Tectonics International, Inc.
An Organizational Development Company

Customer Satisfaction
Vision
Integrity
Leadership
Ethics
Coach
Mentor
Quality
Reengineering
Mission
Add Value
Create Trust
Counsel
Continuous Learning
Values
Reinvention
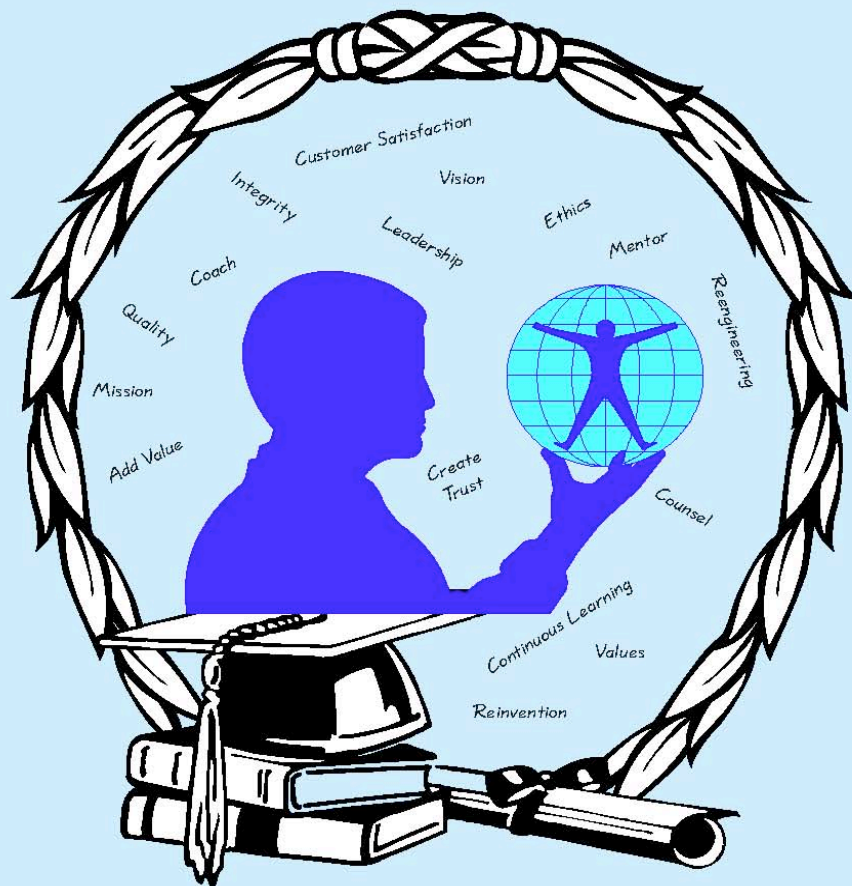
The
Organizational Management University:
a Management Skills Intervention

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WHAT IS ORGANIZATIONAL DEVELOPMENT?

Organization development (OD) was "invented" in the late 1960's to help U.S. corporations and public organizations function more effectively by helping them solve their people problems. As a result, organization development services are used to create a process by which behavioral science knowledge and practices are used to help organizations achieve greater effectiveness, including improving quality of life, increased productivity, and improved product and service quality.

Organizational development differs from other planned change efforts because the focus is on improving the organization's ability to assess and to solve its own problems. OD is thus a mixture of science and art, a professional field of social action and of scientific inquiry. Hence, a typical qualitative definition of organizational development is:

> *"A system-wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness."*

Another way of looking at organization development (OD) is that it is the adaptive management of organization systems, groups, and individuals in a fashion that optimizes organizational strategies and governing principles to the benefit of all organizational processes and stakeholder. Organizational development services cover such areas as:

- *Organization structural design*
- *Interpersonal and group process applications*
- *Organizational and environmental relationships*
- *Managing change techniques*
- *Work design*
- *Future directions in organizational development*
- *Vision-based strategic planning*

- *System-wide process approaches*
- *Organizational development interventions*
- *Customer focus and stakeholder involvement*
- *Employee involvement approaches*
- *Performance management*
- *Organizational transformation*
- *Diagnosing organizations*

Tectonics International is an organizational development firm that utilizes analysis, intervention and training to serve our customer's needs. We provide organization-specific change dynamics that address the core structures of an organization. After diagnosis and analysis, our activities focus on building a contextual strategy, based on a client vision of desired results, for aligning the elements of an organization and empowering employees. We offer customized options for organizational action designed to alter the culture, systems and work processes in a manner consistent with providing customer-driven, world-class service and quality.

