

DS PERFORMANCE GROUP 

Dramatic and Sustainable Performance
Individuals – Teams – Organizations

WORKING TOGETHER BETTER

Understanding and Valuing Differences
Building Work Relationships
Creating Shared Understanding
Productive Conflict
Quick Change

**A PERSONAL & INTERPERSONAL EFFECTIVENESS
TRAINING CURRICULUM**

WORKING TOGETHER BETTER (WTB) PERSONAL & INTERPERSONAL EFFECTIVENESS TRAINING CURRICULUM

Module 1 Valuing Individual Differences	Module 2 Building Work Relationships	Module 3 Creating Shared Understanding	Module 4 Productive Conflict	Module 5 Quick Change
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Develop people who eliminate personality conflicts, establish high levels of trust, are clear and credible communicators, manage conflicts productively, and are “easy to work with”.

SPECIFICATIONS

**TARGET
AUDIENCE**

Individuals, teams and workgroups at all organizational levels. These skills are essential from production employees to the board room.

DESIGN

A Modular design with a blend of classroom, self-assessment and self-paced learning. Class time consists of five training modules delivered one week apart. Each module is based on an actionable process and provides skill development on key elements.

A modular format provides for easy customization of content and design and a great deal of flexibility in delivery. The Personal Operating Manual includes 4 self-assessment instruments and self-paced study guide.

LENGTH

Five modules, each one day in length, delivered every other week.

CLASS SIZE

20 participants

PREWORK

Four self-assessment instruments

Myers-Briggs Type Indicator – Step II, Form Q

Fundamental Interpersonal Relationship Orientation – Behaviors (FIRO-B)

DISC Personal Profile System 2.0

Thomas-Kilmann Conflict Mode

Includes our Personal Operating Manual, a self-study guide that takes participants through an introspective analysis of each instrument.

MATERIALS

Participant Binder – Contains all material covered in class

Personal Operating Manual – A self-study guide

4 Self-Assessment instruments

Wall Charts – Displays major models for each module

- OPTIONS** WTB is also available in a five module, ½ day overview format. Optional on-the-job application activities for work groups and intact teams maximize transference of learning and strengthen work relationships between individuals and within work groups.
- TRAIN THE TRAINER** Train-the-trainer includes five days of classroom time, Facilitator Guide and support materials.

PROVEN CONTENT AND DESIGN

Our work with personal and interpersonal effectiveness started in 1979 when we designed and delivered a communications curriculum for Control Data on Building Work Relationships, Creating Shared Understanding and Productive Conflict. We re-designed these workshops for Control Data Business Advisors where they were sold to organizations including AT&T.

The content of Working Together Better was designed into the first three days of 3M's Management Development Program, a weeklong, required course for all 3M managers and delivered over a 10-year period. These skills were deemed critical to developing managers who could work across organizational boundaries, who could empower their staff to become more self-directed, and who could work collaboratively with teams.

The content was first put together under the title of Working Together Better in a program designed and delivered to SC Johnson Wax to address "personal diversity" in their IT organization. Based on the positive results from the IT organization WTB was also delivered to the R&D organization to support the integration of a recent acquisition that brought a significant number of new people into the organization.

Our first team application was with SCJ's Wal-Mart Sales team. This team had expanded from three to twenty one people in less than two years. It was critically that this group of "independent sales types" came together as a high performance team to service their Wal-Mart business.

This content has been delivered successfully to all organizational levels, from hourly to executive. It has proven effective across industries from high tech to health care.

LEARNING OVERVIEW

MODULE 1 - UNDERSTANDING AND VALUING INDIVIDUAL DIFFERENCES

How do I understand people who are different from me?

Participants learn an actionable process for understanding and valuing individual differences. This process forms the basis for how people work and is the foundation upon which all performance is built. Participants learn how variation between individuals in each step of this process dramatically increases innovation, creativity, and performance. They learn – “It’s what’s different about you that will make us more successful”.

