



## THE “MIX-AND-MATCH” MODULES—AN OVERVIEW

Below is a brief summary of each module with its ‘take-aways.’ A longer description follows on the next pages.

The Module	Take aways ...
<b>1. The 5 Stage Expertise Delivery/ Consulting Model</b>	<ul style="list-style-type: none"> <li>• A consulting model professionals can use to deliver their expertise.</li> <li>• Why the model and each step are important to a professional’s success.</li> <li>• A set of goals, key skills, dos and don’ts for each step.</li> </ul>
<b>2. Asking Great Questions to Frame the Need and Set Up Great Roles</b>	<ul style="list-style-type: none"> <li>• How the questions can be powerful in setting up the problem solving process.</li> <li>• How powerful questioning skills can help position a professional in an impactful role.</li> <li>• A checklist of questions professionals can use to support their chosen strategy.</li> </ul>
<b>3. Exploring the Need</b>	<ul style="list-style-type: none"> <li>• How to get at a client’s underlying needs, issues and causes.</li> <li>• How to establish rapport and work with typical client fears.</li> <li>• How to set up an influential and leveraged role.</li> </ul>
<b>4. Clarifying Expectations/ Commitments</b>	<ul style="list-style-type: none"> <li>• How to determine the appropriate amount of clarification— verbally and in writing.</li> <li>• How to use clarification to increase the chances of commitment and implementation.</li> <li>• How to use clarification set up an influential and leveraged role.</li> </ul>
<b>5. Sorting Out Complex Situations</b>	<ul style="list-style-type: none"> <li>• A skill that clients greatly value—how to help clients sort out messy situations.</li> <li>• How powerful questioning skills can help position a more leveraged role.</li> <li>• An ‘hourglass’ model to evaluate questions that assist professionals to help others work through complex problem solving.</li> </ul>
<b>6. Selling Your Professional Ideas and Recommendations</b>	<ul style="list-style-type: none"> <li>• A skill clients greatly value yet is poorly done—selling one’s ideas.</li> <li>• How to present ideas and proposals in a way that increases client commitment.</li> <li>• How to deal with the inevitable client reservations when clients are asked to change.</li> </ul>
<b>7. Wrapping Up—Taking Stock or Closing</b>	<ul style="list-style-type: none"> <li>• How to use Closing and Taking Stock meetings to enhance a professional practice.</li> <li>• How to establish an agenda for these meetings.</li> <li>• If required, how to successfully turn implementation over to clients.</li> </ul>
<b>8. Looking at a Professional Role Strategically</b>	<ul style="list-style-type: none"> <li>• A field-tested model for looking at professional roles strategically.</li> <li>• How to recognize value-added work best done by the professional.</li> <li>• What to say “no” to, and just as important, how to say “no.”</li> </ul>
<b>9. Multiple and Complex Client Systems</b>	<ul style="list-style-type: none"> <li>• A description of typical client groups that make up a multiple stakeholder system.</li> <li>• How to “diagram” your situation, using a structured format—or a “freehand” format.</li> <li>• A list of key questions professionals need to ask about each client group.</li> </ul>
<b>10. Leading Sustained Change</b>	<ul style="list-style-type: none"> <li>• Change is a huge topic. This module will focus on selected professional approaches to <i>Sustaining Change</i>. Go to the section below where a brief description of each topic will help you choose which parts of change will be most helpful.</li> </ul>
<b>11. Dealing with Resistance and/or Conflict</b>	<ul style="list-style-type: none"> <li>• How to surface and deal with client concerns, that is, direct resistance.</li> <li>• How to recognize and deal with run-arounds, polite put-offs and lack of commitment.</li> <li>• How to deal with conflict in the consulting role.</li> </ul>
<b>12. Enhancing the Professional Role and Career</b>	<ul style="list-style-type: none"> <li>• How to assess which role is most appropriate for a situation and a career, not getting trapped in a low-leverage role.</li> <li>• Flexibility to choose and to adapt a role, from a range of roles.</li> <li>• Understanding of how professional careers grow in influence, power and satisfaction.</li> </ul>
<b>13. Professional “Good to Great”</b>	<ul style="list-style-type: none"> <li>• A review of the major messages of <i>Good to Great</i> as they apply to professionals.</li> <li>• Strategies and tactics to garner support for a more strategic professional role in the organization, as well as with clients.</li> </ul>
<b>14. Marketing Your Skills</b>	<ul style="list-style-type: none"> <li>• Why modern professionals need to market their skills.</li> <li>• How to market your strategic and leveraged skills.</li> </ul>
<b>15. Selected Interpersonal Skills</b>	<ul style="list-style-type: none"> <li>• Depending on participant needs, selected interpersonal skills such as listening skills, giving difficult feedback, and establishing rapport.</li> </ul>
<b>16. On-job Practice Simulations</b>	<ul style="list-style-type: none"> <li>• In this module, participants have an opportunity to practice and get coaching in the skills they have learned.</li> </ul>
<b>17. The 360 Powerful Professional Customer/ Client Service Survey</b>	<ul style="list-style-type: none"> <li>• The <i>Powerful Feedback Survey Profile</i> is a well-tested customer/client professional service survey. Like 360° surveys, each participant receives <i>confidential</i> professional development feedback from people critical to his/her professional growth and success. The Feedback is integrated with the skill building of these <i>Powerful Professionals</i> modules.</li> </ul>

