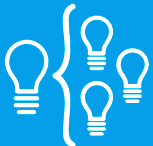


TEAM DEVELOPMENT

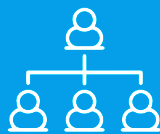
TEAM COACHING AND CONSULTING
TO CREATE HIGHLY EFFECTIVE TEAMS



FACILITATION



STRATEGIC
PLANNING



TEAM
BUILDING



ASSOCIATED
SERVICES



GRAPHIC
FACILITATION



FACILITATION

MEETING DESIGN AND FACILITATION: OVERVIEW

Facilitation is a core skill and competency for many OD interventions, and all of our team members are highly experienced and skilled in many techniques. We will work with you to clarify meeting purpose, objectives, and deliverables and create a meeting design to efficiently and effectively meet your needs. We are experienced in designing and facilitating both in person and virtual meetings using web-based technology. All facilitation engagements by THA begin with a key stakeholder discussion to determine the meeting objectives and most effective facilitation approach. Once the structure has been established, the meeting purpose is further refined, objectives or expected action plans identified, and invitations are sent. THA will provide facilitation with the possibility of some meeting attendees providing specific supporting roles such as process observer, time-keeper, and notes-taker, where appropriate.

FACILITATION FOR CONFLICT MANAGEMENT

We offer a number of facilitation methods for managing conflicts between individuals and teams. We use techniques including the collaboration framework, conversational intelligence, Thomas-Kilmann Conflict Mode Instrument (TKI), listening for understanding, balancing inquiry with advocacy, the ladder of inference, and others. Our expert facilitators work with your team members to understand perspectives, look for common ground, develop breakthrough solutions, and drive toward action.

FACILITATION FOR TEAM EFFECTIVENESS

Our facilitation approach focuses on the acknowledgement of everyone being a contributor, permits a team to deal with complex issues more effectively, creatively, and efficiently, and brings a focus to team dynamics. The process enables groups to build consensus and create an action plan in productive meetings with participant buy-in. We facilitate a wide variety of meetings ranging from department meetings to citizen meetings, dealing with everything from strategic planning to implementation.



STRATEGIC PLANNING

PURPOSE, MISSION, AND VISION WORKSHOP

We help you answer each of the following questions:

- Why does your organization exist?
- What do you provide in terms of products and services?
- Who are your target customers?
- What value do you provide to your customers?
- What does success look like for your organization?
- How are you going to reach the desired future state?

DEVELOPING YOUR CORE COMPETENCIES

We help you answer each of the following questions:

- What are the strengths of your organization which enable you to create unique value for customers and clients?
- How will you focus your investments in your organizational capabilities?
- What do you develop in-house and what do you out-source?

DEVELOPING A SYNERGY MAP

Understand key partnerships and points of collaboration. Understand how the whole can be greater than the sum of the parts. Find ways to create new value together with others which would not otherwise be possible.

RISK MANAGEMENT AND CONTINGENCY PLANNING

Identify the key risks to your business or project and develop contingency plans including monitoring systems, trigger points, preventative actions, and contingent actions.

DEVELOPING A BALANCED SCORECARD AND STRATEGY MAP

The balanced scorecard is a strategic measurement system which drives performance and accountability throughout the organization. The balanced scorecard helps link planning and execution processes. Each of the strategic measures are correlated with strategic objectives laid out in a strategy map that considers multiple perspectives including financial, customer, internal processes, employee learning and growth, and others as needed. Each strategic objective is accomplished through creating strategic initiative(s).

HOSHIN PLANNING

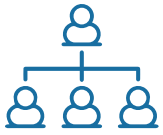
In this workshop, your team will identify the key breakthroughs needed for your organization to reach the next level of performance. You will also create cascading strategic objectives, strategies, measures, and targets throughout the organization.

FUNCTIONAL PLANNING

Now that you have your business strategy defined, how will you implement it throughout your organization? During Functional/Team Planning you create a coordinated plan that enables you to measure and track progress toward your goals.

