

**EXHIBIT C**  
**General Services Administration**  
**Federal Supply Service**

**AUTHORIZED**  
**FEDERAL SUPPLY SCHEDULE**  
**PRICE LIST**

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!, a menu-driven database system. The INTERNET address for GSA Advantage! is: [GSAAdvantage.gov](http://GSAAdvantage.gov).



**Instructor-Led & Web-Based Training**  
**FSC Group 874**

**Contract Number: GS-02-F-0154U**

For more Information on ordering from Federal Supply Schedules click on the FSS Schedules button at [fss.gsa.gov](http://fss.gsa.gov).

Contract Period: September 24, 2008 – September 23, 2013

**Blanchard Training and Development, Incorporated**  
**d.b.a. The Ken Blanchard Companies**  
**125 State Place**  
**Escondido, CA 92029**  
**800-728-6000 (phone)**  
**760-489-8407 (fax)**  
**[www.kenblanchard.com](http://www.kenblanchard.com)**

The Ken Blanchard Companies is a Large Business.

Free GSA Schedules training is available by accessing the Center for Acquisition Excellence at [www.gsa.gov/centerforacquisitionexcellence](http://www.gsa.gov/centerforacquisitionexcellence)

**CUSTOMER INFORMATION**

- 1a. Special Item Numbers (SIN) awarded:
- |   |             |
|---|-------------|
| SIN 874-4 Instructor-Led Leadership and Management Training Course Descriptions | Pages 7-16  |
| SIN 874-5 Leadership and Management Training Support Materials Description      | Pages 10-16 |
- 1b. Lowest priced model number and lowest unit price:
- |   |         |
|---|---------|
| SIN 874-5 21 Days to Becoming an Effective Situational Leader Action Plan | \$29.22 |
|---|---------|
- 1c. Hourly rates, description of all corresponding commercial job titles, experience, functional responsibility and education for types of employees or subcontractors who will perform services. N/A
2. Maximum order: \$1,000,000
3. Minimum order: \$100
4. Geographic coverage: Domestic Delivery—United States (48 contiguous states, Alaska, Hawaii, Puerto Rico, Washington D.C., and US Territories)
5. Point of production: Escondido, CA, San Diego County
6. Discount from list prices or statement of net price: Prices shown in price list are net.
7. Quantity discounts: Volume discounts available (see page 5)
8. Prompt payment terms: Net 30 days
- 9a. Government commercial credit cards are accepted at or below the micro-purchase threshold.
- 9b. Government commercial credit cards are accepted above the micro-purchase threshold.
10. Foreign items (list items by country of origin): None
- 11a. Time of delivery: Standard orders are shipped by ground delivery within 48 hours of order receipt. Please allow 10 to 12 working days for CONUS deliveries unless otherwise noted.

- 11b. Expedited delivery: Available at additional expense.  
Contact your Blanchard Client Partner for rates.
- 11c. Overnight and 2-day delivery: Available at additional expense.  
Contact your Blanchard Client Partner for rates.
- 11d. Urgent Requirements: Contact your Blanchard Client Partner to affect the fastest delivery possible.
12. F.O.B. point: Destination. Products shipped from 125 State Place, Escondido, CA 92029.
- 13a. Ordering address: The Ken Blanchard Companies, 125 State Place, Escondido, CA 92029
- 13b. Ordering procedures: Order by fax at 760-839-8110.
14. Payment address: The Ken Blanchard Companies, Attn: Accounts Receivables, 125 State Place, Escondido, CA 92029
15. Warranty provision: All products carry a guarantee against any defect in craftsmanship for 6 months from the date of receipt.
16. Export packing charges: N/A
17. Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level): In accordance with government commercial credit card program guidelines.
18. Terms and conditions of rental, maintenance, and repair (if applicable): N/A
19. Terms and conditions of installation (if applicable): N/A
20. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable): N/A
- 20a. Terms and conditions of any other services (if applicable): N/A
21. List of service and distribution points (if applicable): N/A
22. List of participating dealers (if applicable): N/A

23. Preventive maintenance (if applicable): N/A
- 24a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants): Blanchard has instituted numerous environmentally friendly practices including:
- Maintaining a dedicated recycling center at its headquarters that includes paper, cardboard, glass, plastic, aluminum, and e-waste recycling.
  - Using 30% recycled paper in its offices and print training materials.
  - For many custom clients, abstaining from producing plastic laminated covers for workbooks and other training materials.
  - Giving employees the opportunity to donate time and money to their favorite environmental causes through a company-sponsored Ambassador Program and Give-Back Program.
- For the third year in a row, Blanchard's global headquarters has received the prestigious "Outstanding Contribution for Paper Recycling" award by Green Way Enterprises, thanks to its corporate-wide paper recycling program.
- 24b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contractor's website or other location.) The EIT standards can be found at: [www.Section508.gov](http://www.Section508.gov): N/A
25. Data Universal Number System (DUNS) Number: 03-858-2714
26. Registration in Central Contractor Registration (CCR) database: Blanchard is registered.

