

# CRITICAL THINKING: LEADING INNOVATION AND VALUE CREATION

Both organizations and individuals profit from the ability to create value. High-value individuals have the ability to solve problems, make good decisions, and to create profitable ideas. This program focuses on the vital role that mindset and thinking play in the development of these skills. For the purpose of this program, critical thinking refers to thinking that is disciplined, objective, purpose driven and goal directed. With a practical emphasis, the definition is further defined to “using your brain to create value for you and your organization.” The program also includes an application for fighting bureaucracy and unleashing your creative and innovative spirit.

This program is not intended for everyone. Participants will be encouraged to challenge the status quo and question conventional wisdom. In doing so, they will question core beliefs and world view and entertain the notion that we may never “have it all figured out.” In short, the goal is to help participants become conscious of their thought processes and to give them tools and ideas to improve the way they think.

## SEMINAR OUTLINE:

- I. WHAT DOES IT MEAN TO THINK?
  - A. Critical thinking defined
  - B. The inner workings of the human brain
  - C. Identifying and developing your strengths
  - D. The danger of thinking you know what you don't know
- II. WHY DO WE DO WHAT WE DO?
  - A. The basis of human action
  - B. Questioning core beliefs and conventional wisdom
  - C. Avoid “Junkfinger” behavior
  - D. Embracing a proactive mindset
  - E. Managing outside influences
- III. FIGHTING BUREAUCRACY
  - A. What happened to GM?
  - B. Rules vs. guidelines
  - C. Benefits of the contrarian approach
  - D. Focus on value creation
  - E. Emphasize the big picture
  - F. Start at the end and work backward
  - G. GE's Jack Welch on bureaucracy busting
- IV. CREATIVITY AND INNOVATION
  - A. What is art?
- B. Awakening the creativity in everyone
- C. Fun, empathy, opportunities, and questions
- V. THE ENEMIES OF CRITICAL THINKING
  - A. Cognitive biases
  - B. Heuristics
  - C. What happened on Wall Street?
  - D. Problems with predicting the future
  - E. Accepting randomness and uncertainty
  - F. Thinking vs. computing

# EXECUTIVE PRESENTATION SKILLS: TRANSFORM YOURSELF INTO A DYNAMIC PRESENTER

Whether you find yourself in front of a large group, your colleagues at a conference table, or a one-on-one business lunch, this program will help you win over your audience and get your point across. The focus of this program is on developing your presentation skills and learning how to present your ideas with conviction, confidence and poise—and without fear. The effectiveness of this program flows from three unique empowering concepts: 1) you will learn to be yourself and develop your own style; 2) you will learn to avoid the many pitfalls that derail most presenters; and 3) you will develop the skills necessary to plan a dynamic and persuasive presentation. Most importantly, you will gain presentation skills by making an actual presentation.

The first session is a three-hour program on Day 1. The second day is optional, and participants will give presentations which will be filmed. Constructive feedback will occur on Day 2 with the presenting participants and the instructor. Participants will be involved in giving feedback on each other's presentations.

## SEMINAR OUTLINE:

- I. DAY 1
  - A. Keys to great presentations
  - B. Leading with impressions—not content
  - C. Communication is visual and vocal—not verbal
  - D. Presenting as the art of creativity and performance
  - E. Effective presentation organization
  - F. Presentation checklists
  - G. Handling questions and audience management
  
- II. DAY 2
  - A. Presentations to small groups
    - 1. Feedback from Dr. Urich
    - 2. Video of your presentation for self-evaluation

# TUNE UP YOUR NEGOTIATION AND PERSUASION SKILLS

Better negotiations lead to higher profits. Human interaction and persuasion are among the most important skills affecting your success in business today. These skills are particularly vital during formal and informal negotiations. This seminar will help you improve and sharpen the skills necessary to be a successful negotiator. You will develop the ability to change your negotiation style based on an understanding of persuasion, clear thinking, and logical planning. You also will learn to identify factors that significantly impact negotiation through a series of discussions and group exercises. This seminar combines research and actual case studies to facilitate significant and permanent improvements in your negotiation planning and execution.

