



Big Sky Way.

Simple. Human. Smart.

Service Catalog 2020



www.BigSkyWay.Biz

Welcome to Education & Organizational Development

Big Sky Way exists within the field of education & organizational development. **Education & Organizational Development** is a professional field of research, theory, and practice dedicated to expanding the *knowledge* and *effectiveness* of people to accomplish more successful organizational *change* and *performance*.

Mission Statement

Through simple, human, and smart people development and growth programs, Big Sky Way *develops healthy work cultures* to progressive and purpose driven partners.



Vision Statement

Transforming today's human capital into tomorrow's *competitive advantage*.

Table of Contents

Welcome to Education & Organizational Development	1
Culture	2
Talent Management	7
Leadership & Management	9
Performance Coaching	12
Assessment Administration	14

Culture

Everything begins with clear and cohesive culture. Culture describes the organizations identity which derives from the values, norms, and personality. It describes 'how we work around here'. Culture is essentially the organization's religion, anchoring to shared principles and creating clarity in how we work together.

The following topics can be adapted in content and time to fit the needs of your business. Further, assessments and performance coaching are available in each of these topics to maximize learning outcomes.



5 Behaviors of a Cohesive Team – Personal & Team Development

Today's top organization understand the importance of having highly cohesive teams, where all team members intentionally move in the same direction. Example behaviors of cohesive teams include vulnerability-based trust, engagement in productive and constructive conflict, clarity and commitment to decisions, accountability to those commitments, and collective drive towards organizational results. This course is designed to provide a framework and actions steps for team cohesiveness. This 4 to 8-hr training, depending on the group dynamic, is intended for intact workgroups that share common objectives, and team members who want to improve their team member skills.

Advanced Goal Setting for High Performance

A foundational component to human action is human thought, and highly effective people have developed the habit of using positive self-talk and goal-oriented thinking. This course is designed to be an introduction into how the mind works, how we obtain habits and attitudes, and how to release beliefs that get in the way of releasing inner potential. Topics in this course will include basic principles in cognitive psychology, habits, comfort zones, conscious vs. subconscious thinking, and change tools. In addition, participants will learn easy-to-understand and easy-to-implement tools to change attitudes and belief. This 4-hour course is intended for all company employees.

Building a Learning Culture by Training the Trainer

Presentations are foundational to effective business communication but can be one of the most anxiety provoking activities in the workplace. This course is designed to provide an introduction on how to build curriculum and effectively deliver for quality learning. Topics in this course will include an introduction to the adult learner, curriculum development, curriculum presentation, presentation techniques, and delivery practice. This 10.5-hour course is intended for any professional that delivers public presentations, trains on job specific technical skills and soft skills, or presents on organizational development topics in general.

Catch the FISH!® Philosophy for Customer Service

Too many solutions for building a 21st century healthy culture are bogged down in overly complex models and are difficult to implement. This course is designed to provide participants energetic, yet basic, practices that can help reinvent culture and customer service. Topics to this course will include an overview to the Fish!® Philosophy, along with the four practices; (1) being there, (2) play, (3) making their day, and (4) choosing your attitude. This 4.0-hour course is intended for all company employees, particularly for employees with significant customer service job duties.

Change Management: The Good, The Bad, & The Ugly

Despite how rational and logical change appears, if you fail to capture the hearts and minds of people – change will be difficult. This course is designed to provide participants organizational and employee perspectives on change, as well as solutions for managing change. Topics will include perspective on the human psychology on change, why business needs continual change, and popular change models. Further topics include take-home change management solutions for change management analysis, battle plans, and communication strategies. This 4-hour course is intended for all company employees, particularly employees responsible for managing change initiatives.

