



GlobalEdg
The Executive Development Group

**Programs
and Services
Resource
Guide**

Competing in today's dynamic global marketplace requires **Exceptional Leadership** and increasingly higher levels of **Organizational Capability and Performance**. **GlobalEdg** offers a variety of organizational development consulting services and training programs that are designed to increase an organization's competitive advantage by strengthening the unique intrinsic value of that organization's leadership.

Our core set of programs provide proven models, processes, and language for leadership and management development, change management, strategy, and team development. An overview of each of these programs and services is contained in this reference guide. More information on additional ways to build knowledge and capability can be found on our website at www.GlobalEdg.com.

Questions?

If you would like to discuss learning and development needs for your employees or teams, it's easy to contact us:

- Visit our website: www.globaledg.com, or
- Send an email to: info@globaledg.com, or
- Call us at (203) 304 - 1820

We can offer additional details on the training program descriptions, logistics, and delivery in your organization.

We look forward to your joining us and building high performing cultures where people see true value and meaning in their work.

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Training Programs

Practice Area	Training Programs
Strategic Thinking & Execution	Strategic Thinking → Action → Results (STAR) Executing Business Initiatives
Growing Leadership Talent	Leading for Results Front-Line Leadership Leading Change Performance Coaching
Strategic HR	Guiding Organizational Change Strategic HR Consulting Strategic Thinking for HR (STAR4HR)

Strategic Thinking & Execution

(Adaptable to meet needs of customer)

Course Title:	Strategic Thinking → Action → Results (STAR)
Designed For:	Senior leaders and executives
Course Description:	<p>Find out how to develop skills that will allow leaders to not only think differently but also act to solve problems and build strategic plans. Department heads with decision-making responsibility and strategic planning will benefit from a logical and disciplined approach taught in Strategic Thinking → Action → Results.</p> <p>The Strategic Thinking → Action → Results program will allow participants to:</p> <ul style="list-style-type: none">• Analyze a complicated situation quickly• Identify the highest-impact areas to focus on• Perform the most critical supporting analyses• Draw the appropriate implications from the data• Communicate your findings and recommendations succinctly
Length:	Two days

Course Title:	Executing Business Initiatives
Designed For:	Senior leaders and executive teams responsible for developing and executing strategies within their business unit
Course Description:	<p>An accelerated program designed to help senior executives translate business strategy into action. Executing Business Initiatives aligns organizational capability and fills the gap between choices and the ability to deliver results, FASTER.</p> <p>Executing Business Initiatives provides <i>organizations with the understanding, coaching and guidance they need to execute plans, resulting in:</i></p> <ul style="list-style-type: none">• Assessing needs and maximizing resources• The ability to deliver on RESULTS by quickly and successfully implementing initiatives• A strong internal execution capability• Sustainable success
Length:	Two days

Growing Leadership Talent

(Adaptable to meet needs of customer)

Course Title:	Leading for Results/Leadership Branding
Designed For:	Any leader who is new or an experienced person who manages direct reports
Course Description:	<p>The Leading for Results workshop helps you to understand the differences between management and leadership. Participants will then apply the appropriate skills and behaviors to the work setting. These leadership styles and strategies will enhance your ability to help create and lead effectively within your organization. Leading for Results is a fast-paced highly interactive workshop that stretches and challenges leaders to understand the four pillars of leadership success:</p> <ol style="list-style-type: none">1.) Develop yourself2.) Develop your team3.) Develop collaborative relationships4.) Develop sustainable results <p>Major objectives:</p> <ul style="list-style-type: none">• Assessing employee performance and development needs• Determining the competence and commitment of employees in the tasks for which they are accountable <p>After completing this workshop, participants will be able to:</p> <ul style="list-style-type: none">• Assess employee performance and development needs• Determine the competence and commitment of employees in the tasks for which they are accountable
Length:	Two days

