet explores what it takes to apply all of these skills.



Learning Styles

All “learners” are not equal. They come in a variety of shapes and sizes, from many cultural backgrounds. Their past experience and existing methods of learning are different: some prefer to process information through text, while others want visual support and images. Some learners assimilate information individually; others prefer to work in groups. Some people grasp information

intuitively and quickly, whereas others prefer to see a strong sequential path and take time to reflect. In the end, the only thing you can say for sure is that every individual learns in their own particular way.

This booklet offers a model through which we can better understand how people’s learning preferences differ. The model suggests that all learners travel through a four stage cycle on their way to full appreciation of a topic or subject (and being able to act on that knowledge). These stages are Attending, Translating, Relating and Understanding. Each of these is explained in more detail in the booklet.



Listening Skills

Listening skills are a vital part of the oral communication process. Most of us think of listening as a passive activity where we take in information sent by others. As an active listener, you learn to hear what people are really saying. Good listening requires energy — we hear the speaker, select information, interpret information, and respond in just a few seconds.

Working at being a good listener is just as important as making your ideas understandable to others. Basically, good listeners are good concentrators. We need to teach ourselves how to concentrate more effectively, so we can be better listeners. This booklet outlines the behaviors associated with good listening and offers individuals a practical step-by-step guide to becoming more adept in all of their future communication interfaces.



Managing Poor Performance

It is imperative to address unacceptable performance as soon as it becomes apparent, before the situation deteriorates or the opportunity to address the issue disappears. If left too late, options are often reduced to a range of ‘blunt’ tools (discipline, transfer or termination), which can prove to be extremely costly to both

the enterprise and the individual in question.

This booklet provides general guidance on how to handle unacceptable performance in a positive and constructive manner (wherever possible short of formal discipline).



Meetings Management

Meetings are important to organizations, but many people see them as extremely boring, confusing, and a waste of time. In fact, most of us can tell stories about frustrating or annoying meetings we have had to endure. The objective of this booklet is to provide a useful and effective approach to managing meetings in order to reduce the overall levels of frustration and make them more useful. We will look

at whether a meeting is actually necessary in the first place, how to go about preparing for a meeting, how it should be conducted, and how it can be managed to a successful conclusion.



Negotiating Skills

Like communicating or listening, negotiating is not an activity we perform do on rare occasions. Rather, we use negotiation skills throughout the day almost every day of our lives. We negotiate to:

- Bargain on the price of a produce or a service.
- Settle differences in a dispute situation.
- Settle or make a contract, either formally or informally.
- Agree on a goal or an outcome.
- Arrive at comfortable terms so we can work together or co-operate.
- Reach a compromise of some sort.

This booklet explores how to use negotiating skills effectively in all of the above situations and more and offers individuals a number of tips and techniques to become more adept at this important life skill.



Networking

To some, networking means no more than just meeting or calling someone new for what might just be a one-time discussion. In this limited sense, networking refers to a trading relationship in which two parties seek to discover whether they have anything of mutual interest to talk about, and either make some sort of exchange or quickly move on. This makes networking a highly transactional activity, much like

buying, selling, or negotiating.

This booklet looks at networking and relationship building in a broader and more strategic sense —as a major social and life skill, in fact, to be used in a business, an organizational, or a personal setting.



Performance Measurement

Performance measurement, the establishment of useful and relevant performance indicators, is of significant interest to all sorts of different enterprises. However, the challenge to each of them is to find the right measurement “yardstick” to ensure that we are as efficient or as effective as we should or would like to be.

Perhaps the very first thing that should be understood about any performance measurement system is that the measures are not an end in themselves. Many organizations publish performance indicators because it is expected of them or because their competitors do it, or they wish to acknowledge it as an important activity or even just to produce any set of statistics to senior management or stakeholders. All of these motives are valid, but the most important reason to develop a performance-measurement system is to make available an ongoing assessment process that accurately describes whether or not the goals of the organization are or will be achieved.



Personal Effectiveness

Almost every enterprise spends a significant amount of time trying to ensure that their entire organization works as efficiently and effectively as possible. This is typically accomplished through a range of initiatives designed to develop effective leadership, teamwork, a focus on quality and customer service, the greater use of creativity and innovation, effective goal setting, better

communication processes and other programs.

This booklet concentrates the key behaviors needed for each employee to assume greater responsibility and individual leadership within their own role and contribute positively and proactively to the organization’s goals and ultimate success.



Presentation Skills

The ability to “present” well can be a significant benefit in organizational life. It can help you to share your ideas, gain support for your recommendations, train or coach others, win a promotion or achieve a pay rise, and so on. Despite the clear advantages, this apparently does little to calm fear held by the vast majority of people — the fear of formally presenting to a group. In fact, most people are more

comfortable dealing with death, bankruptcy, taxes, divorce, imprisonment, snakes, spiders, mice, and the dark — quite a list!