## PRICING

### ***Instructor Led Training Courses – SIN 874-4***

<b>SIN</b>	<b>COURSE TITLE</b>	<b>COURSE LENGTH</b>	<b>MINIMUM/ MAXIMUM PARTICIPANTS</b>	<b>PRICE/EACH ADD'L PARTICIPANT OVER 12</b>	<b>PRICE</b>
874-4	Situational Leadership® II w/ Impact Mapping and Sustainability	2 days	8/24	N/A	*\$14,088.92
874-4	Situational Leadership® II w/out Impact Mapping and Sustainability	2 days	12/24	\$185.13	\$7,259.04
874-4	Situational Self Leadership	2 days	12/24	\$89.77	\$6,114.72
874-4	Situational Frontline Leadership	2 days	12/24	\$211.05	\$7,570.11
874-4	Situational Frontline Leadership	3 days	12/24	\$222.15	\$10,222.10
874-4	Leading People Through Change	2 days	12/24	\$176.82	\$7,153.25
874-4	Coaching Essentials for Leaders	1 day	12/24	\$122.41	\$3,987.69
874-4	Coaching Essentials for Leaders w/ SLII Job Aid	1 day	12/24	\$149.61	\$4,314.12
874-4	DiSCovering Self and Others	1 day	12/24	\$141.00	\$4,210.75
874-4	Legendary Service	1 day	12/24	\$113.34	\$3,878.88
874-4	Legendary Service for Managers	½ Day	12/24	\$176.82	\$4,640.55
874-4	Situational Team Leadership	1 day	12/24	\$194.95	\$4,858.17

***\*Cost includes participant materials and instructor fees for minimum number of participants. Cost does not include travel, lodging, and meals.***

### ***Training Support Materials – SIN 874-5***

<b>SIN</b>	<b>DESCRIPTION</b>	<b>PRICE</b>
874-5	21 Days to Becoming an Effective Situational Leader Action Plan	\$29.22
874-5	Building Trust Facilitator Kit	\$358.17
874-5	Building Trust Participant Kit	\$63.47
874-5	Challenging Conversations Facilitator Kit	\$358.17
874-5	Challenging Conversations Participant Kit	\$63.47
874-5	Coaching Essentials Participant Kit**	\$122.41
874-5	Coaching Essentials Participant Kit with SLII® Game Plan**	\$149.61
874-5	Creating Your Organization's Future Facilitator Kit	\$194.95
874-5	Creating Your Organization's Future Participant Kit	\$77.07
874-5	DiSCovering Self and Others Participant Kit**	\$141.00
874-5	Giving Feedback Facilitator Kit	\$358.17

874-5	Giving Feedback Participant Kit	\$63.47
874-5	Info- Excellence Facilitator Kit**	\$358.17
874-5	Info-Excellence Participant Kit**	\$80.70
874-5	Leading People Through Change Participant Kit**	\$176.31
874-5	Legendary Service for Managers Participant Kit**	\$176.82
874-5	Legendary Service Participant Kit**	\$113.34
874-5	Listening Facilitator Kit	\$358.17
874-5	Listening Participant Kit	\$63.47
874-5	Situational Frontline Leadership 2-day design** Participant Kit	\$211.05
874-5	Situational Frontline Leadership 3-day design** Participant Kit	\$222.15
874-5	Situational Leadership® II Participant Kit**	\$185.13
874-5	Situational Leadership® II Learn the Model Online Program	\$68.01
874-5	Situational Self Leadership Participant Kit**	\$89.77
874-5	Situational Team Leadership Participant Kit**	\$194.95
874-5	Teaming Virtually Facilitator Kit	\$358.17
874-5	Teaming Virtually Participant Kit	\$87.91

**\*\*Must attend a Blanchard approved training for trainers course in order to purchase these materials.**

**Volume Discounts – We will offer an additional 5% discount over these prices for volume orders totaling over \$100,000.**

## THE KEN BLANCHARD COMPANIES

### **Leading Training and Development Expert**

With over 30 years of helping leaders and organizations, more than 18 million books in print, programs offered in more than 12 languages and clients across 5 continents, The Ken Blanchard Companies (Blanchard) is recognized as one of the world's leading training and development experts.