Course Title:	Front-Line Leadership
Designed For:	Any leader who is new or an experienced person who manages direct reports
Course Description:	<p>Front Line Leadership allows managers to assess their own preferred style of leadership and then teaches them to diagnose employee development levels against specific performance requirements. Managers apply the "Situational Leadership Model" to their workgroup so that employees become more autonomous in execution of their daily tasks.</p> <p>After completing this workshop, leaders will be able to:</p> <ul style="list-style-type: none">• Select and use leadership styles that will be most effective given the competence and commitment of their direct reports.• Promote employee autonomy and empowerment by providing support that correlates directly to employee competence in a task or assignment.
Length:	Two days

Course Title: **Leading Change**

Designed For: Mid-Level leaders and executives who are driving change initiatives

Course Description: The Leading Change program will ensure that managers and supervisors know what to do when change is necessary, how to be proactive and make change seamless. This program will teach managers to:

- Apply a proven process for leading a change initiative.
- Increase skills to accelerate change.
- Implement a change plan.
- How to apply proven tools: participants will learn how and when to apply tools from the change toolkit.

Length: Two or three day versions available

Course Title: **Performance Coaching**

Designed For: Any new or experienced managers with direct reports.

Course Description: Recognize and realize your employees' potential through performance coaching. Through this systematic approach, managers will utilize performance discussions and feedback as tools that drive improved levels of employee performance and commitment.

After completing this workshop, managers will be able to:

- Plan for a performance discussion based on performance data.
- Align a coaching discussion with performance targets and goals.
- Provide effective feedback ensuring performance targets and goals are being met.
- Handle challenging situations that arise during performance discussions.

Length: One day

Strategic HR

Course Title:	Guiding Organizational Change (HR Focus)
Designed For:	Senior HR Professionals
Course Description:	<p>This program is designed to aid HR professionals in their role as a change agent. Participants will learn how to assess the organizational implications that come from changing business needs and initiatives. Understand how to diagnose organizational readiness for change and develop prioritized strategies and plans to achieve desired results.</p> <ul style="list-style-type: none">• Use the Leadership and Change Toolkit as an ongoing resource to drive and sustain change.• Advise management on how to implement change initiatives/projects at a pace that makes sense for the organization.• Systematically accelerate change results.
Length:	Two days

Course Title:	Strategic HR Consulting
Designed For:	Senior HR Professionals
Course Description:	<p>Develop enhanced capability in the HR business partnership role by learning strategic HR consulting skills. Understand the connection between business requirements and organizational performance and how to assess gaps in desired outcomes by asking the right questions. Learn how to identify cultural enablers and barriers to success and what levers to push/pull to create a culture that delivers high performance results. Use the Leadership and Change Toolkit as an ongoing resource to drive and sustain change.</p> <p>The Strategic HR Consulting program will allow participants to:</p> <ul style="list-style-type: none">• Align business and people strategies for optimal results.• Understand and communicate the connections between culture and business results.• Provide advice on changes needed to drive enhanced organizational performance.• Play a strategic business role on leadership teams.
Length:	Two days

Course Title: **Strategic Thinking for HR (STAR4HR)**

Designed For: Mid to Senior HR Managers

Course Description: Learn how to broaden business thinking beyond the HR function. Develop skills that will allow HR to play a strategic role in solving business problems and building strategic business plans. HR Managers in critical business partnership roles will benefit from using the disciplined approach taught in STAR4HR to diagnosis business situations and develop comprehensive solutions that align business and people strategies.

The STAR4HR program will allow participants to:

- Assess complex business situations and develop appropriate strategies to address these problems.
- Think more broadly about which strategies make sense for the organization including considering the impact of change.
- Understand the connection between business and people strategies and communicate more confidently.
- Think more strategically and develop proven problem-solving skills.
- Use simple but powerful tools for designing and implementing strategic plans.