## THE MIX-AND-MATCH MODULES

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Depending on your needs and expected results, here are some modules to choose from:

### 1. THE 5 STAGE EXPERTISE DELIVERY/CONSULTING MODEL

*In addition to being great at your professional expertise, you also need to be great at how to **deliver** that expertise.*

To be influential and powerful, professionals need to possess more than expertise—they also need to be adaptive in delivering that expertise either inside an organization or to external clients. Delivering expertise, doesn't just "happen"—and it is folly to "wing it." Professional client service requires professionals to have a deliberate, distinct procedure or framework to follow—a "mental model" to follow as you work with your clients. Our field-tested five-stage model provides professionals with rationale for what they are doing and why they are doing it. When required, professionals can confidently explain their consulting processes to clients/customers. Thousands of professionals presently use, adapt, customize, internalize and make this model their own, confident that their consultations are following a process that leads to success.

With this module, professionals will take away:

- A consulting model professionals can use to deliver their expertise to clients/customers.
- Why a model and each stage of it are important to a professional's success.
- For each step, a set of goals and key skills, as well as do's and don'ts for each step.

### 2. ASKING GREAT QUESTIONS TO FRAME THE CLIENT'S NEED AND SET UP GREAT ROLES

*One of the most powerful tools for setting up powerful roles is the skill of asking powerful questions.*

Most professionals and managers of professionals desire roles with more influence and impact, yet often inadvertently use behaviors that stop them from setting up such roles. As well, many professionals wish their clients and others were more responsive to ferreting out and framing the real problem, not just addressing symptoms. Professionals and their managers also wish clients/customers would consider new alternatives for dealing with issues, rather than applying the same old solutions.

In the repertoire of a professional, one of the most powerful tools for dealing with these concerns is the skill of asking great questions. Narrow questions lead to narrow roles and fewer options. "Big picture" questions lead to big picture roles and more options.

This module will give professionals a chance to learn powerful, field-tested questioning skills in a problem-solving context. With this module, professionals will take away:

- How the questions you ask can be powerful in setting up a problem solving process.
- How powerful questioning skills can help position a professional in a more influential role.
- A checklist of questions professionals can use to support their chosen strategy.

### 3. EXPLORING THE NEED

*You never have a second chance to make a first impression.*

During the first few minutes of client contact, professionals have the most leverage they will ever have: leverage over the problem scope, over how the problem will be worked, and over the impending role. Mistakes made here will haunt the professional for the whole project. From the onset, the professional will need every skill of consulting to get a project off on the right foot. Ultimately, this is a professional's big opportunity—"use it or lose it!"

