



iOpener Institute
for people & performance

iOpener Institute leadership skills: workshops brochure



Maximizing people performance



iOpener Institute

for people & performance

Copyright notice

All rights, including copyright, in the content of this work are owned by iOpener Institute.

Except where expressly agreed in writing with iOpener Institute no part of this work may be copied, broadcast, stored, transmitted, shown, adapted or reproduced in any way for any purpose whatsoever, unless in accordance with the terms of the Copyright, Designs and Patents Act 1988.

Note: any restricted act conducted in relation to copyright work without the consent of the copyright owner may result in both civil claim for damages and criminal prosecution.



Contents

Developing a high performance team	5
Coaching as a Leader	7
Engaging and Inspiring Others: Using the Power of Narrative	8
Facilitating and Managing Meetings	9
Giving and Receiving Feedback	10
Having Difficult Conversations	11
Influencing and Persuading in Action	12
Interviewing Talented Candidates	13
Managing Conflict: Enabling Collaboration	14
The Essence of Leadership: Listening to and Observing Others	15
Understanding and Using Emotional Intelligence	16
Working with Difference	17
Interacting beyond my organization	19
Consultative Selling	21
Maximizing the Customer or Client Experience	23
Negotiation Skills	24
Networking	25
Media Skills	26
Introducing Project Management	27
Communicating with impact	29
Business Writing	31
Advanced Business Writing	32
Communication Fundamentals	33
Drafting and Delivering Speeches	34
Personal Impact	35
Presentation Skills	36
Advanced Presentation Skills	37
Maximizing my personal leadership	39
Building Personal Resilience	41
Building Self-confidence	43
Motivation: Understanding Myself and Managing Others	44
Using the Science of Happiness at Work	45



FAQs

Can we combine workshops?

Yes we also offer merged workshops for example:

- Influence with Impact
- Networking with Impact
- Sales and Negotiation

Our aim is to make it easy for you to work with us, so we're happy to mix and match to suit your needs.

How long are these workshops?

All courses are one day long except for networking which is a half-day while Communication Fundamentals is a two-day session.

How many participants can attend?

The workshops are designed for 4-9 people unless specified otherwise.

Can we get one-to-one coaching too?

Yes we also offer one-to-one support when necessary. In fact we recommend a one hour follow-up call to embed and support learning for the following workshops:

- Building Personal Resilience
- Building Self Confidence
- Coaching as a leader
- Having Difficult Conversations
- Giving and Receiving Feedback
- Managing Conflict
- Personal Impact
- Using the Science of Happiness at Work

Could you develop something you don't have?

One of our strengths is designing and piloting new content. We're happy to develop something that isn't yet in our library.

Can we learn to run these in-house?

Yes we are delighted to run train-the-trainer sessions and to licence our intellectual property for you to use.

Could we create a Leadership Academy?

Yes we also build Leadership Academies by creating planned learning journeys and combining our modules. This is always done to support strategic learning outcomes and often done as part of a new people strategy rollout.

Contact us on info@iopenerinstitute.com to find out more.



Section 1

Developing a high performance team



Coaching as a Leader

Coaching is the only skill which allows you to develop capability and build capacity in your organization. Moreover it's an approach which allows you to both support and challenge team members. Your challenge is to make that happen so team members can up their game while you can devote time to the most value-adding activities.

Attend this workshop to revise and refresh how you coach and learn new techniques for managing tougher leadership situations.

How do I know I should attend this workshop?

1. Do you know something about coaching but are now looking to develop your knowledge and practice?
2. Is coaching something you believe in yet don't really do?
3. Do you find it tough to stop telling team members what to do and to coach them instead?
4. Would you like to develop your coaching tool kit and learn new and advanced techniques?
5. Do you think you would benefit from coaching practice in an unpressured situation?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

You will cover:

- Revisiting the GROW model in practice: goldfish bowl session
- Reviewing coaching skills to make the process more efficient and effective
- Learning more advanced techniques, e.g. how to get someone unstuck, how to increase contribution, and how to deliver tough messages while coaching
- Understanding why change may not occur despite your best coaching efforts
- Peer coaching to embed new and developing skills or techniques

What are the outcomes?

By the end of this workshop you will have:

- Understood exactly what coaching is and isn't; the challenges that all leaders need to deal with in terms of coaching
- Developed three new practices to enhance your coaching skills
- Learned and rehearsed three new and advanced techniques
- Understood why some people will never respond to coaching
- Given and received peer feedback on what you do well and what could be better

How do I prepare?

Please come with a current situation you would like to be coached on. You will work on this and give your peers feedback on how they handle the process.

Who is iOpener Institute for People and Performance?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Engaging & Inspiring Others: Using the Power of Narrative

Getting others aligned behind your vision, purpose and values is something great leaders do. It involves understanding the tools at your disposal, thinking through your purpose and aligning both with the business need you are facing. Your challenge is to have the insight, courage and capability to do that.

Attend this workshop so you know what to do and how to go about engaging and inspiring all your followers - whoever and wherever they are.

How do I know I should attend this workshop?

1. Would you like to be more aware of the practical tools that engage and inspire others?
2. Do you want to be able to mindfully use narrative as a leader?
3. Could you benefit from taking a deep dive into what makes language powerful?
4. Would you like your stakeholders to know who you are and what you stand for?
5. Would you like feedback on what you are passionate about and how you show it?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

You will work on:

- Investigating how you currently engage and inspire others by assessing a variety of leaders
- Understanding metaphor, vignette and narrative as vehicles for engaging and inspiring others
- Reviewing and working on how you articulate your core self at work
- Analyzing your purpose and using it as a basis for vignette or narrative
- Giving and receiving peer feedback to build skills and knowledge

What are the outcomes?

By the end of this workshop you will have:

- Understood who you can engage and inspire and who you can't
- Worked with three key tools for engaging and inspiring others
- Learned what kind of narrative approaches there are, when and how you use them
- Reviewed how to incorporate your purpose as the basis for any narrative
- Given and received deep peer feedback on what you do well and what could be better

How do I prepare?