Creating Clarity for Organizational Health

Healthy organizations know how to make clarity part of company culture. This course is designed to provide participants a blueprint for creating and communicating clarity for healthy organizational culture. Topics will overview the 4 clarity steps of focus, purpose, value, and marketing strategy. Further topics will include strategies for communicating clarity, and application to human resource processes to reinforce clarity. This 4-hour course is intended for leadership teams responsible for managing organizational culture. *Creating mission and vision documentation can be added

Discovering Emotional Intelligence

Factual knowledge and how-to-skills are important, but emotionally intelligent skills such as flexibility, teamwork, emotional management, communication, conflict, and even enthusiasm have become even more crucial and valuable to organizations' bottom line. This course is designed to develop emotional intelligence for greater performance. Topics in this course will include foundations for emotional intelligence and practices for improving self-awareness, self-management, social-awareness, and social-management. This 8-hour course is intended for all company employees.

Driving a Motivating Work Environment

What drives unique human needs is key to any energized and successful team. This course is designed to highlight popular motivational theories and strategies for application. Topics will include motivational assessment tools, theoretical models, and strength-based motivation. This 7-hour course is intended for all company employees, particularly for employees who are responsible for influencing team performance.

Employee Engagement the Gallup Way

With 70% of the country disengaged from work and costing the U.S. economy \$450-\$550 Billion per year, employee engagement has become one of the hottest business topics in the 21st century. This course is designed to introduce the topic of engagement and discover the important outcomes derived from engaged teams. Topics will include overview of engagement, measuring engagement, and breakdown of Gallup, Inc.'s findings on engagement. Additional topics will include instructions to drive engagement in the workplace. This 4-hour course is intended for all company employees.

Everything DiSC Workplace for Communication & Teamwork

Based off the work of theorist William Mouton Maston, the DiSC profile is one of the most widely used personality-based assessments in the world. This 4-hour course is designed to provide participants with a deeper understanding of their behavioral traits and application for healthy communication and teamwork. Topics in this course will include overview of DiSC model, interpretation of personal tendencies, and strategies for effective communication with others. This 4-hour course is intended for all company employees.

Evolving from Me to We: Based on Covey's 7 Habits of Highly Effective People®

Literature reviews have found that over the past 50 years, the leadership topic focus has shifted from character-based principles to "flavor of the month" techniques. As a result, learners are adopting the most popular techniques, but lacking in basic human effectiveness. This course is designed to provide participants with an inside-out approach to leadership effectiveness and team motivation by utilizing Dr. Stephen Covey's 7 Habits of Highly Effective People™. Topics in this course will include character development, paradigm shifts, stages of maturity, and habit creation. Additional topics will include a synthesis of Covey's 7 Habits into a working model for personal and work effectiveness. This 12-hour course is intended for all company employees.

The Forgotten Art of Communication – Getting Back to the Basics

Organizational communication continues to be one of the top competency gaps according to the Learning & Development industry. Companies struggle not only with 'what' to talk about, but 'how' we talk about it. This course is designed to provide participants with actual practices that will create trust in our day-to-day interactions. Topics in this course will include an overview of trust, communication visualized as a form of 'catch', and the three cornerstones of all healthy communication: (1) presence, (2) empathic-paradigm listening, and (3) speaking the right language. This 4.0-hour course is intended for all company employees.

HeartMath® Stress Resilience & Intelligent Energy Management

With employee disengagements numbers remaining steady at 70% and job stress costing over \$300 Billion per year, old generation stress management strategies are out of date and new strategies are needed for today's complex work environment. This course is designed to provide participants with an overview of the Heart Math® stress resilience system and techniques for in-the-moment stress resilience and energy management. Topics to this course will include stress overview, self-awareness of depleting and renewing emotions, overview of the inner working of the autonomic nervous system, science and techniques for creating psycho-physiological coherence in real time for work and personal. This 4-hour course is intended for all employees.