### **Process That Creates Lasting Behavior Change**

Blanchard helps leaders and organizations lead at a higher level. Blanchard helps leaders at all levels develop self-insight and competence in their leadership roles. Our groundbreaking thinking and memorable learner experiences create lasting behavioral change that has measurable impact on the organizations with which we work—agencies and departments that wish to develop leadership capacity, improve workplace cultures, drive organizational change and strategic alignment, and become high performing organizations.

### **Proven Research-based Content**

Our leadership and management training models have been developed and tested for more than 30 years, and have been updated periodically. In addition to reflecting the most current leadership thinking, our models have been shown to provide effective results in the workforce. Assessments and other processes, including web-based learning, are thoroughly researched and tested by our staff of professionals, and are valid, reliable instruments.

### **Experienced, Qualified Team**

Our highly experienced staff of training delivery and design professionals has worked successfully with more than 10,000 organizations around the world in both the commercial and public sectors.

### **Unique, Customized Learning Solutions**

Blanchard's offerings include individual, team, and organizational leadership development solutions intended to drive performance and productivity improvements in the workplace. As the innovator of the world's most widely used leadership model, Situational Leadership® II, we offer proven programs based on current research and the latest thinking from our expert consulting network including:

- Data gathering and analysis
- Diagnostics and assessments
- Classroom and virtual learning delivery
- Executive and one-to-one coaching
- Organization values and visioning
- Training for trainers
- Keynote speakers

To learn more, visit [www.kenblanchard.com](http://www.kenblanchard.com)

### **Awards and Recognitions**

- In 2008, the Office of Personnel Management identified our Leadership Program created with the Environmental Protection Agency as the Best Overall Supervisory Training Program in the Federal Government
- Blanchard awarded the 2009 Business of the Year by ISA – The Association of Learning Providers, based on financial success, quality, marketplace recognition, and employee culture
- Retail Giant Kohl's selected Blanchard as HR Partner of the Year
- Grand Canyon University—Home of The Ken Blanchard College of Business—Ranked as the Nation's Number One Online College Overall
- Blanchard Selected as One of the Best Places to Work in San Diego
- Ken Blanchard inducted into Amazon.com's Hall of Fame as a Top 25 Best-Selling Author of All Time
- The Association of Learning Providers honored Ken Blanchard with the Thought Leadership Award for Work-Related Learning and Performance
- *Training Magazine* and Lakewood Conferences inducted Ken Blanchard into the Human Resource Development Hall of Fame
- EDT Learning provided recognition of a Blanchard inaugural e-learning event for Situational Leadership® II.
- Blanchard was awarded the Training magazine Achieving Performance eXcellence Award in Leadership Skills Training

## **INSTRUCTOR LED LEADERSHIP AND MANAGEMENT TRAINING COURSE DESCRIPTION**

### **Situational Leadership® II w/Impact Mapping and Sustainability Course Description**

Situational Leadership® II is the most comprehensive and up-to-date, yet practical, method in the world for developing people into self-reliant achievers. Situational Leadership® II provides leaders with a model and the tools for creating open communication and developing self-reliance in those they manage. It is designed to increase the frequency and quality of conversations about performance and development. As a result, employees develop competence and gain commitment, and the organization retains talented individuals.

Using the Situational Leadership® II Model, managers and their direct reports are able to create a partnership. It teaches managers to analyze, diagnose, think, and apply leadership concepts effectively in any situation. By creating a partnership instead of the typical top down “boss-employee” relationship, managers are able to engage and develop their employees faster and more effectively.

#### ***Pre-Session Impact Mapping***

The Situational Leadership® II course begins with a series of interviews with the specific agency and its leaders and their direct reports to determine specific goals for that agency. The interviews also identify each job title or manager, leadership competencies necessary for reaching goals, progress toward these competencies, gaps in leadership, and issues managers experience in their day-to-day work. The information gathered from these interviews is then compiled into one report that links the outcomes of attending the course to the competencies and specific goals of the specific agency and its participant managers. The report is presented to the agency sponsor(s) prior to the training session so they can see the value of developing their leaders using Situational Leadership® II as the methodology.

#### ***Major Course Objectives***

As a result of participation in this course, managers will learn to:

- Proficiently diagnose developmental levels of their direct reports
- Match leadership styles—communications and behavior—to development levels
- Create a common language and approach to leadership that permeates the agency’s culture
- Shift intentions into behaviors, and behaviors into accountability
- Develop highly skilled, flexible leaders who can develop and retain people

#### ***Course Learning Design***

The Situational Leadership® II training session consists of two days of instructor-led classroom training using a variety of adult learning methods. The class is divided into modules that explore the basis for becoming a Situational Leader, describe the skills necessary to be a highly effective leader, and then provide participants with opportunities to practice those skills in the context of real-work situations.