Length: One or two day versions available

Consulting Services

Practice Area	Consulting Services
Strategic Thinking & Execution	Performance Management Strategy Planning & Goal Setting
Growing Leadership Talent	Executive Coaching High-Potential Development Succession Planning Leadership Off-Site
Facilitating Strategic Change	Brainstorming & Ideation Key Issue Generation Teaming & Collaboration Change Implementation
Strategic HR	M&A -- Culture Integration Organizational Assessment & Design Employee Value Proposition

Strategic Thinking & Execution

Performance Management

- Overview:** This service provides the design of a customized performance management system. This system will be based on objectives (what), competencies/behaviors (how), and the organizations unique value system (why).
- Focus:**
- Gathering data on performance.
 - Identify individual objectives that align corporate goals.
 - Determine core competencies and behaviors.
 - Develop metrics for measuring performance.
- Format:** Interviews, assessment, design on a project basis.
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Strategy Planning & Goal Setting

- Overview:** This service provides the design of a customized performance management system. This system will be based on objectives (what), competencies/behaviors (how), and the organizations unique value system (why).
- Focus:** A highly customized service that analyzes what is working and what needs to change in the organization to accelerate business results. Designed to assess the current business strategy and goals and create a vision of where the organization needs to go, Strategy Planning & Goal Setting specializes in:
- SWOT Analysis
 - Creating and prioritizing strategies and objectives
 - Designing project plans
 - Implementation plans
 - Defining accountabilities and roles
- Format:** 1 - 2 Sessions

Growing Leadership Talent

Executive Coaching

Overview: Executive Coaching is a key component of an overall strategy to support the success of key top development and senior leaders. This one-on-one personalized, confidential engagement with an experienced GlobalEdg coach is designed to accelerate the participant's growth in their personal career satisfaction as well as their impact on business results.

Focus:

- Establishing purpose and outcomes of coaching.
- Designing a customizable and confidential process.
- Developing objectives, strategies, and actions in order to create and execute a Leadership Development Plan.
- Measuring individual and organizational results.
- Developing a sustainability plan.

Format: Multiple individual coaching session.

High-Potential Development

Overview: Working with an organization's Human Resources department, GlobalEdg will create a development program to help identify and develop a company's next generation of leaders. A reliable and consistent process is put in place to enable corporations to look across the organization in order to find and develop high potential talent.

Focus:

- Design and implement a process that aligns future leaders with business needs.
- Develop and implement a data-based process for identifying high-potential talent.
- Talent Development Roundtable discussions.
- Easy to use tools and templates for identifying and tracking success.
- Business aligned Individual Leadership Development Plans.

Format: Customized service

Succession Planning

Overview: This service provides an organization the ability to plan its future human capital needs in order to fulfill its strategic growth plan. The critical part of this service is a quantitative and qualitative assessment of the future potential of current talent.

Focus:

- Identifying organizational capabilities needed to meet your company's strategic growth plan.
- Anticipating changes in critical positions.
- Identifying strengths, improvement areas, development needs and blockers.
- Assessing future potential of current talent.
- Developing near-term replacement plans.

Format: Customization depending on need. Usually two day sessions.

Succession Planning Leadership Off Site™

Overview: Service provided for Executive teams in order to focus on strategic business and executive team effectiveness issues. The ultimate goal is to develop a stronger leadership team that exhibits increased cohesiveness, collaboration and trust. Using our Executive Leadership Charter Framework, the group will work through roles, responsibilities, principles and practices, management processes and on-boarding/continual development.

Focus: Our work together will provide Management Teams with:

- A context and focus for positive change
- A focus on accountability, commitment and action aligned with existing objectives, strategies and goals
- Specific leader behaviors that accelerate achieving the organization's strategic plan
- Collaborative behaviors supporting cohesive teamwork and reflecting the company's Values
- Tools and processes to carry forward

Format: Customization depending on need. Usually 2 day sessions.

Facilitating Strategic Change

Brainstorming & Ideation

Overview: This multi-functional facilitation service can provide clients with services for a variety of uses, including problem solving, issue generation for business planning or also idea generation for products and branding.

Focus: Brainstorming & Ideation focuses specifically on:

- Issue discussion
- Grouping of ideas and issues
- Idea generation & tagging
- Analogies for creativity

Format: 1 - 2 days

Key Issue Generation

Overview: This service allows participants to adequately address critical key issues that teams need to address.

Focus: Through Key Issue Generation, teams will be able to:

- Effectively scope business problems
- Finalize objectives, success criteria & outline of project
- Review business imperatives, challenges and opportunities
- Successfully align to management tools, processes and key stakeholders

Format: Two days

Teaming & Collaboration

Overview: Increasing an organization's ability to work collaboratively will allow for results to be achieved faster, better and more cost effectively than ever before.