From our work with over 10,000 professionals, we have found that a powerful professional clearly separates exploration of a concern from commitment to action. One hallmark of an inexperienced consultant is a “jump to action.”

With this module, professionals will take away:

- How to get at the client’s underlying issues and causes.
- How to establish rapport; and work with client fears.
- How to set up an influential role.

#### 4. CLARIFYING EXPECTATIONS/COMMITMENTS

*Clarifying commitments means never having to say you’re sorry.*

“I thought you wanted ...” “If only I had cleared that up right away ...” These statements occur like echoes throughout the stories of many a professional—echoes of unclear expectations at the root of numerous consulting problems and conflicts. One mark of high-performing professionals is taking responsibility for clarifying commitments and negotiating expectations.

With this module, professionals will take away:

- How to determine the appropriate amount of clarification.
- How to manage the ambiguity of agreements.
- How to set up an influential role.
- How to clarify verbally, and in writing.

#### 5. SORTING OUT COMPLEX SITUATIONS

*When clients are up to their behinds in alligators, they often don’t know how to express the problem they have, much less how to solve it.*

Over 50,000 surveys in our client database tell us that clients greatly value professionals’ ability to sort out complex situations. Finding themselves in increasingly complex situations, clients often don’t know how to express the problem, much less how to solve it. Powerful professionals need the skill of informally sitting down with a client and working through complex situations—like pulling strand after strand out of overcooked spaghetti.

In this module—verbally sorting out complex situations—you will take away:

- A skill that is greatly valued—how to ask questions to clarify client needs in a messy situation.
- An understanding of how powerful questioning skills can help position a more influential role.
- An ‘hourglass’ model to evaluate questions that assist professionals to help others work through complex problem solving.

#### 6. SELLING YOUR PROFESSIONAL IDEAS AND RECOMMENDATIONS

*“What good is your great idea when you present it in a way that allows people to reject it?”*

– Geoff Bellman

Here is room for most growth. Here is where professionals can stand out from fellow professionals—if, besides having good ideas and recommendations, they also know how to get them approved and implemented, *and* how to help people with change. The first step is being able to present recommendations persuasively.

Clients greatly value professionals’ persuasion and selling skills. We know this from our international database of over 10,000 professionals rated by over 50,000 clients, managers and others. Yet, in the same

database, clients rate professionals low on these very skills! We call this skill gap “The Grand Canyon of Skill Gaps”:

**Persuasion Greatly Valued vs. Persuasion Poorly Rated = Biggest Skill Gap  
= Most Need to Improve**

This module will give professionals the basic skills of persuasively presenting ideas and proposals. They will take away:

- A skill that is greatly valued and poorly done—selling one’s ideas.
- How to present ideas and proposals in a way that increases client commitment.
- How to deal with (inevitable) client reservations when clients are asked to substantively change.

## **7. WRAPPING UP—TAKING STOCK OR CLOSING**

*“It ain’t over till it’s over.” – Yogi Berra.*

The purpose of this module is to underline the need to wrap up projects, or periodically take stock, so that both professionals and their organizations can learn from the past and improve for the future.

In our experience, “Closing” is often not well done. Cited as the major culprits are time pressures and low priority of closing for both client and professional. With flattening hierarchies and responsibility diffusion in many organizations, many professionals and their managers express concerns about Taking Stock/Closing: “How are we going to share our project learnings so we don’t keep making the same mistakes?” or more positively, “How are we going to pass on what we have learned and celebrate our successes?”

With this module, professionals will take away:

- How to use Closing and Taking Stock meetings to enhance their professional practice.
- How to establish an agenda for these meetings.
- If required, how to successfully turn implementation over to clients

## **8. LOOKING AT A PROFESSIONAL ROLE STRATEGICALLY**

*To be considered a valued contributor over your whole career, you must regularly re-evaluate how well your work directly supports the strategy of your organization.*

Professionals in organizations are working harder and more diligently than ever. Yet never before has there been more work insecurity, threat of job loss, and work stress. This module will give professionals the tools to align their profession and their professional group so that they are valued, recognized and considered key to the lifeblood of the organization. The foundation of such a powerful role is strategic thinking.