Inviting in Calm: Mindfulness for Greater Awareness

With the mind producing thousands of distinct thoughts per day, over 30% of those thoughts unwanted and uncontrollable, and 96% repetitive about daily activities, learning to calm the mind can have powerful effects. This course is designed to provide participants with a holistic view of wellness by visiting underlying concepts of stress and the usage of mindfulness as a powerful self-help technique. Topics to this course will include an introduction to stress, symptom and stress awareness exercises, and change management strategies. Further topics will include a tour of mindfulness and meditation practices which can be applied for work and personal. This 4-hour workshop is intended for all company employees.

Myers Briggs Type Indicator® & Communication

Based off the original work by Psychiatrist Carl Jung, the Myers-Briggs Type Indicator (MBTI) is one of the most widely used personality assessments in the world. This course is designed to provide participants with a deeper understanding of their psychological self-portrait and develop an appreciation for different personality types. Topics to this course will include MBTI history and theory, assessment for best-fit, and population distributions. Additional topics will include developing self and social awareness of types and developing communication strategies. This 8-hour course is intended for all company employees.

Navigating Conflict with Maturity

Depending on the organizational level, managers' report spending 18% to 26% of their time dealing with conflict. When conflict can be handled with maturity, organizations reap the rewards of quality decision making, innovation, and efficient communication. This workshop is designed to provide participants with greater conflict self-awareness and situational communication strategies. Topics to this course will include an introduction to conflict, paradigm clashes, neuropsychology of conflict, and navigation of conflict approaches. This 8-hour course is intended for all company employees.

Principles of Customer Service

One of the biggest mistakes organizations make with customer service planning is sole focus the communication strategy of "saying the right thing at the right time". The problem with this approach is that it ignores basic marketing principles and the social psychology of customer service. This course is designed to provide participants basic principles in approaching the subject of customer service. Topics to this course will include basic marketing principles, customer's service selling, synching with customers, resilience, and clarity in message. This 8-hour course is intended for all company employees, particularly for employees with significant customer service job duties.

Strategic Planning & Execution

Effective leadership teams establish intentional strategies and can effectively execute and communicate priorities throughout the organization. This course is designed to provide participants with a commonsense framework for creating clarity, direction, and execution. Topics in this course include creating targets, analyzing organizational realities (which may include SWOT, TOWS, Financials, Competitor Analysis, Critical Position Reviews, Enterprise Risk Management), strategy prioritization, and strategy execution. This 4-hour course is intended for leadership teams who are responsible for developing and executing strategy.

Strength-Based Development the Gallup Way

The research is clear – when employees become aware, own, and apply their unique strengths at work, they are 6x as likely to be engaged at work, 3x as likely to report having an excellent quality of life, experience greater productivity and profitability. This course is designed to help team members identify their workplace talents and find direct application to their day-to-day work. Topics in this course will include interpreting participant's Gallup's CliftonStrengths assessment, research on strength-based practices, the psychology of playing to strengths and managing weaknesses, team grids, and simple techniques for applying one's strengths on a daily basis. This 4-hour course is intended for employees and leaders who desire peak performance and greater employee engagement.

Structuring Succession Planning for Leaders & Executives

Succession planning and management is a structured business process that identifies and develops internal employees for potential company positions and helps to ensure the stability of the tenure of personnel. This course is designed to provide a basic structure for developing leadership development programs. Topics in this course will include an overview of adult learning modes, candidate selection using Hi-Po Analysis and Critical Position Reviews, program activities, and program evaluation. This 4-hour course is intended for leadership teams responsible for talent management.

Talent Management

Talent management is about getting the right person on the right seat of the bus and continuing them along the employee life cycle. Great organizations are only as good as their talent. Four critical steps for successful talent management include the following:



1. Plan “*Know the Job*” – this includes having great clarity in what is needed in the role and identifying the right job model to match. Planning can be simplified with job model analysis, concurrent studies, and simple job model match.
2. Assess “*Know the Person*” – once there is clarity in what is needed in the role, assess applicants with Big Sky Way’s next generation assessments measuring thinking styles, behavioral styles, and interests.
3. Choose “*Know the Fit*” – fit comes from combining applicant’s assessment outcomes with the correct job model. High fit means candidate has the intrinsic foundations to whether they can do the job, how they will do the job, and if they will enjoy the job. Poor fit means the gap between candidate potential and demands of the job are too great. Customized interview questions will help determine if candidates have learned and adapted new behavioral skills for the role or if the gap will be too great for long term success.
4. Engage “*Know your People*” – for long term employee and team success, employees with high fit require ongoing development and support. This includes ongoing coaching, mentoring, education on team dynamics, leadership, and agility.

