

## Leadership & Management Business Suite

### 2023 Course Outlines



Language & Communication

Persuasion & Influence

Sales Effectiveness

Executive Negotiation

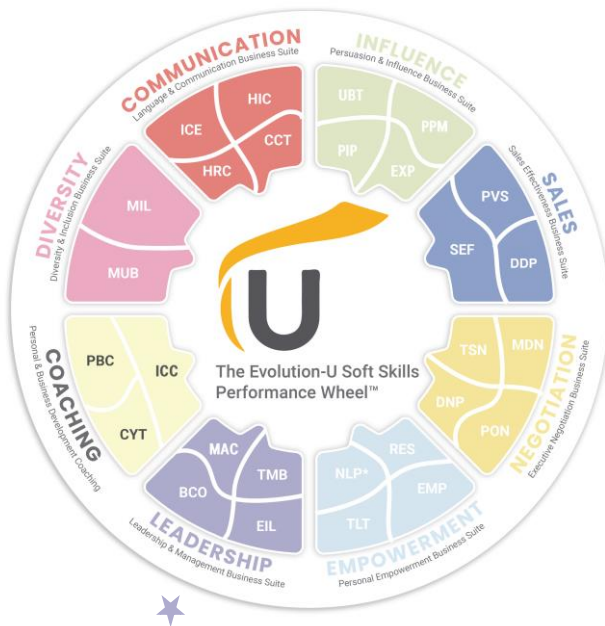
**Leadership & Management**

Personal & Business Coaching

Personal Empowerment

Diversity & Inclusion

## Our Courses: The Soft Skills Performance Wheel™



"A focused offering of engaging soft skills trainings, providing usable tools for better and measurable performance praised by our Clients"

The **Evolution-U Business Suites** are comprised of approximately 30 unique executive training courses containing 200+ unique modules drawing on best of breed business psychology and NLP applications which we have selected and formatted to deliver focused, results driven content.

† NLP courses: NLP Certification, NLP Fundamentals and NLP in Business

### Leadership, Management and Team Building Business Suite

The Evolution-U Leadership and Management Business Suite is a comprehensive series of trainings designed to create behavioural change across teams and individuals that positively impact organisational productivity, client interactions, team dynamics and staff retention.

**Team Building (TMB)** Cohesive and collaborative teams are the foundation of any successful business. The challenge that has existed throughout business evolution is that people have their own targets, KPI's and priorities which detracts from the principles of cohesion and collaboration, and in the limit results in conflict, lost value and dysfunctional organisations. There are many approaches to team building, each with their own benefits. The Evolution-U approach is based around facilitation of a high energy class room environment, using games, role play and breakouts to maximise participant interaction. The take-aways from Evolution-U team building activities revolve around insights into human psychology and how to develop best practises to achieve improved team work, increased productivity and heightened levels of trust.

*This course is available in one day module for up to 12 people. Additional participants quoted upon request. Level: Foundation.*

**The Emotionally Intelligent Leader (EIL)** Using the Genos Emotional Intelligence Model, this insightful leadership workshop incorporates three separate sections. Before the training, all participants will complete the Genos Emotional Intelligence Self-Assessment plus either a 180 or 360 assessment. Participants then attend a one-day training where the dimensions of emotionally intelligent leadership are taught in depth, and on the final day each participant attends a one-on-one coaching session with the instructor to review their 180/360 results and develop their individual EI Leadership improvement plan.  
*Duration: 360 + 1 day + Coaching Session. Level: Advanced*

**Building Collaborative Organisations (BCO):** This management level focused training introduces a communication structure that can be utilised by leaders to increase collaboration within their teams and across internal stakeholders. The techniques introduced in this training are based on leading research from top academics and practitioners in the fields of communication theory. The delivery is business focused and will challenge participants to reflect on their own management style and how they can promote collaboration within their teams and ultimately across the organisation.

*This course is available in keynote or a one day format for up to 12 people. Additional participants quoted upon request. Level: Advanced.*

**Managing Across Cultures (MAC):** Managing culturally diverse teams is a reality of today's international business landscape, and when done effectively research shows that key business metrics improve. Using a wide range of source data including research from INSEAD, Hofstede's Cultural Dimensions, the AFCLC cultural guide, Unconscious Bias research and principles in Neuro Linguistic Programming, persuasion psychology and linguistics, this training delivers an intense and impactful learning experience which will position leaders and managers with a solid understanding of the challenges and opportunities offered when managing across cultures.