## SEMINAR TOPICS:

- I. BACKGROUND: RECONSIDERING CONFLICT AND NEGOTIATION
  - A. Questioning the traditional view of negotiation
  - B. Changing your negotiation strategy, approach, and attitude
  - C. Avoiding counterproductive conflicts and confrontations
- II. EVALUATING YOUR INTERESTS AND ASPIRATIONS
  - A. Clarify your goals and priorities
  - B. The power of “No”
  - C. Research on aspiration levels
    1. Advantages of high aspirations
    2. Factors restraining high aspirations
    3. Avoiding the “Power Trap”
  - D. Develop your BATNA (Best Alternative to Negotiated Agreement)
  - E. Gain power by uncovering their BATNA
- III. CONNECT WITH YOUR COUNTERPARTS: DEVELOP/MAINTAIN AN INFLUENTIAL RELATIONSHIP
  - A. Develop a realistic Win/Win approach to problem solving
    1. Managing their self-interest
    2. Identify win/win opportunities
    3. Foster a win/win attitude in your counterpart
    4. Make the pie bigger—before slicing it up
- IV. DEVELOPING AND EXECUTING A SYSTEMATIC METHOD FOR PLANNING YOUR NEGOTIATIONS
  - A. Effectively communicate your messages
  - B. Keep your eyes on the prize
  - C. Evaluating your level of satisfaction in your negotiation results
  - D. Value focus vs. cost focus
  - E. Managing the concession process
    1. Understanding the nature of the concession process
    2. Develop a concession plan
    3. Keys to executing your concession plan
  - F. Managing information creatively and thoroughly
    1. Create “reality testing questions”
    2. Identify opportunities in their measurement system
  - G. Evaluating and building bargaining power
    1. You always have more power than you think you do
    2. Sources and uses of power
- V. CONCLUSION: CAPSTONE EXERCISE AND FORMAL GROUP DISCUSSION

# ETHICS AWARENESS: MANAGING FOR AN ETHICAL WORKPLACE

This program focuses on ethics awareness and addresses two principal issues: 1) How do I really know whether I am ethical? and 2) How can I build management skills that have been proven to foster an ethical workplace?

Our goal is to help build management skills that have been proven to foster an ethical workplace. In addition to heightening awareness of ethical problems in business, we look at the main causes of unethical behavior and develop specific management practices to reduce or eliminate problems. This program relies on cases and discussions to help achieve the objectives and reinforce the concepts.

This program was developed in conjunction with a Fortune 500 company to which Professor Ulrich has presented it corporate-wide to more than 3,000 employees. This program has been embraced by corporations who wish to continue their high ethical standards during the challenging times ahead.

## SEMINAR OUTLINE:

- I. INTRODUCTION
  - A. Current state of corporate ethics
  - B. Knowing what's right
  - C. Doing the right thing
    - 1. Case problem
  - D. Benefits of an ethical organization
- II. CAUSES OF UNETHICAL BEHAVIOR
  - A. Attitudes toward the company
    - 1. The manager is the messenger
    - 2. Problems with authority
    - 3. Case problem
  - B. Beliefs about the ethics of others
    - 1. Group discussion (develop an ethical standard)
    - 2. Projecting your views on the world
    - 3. Problems with human nature
  - C. It's easier not to be ethical
    - 1. Easier to do what's convenient
    - 2. Easier to win if you cheat
    - 3. Strategy for ethical self-discipline
  - D. Problems with rationalization
    - 1. Examining self-interest
    - 2. Examining self-delusion
    - 3. Case problem (Bedlam Football Tickets)
  - E. Low self-esteem
    - 1. It takes character to do the right thing
    - 2. Management practices that promote self-esteem
    - 3. Case problem
- III. DEVELOPING AN ETHICAL DECISION-MAKING FRAMEWORK
  - A. Case problem
  - B. Eight-step decision criteria
  - C. Conclusion

# THE POWER OF INFLUENCE: GETTING ALONG AND GETTING THINGS DONE

Profitable relationships are the key to any successful enterprise. This program will help you develop the skills necessary to establish and maintain a productive working relationship with both outside clients and among individuals within your organization. This program focuses on the science and practice of persuasive communication skills as it applies to your need to “get your point across” or “get things done” while maintaining positive relationships. This course relies on lecture, discussion and exercises for practical application of the concepts.