By the time you finish this booklet, your fear of public speaking may not be much less (only greater confidence born of practice will help here). However, the booklet helps you to get more familiar with the way a presentation is assembled and delivered in a successful way.



Problem Solving

Effective and efficient critical thinking and problem-solving skills are prerequisites for individual and organizational performance and success. If any person or commercial enterprise fails to identify problems correctly or fails to resolve them properly, adverse affects will be felt in sales, market share, expenses, customer and employee satisfaction, and profit and shareholder dividends. If organizations such as

hospitals, government departments, or emergency services fail to identify problems effectively, the consequences are equally dramatic (sometimes in terms of human suffering).

This booklet presents an overview of the steps needed to solve common work-related problems and introduces people to some of the more popular tools for doing so.



Process Improvement

Process re-engineering, process mapping, and process improvement have all become common terms in today’s organizations, but few people really understand their full meaning.

A “process” comprises all the common tasks that individuals or teams of people undertake to achieve a particular outcome—it is the way that a particular

job gets done, broken down into discrete steps. “Process improvement” focuses on discovering the ways and means needed to change the way that things get done to be more efficient or effective than before.

This booklet outlines a simple system for engaging in process improvement (to use in both small and large scale organizational change). It also outlines some of the tools and techniques that are most commonly used in the activity.



Project Management

Project management is a broad topic that refers to the coordinated effort of a group of people. For our purposes here, project management can be defined as the active leadership of people and resources to achieve a particular stated end. This project effort is likely to be temporarily collaborative, but it can also apply to a project involving a few people over a few hours to a project engaging the efforts of

several thousand people in several places at once over several years.

This booklet looks at the wide ranging topic of project management in six steps and offers individuals several tools and techniques that can be used to excel in most project circumstances.



Safety Effectiveness

Organizations of all types and sizes can benefit from effective safety performance. If a place of work is safe, costly accidents are avoided, insurance coverage is less expensive, and employee morale is higher—to name but a few benefits. It is, therefore, well worth the effort to create a safe working environment or to invest time in improving existing levels of safety performance.

This booklet helps people to focus on better health and safety by taking individuals beyond the tip of the iceberg (death and serious accidents) and encourages them to look at the underlying reasons for poor safety and the many “clues” such as near misses that exist to help guide future safety strategy.



Sales Effectiveness

In an increasingly competitive world, an effective salesperson (no matter what they may be trying to sell) needs a wide variety of skills and competencies in order to be successful. Research has indicated that a number of competencies are common to all four phases of the sales cycle.

- **Prospecting:** Positive temperament, organizational skills, active listening skills, drive and persistence.
- **Negotiating the sale:** Active listening skills, communication skills, relationship nurturing ability and exceeding customer expectations.
- **Closing:** Organizational skills, communication skills, drive and persistence.
- **Providing follow-up service:** Positive temperament, active listening skills, relationship nurturing ability and exceeding customer expectations.



Stress Management

Without a certain level of stress to motivate and challenge us, life would be boring and unrewarding. However, when stress builds to extreme levels and we are unable to cope, our physical and mental capacity to enjoy life to the fullest can be significantly reduced. Stress can be defined in the following ways:

- The physical, mental, and emotional reaction to demands made on us as individuals.
- Any demand that requires some kind of physical or emotional adjustment.
- What happens to motivation when there is a bad match between the person, what they are being asked to do, and the way they are being asked to do it. Stress, after all, is motivation gone bad.

This booklet presents effective strategies individuals can use to recognize the major “stressors” in their own lives and employ a variety of techniques to help reduce stress whenever it occurs.



Teambuilding

Success in any organization today rests heavily upon how well we perform as a team. Most people accept that a champion team will beat a team of champions—but how do you create a champion team? Unfortunately, effective teams do not just “happen”—they have to be built. This building process has to be carefully customized to the particular needs of each team.

For our purposes, a team is regarded as no smaller than three people and no larger than twenty people in the organization. Usually the team exists around a common purpose or goal in the way that it works or performs. The team also has to see itself as a team by meeting regularly or regularly sharing experiences.

This booklet presents a roadmap for team success and specific steps to follow for strategic advantage.



Time Management

If your bank credited your account with \$480 every morning, and then every evening cancelled whatever part of the amount that you had failed to use, what would you do? Withdraw every dollar and every cent you could, right?

Well, time works a little like a bank. Every morning we are all credited with 480 minutes in an eight-hour work day and 1,440 minutes every 24 hours. Every night it writes off as “lost” whatever we have failed to invest in a good purpose. Time cannot carry a balance forward and it does not allow overdrafts. Each new day it opens a new account with you, and each night it burns the record for the day.

If you fail to use your day’s deposit of time, the loss is all yours. There is no going back, no drawing against tomorrow.

This booklet illustrates how to live in the present, on today’s deposit, so individuals invest in it to get the most out in health, happiness, service, and anything else that is worthy.

*For more information on the
Team Briefing Booklets please visit
www.OD-center.org/TBB*