- **Leadership for the Future**—Provides a look at what leaders need to be in the future, an overview, the core competencies of leaders, and sets up the training initiative for success.
- **Beliefs and Building Blocks**—Participants discover why there is no “best style” and why the choice of leadership style depends on the situation. They learn a common language and strategy for reaching agreements and helping people develop.
- **Diagnosis: The First Skill of a Situational Leader**— Participants are taught to diagnose the development level of their direct reports in order to determine how much direction or support is needed to develop their competence (goal or task knowledge or skills), commitment (motivation and confidence), and ability to contribute to the organization’s success.
- **Flexibility: The Second Skill of a Situational Leader**— Participants learn four leadership styles, each with a different combination of direction and support. Also, they explore behaviors important in developing others’ competence and commitment.

- **Matching Leadership Style to Development Level**— Participants practice how to match their leadership style to the development level of their direct reports. They learn how to develop their competence (goal or task knowledge or skills) and commitment (motivation and confidence) by using the right leadership style in a given situation.
- **Skill Practice**— Provides extensive skill practice for mastering the expertise of a Situational Leader. Participants also learn how to manage development regression by staying in close touch with performance and development. Practice time is recommended during sessions to master the skills of a Situational Leader, and to meet learning objectives.

### ***After-Session Summary Report***

After the workshop, the Facilitator will prepare a report outlining specific successes and struggles participants had with each learning module, and then will suggest a plan for ongoing skill reinforcement. The report will make suggestions on how to continue the practice of Situational Leadership® II, as well as any specific actions the agency should take in response to what participants learned. The Facilitator will submit the report to the agency sponsor.

### **Course Materials:**

#### **Situational Leadership® II Participant Kit**

Materials include:

- Participant Workbook
- Impact Map
- Situational Leadership® II Article
- Situational Leadership® II Color Model
- Situational Leadership® II Color Model Pocket Card
- Development Level Descriptor Cards
- Conversation Starters
- Leader Behavior Analysis II™ Questionnaire
- Situational Leadership® II Flash Cards
- One on One Conversations Pad
- Partnering for Performance Worksheet Pad
- Teaching Others Situational Leadership® II
- Coaching for Impact Action Plan

### **21 Days to Becoming an Effective Situational Leader Action Plan**

The 21 Day Action Plan is an invaluable tool for reinforcing, accelerating, and sustaining the learning after a participant attends Situational Leadership® II for managers. This tool will help continue the development of each participant as a Situational Leader so they can more effectively and quickly assist their people in reaching proficiency on critical tasks. More critical tasks being performed at the highest level of proficiency means increased impact to the respective agency.

Created in a colorful, bold, and useful format, this coil-bound product is made to stand up so that leaders can place it on their desk, flip a page each day, and conveniently use it to practice and sustain their new skills. Each page explains a part of the process as well as the value of each step. At the end of the 21 days, the leaders can either repeat the process or skip ahead to the areas where they feel they need improvement.

## LEADERSHIP AND MANAGEMENT TRAINING SUPPORT MATERIALS AND COURSE DESCRIPTIONS

<b>21 Days to Becoming an Effective Situational Leader— Job aid option for the Situational Leadership® II course</b>
<b>Length:</b> N/A
<b>Description:</b> The focus of the product is on helping leaders apply SLII® on the job, in a practical manner. The leaders are reminded to utilize the tools they received during SLII® training to leverage the prior investment.
<b>Objectives:</b> <ul style="list-style-type: none"> <li>▪ Support in making the transition from learning to doing</li> <li>▪ Increase probability of realizing the benefits of implementing SLII®</li> <li>▪ Increase sustainability</li> </ul>
<b>Training Methods and Assessments:</b> Created in a colorful, bold, and useful format, this coil-bound product is made to stand up so that leaders can place it on their desk, flip a page each day, and conveniently use it to practice and sustain their new skills. Each page explains a part of the process as well as the value of each step. At the end of the 21 days, the leaders can either repeat the process or skip ahead to the areas where they feel they need improvement.
<b>Target Audience:</b> Leaders who have participated in Situational Leadership® II training.