*This course is available in full day module for up to 12 people. Additional participants quoted upon request. Level: Advanced.*

## Team Building (TMB)

### Workshop Outline

Cohesive and collaborative teams are the foundation of any successful business. The challenge that has existed throughout business evolution is that people have their own targets, KPI's and priorities which detracts from the principles of cohesion and collaboration. This can result in conflict, lost value and dysfunctional organisations. There are many approaches to team building, each with their own benefits. The Evolution-U approach is based around facilitation of a high energy class-room environment, using games, role play and breakouts to maximise participant interaction. The take-aways from Evolution-U team building activities revolve around insights into human psychology and how to develop best practises to achieve improved teamwork, increased productivity and heightened levels of trust.



### Workshop Objectives

Teambuilding workshops can have profound impact at the individual, team and corporate level, setting the groundwork for changes in relationship dynamics and customer fulfilment. Below is a selection of outcomes that participants can expect to attain depending on the exact teambuilding workshop selected;

- Participate in team building focused games that create a fun environment for learning;
- Develop improved relationships with colleagues by participating in energetic, insightful games that promote teamwork and trust;
- Depending on the game selected, take away insights and learnings around key themes including leadership, teamwork, collaboration, trust and communication effectiveness;
- At the client's option, include a post-game theory section to expand on the lessons learnt during the game session and give participants a structure for applying the principles.

Teambuilding workshops are customised to client needs. Duration can range from as little as 90 minutes to a half day and designed for groups of as little as 6 to 160 participants.

### Teambuilding Game Options

#### RAISING THE BAR

This game helps teams identify the characteristics that define success at an individual, team and corporate level, and challenges participants to develop a methodology that they will take into the workplace and apply in order to 'raise the bar'. The game comprises three parts: (i) Individual selection and decision analysis; (ii) Team discussion, analysis, rationalization and agreement, and (iii) Group sharing and identification of best practises for application. The total workshop time is a function of the time allocated to (ii) and level of detail desired in (iii). At the client's option, the instructor will capture and summarise the best practises identified in part (iii) and send as a post-session checklist for follow up and internal implementation.

#### SHIPWRECKED

Shipwrecked is a fun team role play where each member of the team has to play that part of a shipwrecked crewmember and decide the order of importance for a series of items to maximise their chance of survival. In stage 1 participants rank the items individually and in stage 2 as a group. The instructor then introduces the correct order and directs the group how to calculate the variance. In theory (and normally in practise!), group variance is less than individual supporting the thesis that teamwork results in better decisions than individual think. This discussion and the dynamics within each team are the focus of stage 3 where the instructor facilitates discussion and participants are encouraged to share their experiences. An optional addition of collaboration theory can be added to this game which is related back to the learnings.

#### WIN ALL YOU CAN

Also known as the 'X&Y' game, Win All You Can is a highly competitive game where teams try to outthink each other to accrue the highest total value over 10 rounds of play. The objectives and learnings of this game are many; the benefits of collaboration vs. competition, the dynamics of trust and ethics, the advantages and limitations of strategy, the need for effective communication, the role of sacrifice and transparency. Depending on the preferred outcomes that the client would like to derive from the session, the instructor can direct post-game discussions accordingly and add accompanying theory as required. At the client's option, the instructor will capture and summarise the best practises identified during the post-game analysis and send as a post-session checklist for follow up and internal implementation.

#### BUILDING VALUE – THE LEGO GAME

Teams of up to 10 people are each given an identical bag of Lego and three graphs depicting how value is built and lost. The objective of the game is to build the most valuable structure from the Lego based on the three variables depicted by the graphs. This is a high energy interactive game of teamwork and strategy. The winning team will brainstorm effectively, allocate roles, and identify and implement the most effective strategy. During the instructor debrief principles in communication, leadership and decision making can be introduced depending on the preferred duration. At the client's option, the instructor will capture and summarise the best practises identified during the post-game analysis and send as a post-session checklist for follow up and internal implementation.