WHO IS TECTONICS INTERNATIONAL?
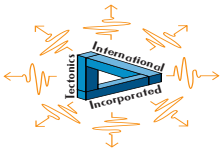
Tectonics International provides organizational analysis and change dynamics that address the core structures of an organization. We design customer-specific inter-ventions to alter the culture, systems and work processes of an organization in a manner consistent with providing customer-driven, world-class service and quality.

The Company's continuity and its overall direction is based on growth and our creed of excellence which demands that we provide measurable results-oriented, value-added organizational change that leads to positive, innovative change in operations and managerial systems. Tectonics International is proud to be a company in which its employees have a unique dedication to excellence and customer satisfaction.

Tectonics International is on the leading edge of certain trends in all of the services it provides to its customers. Our programs are developed in conjunction with client management and aligned with their budgets, manpower allocations and strategic goals. This willingness to provide real-world innovation differentiates our services from those of our competitors. We must capitalize on this critical difference and be the leader in providing effective alternative services. Included among our clients are such organizations as:

- Independent Projects Trust (South Africa)
- Sino-Gateway Express,(Ltd. (Hong Kong)
- Arizona State University
- Citco (The Netherlands)
- Central Arizona College
- Evergreen Air Center
- Expedia.com
- Three-Five Systems
- Hertz Europe (Ireland & UK)
- Livermore Tri-County Transit
- AOL (Ireland)
- Abbot Laboratories (Ireland)
- GE Healthcare (Ireland)
- Dell Computer (Ireland and Poland)
- The Houses of the Oireachtas (Irish government)
- The World Bank
- Cities of Phoenix, Casa Grande and Tempe, AZ
- Department of Health & Children Services (Irish government)
- Federal Mediation & Conciliation Service
- Phoenix Transit

- Nissan Corporation
- Sprint PCS
- AMI (UK)
- Arizona Department of Transportation
- Maricopa County, AZ
- The Ak-Chin Indian Community
- Topflight (Ireland)
- Capital Metro Transit Authority
- The Gila River Indian Community
- Texas Transit Association
- Laidlaw Corporation
- Aerofret (France)
- State of Arizona
- Texas Department of Transportation
- Ethel M Chocolates (a division of M&M Mars)
- Continental Airlines
- AeroTrans (Hong Kong)
- KwaZulu Department of Prosecutions (South Africa)
- The Arizona Employers' Council, Inc.
- GlaxoSmithKline

TECTONICS INTERNATIONAL'S VALUES

Our Mission

To enhance quality and professional organizations by delivering customer specific, innovative, real-world organizational development services.

Our Values & Beliefs

Tectonics International, Inc., (TII), provides high quality organizational development and consulting services. The company is committed to customer-designed, efficient, innovative customer-specific processes and systems to meet the needs of each of the organizations, communities and people it serves.

The Company's continuity, growth and overall direction is based on our creed of excellence which insists that we provide strong results-oriented, value-added organizational change that lead to world class operations and managerial systems. Tectonics International is proud to be a company in which its employees have a unique dedication to customer satisfaction.

WILLINGNESS TO INNOVATE: Tectonics International sees itself on the leading edge of certain trends in all of the services it provides to its customers. This willingness to innovate provides the ability to differentiate our products from those of our competitors. We must capitalize on this critical difference and be the leader in providing alternative services.

CUSTOMER ORIENTATION: As in any service industry, we are nothing without the customer. Within the boundaries of sound business policies and our high moral code, we must deliver the level of services desired by our customers.

SOCIAL SENSITIVITY: Tectonics International is committed to behaving as a responsible community citizen. This includes: participation in community functions, contributions to local and national charities where appropriate, acting as an Equal Opportunity Employer, providing a drug free work environment and the execution of special projects that may be requested by the community.

EMPLOYEE DEVELOPMENT: Along with economic incentive, the company believes that employees must achieve personal fulfillment in their careers. All employees who supervise others must be aware of this commitment and must create an environment that encourages employee development.

HIGH MORAL, INTEGRITY AND ETHICAL STANDARDS: The people who built Tectonics International have always had at the core of their value system an unwavering commitment to honesty, integrity and fair play. Our attitude has always been and will continue to be that "honesty is not only the best policy, it is the only policy."

