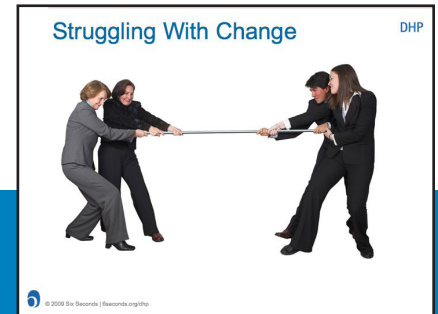# DHP DEVELOPING HUMAN PERFORMANCE

Fourteen Complete Development Modules

Powerful Skills for Today's Leaders and Managers from World Leading EQ Practitioners

What Does Conflict Mean to You?
DHP
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Relationships
DHP
Why are relationships critical to workplace performance?
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Struggling With Change
DHP
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V1: BEING A LEADER
V2: LEADING TEAMS
V3: TRANSFORMING ORGANIZATIONS

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THE EMOTIONAL INTELLIGENCE NETWORK

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Developing Human Performance provides complete modules every development professional can use. From orienting new managers to building skills for diversity, collaboration, change, or customer care, these 2-hour workshops blend engaging learning and powerful content with the perspective of emotional intelligence experts.

Each module includes a facilitator guide, plus PowerPoint® slides and handouts on the enclosed CD. Purchase includes license to use all the modules providing an outstanding curriculum on being a leader, managing teams, and improving organizational performance.

Sample: CROSS CULTURAL CONFLICT

The DHP modules are highly engaging, rich with hands-on activities, recommended video clips, and discussions. The "fun" learning methodology delivers practical, powerful content that can immediately improve performance. The Facilitator's Guide for each module begins with an overview – here's one:

Handling Conflict with Global Teams

Author: Yuko Morimoto-Yoshida

Audience: Managers and members of multi-cultural teams

Scope: By recognizing your own and others' emotions in conflict, you gain important insights that will help you manage cross-cultural conflicts more effectively.
The following activities take place during this lesson:

A. Through a drawing activity, and by discussing the metaphor of the iceberg, participants begin to recognize there are multiple options of how to view conflict. Participants then experience a simulation activity that helps them recognize how they feel when they encounter people of different behavioral styles.
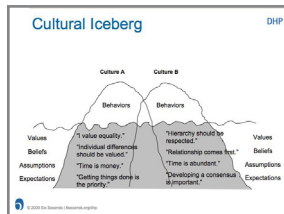
B. Reviewing a recent conflict and the emotions that were triggered via a pair discussion, group members begin to gain additional clarity about conflict and the value of emotional intelligence in effectively managing conflict.

C. The presenter introduces five typical responses to conflict, then group members identify their own styles and work in groups to create a poster illustrating their group's style and how to work with people of that style.

D. Participants consider the role of empathy in working through conflict, then in small groups discuss and role-play different styles using a case study.
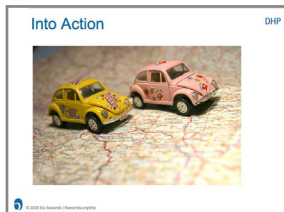
E. The group re-caps key ideas from the session, and then identifies best practices. They evaluate themselves on these best practices and identify one area for improvement.

Duration: 2.5 hours (with a 10-minute break)

Materials: Slides, projector, pens, paper, handouts, Post-Its

These five modules focus on leadership, the role of leader, and the vision of growing as a leader of people. These modules can apply at any level where employees are expected to show leadership, and are especially vital for those moving into higher levels where their job shifts from "do-er" to "leader."

Volume 1: BEING A LEADER

1.1 Intro to EQ – This introduction to emotional intelligence provides leaders with a broad overview of the key competencies of emotional intelligence. Participants will have an opportunity to gain a greater understanding for how emotions impact people in the workplace and will gain practice identifying their own and others' feelings, patterns of behavior and, with practice, identifying areas for continued development in themselves. By Therese Lenk.

1.2 Leadership Defined – The intent of this lesson is for participants to examine the connection between their expectations of an ideal boss and their understanding of leadership. This lesson helps clarify what leadership is and the role of emotional intelligence as participants identify skills required to be an effective leader. By Robert B. Ingram.