## The Emotionally Intelligent Leader (EIL)

### Course Outline

With the corporate environment undergoing the greatest labour transformation in a generation due to the twin forces of millennials and diversity initiatives, and with research suggesting that up to 90% of leadership effectiveness is derived from emotional intelligence, this training addresses a critical skill required to be a leader in today's world. Using the Genos Emotional Intelligence Model, this advanced leadership training gives participants a detailed understanding of the six domains of emotional intelligence, their personal strengths and weaknesses in each, and a road map for becoming an inspiring and emotionally intelligent leader.



### Learning Objectives

By taking this course, participants will:

- Complete the Genos Emotional Intelligence Self-Assessment, receive a personalised report and review their results in class;
- Complete either the Genos Emotional Intelligence 180 or 360 Assessment, receive a personalized report, review their results in a one-on-one coaching session and develop an action plan to build on areas of strength and improve areas of weakness;
- Learn the principles of emotional intelligence and why it is a critical leadership competency;
- Participate in multiple case studies, breakout sessions and class discussions;
- Learn the Six Dimensions of Emotional Intelligence;
- Map the Six Dimensions to the Six EI Leadership Styles;
- Be introduced to an EI based tool for driving employee engagement.

This training is designed for senior management and leadership track talents of up to 10 attendees. Additional participants can be added upon request and subject to additional time budgeted for one on one coaching sessions.

\* Self-Assessment, 180 and 360 formats are available (see below)

\*\* Day 1 consists of instructor led classroom-based training. In day 2, each participant receives one-on-one coaching on their 360 assessment results which will be emailed to them at the end of day 1.

### Course Content

#### PRE-TRAINING

##### Complete Genos Self-Assessment plus 180 or 360 Genos Assessment Tools

Prior to the training, participants will receive a link to complete the Genos Emotional Intelligence Self-Assessment, and will invite a selection of their managers, peers and direct reports to complete the assessment tool. For a 360 evaluation all three groups will provide feedback, for a 180 only managers and peers provide feedback. Each participant will receive by email their individual self-assessment in advance of the training, and their personal 180 or 360 report after Day 1 of the training.

#### TRAINING DAY 1

##### Introduction to Emotional Intelligence

The training day starts with an introduction to Emotional Intelligence, equipping participants with the core knowledge required to understand and explain the value of emotional intelligence in business. In this opening session, we summarise the key principles of EI and how to harness it's power in the field of leadership using group breakouts, video support and instructor led presentation.

##### Case Study: The Straight Talker

A case study is introduced to encourage discussion and build awareness of common deficiencies in EI leadership. Participants debate the case study in groups before presenting their analysis to the class.

##### The Six Dimensions of Emotional Intelligence

The core content of the training is a detailed analysis of the six domains of emotional intelligence: Self Awareness, Awareness of Others, Authenticity, Emotional Reasoning, Self-Management and Inspiring Performance. Each of the six dimensions is introduced in depth by the trainer with group breakouts designed to relate each of the domains back to real life business situations. Class participation is strongly encouraged, and the case study used as a reference tool to help the sharing of information.

##### Mapping the Six Domains to Six EI Leadership Styles

Each of the six domains of emotional intelligence corresponds to an EI leadership style; Aware, Empathetic, Genuine, Expansive, Resilient and Empowering. After introducing the six EI leadership styles, participants are invited to reflect on their Self-Assessment results and discuss strategies for achieving the desired personal balance. This section is instructor facilitated with participants expected to drive discussion and enable learning from each other.

**EI as a driver for Employee Engagement**

Employee engagement is one of the largest challenges in today's organisation and research shows a strong positive correlation between a leader's emotional intelligence and employee engagement. In this final section, a strategy for improved employee engagement is introduced, leveraging off the principles taught during day 1.

**TRAINING DAY 2**

**One on One 360 Review**

Each attendee has a one on one instructor review of their 180/360 assessment results where areas of strength and areas for attention are highlighted, and a plan to improve in areas requiring attention is discussed. All participants will receive a copy of the Genos EI Leadership Development Tips Workbook.