TECHNICAL COMPETENCE: The ability to provide the services we have promised our customers is critical to our continuing success. We will set the trends and be recognized as the industry leader in all our lines of business.

COST EFFECTIVENESS: Tectonics International must practice effective cost management as an essential part of its commitment to a profit motive. All employees must focus on working efficiently to maximize productivity. The use of company resources must always yield a return to the business in increased efficiency of operations or improvement of customer service.

EMPLOYEE PARTICIPATION: Tectonics International believes that employees who are involved make more productive, innovative and cost-conscious employees. This emphasis on participation by all levels and classes of employees promotes a level of enthusiasm and entrepreneurial spirit unique to the industry.

Our Vision

To become the industry standard for leading edge services that implement positive change in a global economy

The path into management generally comes through technical competence. The person promoted has demonstrated technical competence and a personality compatible with those already in the management ranks. When the promotion comes, the organization elevates the new manager without defining new expectations or new skills and talents to be developed and applied.

In this ambiguous environment, the new manager is expected to perform -- by that we mean that he is, minimally, expected to obtain the same competencies from those now reporting to him that he demonstrated as a non-management employee. The organization rarely offers the new manager management skills training, nor does it suggest that the new   manager learn or rely on skills other than technical. As a result, the new manager is left with the option of emulating current management practices, few if any of which will prepare him for the new role as leader and not doer.

The new manager will observe the current management staff to:

1. Determine what is allowed.

2. Try to intuit what is expected.

3. Determine the best way to survive.

4. And, most importantly, learn how management "is done" in the organization.

Most likely she will discover that the hierarchical mandate is the order of the day. She is boss and those working for her must "toe the line and do it my way." Conflict is avoided, innovativeness stifled and honesty and trust are virtually nonexistent.

Tectonics believes it is the obligation of management in a global economy to prepare themselves and their organizations to survive and prosper into the 21st century. This will not be done through hierarchical management styles. Organizations will not learn to add value, increase customer satisfaction and truly empower their work forces by diminishing or destroying the

innovativeness and creativity of their employees. Further, both managers and their organizations will require much more than technical skills, organizational sanction (hierarchy), and positional authority to create the trust necessary to unleash the talent of their internal customers.

At Tectonics we believe that all managers must excel in the following disciplines: coaching, counseling, mentoring, resource management and trustworthiness. They must lead, as well as   manage, with integrity. They must learn to clear obstacles to others success, to become a role model of ethical values and competence in order to build a 21st century organization. This intervention is designed to provide these tools and insights to managers, new or seasoned, as well as to those who aspire to management.

One of the goals of the Organizational Management University intervention is to create a pool of "graduates", alumni of the "university", to teach the courses. The intervention is designed to create in-house teaching competencies as we believe employees learn best from other employees. Further, we believe that it is imperative for an organization to utilize the talents of motivated employees, sharing their knowledge, myths, and experience to create a culture of continuous learning: a culture of continuous learning that will translate into shared knowledge thereby creating shared expectations.

Tectonics believes that no manager comes to work to do a poor job. The job is not performed well because there are no new expectations of these managers, nor has the organization provided the tools for them to succeed. The Tectonics Organizational Management University Intervention provides both tools and a foundation for expectations for the motivated organization and manager alike. We look forward to working with your management team in developing this certificate program for your organization.

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MANAGEMENT UNIVERSITY OVERVIEW

Program Objective

- To provide an intensive *organization-specific*, flexible, regime of course work designed to provide key managers, or management candidates, a fully integrated training, development and change implementation program.

- To transform the management culture from a hierarchical top-down process into a fast moving, customer-focused, flexible management *TEAM*.

- To create a self-selected pool of qualified aligned management candidates to insure effective succession planning and to meet future management talent needs.

- To align methodologies, philosophies, concepts, techniques and vocabularies throughout the organization to promote continuity and teamwork, reduce conflict and increase trust.

Practical Anticipated Results

- A management culture with superior leadership skills capable of leading positive organizational change.

- Improved employee morale

- Increased customer satisfaction

- Higher quality and productivity

- Overall enhanced quality of work life

Subject Matter Content	Classroom Hours	Experiential Learning & Coaching Hours
Management skills	38	38
Leadership	28	28
Management style reengineering	22	22
Communication skills	12	12
Productivity	12	12
Quality customer service	12	12
Total hours:	**124**	**124**

Note: Integrated in this course work are validated content examinations for each module. Among other assessments utilized to provide participant feedback regarding their skill sets, attitudes, and management styles are Ghosts, MBTI, Strategic Planning Survey, and Quality Commitment Survey as well as others that are content specific to the course of study.