Please think about an experience or story that expresses who you are as a leader, or a turning point in your life that resulted in a change. You should come prepared to share this with everyone as it will accelerate group learning. **To help you, please:**

- Read either of these articles: http://blogs.hbr.org/cs/2011/03/using_stories_as_a_tool_of_per.html or <http://hbr.org/2003/06/storytelling-that-moves-people/ar/1>
- Watch this TED talk http://www.ted.com/talks/andrew_stanton_the_clues_to_a_great_story.html

Who is iOpener Institute for People and Performance?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Facilitating & Managing Meetings

Productive and energized meetings which push projects and ideas forward are vital for getting everyone informed and aligned. Some simple tools and techniques help you to get well-structured and balanced meetings which use time as effectively as possible. Your challenge is to make sure you manage the process and the participants superbly well; that way everyone will want to come to your meetings.

Attend this workshop to learn how to facilitate and manage meetings for optimal results.

How do I know I should attend this workshop?

1. Have you ever thought 'this meeting was a real waste of time'?
2. Would you like to look forward to the meetings you run?
3. Would you like to know more about how to manage a meeting process?
4. Could you benefit from learning some effective facilitation techniques?
5. Would you like to get greater insight into group dynamics and how to work with them?

If you answer yes to most of these five questions, then this workshop is for you.

What will I do?

You will work on:

- Understanding how to plan, contract and work with a group
- Reviewing the behaviors that contribute to successful meeting outcomes
- Learning how to recognize what's happening in a room
- Dealing with difficult meeting situations quickly and effectively
- Learning some simple facilitation techniques that drive engagement and results

What are the outcomes?

By the end of this workshop you will have:

- Thought about effective agenda and boundary setting
- Learned to recognize, support or challenge helpful and unhelpful meeting behaviors
- Understood the potential pitfalls of group and individual dynamics
- Dealt with typical tricky situations
- Practiced delivering a selection of facilitation techniques and received video feedback

How do I prepare?

To make this as useful as possible, you need to come with two ideas for meetings.

Who is iOpener Institute for People and Performance?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Giving & Receiving Feedback

Giving feedback is a skill that is vital for leaders to learn. Because clear and actionable feedback is what drives performance and establishes clear outcomes and standards. But feedback is a two-way process. And learning to accept constructive feedback can be even harder than learning to give it. Your challenge is not only to give constructive and timely feedback, but to receive, welcome and act on it too.

Attend this workshop to work with a clear framework, to practice core skills and to gain confidence when giving and receiving feedback.

How do I know I should attend this workshop?

1. Do you ever fail to give feedback because you found it too tough to do?
2. Have you ever worried about or been distracted by having to give feedback?
3. Have you become defensive or hostile when given accurate and actionable feedback?
4. Would you like to feel more confident when you give constructive feedback?
5. In a feedback context, has a close work colleague or partner ever said 'I don't want to hear about this person anymore'? Then suggested you just deal with it?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

You will work on:

- Understanding why feedback matters and the results good feedback delivers
- Setting expectations in a feedback context
- Using the iSCAN framework for positive and negative feedback
- Working with intentions and framing conversations
- Practicing key skills that help give and receive clear and actionable feedback

What are the outcomes?

By the end of this workshop you will have:

- Understood, used and embedded a feedback framework
- Reviewed and rehearsed key skills associated with giving and receiving feedback
- Role-played handling your specific situation and a case study
- Given and received peer feedback
- Gained confidence and reduced defensiveness when giving or receiving feedback

How do I prepare?

Please come with a feedback situation you are facing (or have faced recently); ideally you would like the opportunity to improve the way you handled it (or could handle it). Make sure it's something you would be happy to share within the group.

Who is iOpener Institute for People and Performance?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Having Difficult Conversations

Having difficult conversations is a skill that everyone needs to learn. Because a well thought through and actionable conversation drives performance and establishes clear outcomes and standards for all your stakeholders. Your challenge is to learn to do this so that you can act swiftly and effectively while preserving relationships and driving projects forward.

Attend this workshop to learn a clear framework, to practice core skills and to gain confidence when having a difficult conversation.

How do I know I should attend this workshop?

1. Do you ever fail to have a difficult conversation because you didn't know how to?
2. Has a tough conversation ever gone wrong for you?
3. Have you ever walked away from a difficult conversation thinking 'I could have done that better'?
4. Would you like to feel more confident when you're having a difficult conversation?
5. Has a close work colleague or partner ever said 'I don't want to hear about this person anymore'?
Then suggested you just deal with it?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

You will work on:

- Understanding why this skill matters
- Using the robust framework for guiding a difficult conversation
- Practicing key skills that help explain your situation
- Tried and tested yourself by role-playing some difficult conversations
- Given and received peer feedback

What are the outcomes?

By the end of this workshop you will have:

- Understood, used and embedded a framework for having difficult conversations
- Reviewed and rehearsed key skills associated with having difficult conversations
- Role-played handling your specific situation and/or a case study
- Given and received peer feedback
- Gained confidence to have a difficult conversation

How do I prepare?

Please come with a difficult conversation you have had or are preparing to have. Ideally you would like the opportunity to improve the way you handled it (or could handle it). Make sure it's something you would be happy to share within the group.

Who is iOpener Institute for People and Performance?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Influencing & Persuading in Action

Being able to influence others or persuade them of your point of view is how to turn ideas into action. It's what enables you to deliver results. Your ability to understand who your stakeholders are and how to get their buy-in is essential when getting them on-side. Your challenge is to understand what this means and how to do this, so that you can build your reputation as someone who gets things done.

Attend this workshop to get practical insights into how to get from 'no' or 'maybe' - to 'yes'.

How do I know I should attend this workshop?

1. Have you ever had a good idea rejected at work?
2. Would you like to understand a practical process which will help get others to support you?
3. Could you benefit from understanding how to flex your influencing style?
4. Would you like to work with an actor to practice your influencing and persuading skills?
5. Has trust ever been undermined in an influencing or persuading situation?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

You will work on:

- Identifying your outcomes and goals
- Thinking through someone else's position on your interests
- Analyzing how trust and perception of control affects your relationship and outcomes
- Working out how ready someone is to be influenced or persuaded
- Assessing your preferred influencing style
- Rehearsing your personal situation

What are the outcomes?