## Building Collaborative Organisations (BCO)

### Course Outline

Research shows that improved collaboration stemming from effective communication impacts organizations positively across all major business metrics from financial performance, responses to downturns, health and safety and employee engagement. This management level focused training introduces a communication structure that can be utilised by leaders to increase collaboration within their teams and across internal stakeholders. Defensiveness and conflict are common default responses to situations where one party feels threatened, disrespected, misunderstood or undervalued. In such situations where interpersonal relations are challenging, collaborative communication techniques can be adopted to promote a 'one-team' mindset, reducing conflict and aligning interests.



The techniques introduced in this training are based on leading research from top academics and practitioners in the fields of communication theory. The delivery is business focused and will challenge participants to reflect on their own management style and how they can promote collaboration within their teams and ultimately across the organisation.

### Learning Objectives

By taking this course, participants will:

- understand a communication structure that promotes collaboration and the open flow of information, and how to encourage its adoption vertically and horizontally throughout the organisation;
- recognise situations where high stakes outcomes, business critical content, emotional content, conflicting non-verbal indicators, judgement and bias are or risk being present and acquire a structured tool to deal with them;
- learn the 'Critical Communication Methodology' to help avoid conflict, promote understanding, and generate acceptance;
- empower team members how to make it 'safe' to bring up sensitive or disagreeable material, gather information, promote collaboration and influence outcomes.
- learn how to apply the three basic skills of a trusted advisor and the process of Socratic learning at the organisational level;
- become proficient in the trust equation developing a strong understanding of the structure of trust and how to build trust within teams and across departments;
- become aware of and learn how to use linguistic patterns that can be used to improve influence in business and personal situations;
- recognise the three types of conversation that exist in any difficult situation and develop a leadership framework to deal with each;
- understand how to adopt a "Learning Perspective" becoming aware of common communication traps with difficult people that result in poor outcomes;
- participate in multiple case studies, role plays and breakout sessions to discuss, apply and debate the principles introduced.

Course delivery consists of trainer led presentation with video support, group breakouts, exercises and case studies. Open class discussion is encouraged to allow participants to learn from experience and best practise of others.

### Course Content

#### Day 1: IMPROVING STAKEHOLDER COMMUNICATIONS

##### Case Study: The Target Focused Performer

The session starts with a case study to give a scenario and context for the principles that will be taught. A discussion on how to address the challenges posed in the case study and common challenges that impede teamwork form a foundation against which the theory for the remainder of the training will be tested.

##### The Critical Communication Model

The root cause of many failures to collaborate lies in how people behave when they enter a communication which has any of the following three elements present; high stakes, difference of opinions and/or emotional content. Despite the importance of dealing with such critical communications, we often back away from them because we fear we'll make matters worse, and collaboration suffers as a consequence. Research shows that strong relationships, careers, organizations, and communities all draw from the same source of power; the ability to talk openly about high-stakes, emotional, controversial topics. In this section, the Critical Communications Model is introduced and sets the framework for the remainder of the presentation.

##### The Pool of Shared Meaning

The Pool of Shared Meaning is a crucial concept in the process of building collaboration. Each of us enters a dialogue with our own view, opinions, feelings and experiences which comprise our 'mental set'. Our unique mental set makes up our personal pool of meaning. This pool forms a filter through which we run interactions. It not only informs us, but influences our every action. As others enter the conversation, different pools of meaning may collide. This section discussed how the skilled at dialogue make it safe to add meaning to the shared pool so that we are exposed to more accurate and relevant information, and make better choices.

### **Reframing our Stories**

When we observe an action, we add meaning to it; we make immediate and unconscious assumptions of the underlying motive driving the behavior. In effect, we tell ourselves a story about the observation and in turn we then respond with an emotion. This intermediate step between what others do and how we feel is why, when faced with the exact same situation, ten people may have ten different emotional responses. Using this understanding, we teach a methodology for understanding the stories we tell ourselves so we can analyse our 'Path to Action'; the process by which our stories create our emotions. If we can find a way to control the stories we tell, by rethinking or retelling them, we can master our emotions and, thereby collaborate effectively. Class exercises and case studies are used to build the theory in this session.

### **Discussing Sensitive Topics**

In this section we introduce a six-step framework for how to speak our minds without making people defensive, pushing too hard, backing off too soon, or regretting that we spoke. The framework promotes openness and trust, allowing us to be persuasive without being abrasive and thereby promote collaboration. Strong communicators realise the only limit to how strongly they can express their opinion is their willingness to be equally vigorous in encouraging others to challenge it, and by inviting discussion deeper understanding and relationships are formed. This section uses extensive video support and video based exercises to help participant develop the skills necessary to use the six-step structure for discussing sensitive topics.