<b>Building Trust</b>
<b>Length:</b> 4 hours
<b>Description:</b> Trust is core to how people work together, listen to one another, and build effective working relationships. In fact, the primary factor affecting employee turnover is whether or not the manager and the employee have developed a trusting relationship. This program creates awareness and sensitivity about which behaviors are known to erode trust and which behaviors build and sustain trust. We teach a model that is easy to learn and follow, and is based on the four elements of trust—demonstrating competence, acting with integrity, caring about others, and maintaining reliability.
<b>Objectives:</b> <ul style="list-style-type: none"> <li>▪ Awareness of the elements of trust, trust eroders, and what to do to build and sustain trust</li> <li>▪ A personalized action plan for becoming a more trustworthy leader</li> <li>▪ Communication skills for enhancing trusting relationships with direct reports</li> <li>▪ More trusting employees with higher levels of commitment, creativity, and productivity; improved morale and retention</li> </ul>
<b>Training Methods:</b> Group Discussion, Skill Practice, Case Studies, Roleplaying, Demonstration
<b>Target Audience:</b> Supervisor, Manager, Senior Manager, Executive

<b>Challenging Conversations</b>
<b>Length:</b> 4 hours
<b>Description:</b> The capacity to effectively have challenging conversations is a key competency for your organization's managers. Your employees need managers who are willing to initiate challenging conversations that surface conflict and acknowledge and defuse the emotion that accompanies it. This program covers all of the most challenging, intense, and emotionally charged types of conversations, such as delivering a difficult message, giving tough performance feedback, or confronting inappropriate behavior.
<b>Objectives:</b> <ul style="list-style-type: none"> <li>▪ Willingness and ability to initiate challenging conversations that surface conflict and transform difficult emotions into productive energy</li> <li>▪ Greater confidence in delivering difficult messages, giving tough performance feedback, or confronting challenging behavior</li> </ul>

<ul style="list-style-type: none"> <li>▪ Enhanced communication skills that increase competence, motivation, and confidence among direct reports and lead to improved morale</li> <li>▪ Quicker resolution of performance issues resulting in fewer grievances and disciplinary issues</li> <li>▪ Reduced tension, friction, and sabotage</li> </ul>
<b>Training Methods:</b> Group Discussion, Skill Practice, Case Studies, Roleplaying, Demonstration
<b>Target Audience:</b> Supervisor, Manager, Senior Manager, Executive

<b>Coaching Essentials® for Leaders w/ or w/out SLII Job Aid</b>
<b>Length:</b> 1 day
<b>Description:</b> Coaching Essentials for Leaders is an interactive and transformational learning experience designed to help managers and leaders integrate coaching skills into their leadership style. This includes drawing out ideas and solutions, collaborating and focusing on the development of people by using supportive behaviors, while achieving the organization's goals. Coaching Essentials for Leaders is a learning process that takes place over time. Classes can be on-site or virtual, are interactive, and focus on applying the coaching concepts. Facilitators will role-model coaching behaviors throughout the process, as they know the challenges of leading and managing people. Three follow-up coaching sessions are required, allowing participants to work with a professional coach for a deeper understanding and greater application of the material. Follow-up coaching provides a safe place to discuss the challenges of leadership with a coach and to receive feedback.
<b>Objectives:</b> <ul style="list-style-type: none"> <li>▪ Use coaching to accelerate team progress toward organizational objectives</li> <li>▪ Create an environment of trust that supports the development and growth of others</li> <li>▪ Apply a coaching process that results in clear agreements and initiates action</li> <li>▪ Use communication skills that develop self-reliance in others</li> </ul>
<b>Training Methods:</b> Group Discussion, Skill Practice, Case Studies, Roleplaying, Demonstration, Coaching
<b>Target Audience:</b> Manager, Senior Manager, Executive

<b>Creating Your Organization's Future: Full Steam Ahead!™</b>
<b>Length:</b> 1 to 2 days
<b>Description:</b> <p>Vision is a key component in managing change; it is a critical prelude to any change management or strategic planning process. By clarifying the desired end state for the organization, vision makes it easier and clearer for individuals and teams to manage change as it comes their way. Vision and values provide a beacon for team members to navigate toward, and the ability to navigate with flexibility no matter what is happening in the environment around them.</p> <p>Creating Your Organization's Future: <i>Full Steam Ahead!</i>™ (CYOF) is a practical guide that will enable your department or organization to become passionate about the visioning process. This program will help your organization create a clear vision based on the values and beliefs of its people. It addresses your company's need for organizational change, alignment, empowerment, and improvement in productivity and profitability.</p> <p>CYOF takes participants through the process described in the book <i>Full Steam Ahead!: Unleash the Power of Vision in Your Company and in Your Life</i> by Ken Blanchard and Jesse Stoner. It guides participants through the steps to create a shared vision for their team, department, or organization and helps them identify the strategies and actions needed to make their vision a reality. Participants create a shared vision using the "Three Key Elements" of a compelling vision described in <i>Full Steam Ahead!</i> and plan how to make it a reality by using the principles of "The Three How's."</p>
<b>Objectives:</b> <ul style="list-style-type: none"> <li>▪ Understand the three key elements of a compelling vision</li> <li>▪ Create a shared vision for their team, department, or organization</li> <li>▪ Identify the gaps between their current reality and their vision</li> </ul>