By the end of this workshop you will have:

- Understood the parameters that affect results when influencing and persuading others
- Worked through a mini-case study to gain insight and practice
- Recognized your preferred influencing styles
- Worked on how to flex those styles
- Practiced skills, given and received feedback

How do I prepare?

Please think through a specific influencing or persuading scenario which has happened in the past and that you would like to have handled better. Or think of an upcoming situation in the future on which a lot depends. You should arrive ready to share your experience with the group, and to give and receive peer feedback.

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Interviewing Talented Candidates

Having the right people in the right roles is key to achieving your team and your organization's objectives. Making a great hiring decision reflects well on you and your team, as well as saving time, effort and energy. So understanding how to use behavioral competences, how to drill into a candidate's experience and how to select the best person is critical for your success as a leader.

Your challenge is to hire great talent while upholding and extending your organization's reputation.

How do I know I should attend this workshop?

1. Could you do with feeling more confident in the hiring choices you make?
2. Would you like to understand more about behavioral competences and learn how to use them?
3. Would you like improve your overall hiring process and associated skills?
4. Are you totally clear how you sift and select candidates at each stage of the process?
5. Might it help you to get feedback on your interview questioning technique?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

In a group of 6 participants, you will work on:

- Understanding the different approaches to interviewing candidates
- Managing a defined, clear and compliant interview process
- Aligning a role profile with an interview to guide your questions
- Questioning candidates, recording information and making informed decisions
- Getting peer and facilitator feedback about what works and what could be better

What are the outcomes?

By the end of this workshop you will have:

- Know how to develop clear criteria for sorting CVs and covering letters
- Understood how to align a role profile with interview questions
- Developed your interview questioning techniques to investigate behavioral competences
- Know how to develop and use an interview decision matrix
- Used the ORCE technique to Observe, Record, Classify and Evaluate a candidate

How do I prepare?

Think about your most recent hiring experiences: what went well and what would you have liked to have been better? Come to the workshop willing to share these experiences and learn from your peers.

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Managing Conflict: Enabling Collaboration

Conflict is usual in work-based relationships and it's a skill that all managers need to master because it's fundamental for delivering large projects and taking people with you. The less you deal with it, the more it arises. Your challenge is to harness it to solve problems, deliver new ideas and find better ways of collaborating.

Attend this workshop to get personal insights, to understand how you approach conflict and to practice core skills.

How do I know I should attend this workshop?

1. Does conflict ever distract you in the day or keep you awake at night?
2. Do you find it hard to know how to resolve conflict?
3. Are you conflict-avoidant?
4. Do you sometimes think 'I simply don't know how to work with or relate to this person'?
5. Would you like to feel more confident as you deal with conflict?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

You will work on:

- Understanding the differences between constructive and destructive conflict
- Analyzing your preferred ways of managing conflict: the Thomas-Kilmann profile
- Using a framework to help manage in the moment
- Reviewing selected conflict handling skills
- Practicing skills, giving and receiving peer feedback

You'll decide on the day which conflict handling skills you'd like to focus on most.

What are the outcomes?

By the end of this workshop you will have:

- Thought through your current and future approach and strategy for handling conflict
- Understood, used and embedded a conflict-handling framework
- Selected three out of six conflict-specific skills to review and rehearse
- Role-played handling your specific conflict situation
- Given and received peer feedback

How do I prepare?

Please consider two conflict situations you are facing (or have faced recently) where you would like an opportunity to improve the way you handled or could handle them. You will be using your real situations during the session so please think of something you would be happy to share within the group.

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



The Essence of Leadership: Listening to & Observing Others

Listening to and observing people you work with gives you extra information beyond the words they simply say. You get to understand their intent, their state and their unexpressed goals. Moreover you get to truly connect. Your challenge is to understand how to do this with focus and authenticity so you can make the most of any and every leadership position.

Attend this workshop to understand how to deeply listen to and observe others in order to build high-trust working relationships.

How do I know I should attend this workshop?

1. Are you keen to improve your listening and observing skills because you know how vital they are?
2. Have you ever misread someone's signals only to be really surprised by their reaction?
3. Would you like to be able to better read the body language of people you work with?
4. Do you ever get irritated when others talk?
5. Would you like to be able to trust your intuition more in working relationships?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

You will cover:

- Understanding why listening and observing others matters: benefits and outcomes
- Assessing your own listening and observing abilities
- Working with the four levels of listening and observing: skills and development needs
- Analyzing personal thinking patterns and filters
- Interpreting what's really going on: matches and mismatches of words and body language

What are the outcomes?

By the end of this workshop you will have:

- Worked on how to extend your capacity to listen to, observe and connect with others
- Developed awareness of your ability to listen to and observe others
- Understood your personal blocks or filters
- Tuned into body language at a deeper level
- Formed behavioral hypotheses, tested them and tested yourself against them

How do I prepare?

Just come with an open mind, ready to share your thoughts and to give and receive feedback.

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Understanding and Using Emotional Intelligence

Positive emotion produces amazing results in the workplace. And the most emotionally intelligent leaders know how to get the best out of others even in the worst situations. Working in multinational and complex or opaque situations requires the self-awareness and the emotional intelligence to separate yourself from the situation. Your challenge is to understand the difference between reaction and response so that you build your emotional literacy and ability to cope with demanding people situations.

Attend this workshop to learn how to facilitate and manage meetings for optimal results.

How do I know I should attend this workshop?

1. Have you ever thought 'I wish I had handled that working relationship better'?
2. Have you received feedback that you may be too abrasive in your approach?
3. Would you like to spend some time thinking about how to change how you develop working relationships?
4. Would you like others to think better of you?
5. Are you interested in knowing how to connect better in your working relationships?

If you answer yes to most of these five questions, then this workshop is for you.

What will I do?

You will work on:

- Analyzing EI: self-awareness, self-regulation, motivation, empathy and social skills
- Assessing what you believe working relationships should involve
- Developing insights into behaviors and reactions of yourself and others
- Understanding how stress can affect emotions and reactions
- Using the best of your emotional intelligence

What are the outcomes?