RESULTS ROADMAP™

Discover a proven way to unlock the performance and productivity of the leaders and key contributors in any organization. Enable a team to quickly come together and create results for a project, strategic initiative, or culture change. The Results Roadmap™ uncovers the critical path to success and provides laser focus incorporating both the visible and invisible elements that drive top performance. Based on the Results System™ framework, the process is efficient, engaging, and effective at achieving successful outcomes every time. We can facilitate a Results Roadmap™ workshop for teams/groups or provide executive coaching for Individuals.



TEAM BUILDING

Draft agendas, PowerPoint presentations, and participant materials are available upon request for each of the following workshops. Each of these workshops can be customized to meet the client's needs.

TEAM LAUNCH

Building high-performance teams is critical to business success, especially during times of great change. The team development model illustrates the stages that teams must go through to achieve high performance.

MBTI® AND TEAMS WORKSHOP

The most widely used personality inventory in the world; the MBTI® instrument provides an accurate picture of a person's personality type. The MBTI® instrument determines preferences on four dichotomies. We offer group workshops that focus on communication, problem solving, conflict management, and stress reduction using the MBTI®. We also offer individual coaching and interpretation of MBTI® reports.

BIRKMAN METHOD® COACHING AND WORKSHOPS

The Birkman Method® is effective for use in hiring, coaching, leadership development, team building, talent management, career management and more. The Birkman Method® includes a self-report questionnaire eliciting responses about perception of self, perception of social context, and perception of occupational opportunities. There are ten scales describing occupational preferences (Interests), eleven scales describing more effective behaviors (Usual behaviors), and eleven scales describing interpersonal and environmental preferences or expectations (Needs). A corresponding set of eleven scales describe less than effective behaviors (Stress behaviors). Terry Hildebrandt is a Birkman Certified Consultant and can provide you with a number of workshop and personal coaching options.

MARGERISON-MCCANN TEAM MANAGEMENT PROFILE (TMP)

Understanding work preferences is a critical component in developing individual, team, and organizational performance. Team Management Systems' Team Management Profile Questionnaire (TMPQ) is a 60-item assessment focused on enhancing understanding of an individual's approach to work. Based on the responses to the TMPQ, the Personal Team Management Profile provides constructive, work-based information outlining an individual's work preferences, based on the Team Management Wheel, and the strengths that an individual brings to a team.

OPTIMIZING INTERACTION STYLE

This 2.5–3 hour intact team facilitated session is designed to understand team dynamics and develop team operating principles. The objectives are to: (a) optimize our interaction style to our specific team members and (b) make a list of "operating principles/norms/agreements" that may help you to work together more effectively. Note that all team members must have previously taken the Margerison-McCann Team Management Profile.





INTEGRATIVE ENNEAGRAM IEQ9 WORKSHOP

The Enneagram is an archetypal framework that offers in-depth insight to individuals, groups, and organizations, and offers a rich map to personal development. It does not box people in, but rather opens a pathway to self-discovery, greater personal awareness and increasing emotional intelligence. The Enneagram uncovers the patterns of behavior that subconsciously drive and motivate us to act in certain ways. When we make these patterns and motivations conscious, we can transcend them and develop richer, more supportive ways of being. Working with the Enneagram empowers individuals to take responsibility for their own behaviors and growth, from a greater understanding of why they act and react the way they do. Our team Enneagram Workshops provide customized personal reports for each team member along with team reports to enable improved communication, conflict management, and stress management at the individual and team level. Our interactive, experiential workshop activities enable team members to better understand themselves and each other in a fun and engaging process.

CONFLICT AND TEAMS WORKSHOP

The Thomas-Kilmann Conflict Mode Instrument (TKI) is the world's best-selling instrument for understanding how different conflict-handling styles affect personal and group dynamics and for learning how to select the most appropriate style for a given situation. Easy to administer, with just 30 carefully chosen items, the web-based TKI assessment is a key tool for managers, team leaders, and human resource experts to safely open a productive dialogue about conflict.