The understanding gained in this module allows participants to eliminate or minimize personality conflicts that damage relationships, reduce collaboration, and create high levels of stress between individuals and work groups.

Participants learn the organizational dynamics that inhibit understanding and create unproductive conflict between individuals and organizational units. Understanding this allows participants to see how these dynamics interact to create their own personal reality.

Participants complete the Myers-Briggs Type Indicator (Step II, Form Q) to create an accurate assessment of their personality. Instruments are also used in the optional application activities to plot team chemistry for teams and work groups.

LEARNING OBJECTIVES

Participants in this workshop will learn:

1. An actionable process for understanding and valuing differences
2. How people work – the basic process that is critical to human success
3. How people come to judge each other and form first impressions
4. How differences in personality and style increase performance
5. How personality affects decision-making, problem solving & communications
6. To create an accurate assessment of their personality and understand how it affects their performance
7. How to avoid becoming captives of their personality and style
8. How to eliminate or minimize personality conflicts
9. The five steps to maximizing personal effectiveness

RETURN ON YOUR INVESTMENT

1. Break down stereotypes by understanding individual differences
2. Reduce the stress resulting from working with people who are different
3. Increase collaboration by valuing the unique contributions of others
4. Use individual differences as a source of innovation and creativity
5. Eliminate or reduce personality conflicts between individuals
6. Increase the personal effectiveness of employees

MODULE 2 - BUILDING WORK RELATIONSHIPS

How do I work with people who are different than me?

Participants learn an actionable process for building strong work relationships that creates high levels of trust and personal risk taking between individuals and within work groups and teams. They learn the elements of the relationship building process and techniques for expediting the development of work relationships.

Participants also learn how to manage the three interpersonal dynamics that directly affect collaboration and teamwork - inclusion, control and affection. They learn how to expand their personal networks by being more inclusive, to increase productivity by creating the right level of control, and to increase trust by relating to people at a personal level.

Building strong work relationships is critical to individual, team and organizational performance. Personal risk taking drives action on complex and difficult issues. Trust creates openness and honesty when dealing with complex and emotional issues. Action oriented people, who trust each other, share more information and achieve more results.

Participants complete the FIRO-B as pre-work and use this learning to create an accurate assessment of their relationship style. Instruments are also used in the optional application activities to plot team chemistry for teams and work groups.

LEARNING OBJECTIVES:

Participants in this workshop will learn:

1. An actionable process for building work relationships
2. How to build trust
3. To maintain and enhance their self-esteem and the self-esteem of others
4. How to increase personal risk taking to maximize performance
5. How to self-disclosure to allow others to understand them
6. How to accept others thoughts and ideas, even when in disagreement
7. How to deal with strong negative emotions
8. How to accurately assess their relationship style and assess its affect on their performance

RETURN ON INVESTMENT

1. Reduce tension between individuals and work groups
2. Increase trust between individuals and work groups
3. Increase collaboration between individuals and work groups
4. Increase personal risk taking to achieve results
5. Increase personal disclosure to understand and value differences
6. Create the environment for more open and honest communications

MODULE 3 - CREATING SHARED UNDERSTANDING

“How do I communicate with people who are different from me?”

Participants learn an actionable process for creating shared understanding on complex and emotional issues. They learn the elements of interpersonal communications process and how to maximize their credibility and clarity when communicating their perspectives on complex and emotional issues. They learn to how to avoid “arguing over opinions” and to increase their understanding of other people’s perspectives on critical issues.

The processes taught in this workshop minimize miscommunications and increase understanding, learning, and collaboration on critical issues. This results in more realistic assessments of difficult situations and increased innovation and creativity when developing actions to resolve critical issues.

Failure to create shared understanding results in bad decisions, in-action, conflict, damaged relationships, blaming, and different views of “reality”. These results take a tremendous toll in terms of individual productivity and organizational performance.

Participants complete the DISC Personal Profile System as pre-work and use this learning to create an accurate assessment of their behavioral style when working on a task and when communicating with others. Participants learn how to listen to different styles and how to make themselves “easier to work” with by adjusting their behavior to different situations. Instruments are also used in the optional application activities to plot team chemistry for teams and work groups.