By the end of this workshop you will have:

- Understood how emotions impact behaviors in five key areas
- Worked on the elements of EI which most impact you
- Challenged your beliefs about working relationships
- Analyzed your reactions under stress and planned how to manage them
- Reviewed what you do best and planned how to use your EI strengths more

How do I prepare?

You need to have thought about two incidents when relationships went unexpectedly well and unexpectedly badly. You should be prepared to talk about both of them with the group.

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Working with Difference

Working with difference is something that every manager who wants to become a leader has to learn. Because research clearly shows that the best results are generated by diverse and different teams. Your challenge is to learn to get comfortable enough to effectively recognize differences, to reconcile them with your current approach and then to reorganize what you do. That way you'll be able to take advantage of the differences you'll have to deal with.

Attend this workshop to get insight into your reactions to difference and tactics for managing them.

How do I know I should attend this workshop?

1. Have you ever been wrong-footed by or had a strong emotional reaction to differences at work?
2. Have you ever thought 'these people are so different I just don't know what to do'?
3. Would you like a better understanding of how to work with difference?
4. Would you like to feel more confident when you're dealing with difference?
5. Might it help to investigate what others do in difficult and different situations?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

In a group of 15-18 participants, you will work on:

- Investigating the issues that arise when working with difference
- Understanding your personal perspective and how it serves you
- Thinking through what it takes to work effectively with difference focusing on self-awareness, interpersonal skills and communication
- Tackling an email exchange to resolve a difficult and potentially derailing difference
- Analyzing a case study to see how difference matters when leading a global and remote team

What are the outcomes?

By the end of this workshop you will have:

- Understood experientially the practical and emotional reaction to working with difference
- Worked through two theoretical frameworks for managing differences
- Practiced communicating through a lens of 'difference' both in a written and oral context
- Peer reviewed your skills and learned three new techniques for working with difference
- Analyzed a case study to draw all your learnings together

How do I prepare?

Read 'Managing a Global Team: Greg James at Sun Microsystems' and be prepared to discuss these questions:

1. What are Greg James' strengths and weaknesses as a leader who has to work with difference?
2. What important issues does he face with his key stakeholders?
3. What should he do to improve his chances of success with his key stakeholders?
4. Why did we pick this case?

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Section 2

Interacting beyond my organization



Consultative Selling

If you have to sell your services or products you need to be able to understand and manage the sales process superbly well to maximize your chances of success. This approach is based on getting clients or customers to express their needs then testing those needs before you try to sell. Your challenge is to get commitment without being too pushy, especially when you are under P&L pressure.

Attend this workshop to get practical insights into how to get from 'no' or 'perhaps' - to 'yes'.

How do I know I should attend this workshop?

1. Have you ever failed to sell a brilliant service, product or idea?
2. Have you ever lost to a lesser competitor?
3. Would you like to know more about how to deliver a complex sale?
4. Could you benefit from refreshing your sales techniques?
5. Would you like to work with an actor to practice your selling skills?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

You will work on:

- Reviewing the key elements of selling
- Call planning and thinking through the initial meeting
- Working on a needs analysis with a client or customer
- Selling your service or product using a framework to describe it
- Dealing with problems and objections and using them as part of the sale
- Closing and getting firm commitment

What are the outcomes?

By the end of this workshop you will have:

- Refreshed your understanding of the entire sales process
- Reviewed what you need to do before and after any sale
- Worked on using a robust and practical selling framework
- Practiced how to deal with typical challenges and questions
- Role-played a sales meeting with an actor and received peer feedback

How do I prepare?

To get the most out of this workshop and to allow the actor to prepare, **please send us an email with:**

- An overview of your sector
- An explanation of what your organization does
- Your unique selling points
- Your main competitors
- A description of the type of person you usually sell to including:
 - o How they behave
 - o Their buying criteria
 - o The internal decision making process
 - o Typical objections



Please email it to workshop@iopenerinstitute.com a week before the session.

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Maximizing the Customer or Client Experience

Anyone working in a customer or client-facing role needs to know how to keep people happy. And to do that, you need to understand what your market loves about you and how you leverage this in every customer interaction. Because it's much easier to get more value from existing clients than to find new ones. Your challenge is to ensure you deliver your brand promise everytime you touch a customer: that way you look after both your top and your bottom line.

Attend this workshop to learn how to offer continuous brilliant customer experiences.

How do I know I should attend this workshop?

1. Have you ever lost a customer you know you should have retained?
2. Would you like to understand more about what your customers value about you?
3. Are you worried that your frontline employees may not have the skills to handle tough customers?
4. Have you ever heard negative client feedback about something that should have been positive?
5. Do you know that some employees' behavior doesn't match your brand values?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

You will work on:

- Understanding the elements of a fantastic customer experience in your own market or sector
- Building customer trust, creating pride and recognition in your product or service
- Thinking about critical factors in a customer interaction and delivering your brand promise
- Working on generating rapport whatever the situation
- Practicing your critical customer or client interactions

What are the outcomes?

By the end of this workshop you will have:

- Learned what customers and clients want from you and how to deliver this
- Worked on the link between your brand and your customer service delivery
- Understood how to deal with tough customer interactions and developed the skills this takes
- Worked on building rapport quickly when on the phone or by email
- Given and received peer feedback on what you do well and where you could improve

How do I prepare?

This workshop involves working with actors: come ready to practise and interact to build your learning experience.

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Negotiation Skills

Negotiation is at the heart of business success. Because it's the key to delivering maximum value for your organization. Your challenge is to understand the process, the practice and the people to extract or deliver that value and, at the same time, to build long-lasting relationships.

Attend this workshop to build your knowledge and to practice the core skills essential for any results-orientated negotiations.

How do I know I should attend this workshop?