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Hire Right Consult & Education

Today’s effective leaders and managers are required to fulfill numerous dynamic responsibilities. One of the most important activities, yet often undervalued, is ensuring that the right person is selected for the job. Gallup’s research indicates that when the right person is in the right job and the employee feels like they have the opportunity to do what they do best every day, they are 6 times as likely to be engaged at work and 3 times as likely to report having an excellent quality of life. This course is designed to be the overview of basic recruitment and selection steps. Topics in this course will include the importance of having the correct Job Model/Job Description, phone screens, hiring assessments, interviewing (Motivational and Behavioral), consensus process, and the art of the offer. This 4-hour course is intended for managers and employees involved in hiring panels.

PXT-Select® for Data-Driven Hiring & Talent Management Consult & Education

A growing trend in organizations across the country is to hire for fit and leverage human capital into higher performance. Organizations want to understand their team member's enduring traits, motivators, stressors, and framework for developing peak performance. This course is designed to provide participants an introduction to interpreting and using PXT-Select reports for hiring and development. Topics in this course will include trait theory, report interpretation, and interpreting PXT-Select Profiles. This 4-hour course is intended for employees who are responsible for hiring and talent management.

Leadership & Management

Leadership is the process of influencing and mobilizing others to accomplish extraordinary things. Only if a clear and cohesive culture is in place, and the right people are entrusted to lead, can a strong leadership culture thrive.



Leaders and managers have the unique role of knowing their teams, investing in employee engagement, and driving performance. Unfortunately, few leaders today are prepared to deal with the 21st century workplace and need to be re-tooled for today's complex work environment.

The following topics can be adapted in content and time to fit the needs of your business. Further, assessments and performance coaching are available in each of these topics to maximize learning outcomes.

Effective Group Meetings & Facilitation

Effective meetings are a fundamental communication process in today's busy work environment. Time is a luxury that few can afford to waste, so developing skills for effective facilitation are crucial for effective communication. This course is designed to establish basic foundations and skills for meetings and effective group facilitation. Topics in this course will include the facilitator's role in setting up and conducting group meetings, setting structure, and becoming aware of personality and style dynamics. This 4-hour course is intended for employees responsible for facilitating groups.

Everything DiSC for Management/Leadership

Based off the work of work of theorist William Mouton Maston, the DiSC profile is one of the most widely used personality-based assessments. This course is designed to provide participants with a deeper understanding of their management traits, behaviors, motivators, stressors, and application for delegation, managing up, motivation, and developing team members. Topics in this course will include overview of DiSC model, interpretation of personal tendencies, and strategies for effective management. This 4-hour course is intended for employees responsible for managing and leading team members.

Financial Basics: Statements, Ratios, & Cost-Benefit Analysis

Strong managers and leaders need to have a basic understanding of their financial condition. This presentation is designed to provide participants a basic understanding of how to interpret financial statements and evaluate business decisions using financial data. Topics will include balance sheets, cash flow statements, income statements, financial ratios, budgeting, enterprise analysis, and cost-benefit analysis. This 8-hour presentation is intended for all managers and leaders who are responsible for demonstrating financial acumen.