To be considered a valued contributor over a whole career, professionals must regularly re-evaluate how well their work directly supports the strategy of their organization and their clients. Organizations are being pressured by their environments to be more strategic; similarly, professionals are expected to think and act more strategically. To be strategic professionally means thoroughly understanding what to say “yes” and “no” to; as well as which professional services to market. We contend that professionals cannot say “no” successfully, until they know what they should say “yes” to. Strategic thinking requires professionals to be able to say “no” to low-value work. Often professionals *know* they should say “no,” but feel pressured or obligated to say “yes.”

In this module, professionals will take away:

- A field-tested model for looking at professional roles strategically.
- How to recognize value-added work best done by the professional.
- What to say “no” to, and just as important, how to say “no.”

## 9. MULTIPLE AND COMPLEX CLIENT SYSTEMS

*Rarely do recommendations impact only a single client; more often projects have multiple clients or stakeholders.*

Modern projects have complex client systems. Rarely do recommendations impact only a single client; more often projects have multiple clients or stakeholders. To get ideas accepted and implemented, it is crucial to determine who the client groups are and what role each plays in the decision making process. Different groups of clients can have very different perspectives. Recognizing different types of clients who need to accept your recommendation, leads to commitment at the implementation stage.

In this module, professionals will take away:

- A description of typical client groups that make up a multiple stakeholder system.
- How to “diagram” your situation, using a structured format—or a “freehand” format.
- A list of key questions professionals need to ask about each client group.
- An introduction to preparing for, reducing and confronting conflict between and among client groups.

## 10. LEADING SUSTAINED CHANGE

*“I find it easier to be a result of the past than a cause of the future.”- © Ashleigh Brilliant*

Only when recommendations are *approved* does the real work begin! Professionals need their recommended changes to be smoothly implemented and to “stick.” One of the biggest myths for professional experts is that producing good technical recommendations is enough—enough to perhaps get laid off, or outsourced! Professional results are measured in *effective, implemented change*, that means in the real world, in real time.

Much has been written about change—it is a huge topic. In this module, we will focus on a selected number of professional approaches to *Sustaining Change*. A brief description of each topic will help you choose which parts of change will be most helpful to your organization.

### È *Principles for Successful Change*

Successful change is based on sound principles and strategies. There is no recipe for change. Successful change is only *assisted* by techniques and tactics.

### Ë *Assessment of Readiness for Change*

Introducing change is difficult at the best of times. This easy-to-use assessment will help the professional assess how easy or difficult a change will be.

### Ì *Change Equation*

This ‘Equation’ will give professionals a concise, colorful, practical model of the change process, including a checklist of things to consider for successful change.

### Í *Systemic Approach to Change*

Many technically and professionally sound changes fail because they were not supported by the system into which they needed to fit. Successful professionals need to assess the relationship of their recommended change to the entire system—seeing the whole and understanding the processes by which the parts are linked together. This requires seeing how the change embeds itself into the broader system.

### Î *Leading People Through Change*

Many a rationally correct change plan has been impeded by “resistance to change” or scuttled by lack of buy-in. Powerful professionals have learned how to lead people through change resulting from their recommendations.

## 11. DEALING WITH RESISTANCE AND CONFLICT

*“Whatever it is—I’m against it.” – Groucho Marx*

From our large international database, one of the lowest scored items by clients and others on the *Powerful Feedback 360 Customer/Client Service* survey is the item about surfacing and dealing with conflict. This is not news for professionals—they more often than not give themselves even lower scores!!

Like conflict, dealing with resistance is a challenge for professionals. Although cited over and over again as a cause of failure of professional projects, resistance to change may not be a valid scapegoat. We can’t directly change client behavior; but we can improve our skill of recognizing resistance at an early stage, surfacing it in a non-threatening way, and dealing with often underlying reasons for non-commitment.