1. Do you have an understanding of negotiation but are sometimes uncertain about what to do?
2. Are you looking to up your negotiating game?
3. Is negotiation something you do but at irregular intervals?
4. Do you know that you could have closed a better deal in the recent past because you sensed it or were told so?
5. Have you damaged a working relationship during, or as a result of, a negotiation process?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

You will work on:

- Refreshing key dos and don'ts of any negotiation
- Preparing each and every negotiation: what and how
- Thinking through the stages of a negotiation: what they are and why you need to know
- Working out tradeables and making offers: before and during a negotiation
- Handling challenges effectively: two effective techniques
- Doing an acquisition-based role-play to embed learning

What are the outcomes?

By the end of this workshop you will have:

- Understood what works and what doesn't in terms of approach and tactics
- Reviewed video footage of others negotiating well and badly for insights and learning
- Thought through two negotiations in an end-to-end process, then rehearsed one of them
- Given and received peer input and feedback on both process and practice
- Gained insights into what you can keep, stop and start to make your negotiations more effective

How do I prepare?

You will be asked to share your experience with the group, to give and receive peer feedback. Please come ready to do that.

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Networking

Networking well is a leadership skill that really gives you fantastic leverage. Because new contacts can give you unique insights, ideas and opportunities which in some cases, can change your entire career. Your challenge is to take full advantage of the networking situations you find yourself in so that you have the confidence to make great connections and then to stay connected.

Attend this workshop to learn how to network with confidence and credibility.

How do I know I should attend this workshop?

1. Do you think that networking is a necessary evil and try to avoid it whenever possible?
2. Would you like to feel more confident in your networking?
3. Are you uncertain how to approach or leave groups?
4. Have you ever worried about what you will say to people at a networking event?
5. Have you ever made a great contact and then failed to follow up?

If you answer yes to most of these five questions, then this workshop is for you.

What will I do?

You will work on:

- Recognizing the benefits that networking can bring you
- Understanding the A-E of networking
- Trying out some approach and introduction tools and techniques
- Analyzing your beliefs about networking and building confidence to overcome them
- Practicing your skills with others

What are the outcomes?

By the end of this workshop you will have:

- Learned why networking is so important to your career
- Worked on the practical steps you need to take at a networking event
- Tried and tested how to enter and exit a new relationship gracefully
- Worked on building rapport quickly
- Given and received peer feedback on what you do well and where you could improve

How do I prepare?

Come ready to overcome your reservations and prepared to have a go!

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Media Skills

One of the hardest skills to learn is how to think on your feet, especially when you're under pressure. This workshop will help you do that in the most challenging of situations: when dealing with a journalist. Your challenge is to remain calm and confident when facing tough questions in complex situations.

Attend this workshop to learn how to handle difficult questions in any context.

How do I know I should attend this workshop?

1. Have you ever been lost for words in tricky situations?
2. Have you ever regretted what you've said under pressure?
3. Would you like to know how to deflect a tough questioner?
4. Would you like to learn the skills for handling any question in any situation?
5. Have you ever wondered how you'd deal with the media if a work crisis arose?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

You will cover:

- Understanding how the media works
- Knowing what journalists want
- Developing and using key messages
- Understanding sound bites and the power of short answers
- Avoiding typical traps while getting your message out
- Understanding what makes a media crisis and how to manage them

What are the outcomes?

By the end of this workshop you will have:

- Understood exactly what journalists want and the elements of a good story
- Watched good and bad examples of senior leaders dealing with the media
- Been interviewed and debriefed twice
- Learned how to side-step difficult issues
- Worked a crisis handling process

How do I prepare?

You will need to write a scenario from which the journalist can work and should be no more than half a page long. Add any websites that will help the journalist understand your scenario. **Please submit this one week before your workshop and email it to workshop@iopenerinstitute.com.**

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Introducing Project Management

Simply put, projects which are well-scoped, well-planned and well-managed deliver results on time and to budget. To achieve that you need a winning combination: strong technical knowledge and strong people skills. These ensure the 'no surprises' rule for stakeholders and mean that your reputation grows along with your success. Your challenge is to understand the hard and soft skills you need to use to get high visibility projects smoothly delivered.

Attend this workshop to review or learn the practical skills you need to successfully run all your projects.

How do I know I should attend this workshop?

1. Have you ever experienced a really hard time delivering a project?
2. Have you had to implement emergency procedures to prevent project failure?
3. Would you like to learn some simple yet robust planning techniques?
4. Could you benefit from understanding how to deliver a successful project associated with multiple stakeholders?
5. Would you like to work on a case study to fully understand project management complexity?

If you answer yes to most of these five questions, then this workshop is for you. Note that this session doesn't require any special technical skill but you should have planned and managed previous projects.

What will I do?

You will work on:

- Understanding how to initiate and scope a project
- Building a work breakdown structure
- Managing critical paths: using Gantt charts
- Analyzing how to crash, overlap or split tasks
- Forecasting time or cost parameters while contingency planning
- Mapping stakeholders and managing their multiple requirements

What are the outcomes?

By the end of this workshop you will have:

- Understood the fundamentals of project management
- Worked on key project management techniques using a mini case study
- Grasped how to present or explain clear and timely information to your stakeholders
- Identified how to work out typical project weaknesses
- Know how to apply a more formal project-based approach to a wide range of business activities

How do I prepare?

Think about a project that could have gone better and analyze why. Come prepared to share your experience.

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Section 3

Communicating with impact



Business Writing

Writing well is essential in today's time-poor, information-rich environment. This workshop will show you how to write clearly, position your ideas convincingly and get the results you want. Your challenge is to leverage the techniques that are common to all good documents: that way what you write will get results.

Attend this workshop to get practical insights into how you write and to develop the tools to write even better.

How do I know I should attend this workshop?

1. Did you learn your business writing informally and by modeling your style on others' documents?
2. Have you ever written something then wondered what you actually meant at a later date?
3. Would you like to turn your writing into a core skill?
4. Could you benefit from specific and targeted feedback on your writing style?
5. Have you occasionally asked yourself 'I wonder how this document was received?'

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

You will work on:

- Organizing your thoughts
- Using structure and the inverted pyramid
- Understanding the power of verbs and the active voice
- Working with plain language
- Writing persuasively
- Editing your work

What are the outcomes?