LEARNING OBJECTIVES:

Participants in this workshop will learn:

1. To create shared understanding on complex and emotional issues
2. Active listening skills to understand and value the perspective of others
3. To deal productively with strong emotions when they arise
4. To influence others perspectives on critical issues
5. To express their perspective on issues with clarity and credibility
6. How to accurately assess their behavioral style and assess its affect on their performance

RETURN ON INVESTMENT

1. Increased action orientation on complex and emotional issues
2. Increased collaboration when resolving complex and emotional issues
3. Increased innovation and creativity by building on each other’s ideas
4. Minimize miscommunications and the unproductive conflict they create
5. Better decision-making and problem solving
6. Increased clarity and credibility in communications
7. Increased access to information through good communications

MODULE 4 - PRODUCTIVE CONFLICT

How do I resolve critical conflicts between individuals and work groups?

Participants learn an actionable process for resolving conflicts quickly and productively, and with minimal stress. Participants learn how to resolve the inherent organizational conflicts over goals (what) and processes (how). They also learn how to eliminate or minimize personal conflicts that inhibit conflict resolution.

Resolving conflicts productively is a key source of individual and organizational performance. Conflict is an inherent part of organizational life. Unproductive conflict often creates a win/lose culture that eventually develops into a norm of conflict avoidance. Conflict avoidance creates organizational paralysis on issues at a time when action is most needed.

Participants learn to diagnose a conflict to identify its component parts and to develop action strategies for dealing with critical elements of the conflict. They learn how to maximize their performance in resolving conflicts by minimizing personality and politics and maximizing information and analysis.

Participants complete the Thomas-Kilmann Conflict Mode as pre-work and use this learning to create an accurate assessment of their conflict style. Participants learn how to adjust their style to different conflict situations. Instruments are also used in the optional application activities to plot team chemistry for teams and work groups.

LEARNING OBJECTIVES:

Participants in this workshop will learn:

1. To develop positive attitudes toward resolving conflicts
2. To diagnose the elements of a conflict to identify critical actions
3. To develop conflict resolution strategies that create a win-win situation
4. To minimize personality and politics while maximizing information and analysis in conflict resolution processes
5. To maximize collaboration and cooperation among participants in a conflict
6. To escalate conflicts they cannot resolve to management
7. To understand and value differences in conflict style

RETURN ON INVESTMENT

1. Increases action on critical conflicts that affect performance
2. Creating the ability and willingness of individuals to resolve conflicts
3. Resolve conflicts quickly and fairly to minimize their negative impact
4. Reduce bad feelings and anger between participants in a conflict
5. Minimize personal conflicts that affect conflict resolution
6. Make conflict resolution a fun, exciting and creative process
7. Creation of a win-win culture
8. Provide management with better information and analysis when resolving conflicts

MODULE 5 - QUICK CHANGE

How do I change my behaviors that are hurting my performance?

Participants learn to identify and eliminate patterns of low performance in their behaviors. Quick Change provides an actionable model for making tough changes in “hot button” behaviors such as procrastination, perfectionist, over-committing, inappropriate anger, over-controlling, micro-managing, excessive rigidity, aversion to risk, and not being open to new ideas. Eliminating these self-defeating behaviors maximizes individual performance and, more importantly, makes people easier to work with.

Everyone develops habits or patterns of low performance that are counter-productive and are hard to change. For individuals in key positions self-defeating behaviors dramatically reduce their performance and the performance of those around them. Therefore eliminating these patterns of low performance maximizes individual and organizational performance!

This module provides a tremendous personal growth opportunity. Participants learn a process that they will use throughout their life to make changes in their behavior.

LEARNING OBJECTIVES

1. How we make behavioral choices

Learn how we interact with our environment to make choices in our behaviors. Once you learn the process, you can intervene to make changes in the process that will increase your performance.