MANAGEMENT UNIVERSITY: LEARNING MODULES

❖ Management Skills - page 9

Business Ethics Workshop	Goals and Goal Setting	Organizational Change Management
Conflict Resolution	Management on the Front	Performance Management
Creating Commitment	Managerial Self-Assessment	Problem Solving
Decision Making Outside the Box	Managing for Excellence	Project Management
Effective Tutoring	Managing Your Boss	The Manager as Coach and Counselor
From Doer to Management	Negotiating for Success	Up with People
Front Line Leadership		Win/Win in Human Relations

❖ Leadership - page 10

Becoming a Mentor	Empowering Others	Leadership for the 21st Century
Being a Risk Taker	Handling Difficult Employees	Managers & Counseling
Business Ethics	Just Doing It	Managing Change
Change Adaptivity	Leadership	Mission, Vision and Values
Creating a Total Quality Culture		Self-Leadership

❖ Management Style Reengineering - page 10

Anger Management	Increasing Self-Esteem	Self Improvement: a methodology
Attitude and Life	Overcoming Procrastination	Wellness in Your Life
Empower Yourself	Personal Change Management	Your Attitude
Energizing Your Career and Life	Positive Assertiveness	Your Style

❖ Communication Skills - page 11

Change Masters program	Get Your Message Heard	Managers as Trainers
Communication Tools & Skills	Influencing for Results	Motivation in the Empowered Workplace
Facilitation Skills	Manager Communication	Working Together Better and Better: the real meaning of diversity

❖ Productivity - page 11

Benchmarking and process analysis	Time Management	Meeting Skills
Delegation: a key to results	Performance Contracts with Yourself	Participative Management
Employee Productivity		Total Quality Management

❖ Quality Customer Service - page 12

Customer Satisfaction Measures	Customer Service Plus	Quality Customer Service Management
Customer Satisfaction vs. Service	Doing Quality Customer Service	The Workplace & Quality

❖ Change Management - page 12

A Blueprint for Change	Organizational Change Management	Organizational Mission, Vision and Values
Managing Change: a survival primer for the next century		Personal Change Management

❖ Team Building - page 12

High intensity results team development	Quality Action Teams	Self-Directed Work Teams	Team Building

LEARNING MODULE SUMMARIES

Management Skills

Business Ethics Workshop - To examine the specific managerial assumptions and behavioral issues that impede or encourage a decent manager to act on his or her good intentions. To understand and be able to define the traditional responses to ethical responsibility in business and the hallmarks of business integrity. To be able to apply the questions necessary for making ethical business decisions as well as the rules for reflecting an ethical standard of behavior.

Conflict Resolution - Conflict in and of itself is normal and healthy, it is the way that *we chose* to handle it which can be dysfunctional and destructive. No change, either personal or professional, transpires without conflict. It is one of the most valuable personal and organizational assets available for growth and change when accepted as normal and managed effectively. In this course we present a methodology for resolving conflict by focusing on problem solving and finding best solutions while emphasizing a win-win philosophy. The participant will understand their own natural style of conflict resolution through the use of a *Conflict Style Inventory* and we will discuss the five basic conflict styles and the dynamics that perpetuate a negative conflict cycle.

Creating Commitment - Learn the changing value systems of today's employees. Explore the two way street of mutual commitment. Learn what it takes to build trust among employees.

Decision Making Outside the Box - Learn to utilize this flexible approach to decision making using a combination of both rational and intuitive techniques to invent the future.

Effective Tutoring - Learn how to effectively assist people to write better, overcome anxiety, read more efficiently and recall what has been learned.

From Doer to Management - Help to transition the new supervisor from technical expert to people management. Understand how to communicate, motivate and delegate.

Front Line Leadership - Learn the fundamental skills that a front-line manager must master to succeed such as: teamwork, delegation, counseling, coaching, facilitating and resource management. Personal assessments are given to provide individual baselines. Learn to prepare for the unexpected.

Goals and Goal Setting - Learn to categorize and prioritize goals. Communicate with others to create achievable goals with measurable results.

Management on the Front Line - Learn the basics of supervisory responsibilities, developing personal effectiveness, managing many personalities and working with groups.