By the end of this workshop you will have:

- Received feedback on your business writing
- Understood what to keep and start to improve your writing style
- Practiced and developed core writing techniques
- Gained insights and understanding of what makes an easy-to-read and credible document
- Learned how to write for a multinational audience

How do I prepare?

You will need to submit two emails or documents you have written in advance of the workshop. They should not be shorter than three paragraphs or longer than an A4 page. Please make sure you have your name on it and email it to workshop@iopenerinstitute.com a week before your session. Please bring your laptop to the workshop with your writing samples easily accessible.

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Advanced Business Writing

Writing well is a great differentiator because it's a skill that puts you head-and-shoulders above your peers. Moreover it's one of the ways that your wider stakeholder network will get to know you. Your challenge is to learn this high-level skill and to apply it to all your written communications, so you can express yourself consistently, clearly and concisely.

Attend this workshop to understand how to build on your current skills and write excellently across a range of documents.

How do I know I should attend this workshop?

1. Do you know you could write better and are keen to up your game?
2. Have others told you they are unclear about what you mean in emails or other documents?
3. Does it take you longer to write documents than you would like?
4. Would you like your documents to be part of your personal brand?
5. Would you like professional feedback on documents you have recently written?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

You will cover:

- Assessing the base-line: how you currently write and how you'd like to write
- Reviewing what holds or loses a reader's attention and why
- Understanding and identifying the four writing modes
- Practicing with modes that are most used at work: exposition, argument and persuasion
- Editing or writing web-based documents and implementing best practice for the web
- Getting one-to-one feedback on your documents with your facilitator

What are the outcomes?

By the end of this workshop you will have:

- Reviewed the fundamentals of good writing
- Analyzed the four modes: exposition, argument and persuasion, narrative, description
- Worked with exposition and understood the fundamentals
- Developed your ability to write argument and persuasion and/or web-based documents
- Received feedback on the documents you send before the workshop

How do I prepare?

Please find 2-3 documents you have written and that you are proud of. Email them 3 days before the session to workshop@iopenerinstitute.com. Not doing this will mean you get less out of the workshop than you could and you won't benefit from professional feedback. **And bring your laptop with you to the workshop because you'll need to use it.**

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Communication Fundamentals

Great communication is how the best results get delivered fastest. But articulating what you mean can be tough especially when you're under pressure. That often means people send an email when a call or meeting would be much more effective. Learning to clearly state what you think, why you think it and how you should move forward is a skill that every employee needs, regardless of their level.

Your challenge is to express your thoughts in a clear and concise manner so issues are tackled, concerns are raised and everyone can contribute their best.

How do I know I should attend this workshop?

1. Have you ever had been told "you need better communication skills" but been unclear what to do?
2. Have you ever been surprised by someone's reaction to what you said?
3. Would you like to feel more confident in meetings or on conference calls?
4. Would you like more insight and practice of your core communication skills?
5. Might it help to better understand your communication strengths and development needs?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

In a group of 6-8 participants, you will work on:

- Understanding what gets in the way of great communication
- Developing insight and ability into how you use fundamental communication skills
- Growing your awareness of how to use your words, tone of voice and body language
- Practicing communicating in a variety of contexts and situations
- Getting peer and facilitator feedback about what works and what could be better

What are the outcomes?

By the end of this workshop you will have:

- Understood your development needs and learned how to extend your skills
- Worked on the primary communication tools: words, voice, body language and mind
- Developed listening, questioning, testing for understanding and summarizing skills
- Worked on stating your position, empathizing with others and being assertive
- Thought about how you share information for maximum clarity and minimum emotional impact

How do I prepare?

Think about two situations: one should have been a positive communication experience and the other negative. Try to think about what you did that made the difference. Be prepared to share this with the group.

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Drafting and Delivering Speeches

If you are called upon to mark an event, celebrate success, or make an important announcement as a leader, you'll need to deliver a speech. Executives often make the mistake of giving a presentation when they should be making a speech. Because a great speech changes hearts, minds and actions. Your challenge is to learn how to write and speak authentically in a way that connects you to everyone in an audience, no matter who they are.

Attend this workshop to understand how to write then deliver a great speech.

How do I know I should attend this workshop?

1. Are you keen to know how to craft a powerful and impactful speech?
2. Would you like to excel when you deliver what you've written?
3. Will you be called upon to deliver a speech in the future but so far in your career have never done one?
4. Have you ever thought 'I could have given a better speech?' but are not sure how to?
5. Are you nervous when you address large audiences?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

You will cover:

- Developing and organizing your ideas
- Understanding speech structure and format
- Working up a structured content and finding your 'voice'
- Writing as powerfully as possible
- Delivering your content and receiving video and peer feedback

What are the outcomes?

By the end of this workshop you will have:

- Learned when to write a speech or give a presentation
- Understand how to structure a well-thought-out speech which reflects who you are
- Worked on language that serves your need at all moments of your speech
- Practiced delivery with maximum effect while understanding how to develop
- Given and received clear and considered feedback

How do I prepare?

Please come with an idea for a speech. You will draft a speech on this topic and then you will deliver it. Read and watch these two speeches and think about why we chose them:

- Lou Gehrig's resignation speech 1939: <http://www.youtube.com/watch?v=OyT4mPBe4YQ>
- Oprah Winfrey's Eulogy for Rosa Parks: <http://www.youtube.com/watch?v=MS3DhzzTN-o>

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Personal Impact

Having personal impact means others rate your contribution, or they don't. Your impact makes the difference between being credible at every level and getting heard. Or not. Your challenge is to understand how you come over, the effect you have on others and to flex this according to need while remaining truly authentic.

Attend this workshop to get practical insights into the impact you make and the opportunity to learn tools to maximize the effect you have on others.

What value will I get from attending this workshop?

1. Has anyone ever surprised you with feedback about the impact you made?
2. Are you unsure of what others think of you in certain situations?
3. Would you like to know what impression your peers have of you?
4. Do you want to learn how to flex or improve the impact you have?
5. Could you benefit from specific and targeted feedback on what would increase your impact?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

In a group coaching process tailored for you and your group's specific needs and expectations on the day, you will:

- Understand the first impressions you make
- Know how to introduce yourself with impact
- Work on how your body, voice and mind affect your impact
- Develop the tools to behave confidently with people of higher status
- Give and receive peer feedback on what works and what could be better

What are the outcomes?

