

# TICONDEROGA ADVISORY

**Learning & Development**

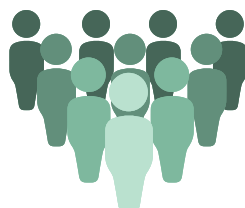
# Overview of Talent Services

## Learning & Development



- Skill-Based workshops
- Management & Leadership workshops
- Group and Team Enhancement workshops
- Custom workshops

## Executive Search & Recruitment



- Advanced psychometric assessments
- High-touch, single point of contact experience
- Includes integration and executive coaching for new hires

## Executive Coaching



- Fleet of certified executive coaches for single engagements or larger
- Virtual and in-person
- Leveraging assessments & custom 360s

## Learning Design



- Synchronous and asynchronous; virtual, in-person, and blended
- Auditing and redesigning existing learning programs and courses
- Train-the-trainer capabilities

## Retained Advisory



- Retained hours to advise and work on all-things talent acquisition, management, and development
- Fractional Chief People Officer arrangements

## Keynote Presentations



- Custom keynotes tailored to your audience's needs. Frequent topics include Change and Future of Work, Leadership, Neuroscience and Work, The New HR
- Speech/workshop hybrid format

## Technical/Business Skills

## Interpersonal Skills

### Skills-Based

- Applying Judgment to Data
- Basics of Business Financials
- Root Cause Analysis
- Time Management Techniques & Tactics
- Designing Executive Presentations
- Public Speaking
- What Senior Leaders Wish You Knew

- Leading Effective Meetings
- Persuasive Conversations
- Conflict Management & Negotiation
- Advanced Negotiation Tactics

### Management & Leadership

- Management 101: Basics of Managing Performance
- Management Skills: Giving & Receiving Feedback
- Management Skills: Leveraging Emotional Intelligence
- Management Skills: Manager as Coach
- Manager Discussion Roundtables
- Change Management for Leaders

### Team Enhancement

- Optimizing Communication Effectiveness
- Integrating & Merging New Teams
- Building Trust in Remote Work Environments
- Personality Assessment for Teams
- Lateral Thinking Techniques for Brainstorming

\*Ask about our bench of experienced facilitators who can teach your existing workshops.

# Skills-Based Workshops

## Technical/Business Skills

### Applying Judgment to Data

Provide the knowledge and tools for those who have access to data to accurately read, decipher, and interpret information to make better business decisions and recommendations.

**Typical Participants:** Junior & Mid-Level Professionals that use data to recommend or make decisions but are not yet proficient with concepts like correlation, standard deviation, cognitive data biases, survey sampling, etc.

#### By the end of the workshop participants should be able to:

- Create testable hypotheses based on available data and key business priorities.
- Check for common cognitive biases in data analysis and take steps to avoid them.
- Differentiate between correlations and causal relationships.
- Measure data trends & ranges and apply concepts like outlier analysis, standard deviation, etc.
- Evaluate data sets utilizing confidence levels/intervals and ensuring sample representativeness.

**Typical Duration:** 2.5 - 3.5 Hours    **Format:** In-person, Virtual, Hybrid    **Industry/Company Tailoring Available:** Yes

### Basics of Business Financials

Equip participants with a foundational understanding of how to read financial statements and perform common business calculations.

**Typical Participants:** Junior & Mid-Level Professionals that lack formal training in financial statements and calculations.

#### By the end of the workshop participants should be able to:

- Read and decipher the basics of P&L statements, Balance Sheets, etc.
- Make basic business calculations like ROI, NPV, etc.
- Begin to make strategic inferences about priorities, strengths, weaknesses, etc. based on financial data

**Typical Duration:** 2.5 - 3.5 Hours    **Format:** In-person, Virtual, Hybrid    **Industry/Company Tailoring Available:** Yes

# Skills-Based Workshops

## Technical/Business Skills

### Root Cause Analysis

Improve analytical and critical thinking skills by learning a methodology for conducting root cause analyses so that participants can systematically identify and diagnose fundamental issues and success drivers.

**Typical Participants:** Professionals at all levels that benefit from a more rigorous, methodological approach to dissecting issues and success variables.

#### By the end of the workshop participants should be able to:

- Apply a standard methodology to dissect broad, messy concepts
- Utilize common analysis frameworks in quick decision-making (e.g. Skill, Will, Hill, etc.)