Managerial Self-Assessment - Managers can measure their performance with the twelve primary management functions and take a self-evaluation.

Managing for Excellence - Understand the six keys to excellence in management. Examples of best and worst managers are provided for comparison. Subjects covered include: succeeding as a leader, communicating, persuading and influencing people, creating superior service and managing time.

Managing Your Boss - Geared toward ambitious employees, participants learn techniques for developing positive working relationships with those above them in an organization.

Negotiating for Success - Learn the basics of "win-win" negotiations. Discover how to approach negotiations with a positive attitude.

Organizational Change Management - Learn to understand and manage people during times of change. Deal more effectively with resistance to change. Discover common errors made during times of change.

Performance Management - Teaches experienced supervisors and managers to identify and master the skills necessary for becoming professional managers.

Problem Solving - Learn the systematic and proven way to solve problems. Encourages participants to find the root cause of problems, generate and prioritize alternatives and create action plans.

Project Management - Explore all stages of project management, from planning through final evaluation. Discover the key communication skills that ensure a successful project.

The Manager as Coach and Counselor - Coach employees to improve their job performance. Counsel individuals to define and work through personal issues affecting job performance.

Up with People - A module offering positive ideas, concepts, methods, and approaches too effectively motivate others. Learn how to communicate better, set goals, and reward performance.

Win/Win in Human Relations - We can no longer work in a vacuum, or be a "loner" as our success in the workplace (as well as life!) is interrelated with the success of others. What interpersonal skills do we need that will allow us to be more effective in working with others? Why is it more important to focus on results rather than process in human relations? How do you motivate others in the workplace? And how do you use influence to obtain results versus a dictatorial style of management? These answers, and others, will be discovered in our discussion of human relations, leadership, success, and the future.

LEARNING MODULE SUMMARIES

Leadership

Becoming a Mentor - Discover the skills and attitudes needed to be an effective mentor. Learn the needs of mentees and mentors.

Being a Risk Taker - Assess risk-taking behavior. Learn the decision making process for modifying and/or improving risk taking effectiveness.

Business Ethics - Do you have a "do right" philosophy or do you sometimes confuse that which is legal with that which is right? Leaders must be prepared to deal with the ethical and moral implications of their decisions and, as such, must understand the nature of his or her interdependent relationships as well as the concepts of responsibility and accountability for one's actions. Nothing is more fundamental to management success as a highly developed sense of ethics.

Change Adaptivity - Learn to use your creativity to meet the challenges of change and to succeed.

Creating a Total Quality Culture - Use this module to learn how to build a total quality culture through empowering, decision making, promoting ethics, and leadership.

Empowering Others - What is empowerment and why it's important? Learn the elements of empowerment and how to utilize them: mindsets, relationships and structures.

Handling Difficult Employees - Understand why performance problems occur and how to resolve them. Includes a six-step intervention model, and a thorough discussion of discipline and termination procedures.

Just Doing It - Develop an action plan to stop procrastinating.

Leadership - Participants examine the differences between managers and leaders. Learn what personality traits, behavioral changes and goal setting techniques it takes to become a leader.

Leadership for the 21st Century - Leaders are those people the rest of us look to provide clarity of direction and a compelling vision of the future. Leaders come from every segment of an organization. Some are formal leaders some are informal. Some are leaders in their personal lives, others in their professional lives. What is the foundation of leadership? What do leaders do differently than the rest of us? What do they have in common? You will need to learn the answers to these and other questions as you hone your personal leadership skills.

Managers & Counseling - Learn basic counseling techniques and principles that promote trust and employee loyalty.

Managing Change - Learn to cope with organizational change and times of uncertainty.

Mission, Vision and Values - Learn how to clarify your own values in the context of your work group. Learn to create a compelling mission and vision statement for your organization.

Self-Leadership - Deming's Point 7: "Teach and institute leadership." But first we need to learn to lead ourselves effectively. This workshop emphasizes the need for personal leadership in terms of attitude, responsibility and accountability to ensure that we are effective role models in the organization and in life. Through self-testing, assess personal the use of strategies related to self-management and natural rewards and how these concepts relate to the management of others.

Management Style Reengineering

Anger Management - The most successful people know how to manage their anger. This module provides participants with an individual assessment of the causes and effects of anger.

Attitude and Life - Learn new strategies for beating negativity, eliminating doubts and setting positive goals.

Empower Yourself - Helps participants understand the benefits of self-empowerment, as well as how to dramatically improve self esteem and develop needed interpersonal skills.