By the end of this workshop you will have:

- Received feedback on your natural impact
- Understood what to keep, stop and start for even more impact
- Have a good understanding of the connections you make, the perceptions you leave and the relationships you develop with others
- Observed how voice, body language and mind can affect your personal impact
- Learned how to fine-tune in your situation-specific cases

How do I prepare?

Please think about the situations in which you would like to maximize your impact and be ready to share this with your group. You will also be asked to give and receive evidence-based peer feedback, so please come ready for this. In addition you will get video feedback; just be aware that you may be videoed from the very beginning of your session!

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Presentation Skills

Presenting well is simply a core business skill which can make or break a career. Because your presentation skills affect your reputation. Your challenge is to understand how to deliver effective and impactful presentations for stakeholders at every level.

Attend this workshop to get feedback, build your knowledge and to develop the skills essential for outcome-oriented, effective and memorable presentations.

How do I know I should attend this workshop?

1. Are you keen to improve your presentation ability because you know how vital this skill is?
2. Do you or will you need to present to senior leaders or to tough stakeholders and would like more tools and tactics?
3. Have you received feedback that you need to improve this skill to advance?
4. Are you keen to make better presentations but not sure how to?
5. Are you presenting to larger groups and finding that this makes you less confident?

If you answer yes to most of these five questions, then this workshop is for you.

What will I do?

You will cover:

- Revising presentation structure: making sure you FACE IT to connect with your audience
- Opening and closing your presentations effectively and with impact
- Dealing with tough stuff: explaining the complex, handling hijackers, managing phones, etc.
- Understanding features, advantages, benefit and value when presenting
- Working with language: rhetorical techniques, power vs wimp talk, color and emotion
- Presenting to your peers and receiving video feedback

What are the outcomes?

By the end of this workshop you will have:

- Worked on structure and where you can personally improve
- Understood options for opening and closing a presentation memorably
- Learned how to deal with typical difficult situations that arise
- Analyzed power of language and what you can do to make it work for you
- Received in-depth peer and facilitator feedback from your recorded presentation

How do I prepare?

Please come with a 5 minute presentation. The format doesn't matter (PowerPoint, Prezzi, flip chart, cue cards, etc.) **and it can be part of something you have delivered before.** Just make sure it has a beginning, middle and an end.

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Advanced Presentation Skills

The more senior you get in any organization the more important your presentation skills become because the stakes are so much higher. And success can turn on those make or break moments which can profoundly impact your career.

Your challenge is to learn how to deliver difficult presentations which get buy-in, position new ideas, lead change, or make tough announcements and do to all this with confidence.

How do I know I should attend this workshop?

1. Have you ever had a great idea rejected simply because your presentation didn't really fly?
2. Do you know you could have more impact as you present?
3. Has it been years since you last attended a presentation skills session?
4. Would you like to know how to deal with tough situations which can challenge any presenter?
5. Would you like to feel confident as you present to any group of senior executives or stakeholders?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

In a group of 4-5 participants, you will work on:

- Reviewing how you structure what you want to get over
- Thinking through who will be in the room and what will get them to 'yes'
- Understanding how to project gravitas and seniority
- Checking that you can deal with difficult questions and stand by your call to action
- Analyzing lessons you can learn from other senior leaders

What are the outcomes?

By the end of this workshop you will have:

- Reviewed the presentation you came with and understood where to improve
- Rehearsed some advanced rhetorical techniques to understand the impact of language
- Understood what adds to and subtracts from the impact you have when you present
- Worked with techniques for dealing with the toughest challenges and questions
- Analyzed your presentation on video and received facilitator and peer feedback

How do I prepare?

You need to bring a presentation of up to 10 minutes long. It can be part of something you have presented before as long as you have a clear structure and call to action.

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Section 4

Maximizing my personal leadership



Building Personal Resilience

Being resilient at work is linked to a host of positive outcomes for you, your team and your organization. And most importantly, it's not something you're born with, it's something you can develop, grow and enhance. Your challenge is to take the time to do this so that you can get the most out of even the toughest situations you find yourself in.

Attend this workshop to get insights, to work with your peers and to develop personal understanding of how to be your most resilient self. So that you can weather whatever is thrown at you.

How do I know I should attend this workshop?

1. Are you under consistent and persistent pressure?
2. Would you like to think in detail about your strengths and how to leverage them?
3. Do you sometimes have sleepless nights worrying about work issues?
4. Would you like to feel more energized at work?
5. Could it be beneficial to take time to think about your personal coping strategies?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

You will work on:

- Exploring what resilience is
- Understanding energy
- Leveraging strengths
- Working on best-practice problem-solving processes including:
 - o Proactive coping
 - o Hope psychology
 - o Future projecting
- Analyzing a case study for personal and team member insights

What are the outcomes?

By the end of this workshop you will have investigated how to:

- Explore what affects your resilience
- Understand what to positively leverage for maximum resilience
- Explore best-practice personal processes for self-management
- Recognize what to watch out for in yourself and others

How do I prepare?

You need to do the following:

1. **Complete three mini-interviews** before the workshop by asking three people these two questions:
 - a. What three strengths do you see in me?
 - b. How is my leadership affected when I'm under pressure?
2. **Reflecting on the situations/challenges or adversities which require resilience of you and coming with one you would like to address.** For maximum benefit this should not be a conflict situation (attend a Managing Conflict workshop instead) but should be something you need to deal with to increase your chances of success at work.



3. Reading the case study attached and answering these four questions:

- a. **What are the issues that Dr Adam Root is facing?**
- b. **If you were his mentor what would you advise him to do?**
- c. **What personal lessons can you draw from this case study?**
- d. **Why did we select this case?**

Please understand that the workshop is focused on introspection, peer coaching and group work. You will need to disclose something of the situation you come to the workshop with to your peers.