**Typical Duration:** 2 Hours      **Format:** In-person, Virtual, Hybrid      **Industry/Company Tailoring Available:** N/A

### Time Management Techniques & Tactics

Enhance personal productivity with tools that help participants prioritize tasks more effectively, balance urgency and importance, and become more efficient.

**Typical Participants:** Professionals at all levels seeking strategies and tactics for optimizing their schedules and avoiding procrastination/distraction traps.

#### By the end of the workshop participants should be able to:

- Prioritize activities based on urgency, importance, and domain necessity
- Implement various to-do list approaches to stick to tasks
- Leverage common AI tools and other technologies to enhance productivity
- Identify personal causes and triggers for procrastination and how to overcome them
- Structure work-time to focus on high-gain activities and minimize distractions/interruptions

**Typical Duration:** 2.5 - 3.5 Hours      **Format:** In-person, Virtual, Hybrid      **Industry/Company Tailoring Available:** N/A

## Technical/Business Skills

### Designing Executive Presentations

Create slides and presentations for senior audiences that are rarely more than 1-page long (!) and are tailored to stakeholder's personal communication preferences, incorporate effective storytelling techniques, and utilize effective graphics/layouts for impact.

**Typical Participants:** Junior & Mid-Level Professionals that create slides and presentations for more senior audiences and decision-makers; or make decks for more routine conversations (e.g. status/project updates).

**By the end of the workshop participants should be able to:**

- Deploy aspects of the Extreme Presentation Method™ to create 1-page executive presentations
- Utilize techniques like the Method of Opposites, Foreign Language Test, and Storyboarding to make compelling, action-oriented presentations that move meetings along.
- Completely rethink their approach to designing and presenting information

**Typical Duration:** 5 - 8 Hours (non-continuous) **Format:** In-person (strongly recommended), Virtual  
**Industry/Company Tailoring Available:** Yes

### Public Speaking

Build confidence and enhance speaking skill with techniques to manage speaker anxiety, structure messaging to appeal to diverse audiences, and deliver with power.

**Typical Participants:** All professionals that have to give formal large-scale presentations or speeches.

**By the end of the workshop participants should be able to:**

- Self-design personal techniques for managing anxiety
- Implement a speech-writing and practice structure that they can use repeatedly
- Use verbal (tone, inflection) and non-verbal (body language, movement, positioning) techniques to deliver remarks with greater power and poise

**Typical Duration:** 3 - 6 Hours (non-continuous) **Format:** In-person **Industry/Company Tailoring Available:** N/A

## Technical/Business Skills

### What Senior Leaders Wish You Knew

A 'cheat code' for early-career professionals that distills many of the secrets that senior executives wish the generation of professionals just entering the workforce knew better. Based on qualitative research with senior leaders across industries, this course is designed to fast-track early-career professionals by equipping them with insights that leaders often don't have the time – or the courage – to say out loud.

**Typical Participants:** Early-career professionals (<3-5 years) that are mid/high-potential but not yet high-performers.

### By the end of the workshop participants should be able to:

- Identify opportunities to improve their communication with more-tenured colleagues.
- Recognize common generational differences in expectations about workplace behaviors.
- Flex their style to interact with senior leaders more productively
- Understand the broader organizational incentives & constraints that impact front-line employees

**Typical Duration:** 2.5 - 3.5 Hours    **Format:** In-person, Virtual, Hybrid    **Industry/Company Tailoring Available:** Yes

# Skills-Based Workshops

## Interpersonal Skills

### Leading Effective Meetings

Meet with purpose and intent. Transform the way meetings are designed and hosted by learning different formats and discussion techniques. Meetings will become more engaging and results-oriented with less time wasted.

**Typical Participants:** Professionals at all levels.

#### By the end of the workshop participants should be able to:

- Select the appropriate meeting format/style based on desired outcomes
- Design meeting-prep templates to ensure efficiency and results
- Differentiate between different types of decision-making structures, conversational strategies, and ideation techniques and deploy them deliberately
- Host meetings with greater confidence and clarity

**Typical Duration:** 2.5 - 3.5 Hours    **Format:** In-person, Virtual, Hybrid    **Industry/Company Tailoring Available:** N/A

### Persuasive Conversations

Craft persuasive messaging and overcome resistance to ideas.