Participants are coached in three different role play scenarios as initiator, respondent and coach during which they learn to apply the tools taught during the training.

## **Day 2: THE COLLABORATION MINDSET**

### **Hierarchy of Ideas**

The Hierarchy of Ideas is a powerful linguistic technique for controlling the level of language and understanding how best to deliver information to stakeholders based on their personality preference for receiving data. The theory of the Hierarchy of Ideas is relatively straightforward; agreement is easier to achieve in the abstract, however many stakeholders require detailed information rather than abstract. The concept is introduced by the trainer, demonstration given and group exercises performed followed by discussion on how to apply the technique in business situations.

### **Trust & Influence as a Route to Collaboration**

This section analyses the basic skills required to generate trust and be able to influence without authority. Areas covered include (i) Earning Trust & Trust Insights, (ii) Giving Advice Effectively & Socratic Learning, and (iii) 11 key principles in building relationships. The objective is to give participants the required tools for developing valued, long term stakeholder relationships.

### **The Structure of Trust**

Based on market leading research by Trusted Advisor Associates, this section introduces the Trust Equation and challenges participants to maximise their trust value with stakeholders, thus improving the ability to influence the quality of interactions. Learning the trust equation supports the training objective of developing a "One-Team" mindset and will support participants in their roles as advocates of a collaborative approach to stakeholder communications.

### **Case Study & Pre-Work Revisited Part 2**

We revisit the case study and pre-work and apply the principles covered in the Day 2 morning session for additional insight and strategic application to further develop the 'best communication practices' model for improved internal collaboration with stakeholders.

### **Understanding Difficult Conversations**

Research shows that there is an underlying structure present in difficult conversations and negotiations, and that the thoughts and feelings present at these times fall into three categories irrespective of the type of communication we are dealing with. Understanding this underlying structure and being aware of the common mistakes we make when encountering these three conversation categories is important if we are to develop a collaborative approach to our communications and model the desired level of stakeholder interaction.

### **The Learning Perspective**

In heated situations, common reactions include arguing, blaming, defensive positioning, inaccurate assumptions, misunderstanding of intent and devaluing the other sides interests – none of which promote collaboration. Fortunately, each of these mistaken paths can be addressed by developing an understanding of the underlying triggers that typically cause each of them. By taking the lead and applying principles which are designed to increase awareness of when information flow is breaking down, it is possible to retain a learning perspective thus promoting a better understanding of how to achieve alignment of interests and return to a one team mentality.

### **Role Play: Managing Difficult Conversations**

In this final role play, participants will split into groups of either two or four and role play a scenario where many of the variables that can cause communication breakdowns and inefficient team dynamics such as strong disagreement, emotional content and lack of trust, are present. The objective is to utilize as many of the skills taught during the course as possible while also reviewing the content.

### **The Leadership Framework**

This final session reviews the content covered in the two days in the context of an implementation framework for leadership and management. Break-out groups are tasked to develop best practises for adopting a collaborative mindset, with review targets to assess whether implementation is proving effective. Class presentation and discussion with instructor input.

## Managing Across Cultures (MAC)

### Course Outline

This one day training provides deep insight into cultural variance and how to communicate within and manage culturally diverse teams. Managing Across Cultures is based on a wide range of source data including research from INSEAD, Hofstede's Cultural Dimensions, the AFCLC cultural guide, Unconscious Bias research and principles in Neuro Linguistic Programming, persuasion psychology and linguistics. The content delivers an intense and impactful learning experience which will position leaders and managers with a solid understanding of the challenges and opportunities offered when managing across cultures!