- Identify strategies to close the gaps
- Identify a plan to move forward
- Make individual commitments to live the vision now

**Training Methods:** Group Discussions, Case Studies

**Target Audience:** Management team, department director, work group, project team, entire organization

## DISCovering Self and Others

**Length:** 1 day

**Description:** Using the online DISC Profile and dynamic classroom activities, your employees learn how to adapt their behavior in order to communicate and relate more effectively and interact more skillfully with others. By developing an appreciation of others' behavioral preferences and acknowledging their unique strengths and areas for development, participants will create more satisfying, meaningful, and productive business and personal relationships. DISCovering Self and Others is designed in modular format that can be tailored to a particular schedule. It is based on the DISC Profile, a powerful and profound tool for people to use in order to understand themselves and the way they relate to the world. Employees learn to identify and understand their own behavior patterns (DISCovering Self); and how to identify, understand, and better respond to others' behavior patterns (DISCovering Others).

**Objectives:**

- Observe and identify their natural and learned behaviors
- Identify and understand their primary DISC position and Classic Profile Pattern
- Observe the behaviors of others that reveal their DISC position and Classic Profile Pattern
- Develop strategies for taking advantage of their strengths and monitoring their behavior to create more satisfying, productive, and meaningful relationships
- Develop an appreciation for others' behavioral preferences (DISC positions) by acknowledging their unique strengths

**Training Methods:** Group Discussion, Skill Practice, Roleplaying, Demonstration, DISC Profile

**Target Audience:** Teammate, Supervisor, Manager, Senior Manager

## Giving Feedback

**Length:** 4 hours

**Description:** Feedback is a critical skill for your organization's managers in coaching and developing others. To provide effective feedback, your managers must develop and cultivate specific conversational skills. This program uses a behavioral approach to teach participants how to deliver four types of feedback. The program also includes a situational focus that helps leaders identify exactly the type of feedback that is most appropriate for the situation. The result is a comprehensive approach that teaches your leaders how to deliver feedback in a way that improves performance, promotes trust and confidence, and increases productivity throughout your organization.

**Objectives:**

- Enhanced ability to provide direct reports with information that helps them take personal responsibility for observing, reflecting on, and revising their behavior
- Good relationships where people are open to hearing feedback
- Increased competence, motivation, and confidence among employees
- Improved trust and respect between leaders and the people they lead

**Training Methods:** Group Discussion, Skill Practice, Case Studies, Roleplaying, Demonstration

**Target Audience:** Supervisor, Manager, Senior Manager

## Info-Excellence®

**Length:** 4 hours

**Description:** The Info-Excellence® program offers high-impact strategies for managing your email and

covers two critical key areas—
<ul style="list-style-type: none"> <li>▪ Managing your email efficiently using email etiquette</li> <li>▪ Filing your email in a way that helps you easily find things later—while teaching four power tools for successful email management</li> </ul>
<b>Objectives:</b> To provide insights, best practices, and helpful tools that enable you to <ul style="list-style-type: none"> <li>▪ Cut email time by 20 percent</li> <li>▪ Boost email quality by 35 percent</li> <li>▪ Share email best practices with at least two colleagues</li> </ul>
<b>Training Methods:</b> This workshop provides opportunities to build competence and commitment in writing, managing, and storing and retrieving effective, targeted emails. In an energizing, interactive, and safe environment, participants practice the strategies that will help them bring the info-channel portion of their lives back under control.
<b>Target Audience:</b> Individuals in a supervisory or management role; all employees within the organization

<b>Leading People Through Change®</b>
<b>Length:</b> 2 days
<b>Description:</b> Our research and real-world experience have shown that people go through predictable stages of concern during change. In addition, most change efforts are unsuccessful for predictable reasons. This predictability allows leaders to be proactive and minimize the risks associated with change. Leading People Through Change teaches leaders how to identify and address the typical questions that employees raise during a change, as well as how to use the appropriate change strategy and corresponding behaviors to resolve concerns. These change strategies are used to address the most common causes of failure in an organization and to adapt to the predictable stages of concern. The model that is presented in this program can be applied to all types of change efforts, including mergers and acquisitions, business process reengineering, sales force expansion, and technology implementations.
<b>Objectives:</b> <ul style="list-style-type: none"> <li>▪ Positive effects on productivity and morale</li> <li>▪ An adaptive environment where change is effectively implemented on an ongoing basis</li> <li>▪ More buy-in and less time to achieve the desired performance</li> <li>▪ Development of business-wide change leadership capabilities</li> </ul>
<b>Training Methods:</b> Group Discussion, Skill Practice, Case Studies, Roleplaying, Demonstration, Computer Simulation Tool
<b>Target Audience:</b> Manager, Senior Manager, Executive