**Typical Participants:** Professionals at all levels.

#### By the end of the workshop participants should be able to:

- Present ideas for maximum impact using various messaging frameworks (e.g. CIFE Model)
- Overcome objections and resistance with conversational techniques (e.g. 'Think, Thought, Discovered')
- Understand 'Conversational Permission' and how to get it
- Apply Cialdini's Principles of Persuasion to present ideas to get buy-in

**Typical Duration:** 2.5 - 3.5 Hours    **Format:** In-person, Virtual, Hybrid    **Industry/Company Tailoring Available:** Yes



# Skills-Based Workshops

## Interpersonal Skills

### Conflict Management & Negotiation

Embrace constructive conflict and classic principles of effective negotiation to drive business outcomes.

**Typical Participants:** Professionals at all levels.

**By the end of the workshop participants should be able to:**

- Recognize the five major Conflict Styles – including their own natural tendencies (including assessment)
- Surface the needs underlying specific positions to unlock creative options and solutions
- Apply the common steps to Interest-Based Negotiation Strategy
- Sniff-out negotiation games/tactics and address them

**Typical Duration:** 3 - 4.5 Hours    **Format:** In-person, Virtual, Hybrid    **Industry/Company Tailoring Available:** Yes

### Advanced Negotiation Tactics

Experience various negotiation simulations and evaluate the effectiveness of various tactics and strategies.

**Typical Participants:** Professionals at all levels.

**By the end of the workshop participants should be able to:**

- Understand their own underlying tendencies and risk-areas for effective negotiation
- Encounter real-world negotiation situations with greater confidence
- Apply practiced negotiation techniques to real-world negotiations, especially in group settings

**Typical Duration:** 5 - 9 Hours    **Format:** In-person    **Industry/Company Tailoring Available:** Yes

## Management 101: Basics of Managing Performance

Learn the basic aspects of management and how to drive the performance of your team with ongoing, focused performance management.

**Typical Participants:** New-to-role managers (<2 years)

### By the end of the workshop participants should be able to:

- Embrace the mindset shift that accompanies moving from individual contributor to manager
- Acknowledge and prepare to avoid the common pitfalls of first-time managers
- Allocate their efforts appropriately between low/middle/high performing employees for greatest return
- Embrace Performance Management as an ongoing, year-round exercise rather than one-off HR initiatives

**Typical Duration:** 3 - 4 Hours      **Format:** In-person, Virtual, Hybrid      **Industry/Company Tailoring Available:** Yes

## Management Skills: Giving and Receiving Feedback

Learn and practice giving and receiving feedback with various approaches and techniques, both in everyday managerial interactions as well as in navigating difficult management conversations.

**Typical Participants:** Managers at all levels who could improve their positive and constructive feedback, as well as struggle to have difficult performance conversations.

### By the end of the workshop participants should be able to:

- Apply various techniques for giving positive and constructive everyday feedback (FOTFD, LASER, BIA, etc.)
- Receive feedback from colleagues in a way that builds trust and rapport
- Differentiate between poor/average/quality feedback statements and make appropriate adjustments
- Use a structured approach to navigate difficult performance conversations with employees

**Typical Duration:** 3 - 4 Hours      **Format:** In-person, Virtual      **Industry/Company Tailoring Available:** Yes

## Management Skills: Leveraging Emotional Intelligence

Manage and lead with greater emotional intelligence, primarily through exploring self-awareness and self-management capabilities.

**Typical Participants:** Managers at all levels.

### By the end of the workshop participants should be able to:

- Describe the neurological bases for emotional intelligence
- Display greater self-awareness with respect to personal triggers of emotional hijacking
- Incorporate self-management techniques to interact with greater emotional intelligence
- Apply specificity to interactions with each team member in personalized, emotionally intelligent ways

**Typical Duration:** 2.5 - 4 Hours    **Format:** In-person, Virtual, Hybrid    **Industry/Company Tailoring Available:** N/A

## Management Skills: Manager as Coach

Learn to become your employee's executive coach. Explore the fundamentals of coaching and how to manage with a coaching posture to both get near-term results and develop employees