### Learning Objectives

By taking this course, participants will:

- Define cultural diversity and its importance and workplace impact;
- Participate in group exercises to brainstorm cultural variations in the process of delivering feedback;
- Learn one of the most recognized tools for analyzing cultural variation and how to benefit from it with workplace relationships;
- Breakdown the process of building rapport and developing relationships, overlaying a cultural context;
- Discuss the impact of unconscious bias in culture;
- Analyse leadership in a culturally diverse environment, giving participants a series of reference points for improved team management and leadership;
- Introduce the concept of 'cultural bridges' and how to leverage them;
- Participate in a customized group exercise designed to analyze communication styles, conversational topics, gestures, approach to time and personal space across up to 15 different nationalities;
- Participate actively in class exercises designed to allow practise of the techniques and application in business situations.

Course delivery consists of trainer led presentation with video support, group breakouts, exercises and case studies. Open class discussion is encouraged to allow participants to learn from experience and best practise of others. This training is available in both classroom and virtual format.

### Course Content

#### Defining Cultural Diversity and why it matters

The opening session starts with a group breakout where participants are invited to brainstorm and share their perception of the meaning of cultural diversity and its importance, followed by instructor insights. This activity helps align the group on the value of the training thereby setting the stage for an interactive and productive session.

#### GROUP EXERCISE: How different cultures give feedback

Referring to the research of Dr. Erin Meyer of INSEAD, participants are split into groups and given a list of 12 countries, and a set of 12 varying approaches to delivering feedback with clues as to which part of the world the approach may relate to. They are then given 15 minutes to discuss and match the two sets before reviewing the correct responses with the class. This exercise opens the discussion around specific cultures, promoting the idea that there is no 'right or wrong' but that there are differences which most definitely exist and need to be understood, respected and adapted for.

#### Hofstede's Cultural Dimensions

First published in the 1970's, psychologist Dr. Geert Hofstede's cultural dimensions model is the internationally recognized standard for understanding cultural variance. The model gives us valuable guidance on how to communicate and interact with other cultures and is a valuable reference tool that participants will refer to beyond the training. In this section, participants journey into an in depth analysis of the six Hofstede cultural dimensions, an understanding of which gives a solid model for understanding and analyzing cultural variances which can then be applied into the workplace.

#### Cultural Variations in Rapport Building

The process of rapport building is one of the most important skills in life. Whether we are dealing with internal or external business stakeholders, family members or across our social circle, we need to build relationships - and the process of building rapport is at the core of this pursuit. In this section we introduce the key elements of building rapport, and then introduce cultural variations so that participants can consider how their approach to relationship building should vary depending on the audience.

#### Leadership, Unconscious Biases and Cultural Diversity

Leadership in a culturally diverse environment requires a global mindset. We need to be ready to challenge our preconceived concept of normality and develop awareness and appreciation for others. An understanding of our own and others unconscious biases is a valuable tool in leading others, allowing us to pre-empt many of the misunderstandings that a lack of cultural appreciation and awareness can create. In this section we turn our focus to leadership in a culturally diverse environment, giving participants a series of reference points for improving their cultural leadership and management style.



**GROUP EXERCISE: 10-15 Culture Cross Analysis**

In this custom built group exercise, clients select countries they would like to include in the analysis! Automatically included to ensure a wide range of cultural perspectives are China, India, Russia, US, Brazil, Saudi Arabia, Egypt, UK, Spain and Germany. Clients can add up to 5 more countries of their choice (subject to available data, minimum 2 weeks advance notice required). The analysis covers communication styles, conversational topics, gestures, approach to time and personal space. Similar to the exercise on giving feedback, each group brainstorms the combination of responses they think fits each culture before an open class discussion and review of the responses. This final exercise gives participants a detailed insight to many of the most important dimensions of cross-cultural personal interaction which are invaluable in managing culturally diverse teams, and in general communication with others.

**Using Cultural Bridges**

A cultural bridge is someone who is from the culture you are looking to connect with, has a foot in both cultures, or knows the culture intimately. When a cultural bridge is used, the chances of success usually increase significantly. In this final section of content, we discuss approaches to simulating a cultural bridge when one may not be readily available.

**Review and Top Take-Aways**

The session concludes with participants identifying their top 3 takeaways both individually and in their groups and sharing the reasons why with the class. This serves as an effective review process whereby the identification of the most important techniques increases the likelihood that they will be adopted post training.

**Who Should Take This Course**

Managers, Leaders, Business Owners, professionals, external client facing executives, any and all executives who would benefit from becoming more inclusive at work. This training can be tailored to different levels in an organisation.

## CONTACT US

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