Focus: Working in teams that master teaming skills is not only essential but produces more motivated and highly productive employees. Both team leaders and members will:

- Know how to start and implement high performing teams
- Improve teaming and collaboration skills that will help transform the workplace
- Learn to use tools for designing, measuring and implementing team projects and implementing strategic plans. Teaming Toolkit: Participants will learn how and when to apply tools from the teaming toolkit

Format: Two days

Change Implementation

Overview:

This service focuses on three key facets of engaging a change initiative with the dual purpose of achieving the business results and developing change management capability:

- Deployment process
- Training
- Roles

Deployment Process: Deploying change management is intended for specific change initiatives within a geography (or multiple geographies where necessary) and follows the GlobalEdg Stages of Change model. The strategy is to build capabilities while addressing critical business needs relative to that initiative. The following deployment sequence will take a disciplined, coordinated, and multi party approach:

- **Stage 1: Assess the Situation**
 - Identify key hot spots and business needs "change initiatives"
 - Prioritize what needs attention first - "the" change initiative

- **Stage 2: Establish the Case**
 - Gain leadership commitment
 - Identify key stakeholders / potential roles
 - Assess the organization's readiness

- **Stage 3: Develop the vision and goals**
 - Align on end game and specific deliverables

- **Stage 4: Launch actions**
 - Charter teams and support roles relative to the initiative
 - Deploy teams

- **Stage 5: Solve Problems and Rapid Improvement**
 - Identify issues / problems and fix them

- **Stage 6: Anchor the Change**
 - Modify and align structures and organizational elements to sustain change

- **Stage 7: Improve the organization**
 - Align change with other changes
 - Identify additional areas that can / should change based on this initiative

Strategic HR

M&A -- Culture Integration

Overview:

Often the success or failure of a merger or acquisition is determined by company intangibles such as organizational values and cultures, long standing signature processes and critical people resources. By working with leadership teams and Human Resources, we help organizations identify cultural similarities that can be enablers to integration success, cultural problem areas that should be addressed and heritage processes within the acquired company that are critical for preservation post integration. We also assist the integration team with developing a new shared vision and organizational integration action plan that will retain key leaders and top talent, provide managers with tools and confidence to lead through uncharted change and create quick “wins” for employees.

Focus:

- An integration approach that addresses inherent similarities and differences in the different organizations
- Conduct Cultural Assessment Process through interviews with key stakeholders in both companies
- Identify signature heritage processes and checklist of problem areas which are shared with senior leadership team
- Support integration teams in the creation of shared vision and high value work plans that address organizational and cultural enablers/barriers
- Work with Human Resources to develop best practice retention strategies for key leaders and top talent
- Provide managers and employees with tools to build resiliency, alignment and engagement during transition period
- Support communications required to align business objectives and people strategies during times of organizational integration

Format:

Customized project plan depending upon need. Typically a 6-9 month project.

Organizational Assessment & Design

Overview:

Organizational Assessment & Design is a process in which a GlobalEdg consultant will work with a senior team to help assess organizational challenges and put new structures in place.

Focus:

- Conduct interviews with key stakeholders to determine what is working, not working, and missing in current organizational structure.
- Prepare findings and review with leadership.
- Facilitate working sessions with key leaders to:
 - Create vision of future state, 90-day deliverables and accountabilities.
 - Identify “value-creating” activities.
 - Identify and align processes that efficiently deliver value-creating activities.
- Help in design of organization and identify needed capabilities around mapped processes.
- Support the alignment of talent best suited to existing roles.

Format:

Usually a 60 - 90 day project

Employee Value Proposition

Overview: Having a clear, well-developed employment brand continually inspires and keeps highly valued employees with an organization and attracts top external talent to the firm.

Focus: GlobalEdg consultants partners with an organization to define, brand and leverage their Employee Value Proposition to answer the “why join/why stay” question by:

- Integrating the cultural attributes of the EVP into how an organization selects, develops and retains employees
- Educating and aligning leadership and key stakeholders
- Integrating the EVP into the organization’s culture
- Improving the EVP through continuous evaluation and an enduring framework

Format: Usually a 60 - 90 day project