2. Why we develop self-defeating behaviors.

Learn how self-defeating behaviors develop in toxic situations and how to keep yourself healthy and open to change.

3. Why we keep our self-defeating behaviors.

Learn how the process of self-defeating behaviors fights off attempts by others to help us change. Learn how people victimize themselves in an attempt to keep their self-defeating behaviors.

4. How to identifying Self-Defeating Behaviors

Learn to identify the self-defeating behaviors and distinguish between behaviors that limit performance and "toxic situations" where performance is limited by the environment and not by our choice of behaviors.

5. How to analyze Self- Defeating Behaviors

Understand how people do self-defeating behaviors, how they keep the behaviors going, and why they fear changing these behaviors. This analysis creates a tremendous personal motivation for change as individuals discover that change is easy compared to living with a self-defeating behavior.

6. How to replace Self-Defeating Behaviors

Learn techniques for replacing self-defeating behaviors with higher performing alternative behaviors.

RETURN ON INVESTMENT

1. Self-maximizing individuals who achieve their highest level of performance
2. Versatile people who make themselves easier to work with
3. Eliminate individual “hot buttons” that “set people off” and damage work relationships
4. Maximize the ability of individuals and organizations to adjust to change
5. Establish a culture of personal responsibility for behavioral choices
6. Differentiate between individual performance issues and toxic work environments

APPLICATIONS

WORK GROUPS

We have had great success delivering WTB to work groups from small departments to entire divisions. This approach creates a common language and tool set across the organization that increases learning, understanding and performance. The optional applications activities can be used to plot group chemistry and strengthen work relationships within groups. Management can use this activity to counter-balance the tendency of their personality and style being distorted by position power.

We have used WTB in work groups to provide diversity training, to integrate people as the result of acquisitions, to increase morale, to increase management credibility, and to increase collaboration.

MANAGEMENT DEVELOPMENT

WTB dramatically increases managements “people skills”. It develops management’s ability to deal with people, build personal networks, communicate clearly and with credibility, and enable their staff to achieve goals and objectives beyond their level of authority. It can be delivered as a stand-alone curriculum or integrated into other management training programs.

TEAMS

WTB is an excellent program for creating high performing team dynamics. Personal and interpersonal effectiveness are critical to creating strong team dynamics. WTB develops strong team members who can understand and value individual differences, build strong relationships, improve communications, and resolve conflicts productively.

CONTINUOUS IMPROVEMENT EFFORTS

WTB has proven to be an excellent tool for supporting the implementation of continuous improvement efforts such as Six Sigma and Lean Manufacturing. These efforts drive a great deal of change within organizations. WTB can help create the level of trust and personal risk taking necessary to make these efforts successful.

We have had our greatest success in continuous improvement when we integrate our team and organizational training with WTB to create a robust change effort. Continuous improvement teams drive the effort, management action teams support the effort and WTB gets teams and management working together better to lead the larger change effort. It creates the ability, willingness and opportunity to achieve dramatic and sustainable results.

OPEN ENROLLMENT

WTB provides a comprehensive personal and interpersonal effectiveness training curriculum. All performance starts with people, therefore maximizing performance on the people side of business can provide organizations with a competitive advantage. Delivering WTB through open

enrollment demonstrates management's commitment to maximizing performance on the people side of business.

CUSTOMIZATION

The WTB modules can be unbundled and delivered as stand-alone workshops. Each module was initially designed and developed as a stand-alone workshop.

We can customize the content, design, and delivery of WTB to meet the needs of specific audiences. At Onvoy we customized WTB to support a culture change effort. At HTI we developed a short five hour version for delivery to product level people. At a Kraft plane we customized WTB to support the implementation of a continuous improvement effort based on Six Sigma and Lean Manufacturing.

WTB also be design the content of WTB into other training efforts. At 3M we incorporate WTB content into a weeklong management development program.

TRAIN THE TRAINER

We provide train-the-trainer and will license organizations to delivery WTB internally. Train-the-trainer includes five days of classroom preparation, a detailed facilitator guide with power point presentations and support materials.

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