The Future of Performance Management & Development

The research is clear; today's employees want more than a paycheck – they want purpose; they want more than a boss – they want a coach; they want more than an annual review – they want ongoing dialogue; they want more than weakness-based critique – they want strength-based development. This course is designed to provide an introduction to the topic of performance management and provide working tools for greater effectiveness. Topics in this course will include overview of employees' workplace psychological needs, challenges with traditional performance management practices, theme reviews of cutting-edge organizations, organizing job functions, clarifying job duties, and competency overview. Further this course will include 21st century approaches for performance management using simple and common sense 1-page evaluation forms. This 4-hour course is intended for employees responsible for team members' performance.

The Leadership Challenge®

There is a tremendous need for people to lead us to greatness, to inspire others, to seize opportunities, and make a difference. This course is designed to provide participants with both an intrapersonal and interpersonal look at researched leadership behaviors. Topics in this course will include researched leadership practices of modeling, inspiring shared vision, challenging the process, enabling others to act, and encouraging the heart. This 8-hour course is intended for all company employees, particularly for employees responsible for influencing and mobilizing team members to achieve extraordinary outcomes.

Performance Coaching: Indispensable Tools for Building Trust & Driving Results

While striving for competitive advantages in today's complex work environment, employees are the differentiating factor, and engaged employees are the ultimate goal. One powerful strategy for building engagement is tooling leaders and employees with 1-on-1 mentoring and coaching skills. These strategic, yet focused, relationships can create a rich environment for growth, clarity in expectations, feedback, and accountability for results. Further, anyone can learn to become an effective mentor or coach. This course is designed to teach coaching and mentoring skills that will help develop the next generation of high achieving employees. Topics in this course include the analyzing the development continuum, SMART Goal framework, advanced goal GROW performance script, change management scripts, advanced trust building skills, and in-class practice. This course is intended for employees eager to positively influence team members for greater performance, employees aspiring to become future managers/leaders and employees currently responsible for managing direct reports.

Remote Management

Managing and leading your teams is challenging enough but having to do so remotely comes with unique challenges. This course is designed to provide participants the basics to supervising remote teams. Topics will include benefits and costs to remote work, foundations to management and leadership, remote work research, and technological resources. Additional topics will include building trust and connection/structure using meetings more intelligently. This 4-hour course is intended for employees responsible for managing remote direct reports.

Strategic Foundation & Goal Development for Leadership Development

Effective leaders work from a solid foundation and mobilize others towards a common goal. This course is designed to facilitate leadership development by establishing a firm leadership foundation and develop personal leadership strategy. Topics in this course will include personality and strength awareness, writing a personal leadership mission and vision, and identification of personal leadership values. In addition, this course will include personal leadership strategy, consisting of performing personal SWOT and TOWS analysis, identifying short and long-term action themes, and writing goals for continued leadership development. This 8-hour course is intended for employees developing their personal leadership skills.

Performance Coaching

Performance coaching is the process of stimulating future development, achieving clear stated goals, focus on changing action, and moving an already functional person to greater success. Big Sky Way coaching specialty areas include:



Strength-Based Performance Coaching

The most efficient path to peak performance is to start with where there is *already momentum* - your *God given talents*.

- ✚ **Talent** *n.* a naturally recurring pattern of thought, feeling, or behavior that can be productively applied.
- ✚ **Strength** *n.* the ability to consistently produce a positive outcome through near-perfect performance in a specific task. To finish with strength, start with talent.

Strength-based development coaching is all about applying your greatest talents towards existing and new work activities. Employees who focus on their strengths are 3x as likely to report having an *excellent quality of life* and 6x as likely to be *engaged in their job*. Further employees who use their strengths every day have 7.8% greater productivity and 8.9% greater profitability.

Stress & Resilience Coaching

Peak performance means a person originates from a **centered and balanced point of reference**. Typically, stress stands in the way of one's full potential. Stress is the result of an *imbalance* between a person's demands and resources. The long-term effects of this tension can wreak havoc on our health and well-being. Surprisingly, stress is not the problem. The human system was designed to experience stress in certain situations, but not long-term chronic tension. 21st Century solutions lie in our ability to **self-regulate** and change:

1. How we *perceive* challenges (cognitive),
2. How we *react* to challenges (behavioral),
3. How we *feel* about challenges (emotional).