1.3 The Leader-as-Coach – In this session, participants will consider what it takes to build a trusting relationship that allows them to be effective in their role of developing people. The Six Seconds Emotional Intelligence Model is introduced as a framework for building the coaching relationship. By Mimi Frenette, MCC.

1.4 The Essence of Change – Change is an ever-present reality in today's business world. This session helps participants be prepared for change, understand the process, and be more nimble in change. By Rina de Klerk-Weyer, Ph.D.

1.5 All Stressed Out – Stress inhibits performance and is a massive financial and personal cost to organizations and employees. This workshop provides new perspective on stress, the causes and cycles of stress, and how to shift back into balance. By Deborah R. Monroe.
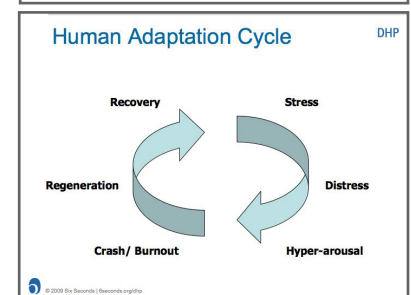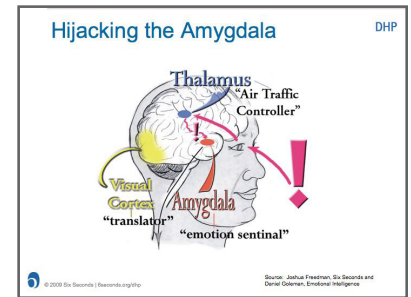
What are the essential skills for leaders to engage team members and fuel performance? Like all the DHP content, the five modules in this volume bring participants beyond the behavioral "do as I say," and into understanding and managing the attitudes and emotions that actually drive performance. The result is people who have the capacity not just to "boss," but actually to lead.

Volume 2: LEADING TEAMS

2.1 Building Trust – Trust is a barometer to measure the strength of a relationship. When people don't trust a leader, the leader loses influence and efficacy because people cease to believe him or her. On the other hand, when trust is high, credibility goes up, and teams become more functional. This module explores the causes and feelings related to trust and the leadership behaviors that can build, break, and rebuild this essential "glue" for organizational health. By Lori Bremer.

2.2 Managing Performance – Most organizations have Performance Management as a process and yet there is more heartburn rather than positive emotions connected with the process. Most managers avoid the performance management system; they find it emotionally taxing and a waste of energy and time. This module helps participants consider both the technical and emotional skills required for effective performance management, and provides a process framework for each. By Mala Kapadia, Ph.D.

2.3 Effective Constructive Feedback – One of the keys to management is the ability to deliver useful, timely guidance that supports increased performance – in other words, effective feedback. The challenge is that typically "feedback" is either not useful, not timely, or delivered in a way that does not support increased performance; in these cases it exacerbates tension, diminishes trust, and undermines effectiveness. The module explores the keys to making feedback work. By Dawn Cook.

2.4 Motivation from the Inside Out – One of the central challenges of leading is to motivate people to engage in the agenda set by the leader and the organization. Those becoming leaders often wonder, "Why won't my people do what I need them to do?" This module examines different aspects of motivation from the lens of emotional intelligence, focusing participants on the underlying drivers of lasting motivation. By Joshua Freeman & Anabel Jensen, Ph.D.

2.5 Handling Conflict in Global Teams – Conflict is a natural part of life. Everyone has different ideas and perspectives that may come into conflict with someone else's ideas. When people come from different cultures, the differences in their views about conflict can be even greater. By recognizing their own and others' emotions in conflict, participants gain important insights that will help them manage cross-cultural conflicts more effectively. By Yuko Morimoto-Yoshida.
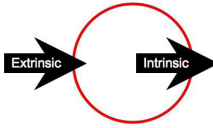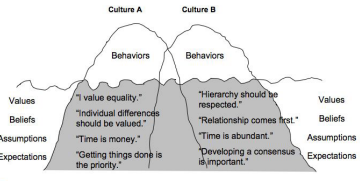
As leaders look beyond their individual roles and teams, they begin to take responsibility for the organization as a whole – how the organization affects external customers/clients, and how the leaders and team members shape an internal culture and climate that ripples outward to the customers.