CONVERSATIONAL INTELLIGENCE® WORKSHOP (C-IQ)

We are certified in the Conversational Intelligence® (C-IQ) methodologies of Judith E. Glaser. Conversational Intelligence is the hardwired, and learnable ability, to connect, navigate and grow with others—a necessity in building healthier and more resilient organizations in the face of change. C-IQ begins with trust, and ends with a high-quality relationship and business success. C-IQ is about connecting, navigating, and growing WITH others. Conversational Intelligence provides us with frameworks for building TRUST, which is the human platform from which great conversations emerge. C-IQ introduces new frameworks and tools for creating higher levels of trust, of activating higher levels of engagement, strengthening partnerships, and catalyzing co-creation and innovation in relationships, teams, and cultures. As we build trust with others, we strengthen our ability to EXPRESS our inner thoughts and feelings—which strengthens our relationships and creates mutual success. Our C-IQ workshops include three powerful team assessments, training on new frameworks, and opportunities to work together on specific business goals and challenges.

DISC® PROFILE AND TEAM BUILDING

The DiSC® profile, one of the most prominent tools for organizational assessments, has been specially designed to build a cohesive team in a multicultural environment. These tools help gain insight into an employee's deviant personality attributes that can possibly trigger a conflict. Timely identification of these attributes can lead to the development of strategic team building programs that are focused on enhancing team members' ability to adjust with one another.

FIRO-B® TEAM BUILDING WORKSHOP

FIRO-B® (Fundamental Interpersonal Relations Orientation Behavior) instrument assesses your client's interpersonal needs and the impact of that individual's behavior in the workplace. Three needs are measured in two dimensions: "expressed" behavior (how much we initiate behavior) and "wanted" behavior (how much we prefer others to initiate behavior).

TEAM VALUES WORKSHOP USING THE MCCANN WINDOW ON WORK VALUES PROFILE

Values have a major influence on how individuals approach their work. Values drive our decisions, cause us to defend what we believe in and determine our behavior at work. This Profile is based on Dick McCann's Window on Work Values which describes eight core Value Types. The Window on Work Values Profile Questionnaire is a 64-item questionnaire where individuals record those activities or situations at work that they value. Profile feedback gives a work values hierarchy and key information to help individuals understand how their values influence behavior.

SOCIAL + EMOTIONAL INTELLIGENCE TEAM COACHING AND TRAINING USING SEIP

The Social + Emotional Intelligence Profile (SEIP) gives you immediate insights into your strengths and potential vulnerabilities when it comes to social and emotional intelligence, allowing us to target the most important areas for development first. We work with our clients to create a development plan for strengthening their emotional intelligence. We provide our clients with worksheets, tip sheets, and all the tools they need to accelerate their own self-awareness, their awareness of others, as well as the tools they need to manage their emotional and behavioral responses in challenging situations.

In addition, we work with our clients on key relationship management skills such as powerful influencing skills, communication, visionary leadership, conflict management, teamwork and collaboration, and building trust (among others).

TENOR METHOD

The TENOR Method is a powerful new way to think about how we can use our emotions as guides to reveal our unmet needs, improve performance, manage stress, and gain insight into team dynamics. TENOR is an acronym that stands for release Tension, name Emotions, own Needs, generate Options, and gut check Resolutions. This powerful process enables you to transform uncomfortable emotions into insight and action that delivers results. We offer both individual coaching and group/team workshops that teach you how to apply TENOR in your personal and work life.



ASSOCIATED SERVICES

CONFLICT CLIMATE INVENTORY

The Conflict Climate Inventory (CCI) is the world's only online assessment for diagnosing workplace conflict at a systems level. The CCI is a unique assessment for understanding and improving conflict management in a team. It draws on findings from over six decades of study, combined with 20+ years of hands-on experience working with over 60 organizations, that show how best to manage conflict at work. The CCI measures 16 dimensions of conflict climate that research has shown are key to affecting the behavior of employees during conflicts. Surveys are anonymous and can be completed from anywhere, anytime within 12–15 minutes. The CCI will help you pinpoint key improvement areas, and we will design a solution to improve how your team manages conflict.