Energizing Your Career and Life - Learn the essential ingredients in being successful in life endeavors. Learn to condition habits that support positive life affirming activities.

Increasing Self-Esteem - Expands both self-image and self-esteem. Enlightened exercises and proven techniques help participants overcome fears, risk change, identify and maximize marketable strengths and create a permanent and positive belief system.

Overcoming Procrastination - Become more productive at work by learning to recognize procrastination patterns and how to overcome them.

Personal Change Management - We take a participant step-by-step out of denial and into acceptance. Teaches how to deal with negativity and provides workable strategies to increase personal power and support.

Positive Assertiveness - Learn the difference between assertive, passive and aggressive behavior and how to interpret other people's behavior.

Self-Improvement: a methodology – A series of twelve self-improvement profiles will help the participant gain a new focus on their personal life and career. Interactive exercises rate self-esteem, wellness, human relations' skills, assertiveness and attitude.

Wellness in Your Life - Use this module to learn the benefits and components of a well planned effective wellness program.

Your Attitude - Examine attitudes and how they affect career success. Learn how to share your positive attitude with others.

Your Style - Proven step-by-step advice to enhance your unique style.

LEARNING MODULE SUMMARIES

Communication skills

Change Masters program - to provide a recognition program that encourages a desirable level of "maverick" behavior to foster innovative and competitive business advantages through ad hoc individual or team initiatives and risk taking.

Communication Tools & Skills: Learn the nine behavioral skills of effective communication, recognize the difference between emotional and factual communication, and observe basic signals of behavior to understand what body language is saying and to encourage practical feedback.

Facilitation Skills - Learn professional facilitation techniques in a simple six-step plan. Learn to deal effectively with everyone from the shy to the difficult participant.

Get Your Message Heard - Learn to make sure your ideas get heard. Helps participants identify and overcome communication problems.

Influencing for Results - Provides proven techniques and strategies that help participants understand their audiences and influence them accordingly.

Manager Communication - to evaluate, establish and coordinate from a variety of available managerial communication mechanisms, a management communication program that maximizes the impact of the manager and insures that the executive communication accurately reflects the commitment to, and support for, change.

Managers as Trainers - This concise module teaches managers how to efficiently prepare for, plan, present, and follow-up on any size training program. A manager must do many things and all are important. Nothing, however, is more important than training as the management of people determines organizational (and managerial) success. Training cannot wait until the "manager gets around to it" or "when time permits." Training is not a luxury for managers - it is a necessity!

Motivation in the Empowered Workplace - As every organization goes about meeting challenges and making continual work improvement, they seek the support, involvement, increased productivity and commitment of their employees. To obtain this employee support requires creating a new type of working environment, the "empowered" quality workplace. To manage this empowered workplace, a deeper understanding of human motivational factors and new management skills are necessary to "partner" with the employee. In an empowered workplace, the manager, especially the front-line manager, is a key element as they interact daily with the work force. This discussion emphasizes the elements of motivation and empowerment and how to increase productivity through new mind-sets, changing relationships and empowering structures.

Working Together Better and Better: the real meaning of diversity - A time flexible one-day learning program that integrates organizational values with teamwork and diversity to foster a total cultural system awareness of how to orchestrate those elements to gain industry advantage.

Productivity
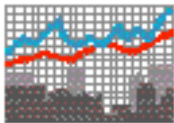
Benchmarking and process analysis - a time flexible learning program that provides the SPC tools necessary to accomplish hard and soft dollar measurement, cost of production, comparative analysis against the best in the world. Learn Pareto, flow charting, establishing baselines, and other SPC measurement and analysis techniques, that lead to implementing change in any business sector.

Delegation: a key to results - Learn to delegate effectively by evaluating your current skills, identifying the problems and finding solutions.

Employee Productivity - Learn how your organization can reduce costs while improving product or service quality and morale.

Time Management - Identify what time can be controlled, and how to make the most effective use of that time. Learn how to manage time to ease stress.

Performance Contracts with Yourself - A step-by-step checklist for establishing performance goals and measuring progress, for both managers and non-managers.

Meeting Skills - Learn to prepare for, carry out and follow up on an effective meeting. Discover effective leadership and participant roles.

Participative Management - An intensive 2 1/2 to 5 days of course work designed to provide key managers a fully integrated training, development and change implementation program. The program modules encompass discussion and techniques related to quality management, organizational development, reengineering and participative management with a core focus on practical, measurable results.