**Typical Participants:** Managers and leaders at all levels.

### By the end of the workshop participants should be able to:

- Differentiate coaching from other managerial behaviors such as supervising, teaching, counseling, etc.
- Ask more powerful, generative questions designed to empower self-development
- Begin to use basic coaching frameworks (e.g. GROW) in conversations with employees
- Plan to incorporate a coaching posture into their management routines and habits

**Typical Duration:** 4 - 6 Hours    **Format:** In-person, Virtual    **Industry/Company Tailoring Available:** N/A

## Manager Discussion Roundtables

Facilitated conversations with select managers to discuss challenges and jointly create solutions. One or multiple times per month, managers gather for a discretionary conversation wherein they bring their own management challenges and questions to the group and facilitator.

**Typical Participants:** Managers at all levels.

**Typical Duration:** 90 minutes/session, 1-2 sessions/month     **Format:** In-person, Virtual, Hybrid

## Change Management for Leaders

Plan for and manage organizational change in ways that maximize employee engagement and minimize loss of productivity and energy.

**Typical Participants:** Managers and leaders at all levels.

### By the end of the workshop participants should be able to:

- Recognize the differentiators between effective change management strategies
- Articulate the various threat-reactions employees experience during change and take steps to address them
- Craft communications that address the challenges of change management
- Deploy change management frameworks (e.g. Kotter, ADKAR) to existing and upcoming change initiatives

**Typical Duration:** 4 - 6 Hours     **Format:** In-person, Virtual, Hybrid     **Industry/Company Tailoring Available:** Yes

# Team Enhancement Workshops

## Optimizing Communication Effectiveness

Based on the seminal work of Bolton & Bolton (1974), this course highlights common communication styles and how we can tailor our approach to communicating at work.

**Typical Participants:** All professionals. Particularly useful for teams.

### By the end of the workshop participants should be able to:

- Identify their own communication preferences and style
- Identify the style and preferences of key colleagues and have plans to tailor communications to them
- Tailor communications across digital (asynchronous), in-person, and virtual interactions
- Quickly identify likely communication style(s) when encountering new individuals

**Typical Duration:** 2 - 3 Hours      **Format:** In-person, Virtual, Hybrid      **Industry/Company Tailoring Available:** N/A

## Integrating & Merging New Teams

Build the expectations, preferences, and desired norms in a newly-formed team to enhance trust and rapport.

**Typical Participants:** Newly-formed teams

### By the end of the workshop participants should be able to:

- Espouse their new team's expectations and modes of working
- Adjust to their teammates preferences and expectations for collaboration
- Understand how decisions will be made and what role(s) they can play
- Have a forum to adjudicate discrepancies and communicate desired changes going forward

**Typical Duration:** 4 - 6 Hours      **Format:** In-person, Virtual, Hybrid      **Industry/Company Tailoring Available:** Yes

# Team Enhancement Workshops

## Building Trust in Remote Work Environments

Build rapport and interaction effectiveness in your remote team.

**Typical Participants:** Remote teams

### By the end of the workshop participants should be able to:

- Better understand their colleagues and work-related preferences
- Have a reliable plan for remote interaction, particularly through asynchronous channels

**Typical Duration:** 1.5 - 2 Hours

**Format:** Virtual, Hybrid

**Industry/Company Tailoring Available:** Yes

## Personality Assessment for Teams

Complete validated personality psychometrics as a team to understand strengths, proclivities, and likely workplace behaviors.

**Typical Participants:** Teams

### By the end of the workshop participants should be able to:

- Have a more useful understanding of the drivers of colleague's behavior
- Appreciate differences in work style resulting from personality-driven propensities
- Feel more connected to their colleagues

**Typical Duration:** 2 - 3 Hours

**Format:** In-person, Virtual, Hybrid

**Industry/Company Tailoring Available:** Yes

# Team Enhancement Workshops

## Lateral Thinking Techniques for Brainstorming

Deploy methodologies for idea generation and decision-making that solicit creativity and minimize team politics/group dysfunction.

**Typical Participants:** Teams

### By the end of the workshop participants should be able to:

- Utilize lateral thinking techniques to generate creative ideas and possibilities
- Focus on the best ideas rather than fight for their own ideas

**Typical Duration:** 1.5 - 2 Hours    **Format:** In-person, Virtual, Hybrid    **Industry/Company Tailoring Available:** N/A