ORGANIZATION STRUCTURE DESIGN

THA uses an integral approach to optimize organization design including strategy, structure, processes, people, measurements, results, rewards, values and culture.

KENEXA CULTURAL INSIGHT (KCI)

A ground-breaking, scientifically validated measure of an organization's culture and its brand and employee identities, the KCI recognizes that the deepest and clearest understanding of organizational culture is embodied in the work experiences and belief systems of its employees—essentially the “stories” the corporation believes about its origins, practices, and goals.

ORGANIZATION CULTURE CHANGE

Using assessments and workshops, THA will work with your leadership team to create a vision for the desired team or organization culture and create a change management roadmap to shift organizational culture. We are experts in organizational change and are the authors of the Wiley book, *Leading Business Change for Dummies*.

INNOVATION AND CREATIVITY WORKSHOPS

THA has led dozens of Innovation Workshops to create novel solutions technical and business challenges. THA's unique background in both technology/engineering and social science enables us to serve as a bridge between functional departments and draws upon multiple tools and methodologies to develop a customize workshops for each client.

APPRECIATIVE INQUIRY RETROSPECTIVES

Learning is a key success factor in organizations. Appreciative Inquiry (AI) allows teams to learn what went well and focus on improvement for the next round of work in a way which validates the strengths of the team. The focus is on carrying forward the learning and creating actions to create even better performance. AI retrospectives are particularly useful for large projects or programs.

STRESS REDUCTION WORKSHOP – SHIFTING FROM MANIC TO MINDFULNESS

In this experiential and interactive workshop participants will:

- Understand factors that undermine personal and professional effectiveness.
- Learn sustainability and mindfulness techniques to gain resilience for work/life stress and imbalance.
- Expand awareness of self and others in ways that facilitate better interpersonal chemistry.
- Realize how being intentional can strengthen performance by enhancing strategic partnerships, presence, energy deployment and creativity.
- Create the path, structure and motivation to reinforce and sustain intended change.

PROCESS IMPROVEMENT, SIX SIGMA, AND LEAN

THA is dedicated to identifying untapped potential by empowering organizations to maximize efficiency, effectiveness, and performance. The application of Lean Six Sigma principles will enable the client to better identify and meet customer needs by emphasizing creative problem solving, process definition, and teamwork. Lean Six Sigma for services values continuous improvement, where performance is constantly evaluated and re-tooled as needed.



GRAPHIC FACILITATION

Given the emerging landscape, it is especially important to leverage the idea of visual thinking as a way to GET EVERYONE ON THE SAME PAGE! Graphic Facilitation is a visual thinking process that helps to create understanding because when we begin to see patterns and combine ideas in new ways, we see things more clearly, innovate and problem solve together. Often when we can SEE a pattern, we can understand the solution to a problem

Here's an important fact! Of the people in your meetings, 85% are visual learners, and that number will continue to climb. We are in fact experiencing an active VISUAL REVOLUTION! If you are tasked with making meaningful decisions fast and you have less time to reflect, then you need a new solution.

Graphic Facilitation is used in many group processes, a few listed below:

- Identifying critical issues and solutions
- Brainstorming
- Ideation
- Strategic planning
- Environmental scan
- Roles, expectations, and core competencies
- Story mapping
- Appreciative Inquiry
- Vision/Mission
- Current state/Future state

BUILDING EMERGENT LEARNING INTO PROJECTS/PROGRAMS

Learning as a project or program progresses gives you a much higher probability of success. Instead of waiting until the project completion before capturing learning, as often happens today, this methodology builds regular learning cycles into the program, so adjustments can be made on shorter time cycles, potentially alleviating rework later in the program.

FINDING CLARITY IN COMPLEXITY

As organizations become more complex, having to share goals and resources, understanding how the interrelationships and interdependencies impact performance and outcomes becomes more critical to success. This workshop will help individuals and teams in the client to identify critical interdependencies, anticipate unintended consequences, and plan for limits that often impede progress.