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Building Self-Confidence

Confidence is vital in today's workplaces where leaders and managers are expected to have the answers and make them happen. When you are confident people come with you, projects move forward and work gets done; when you are not your projects simply stall. Your challenge is to find the best way for you to feel good about what you do and to find constructive answers for managing whatever situations you face.

Attend this workshop to reflect and find personal insights, to understand how you approach your confidence issues and to develop some new ways forward.

How do I know I should attend this workshop?

1. Has lack of confidence ever distracted you in the day or kept you awake at night?
2. Would you like more confidence in dealing with certain specific tasks or people?
3. Have you ever had the feedback that you 'should be more confident'?
4. Do you sometimes think 'I should be able to handle this' but don't know how to?
5. Would you like to learn the tools and techniques to feel more confident?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

You will work on:

- Introducing iOpener Institute for People and Performance's theoretical foundations explaining confidence
- Analyzing issues: to help you get to deeper understanding of your issue
- Working with the TRACKS process to help you manage your issue in a process
- Exploring self-belief: to help pinpoint the issue from your internal perspective
- Managing status and challenges in the moment

What are the outcomes?

By the end of this workshop you will have:

- Reflected on your issue and examined it from a variety of perspectives
- Worked with a range of tools and techniques designed to help you take action
- Conducted peer coaching sessions to help you find your best way forward
- Understood how to manage immediate and long-term challenges
- Selected the best tools to help you boost your confidence in the short and medium term

How do I prepare?

You need to do two things:

1. **Come ready to work on a recent or current situation** which impacted your confidence and that you would like to have handled better.
2. **Interview three colleagues about your top three strengths.** Just ask them 'what do you think my top three strengths are?' Explain that their perceptions will help you with an upcoming workshop.

Please do prepare as it will help you and your peers get the most from your day.

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Motivation: Understanding Myself and Managing Others

Motivation is a complex state which you leverage by responding to an individual's short-term needs and their long-term development. Your approach to how you motivate others depends on your beliefs, values and experiences. So unpacking them along with learning the tools and techniques that motivate others is the key for getting great results.

Your challenge is to learn to deeply understand who you work with and what approach fits them best so that you maintain the motivation that delivers results.

How do I know I should attend this workshop?

1. Have you ever wondered 'why is that person so demotivated despite everything I've done'?
2. Would you like to help your team be the best they can be but are not sure how?
3. Would you like a better understanding of motivators and demotivators?
4. Would you like to know what really makes an individual tick and tick better?
5. Might it help to investigate what others do in change situations which need maximum motivation?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

In a group of 12 participants, you will work on:

- Understanding your personal beliefs about motivation and how they affect your leadership
- Creating goals and delegating for maximum motivation
- Understanding values, fairness and recognition as root causes of motivation
- Helping others develop their careers as a long-term motivator
- Drawing leadership lessons from both an experiential exercise and a case study

What are the outcomes?

By the end of this workshop you will have:

- Understood experientially that motivation is driven by context, actions and emotions
- Worked through various theoretical frameworks for better understanding motivation
- Reviewed how to set goals and delegate to ensure motivation
- Practiced having a career development conversation to build longer-term motivation
- Experienced a hands-on exercise and analyzed a case study to draw all your learnings together

How do I prepare?

Read the case study 'Barbara Norris: Leading Change' and be prepared to discuss these questions:

1. What are the challenges Norris faces?
2. What does she need to do to increase motivation?
3. What are her quickest wins?
4. Why did we pick this case?

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



Using the Science of Happiness at Work™

Happiness at work is associated with a host of benefits which positively affect individuals, teams and their organizations. Our robust research shows the happier you are at work, the more you get done, the more confident you are, the faster you're promoted, the healthier you are and the more energized you feel. Your challenge is to harness the Science to be your best, deliver your best and pass this on.

Attend this workshop to get insights, to work with your peers and to develop personal understanding of your performance, productivity and potential.

How do I know I should attend this workshop?

1. Are you under a lot of pressure?
2. Has this pressure been consistent for some time?
3. Do you sometimes think 'I would really like to feel more motivated'?
4. Are you concerned about any negativity you might be projecting to others?
5. Would you just like to feel happier and more productive at work?

If you answer yes to most of these five questions then this workshop is for you.

What will I do?

You will work on:

- Analyzing your own personal report and being peer coached on your most important insights
- Understanding perceptions of control in your current context
- Reviewing your motivation and what adds to or subtracts from it
- Generating greater commitment and engagement through project and people analysis
- Planning your next steps

What are the outcomes?

By the end of this workshop you will have investigated how to:

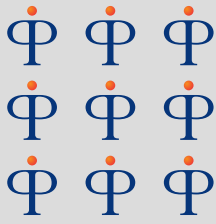
- Apply the Science of Happiness at Work in your personal context
- Recognize where and how to focus your efforts
- Use your personal resources sustainably
- Maximize your motivators
- Think about commitment and long-term engagement

How do I prepare?

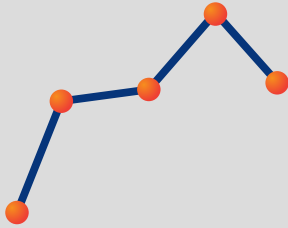
Complete the iOpener People and Performance Questionnaire by clicking through on the link you are sent. Please do this 48 hours before the workshop so that your report can be printed out and returned to you. This is an entirely confidential process, you can use a personal email address and only your facilitator will see the results. It forms the basis of the workshop and will give you many insights and pointers to work on.

Who is iOpener?

iOpener is an international consultancy that helps organizations achieve their strategic and commercial goals by maximizing the performance, productivity and happiness of business-critical employees.



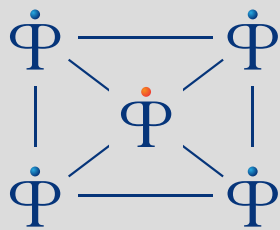
People strategy



Analytics



Leadership Development



Organizational Effectiveness



Senior Team Evaluation



T +44 (0) 1865 511522

F +44 (0) 1865 552918

E info@iopenerinstitute.com

www.iopenerinstitute.com