Depending on the issues and needs of the participants, this module will emphasize either dealing with conflict or resistance—although the skills are interrelated. In this module, professionals will take away:

- How to recognize conflict and resistance at an early stage when it is easier to deal with.
- Confronting conflict and resistance in a way that increases the chances of success.
- How to lower the chances of conflict and resistance from happening.

## 12. ENHANCING THE PROFESSIONAL ROLE AND CAREER

*“Even if you’re on the right track, you’ll get run over if you just sit there.” – Will Rogers*

During a particular project, successful professionals need to temporarily assume a variety of roles, depending upon the nature of the problem and the needs of the situation. Role flexibility is important. Sometimes you will need to be a pair of hands and do what you are told. At other times you will need to push hard to establish an advocacy role. This module introduces a model for role flexibility, a skill valued by clients.

In addition, high performing professionals can widen perspectives of their role from that of specialist—where their success is personal success, to a more leveraged role—where their success is the success of others. A general assumption is that professional career growth takes a linear path. Becoming more specialized and more efficient within a professional expertise is not enough. Gene Dalton and Paul Thompson in their landmark book, *Novations: Strategies for Career Management*, cite research showing highly productive (and personally satisfied) professionals progressing through four nonlinear, discrete levels. Each level is a quantum leap, requiring a new outlook and different skill sets.

With this module, professionals will take away:

- How to assess which role is most appropriate for a situation and a career, not getting trapped in any role.
- Flexibility to choose and adapt their role, from a range of roles.
- Understanding of how professional careers grow in influence, power and satisfaction.

## 13. PROFESSIONAL GOOD TO GREAT

*“Good is the enemy of great.” – Jim Collins*

In most organizations, professional groups are being asked (sometimes forced) to look at themselves strategically. Just like the organizations they work in, modern professionals and professional teams need to look at themselves strategically, with questions like:

- “What should we be great at?”
- “What should we be good at?”
- “What do we need to let go of, to free ourselves for higher value work?”
- “What do we need to say “no” to?”

This module will give you the opportunity to take a fresh perspective on your role and create a plan to help you move from providing good service to being highly valued for your great contribution. Furthermore, this module will introduce participants to concepts from Jim Collins' book, *Good to Great*—a runaway best seller for organizational leaders—which has many applications for professionals.

With this module, professionals will take away:

- A review of some of the major messages of *Good to Great* as they apply to professionals.
- Clearer understanding of one's professional "strategic sweet spot."
- Strategies and tactics to garner support for a more strategic professional role in the organization and with clients.

## 14. MARKETING YOUR PROFESSIONAL SKILLS

*"The best way to ensure your future is to create your own."*

For most professionals the very words *selling* or *marketing* conjure up images of fast-talking used car salespeople with gaudy ties and loud sports jackets, even though they know that this image of sales and marketing is antiquated. There is no doubt that marketing tends to have a bad name. Even the popular Dilbert cartoonist constantly pokes fun at marketing. In this module, the professional aspects of marketing are refocused for professional use. The goal is to assist you to effectively market your professional skills inside or outside your own organization, feeling comfortable and confident doing so.

With this module, professionals will take away:

- The principles and models of marketing oneself professionally.
- How to analyze their professional marketplace and outline steps they can take to market their strategic skills.
- Use worksheets to prepare a marketing plan.
- From our checklist of 101 hints/tips, glean critical and practical marketing ideas to market their professional skills inside or outside their organization.

## 15. SELECTED INTERPERSONAL SKILLS

*"If you think that communications and consulting is all talk, you haven't been listening."*

Our large client service survey database of over 8,500 professionals who received feedback from over 50,000 clients, managers, peers and others, sends a mixed message about interpersonal skills such as listening skills, establishing rapport, and giving feedback. Most clients value professional/technical skills more highly than interpersonal skills. When we look closely at the data, sufficient levels of interpersonal skills are required to get into the game and the very best professionals have both great technical *and* interpersonal skills. Interpersonal skills are the relish on a the professional skills 'burger.' Professional/technical skills are at the core—the meat; processing skills (like sorting out complex situations and selling your ideas) are the key complimentary skills—the bun; and interpersonal skills are the fixings!