With the aid of HeartMath biofeedback meditation systems, coaching clients learn how to *self-regulate* and *build new physiological baselines* that result in sustainable perceptual, attitudinal, and behavioral changes. These easy-to-use, evidence-based skills have been shown to be effective with a variety of mental and emotional issues, including *peak performance*.

Leadership Performance Coaching

With over **70% of the variance in Employee Engagement** due to *who* leads a team, developing leadership skills is essential for today's complex work environment. Working from a multi-dimensional approach, great leaders have the skills to not only lean on their strengths, but they can flex to the needs of the situation. Research clearly identifies the top leadership characteristics (Gallup, 2015. State of the American Manager):

1. **Motivate** every single employee to take action and engage employees with compelling mission and vision.
2. Demonstrate **assertiveness** to drive outcomes and ability to overcome adversity and resistance.
3. With a growth mindset, make **decisions** based on productivity not politics, using meaningful, measurable, and objective performance outcomes.
4. Create a culture of **accountability** characterized by efficiency responsibility.
5. Build **relationships** that create trust, growth in others, and open dialogue.

Using a variety of research-based practices and 360-degree reporting, coaching clients learn to become the type of leaders their employees want to follow.

Conflict Performance Coaching

Sometimes great employees get into tangles with their high performing co-workers. Depending on the organizational level, managers' report spending 18% to 26% of their time dealing with conflict. Further, 70% of leaders say that interpersonal conflict negatively impacts efficiency in their departments. When conflict can be handled with maturity, organizations reap the rewards of quality decision making, innovation, and efficient communication.

Before moving into formal progressive discipline steps, organizations often benefit from individual and/or group coaching to help get the team members back on track. By gaining individual clarity in preferred conflict approaches, learning about their co-workers preferred conflict approaches, and most of all, creating clear boundaries and expectations, conflicting co-workers can get back to the work-of-the-work.

Assessment Administration

Big Sky Way utilizes a wide variety of valid and reliable assessments which can help facilitate training, consultation, and business coaching. The benefit of using quality assessments provides: (a) increased self and social awareness, (b) perspective for behavioral change, and (c) measurement of developmental effectiveness. These particular assessments are standard in the field of Organizational Development and used by many top U.S. companies. Instruments include the following:



- Gallup Q12 – used for employee engagement, training needs assessment, performance management, and supervision training.
- DiSC Workplace, Mangers, Conflict, EQ, Leaders, Sales & 360 – used for style awareness/management, effective communication training, team building, and leadership development.
- 5 Behaviors of a Cohesive Team & Personal – used for personal & team development.
- Myers-Briggs Type Indicator – used for personality awareness/management, effective communications training, and team building.
- FIRO-B – used for interpersonal communication and motivation training.
- Strong Interest Inventory – used for career development and succession planning.
- EQ-Me & EQ360 – used for emotional intelligence awareness and training.
- Kouzes & Posner's Leadership Practice Inventory Self & 360 – used for transformational leadership awareness and training.
- Thomas-Kilmann Instrument – used for conflict awareness and training.
- Clifton Strengthfinder – used for talent finding, team building, performance coaching, motivation approaches, and supervision training.
- California Psychological Instrument 260 – used for leadership awareness and development, succession planning, and hiring.
- Caliper Profile & Caliper 360 Plus – used for hiring, succession planning, and leadership development.
- Utrecht Work Engagement-17 – used for measuring work engagement.
- Psychological Capital-24 – used for psychological capital awareness and training.
- Parker Team Builder – used for team role identification and team building.
- Personal & Organizational Quality Assessment – used to indicate stress in organizational environment.
- Stress & Well-Being Assessment – used for assessing stress and well-being levels.
- PXT-Select – used for hiring, talent management, coaching/mentoring, team development, sales development, and succession planning.