<b>Legendary Service® and Legendary Service® for Managers</b>
<b>Length:</b> ½ day or 1 day
<b>Description:</b> The Legendary Service program focuses on consistently delivering exceptional customer service through improved employee engagement. Legendary Service creates awareness of the importance of customer service and skills for participants at all levels, from the top down to those most in touch with customers. Legendary Service is a fast-paced, interactive program where participants develop their personal service vision in alignment with organizational imperatives. They practice service skills, identify their customer groups to provide consistent personalized service, and unleash their personal power as they focus on taking care of self as the foundation for taking care of others.
<b>Objectives:</b> <ul style="list-style-type: none"> <li>▪ Improved customer satisfaction that drives repeat business</li> <li>▪ Aligned practices to ensure seamless customer service is delivered consistently</li> <li>▪ Empowered people who fulfill their potential and know how they can make a difference</li> <li>▪ Continuous service improvement that increases market share and reduces costs</li> </ul>
<b>Training Methods:</b> Group Discussion, Skill Practice, Case Studies, Roleplaying, Demonstration, Games
<b>Target Audience:</b> Supervisor, Manager, Senior Manager

Listening
<b>Length:</b> 4 hours
<b>Description:</b> In any relationship, effective listening may be the most important skill for building trust and creating a strong connection. Many managers believe that they are good listeners, while their employees feel otherwise. This program develops your managers' skills as effective listeners. It helps managers learn to listen with the intent of being influenced and helps them master the skills of nonverbal listening—inquiring, paraphrasing, and summarizing feelings.
<b>Objectives:</b> <ul style="list-style-type: none"> <li>▪ Better interpersonal communication skills</li> <li>▪ More comfortable and productive work relationships</li> <li>▪ Greater alignment among team members</li> <li>▪ More self-reliant problem solving and self-leadership</li> </ul>
<b>Training Methods:</b> Group Discussion, Skill Practice, Case Studies, Roleplaying, Demonstration
<b>Target Audience:</b> Teammate, Supervisor, Manager

Situational Frontline Leadership
<b>Length:</b> 2 or 3 days
<b>Description:</b> Your organization needs leaders who can transform plans into action by working with individuals to ensure that their jobs are personally meaningful and motivating. Situational Frontline Leadership equips your organization's frontline leaders to effectively handle the situations they face every day. Situational Frontline Leadership uses the same language as Situational Leadership II, but provides specific micro skills of effective management, such as goal setting, listening, giving direction, and ensuring accountability. Managers learn both directive and supportive behaviors, such as establishing timelines, collaborative problem solving, and building partnerships for success.
<b>Objectives:</b> <ul style="list-style-type: none"> <li>▪ Take responsibility in developing their direct reports</li> <li>▪ Diagnose employees' development needs and adapt leadership style to meet those needs</li> <li>▪ Partner by creating a side-by-side relationship where both parties are mutually influential</li> <li>▪ Partner with their people on a journey to transform beginners into self-reliant achievers</li> </ul>
<b>Training Methods:</b> Group Discussion, Skill Practice, Case Studies, Roleplaying, Demonstration
<b>Target Audience:</b> Supervisor

Situational Leadership® II w/out Impact Mapping and Sustainability
<b>Length:</b> 2 days
<b>Description:</b> Situational Leadership® II is the most comprehensive and up-to-date, yet practical, method in the world for developing people into self-reliant achievers. Using the Situational Leadership® II Model, managers and their direct reports are able to create a partnership. It teaches managers to analyze, diagnose, think, and apply leadership concepts effectively in any situation. By creating a partnership instead of the typical top down "boss-employee" relationship, managers are able to engage and develop their employees faster and more effectively. Our blended version allows your organization's managers to learn at their own pace through elearning modules and simulations, and then provides a classroom experience with a skilled instructor to work on real work challenges.
<b>Objectives:</b> <ul style="list-style-type: none"> <li>▪ Proficiently diagnose development levels of their direct reports</li> <li>▪ Match leadership styles—communications and behavior—to development levels</li> <li>▪ Create a common language and approach to leadership that permeates your organization's culture</li> <li>▪ Shift intentions into behaviors, and behaviors into accountability</li> <li>▪ Develop highly skilled, flexible leaders who can develop and retain people</li> </ul>
<b>Training Methods and Assessments:</b> Group Discussion, Skill Practice, Case Studies, Roleplaying, Demonstration, Videos, Games, Reading Prewrite, Leader Behavior Analysis II® Assessment