With this module, professionals will take away improved selected skills such as:

- Listening skills—the skill underlying every interpersonal and consulting skill.
- Rapport skills—clients at ease are clients you are more able to influence.
- Giving feedback—consultants must be able to state uncomfortable realities.

## 16. ON-JOB APPLICATION SIMULATIONS

*"Thunder is good, thunder is impressive, but it is the lightning that does the work."* – Mark Twain

After all is said and done, it is on-job skills that count. On-job application simulations have multiple application benefits. In simulated consulting sessions, participants will have the opportunity:

- To get assistance with a real on-job consulting problem,
- To practice your consulting skills,
- To get real-time feedback & coaching, and
- To coach a consultation.

**AND WE LEAVE THE BEST TO THE LAST!**

## **17. THE 360 POWERFUL PROFESSIONAL CUSTOMER/CLIENT SERVICE SURVEY**

*“Feedback is the breakfast of champion consultants.”*

The *Powerful Feedback Survey Profile* is a well-tested customer/client professional service survey. Like 360° surveys, each participant receives *confidential* professional development feedback from people critical to his/her professional growth and success. Feedback categories include professional skills, expertise delivery/consulting skills, interpersonal skills, teamwork skills, and strategic/business skills. The Feedback is integrated with the skill building of these *Powerful Professionals* modules.

Why use the *Powerful Feedback 360 Client/Customer Service Survey*?

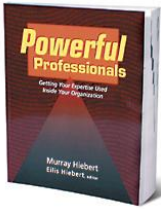
- ✓ The ultimate judge of the success of professionals is the assessment of clients and others significant to their success. The *Powerful Feedback Profile* provides clear data to participants.
- ✓ The Profile is regularly rated a highlight by participants.
- ✓ Clear and standardized feedback is often difficult to assess and report. The Profile is an easy-to-use way of providing the feedback necessary for professional growth and success.
- ✓ The workshop emphasizes those skill areas reported as very important by over 50,000 users of professional services.
- ✓ The Profile contributes to the success of workshops by highlighting areas needing improvement.
- ✓ The Profile encourages more success by clearly showing where participants are already doing well.

We have a “look-and-try” site for our Client Service 360-type survey where guests can experience the survey (but where nothing is recorded—we take great pride in the confidentiality of our survey process). Click on <http://www.powerfulfeedback.com> and follow the links. Use the Survey Code SSCD1234 You will be “giving feedback” to “Chris Doe” of “ABC Organization.” (We have personalized the feedback form—raters will see the actual name of the person to whom the feedback is given.) Also available is a sample report downloadable in Adobe pdf format.

## **WHAT POWERFUL PROFESSIONALS CAN UNIQUELY OFFER**

Powerful Professionals offers unique benefits to clients and workshop participants:

- ✓ The *Powerful Professionals* book in the 3<sup>rd</sup> edition—full of checklists for easy desktop reference.
- ✓ Easily customized materials from a number of tested and proven modules.
- ✓ Years of experience worldwide—from the Arctic Circle to South America; and Europe to Asia.
- ✓ The largest survey database in the world of what clients value from professionals and the benchmarking it represents.
- ✓ What we have learned from over 800 workshops and 10,000 participants.
- ✓ What we have learned are discriminating behaviors of the highest rated professionals from our 360 client/customer service survey database of about 50,000 surveys.
- ✓ Strategic models geared to professionals.
- ✓ Access to experienced instructors.



# Powerful Professionals Workshops



## A TYPICAL 2 DAY WORKSHOP OUTLINE WITH THE POWERFUL FEEDBACK CLIENT SERVICE SURVEY

Note: This typical outline will be adapted to meet the needs of the organization and participants.