Total Quality Management - How do the basic tenets of quality management relate to practical day-to-day management challenges? Learn how to implement the quality actions held forth by Deming, Juran and others. Role model the fourteen rules for quality and increase productivity, employee morale and customer satisfaction. The goal of the workshop is to teach managers/employees to focus on the improvement of processes and not the application of blame.

LEARNING MODULE SUMMARIES

Quality Customer Service

Customer Satisfaction Measures - Learn what customer satisfaction is and the cost associated with poor service. Discover how to measure satisfaction and the tools you need.

Customer Satisfaction vs. Service - Learn practical ways to stay motivated and provide constant quality customer service. Learn how to keep customers coming back again and again.

Customer Service Plus - Helps an organization go beyond customer service to retain and satisfy established clientele, including increasing customer satisfaction, generating meaningful feedback and developing loyalty.

Doing Quality Customer Service - Understand what quality customer service is and why it is important. Explore methods of identifying customer needs. Ensure that customers will return.

Quality Customer Service Management - Build a winning customer service team by determining what customers really want, how to meet those needs, and how to measure your service.

The Workplace & Quality - Learn why personal quality standards are essential for productivity and success, how to establish standards guidelines, and apply them on the job.

Change Management

A Blueprint for Change - We outline the recommended first-steps of a 3-year organizational culture change initiative. These first steps are designed to initiate alignment by starting to build a culture based on t rust, focused on (and practicing participative management, empowerment, personal accountability and responsibility to replace the existing culture.

Managing Change: a survival primer – Well into the millennium we are becoming very much aware of the phenomena that Alvin Toffler calls "future shock." Change is now continuous and coming at us at such a rapid rate that we doubt our ability to cope with, much less incorporate it into our daily lives. Change has become the order of the day and the chaotic environment that it brings can cause both confusion and apprehension on all of us. In this session you will learn what skills you will need to adapt to and manage change and what role risk taking plays in the process as we have an interactive discussion of surviving, and prospering, into the new century.

Organizational Change Management - Learn to understand and manage people during times of change. Deal more effectively with resistance to change. Discover common errors made during times of change.

Organizational Mission, Vision and Values - Clarify your own values in the context of your work group. Learn to create a compelling mission and vision statement for yourself and your organization, department or team.

Personal Change Management - The participant moves from denial to acceptance of change. Teaches how to deal with negativity and provides workable strategies to increase personal power and support.

Team Building

High intensity results team development - a TII intervention that guides ad hoc teams called together to address a predetermined issue to a solution. These teams are guided through the steps required by an organization-specific facilitative guide designed to produce implementable recommendations and measurable results within 15 hours of time for each team member (both meeting and data gathering).

Quality Action Teams - The employee is in the best position to tell management how to improve, and how to produce a better quality product for the customers. This TII process to guide cross-functional teams called together to address a predetermined organizational issue or concern. The teams are guided through the steps required to produce recommendations and action plans and are to be responsible for the organization-wide implementation of their recommendations and measurements.

Self-Directed Work Teams - Explains what self-managing teams are, why they are effective, and how to establish them for maintaining performance and enhancing productivity.

Team Building - A time flexible learning program that includes understanding the nature of conflict and team dynamics as well as providing the fundamental tools needed to participate in a group decision making process. Learn the techniques critical in developing and maintaining great team performance and spirit.

RELATED LEARNING INTERVENTIONS

Participative Management Retreat

An intensive week designed to provide key managers with a fully integrated change implementation program. The program modules encompass discussions related to quality management, organizational development, reengineering and participative management with a core focus on practical, measurable results. Applied, these tools offer a more productive and flexible, customer-driven operating system that empowers employees to serve their customers. The results of implementing these skills are increased profits, lowered costs, greater customer satisfaction and an enhanced quality of work life.

Business Solutions Planning

An organization-wide, collaborative intervention to develop a 3- to 5-year, vision-oriented strategic plan encompassing goals, objectives and results which are linked to budgets, projects, programs, performance contracts, information systems and organizational structure.

High Intensity Results Team Development

A proprietary TII intervention that guides ad hoc teams in addressing a predetermined issue, arrive at a solution, and formulate a plan to implement that solution. Teams are lead through the required steps by an organization-specific facilitative guide designed to produce implementable recommendations and measurable results within 15 hours, including both meeting and data gathering time.