Getting people to say “yes” is the backbone of any influence opportunity. This program brings influence research to the real world and introduces a system for planning and executing influence opportunities. The approach focuses on four key factors that increase the likelihood of building consensus in your position. Consideration of these factors before any opportunity arises to influence others allows you to: (1) learn to break the barriers that often block your message; (2) craft a clearer message that will lead others to respond in a positive manner; (3) reach agreements on your terms; (4) develop the skills necessary to be an effective and well-received messenger; and (5) learn to avoid conflicts and confrontations.

## SEMINAR OUTLINE:

- I. ASSESSING HUMAN INTERACTION
  - A. The keys to influence
  - B. Challenges to human behavior
  - C. Logic and facts vs. emotional reasoning
  - B. Develop a persuasive attitude
  - C. Learn to show more appreciation
- II. MANAGING CONFLICT
  - A. The positive side of conflict
  - B. Develop a positive attitude toward conflict
  - C. Handling office politics
  - D. Systematic approach to planning for communication opportunities
- III. COMMUNICATION BARRIERS
  - A. Limit the impact of your point of view
  - B. Overcome the bias of others
  - C. Learn to open closed minds
  - D. Eliminate petty behavior
  - E. Gender issues
  - F. Other communication issues
- IV. DEVELOP A WIN/WIN APPROACH TO PROBLEM SOLVING (MANAGING SELF-INTEREST)
  - A. Factor in the interests of both sides
  - B. Look for win/win opportunities
  - C. Learn to make the pie bigger
  - D. Manage the impact of self-esteem
- V. BECOME A PERSUASIVE MESSENGER
  - A. Learn to become more likeable
- VI. AVOID CREATING CONFLICT AND CONFRONTATIONS
  - A. You will never prove them wrong
  - B. Avoid confrontations
  - C. Learning to deal with irrational people
  - D. Don't take things personally
- VII. GET CONTROL OF INFORMATION AND MISINFORMATION
  - A. Identify the information required
  - B. Identify the sources of your assumptions
  - C. Test your assumptions
  - D. Avoid harmful mental shortcuts

# PROFESSIONAL IMAGE: POSITION YOURSELF FOR SUCCESS

This course is about selling yourself, because you are constantly selling yourself and your organization. Great products and ideas don't sell themselves—they need marketing. And so does every businessperson. This course is not about shameless self-promotion—it's about managing how you are perceived by others. People will make judgments about you; so if you don't control your image, other people will. In this workshop we look at you as the product and we work on your personal marketing strategy by developing your own personal brand.

## SEMINAR OUTLINE:

- I. THE IMPORTANCE OF IMAGE
  - A. Raise your image to match your substance
  - B. Managing your image without being fake
  - C. The hardest part of business is getting the business
  - D. It isn't fair, but humans are judgmental
  - E. Emotions (not logic) drive most if not all decisions
  - F. Perception is reality
- II. IMPROVING SELF-IMAGE (HOW YOU SEE YOURSELF)
  - A. Who do you want to be?
  - B. What do you want to accomplish?
  - C. You can't change the world—you can only change yourself
  - D. Most people end up where their behavior dictates they want to be
  - E. You can lead and "suck up" at the same time!
  - F. Where does our self-image come from?
  - G. It is possible to improve self-esteem (10 strategies)
- III. DEVELOP A PRACTICAL WORLD VIEW (HOW YOU SEE THE WORLD)
  - A. Truth doesn't matter if no one believes it
  - B. "We become the change we see in the world." Gandhi
  - C. What does it mean to be the most qualified person?
  - D. View the world with optimism and confidence
  - E. The rise of cynicism in society
  - F. Where does our world view come from?
  - G. Everyone doesn't think like you
  - H. There is no one right answer
- IV. MANAGING YOUR IMAGE BY CREATING YOUR OWN PERSONAL BRAND (HOW THE WORLD SEES YOU)
  - A. Improve your marketable skills
  - B. Become your own publicist
  - C. If you don't control your image, other people will
  - D. You are selling yourself every day
  - E. Packaging is a tool for simplifying and speeding up decision-making
  - F. The impact of personality and appearance
  - G. We trust brand names to deliver
  - H. Build credibility
  - I. "Who you know" is part of your image