DAY ONE
<p>8:00 <b>Opening</b></p> <ul style="list-style-type: none"> <li>• changing role of the professional</li> <li>• overview of the expertise delivery model</li> <li>• issues &amp; concerns</li> </ul>
<p>8:30 <b>A Stimulating Simulation</b></p> <ul style="list-style-type: none"> <li>• thought-provoking exercise</li> <li>• impact of consulting process</li> </ul>
<p>9:30 <b>The Expertise Delivery Process</b></p> <ul style="list-style-type: none"> <li>• overview of the five stage Expertise Delivery model</li> </ul>
<p>10:00 <b>Exploring the Need</b></p> <ul style="list-style-type: none"> <li>• the dynamics of a first meeting with a client</li> <li>• how to get at the underlying need</li> <li>• exploring the need practice session</li> </ul>
<p>12:00 <b>Lunch</b></p>
<p>1:00 <b>Clarifying Expectations &amp; Commitments</b></p> <ul style="list-style-type: none"> <li>• why clarify expectations?</li> <li>• what and how to clarify</li> <li>• on-job simulation</li> </ul>
<p>2:45 <b>Gathering Information</b></p> <ul style="list-style-type: none"> <li>• importance of the skill of sorting out complex situations</li> <li>• simulation</li> <li>• questioning skills strategies</li> </ul>
<p>4:15 <b>Client/Customer Service Feedback Report</b></p> <ul style="list-style-type: none"> <li>• why feedback?</li> <li>• overview of <i>Powerful Feedback Report</i></li> <li>• personal time with the Report</li> </ul>
<p>4:45 <b>Day One Wrap-Up</b></p> <ul style="list-style-type: none"> <li>• look ahead to <i>Profile</i> action planning</li> <li>• evening assignment</li> </ul>

DAY TWO
<p>8:00 <b>Powerful Feedback Action Planning</b></p> <ul style="list-style-type: none"> <li>• why and how to plan</li> <li>• personal action planning</li> <li>• group action planning</li> </ul>
<p>9:45 <b>Being Strategic as a Professional</b></p> <ul style="list-style-type: none"> <li>• how to look at your role strategically</li> <li>• getting leverage on your expertise</li> <li>• how to say no to low value work</li> </ul>
<p>11:00 <b>Recommending Change</b></p> <ul style="list-style-type: none"> <li>• the 'Grand Canyon' skill gap</li> <li>• a professional selling model</li> <li>• presenting features and benefits</li> <li>• dealing with client reservations</li> </ul>
<p>12:00 <b>Lunch</b></p>
<p>1:00 <b>Skill Building Practice Sessions</b></p> <ul style="list-style-type: none"> <li>• on-job simulations</li> <li>• coaching</li> </ul>
<p>3:00 <b>Selected Options:</b></p> <ul style="list-style-type: none"> <li>• leading change</li> <li>• mapping complex stakeholder systems</li> <li>• career growth as a professional</li> </ul>
<p>4:00 <b>Taking Stock/Closing</b></p> <ul style="list-style-type: none"> <li>• in general</li> <li>• closing this workshop</li> </ul>
<p>4:45 <b>Application/Integration Session</b></p> <ul style="list-style-type: none"> <li>• personal applications</li> <li>• group follow-through applications</li> </ul>

### PRE WORKSHOP LEARNER PREPARATION

- Web-based *Powerful Feedback* customer/client service survey ([www.Powerfulfeedback.com](http://www.Powerfulfeedback.com)) is started about five weeks before workshop. Each participant completes own assessment, then requests clients and others to complete theirs. (Confidentiality assured.)
- Pre-reading from *Powerful Professionals*.
- Meeting with supervisor about the workshop, expectations and outcomes.

### FOLLOW-THROUGH

- Discussion with supervisor or manager and additional improvement application planning.
- Access to the book *Powerful Professionals*—a desktop reference full of practical models and checklists.
- Access to the Internet Desktop Workshop with dozens of continuous learning and application tools all hypertext linked together for ease of access. Consulting help—just in the click of time!