<b>Target Audience:</b> Manager, Senior Manager
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### Situational Leadership II Learn the Model – Online Course

**Length:** 60 minutes

**Description:** Learn the Model eLearning course; it offers organizations the opportunity to use blended learning to increase reach rather than replace classroom instruction. To ensure on-the-job application, Learn the Model is used online to complement your Situational Leadership® II initiatives before and after training to sustain new behaviors. Learn the Model will take leaders on a journey that develops them, as well as their staff members, into Self-Reliant Achievers. It helps leaders who truly want to be magnificent, are motivated to work independently, want to align their goals with the goals of the organization, and want to pursue their goals with dedication.

**Objectives:**

- To become more flexible and adaptable, which is necessary when managing a diverse workforce and managing change
- To learn a variety of leadership styles to increase morale, create a positive work environment, and achieve desired results
- To become more thoughtful about when to use which leadership style to develop others' competence and commitment

**Training Methods and Assessments:** Stories, Click-and-drag, Reference Tool, Instant Advice is like having an expert advisor on call.

**Target Audience:** Teammate, Leaders who seek to learn over time using online prework or sustainability tools

### Situational Self Leadership

**Length:** 2 days

**Description:** Organizations need self-motivated employees who improve corporate productivity and profitability, effectively manage themselves, and create an emotional engagement with the customers they serve. Situational Self Leadership is designed to assist individuals at all levels in making the transition from disengaged to engaged, from being responsive to responsible, and in taking initiative in idea generation, innovation, and problem solving. Situational Self Leadership uses the latest in accelerated and adult learning concepts, and provides a model with strategies for gaining more satisfaction from work by examining motivation, confidence, knowledge, and skill. Our blended version allows your organization's participants to learn at their own pace through elearning modules and simulations, and then provides a classroom experience to work on real work challenges.

**Objectives:**

- Take responsibility for themselves and the organization
- Ask for the support and direction they need to excel
- Capitalize on Points of Power to enhance leadership, communication, and performance
- Learn the difference between setting goals and achieving them
- Master the art of managing up

**Training Methods:** Online Learning, Group Discussion, Skill Practice, Case Studies, Roleplaying, Demonstration, Videos, Games

**Target Audience:** Teammate, Supervisor, Manager

### Situational Team Leadership

**Length:** 1 day

**Description:** Situational Team Leadership provides a structured process for developing the full potential of teams. Several research-based models and strategies provide the building blocks of the five-part Team

Performance Process. The Team Performance Process is a systematic method for increasing team effectiveness and innovation. It can be adapted to fit any team, regardless of its purpose, pursuit, type, or size. Participants learn to identify the characteristics of high performing teams, create a team charter, diagnose the stages of team development, and provide continual support throughout the team's life cycle. The Team Performance Process simplifies the often-complex nature of teams training and provides the knowledge and tools that your organization's participants can immediately apply back on the job. This course can also be delivered virtually.

**Objectives:**

- Know and understand the behaviors of effective leaders and members
- Create a vision, charter, and values for optimum performance
- Respect, honor, and trust the contributions of each team member
- Communicate effectively—verbally and nonverbally
- Embrace and practice accountability

**Training Methods and Assessments:** Group Discussion, Skill Practice, Case Studies, Roleplaying, Demonstration, Games, Simulations, Reading Prework, Team Performance Assessment

**Target Audience:** Supervisor, Manager, Senior Manager

## Teaming Virtually

**Length:** three delivery options:

- 1-day virtual learning program—it includes three 90-minute WebEx sessions with fieldwork
- ½-day Face-to-Face Classroom
- Self study (Teaming Virtually handbook only)

**Description:** This program is designed to teach the concepts covered in the Teaming Virtually Handbook and provide opportunities to apply the concepts with a back-home team. The sessions are lively and engaging and incorporate a variety of interactive, table team, and group activities. The program gives members and leaders of virtual teams a proven process for dealing with the special challenges of trust, attentiveness, and communication, which are especially difficult for virtual teams.

**Objectives:** Increase their effectiveness in virtual teams by

- Identify issues of working on virtual teams
- Discuss three challenges virtual teams face—Trust, Attentiveness and Communication
- Explore and use some of the 32 tools included in the Virtual Teams Handbook
- Develop an action plan to make your virtual team more effective

**Training Methods:** Utilizes the latest in multimedia technology, experiential learning methodologies and a variety of optimal learning techniques. It can be presented to open enrollment groups or facilitated with intact teams.

**Target Audience:** Team leaders and team members who are faced with building and maintaining productive teams in a dispersed environment