Volume 3: TRANSFORMING ORGANIZATIONS

3.1 The Context for Customer Care – While most organizations and
managers talk about customer care, few focus on creating a context for really caring! This module introduces the importance of an emotional component to customer care, offers a simple process for improving customer care, and focuses participants on the importance of caring for the internal customers to create the context for great customer relationships. By Linda Moller.

Smart About Feelings   DHP
- What do we want customers to feel?
- What would happen if they felt those feelings?

3.2 Change That Works – It is estimated that over 70% of change initiatives in
organizations do not yield the results that are needed. There are many reasons for these failures; one key reason is the lack of preparation for and skill with the human-side of change. Great strategies fail when people don't buy-in and execute them. This module helps those leading change to consider the emotional dynamics of change. It introduces them to a powerful roadmap for considering the people-side of change, and helps them identify the key skills they need to develop and leverage in order to follow that map. By Kim Kniveton & Joshua Freedman.

Driving .... Restricting   DHP

3.3 Building a Customer-Oriented Culture – An effective customer-
centric culture provides customer experiences so moving and memorable that they increase customer loyalty. Ardent loyalty is an emotional connection with a business that leads customers (1) to always choose your product or service when they have other choices AND (2) to recommend your service or product to others. This module helps managers to identify the characteristics of a customer-centric culture and rate their work unit against those cultural characteristics. Participants will explore the importance of keeping employees close to customers regardless of their position in the customer service chain and learn more about facilitating lasting culture change to increase customer engagement. By Pat Gangi, Ed.D.

Keeping Customers Close   DHP
- Line of Sight to the Ultimate Customer

3.4 Engagement and Organizational Climate – Each day people
come to work there is an emotional component to their experience. They might say, "it feels good to come to work," or they might report, "it's a really toxic environment at work." This general "organizational mood" can be described as the organizational climate, and it has a major impact on performance. When people feel good coming to work, they take positive risks, are more open and innovative, they share information, and are more resilient. When work feels unpleasant, they disengage. So how it organizational climate formed? And what does it take to improve the climate? By Joshua Freedman & Kim Kniveton.

Climate and Engagement   DHP

Developing Human Performance is published by Six Seconds, The Emotional Intelligence Network. The authors of DHP are members of the Network, utilizing leading-edge science and tools of emotional intelligence to improve performance. The authors are from six different countries, representing Six Seconds' commitment to programs that work in a global context.

Powered by Emotional Intelligence

While only one of the modules in DHP is specifically about emotional intelligence, all the modules touch on the powerful Six Seconds Model – a process framework for making optimal decisions about yourself and others.   This framework provides several benefits:

1. Because the modules all touch on the Six Seconds Model, it is easy to combine modules into a program. Each module offers unique content and activities, but as you work through the modules your audiences can link back to the previous learning reinforcing and deepening their understanding.

2. Where other training focuses on "do what I say," Six Seconds' programs focus on building the skills and awareness so people "do the right thing."   While these modules are practical, the emotional intelligence perspective provides a deeper dive into understanding behavior.

3. Six Seconds has a specific learning methodology based on an action-learning model. All the modules utilize this process, so the learning comes to life with engaging activities and powerful reflection questions.

To learn more about DHP and to order, visit www.6seconds.org/dhp
or email staff@6seconds.org | also available on Amazon.com

DHP is available for a low one-time purchase price including license to deliver the materials without additional fees.

Individual License (single trainer): $595 per volume; $1495 for the complete program

Group license (2-5 practitioners): $895 per volume; $2295 for the complete program

About Six Seconds

Six Seconds is a 501(c)3 not-for-profit organization with offices around the world. With extensive experience in development, education, consulting, and a strong research foundation, Six Seconds' programs are hands-on, engaging, and transformational.

Six Seconds developed the EQ-in-Action model in 1997 to help people put the theory of emotional intelligence into practice. The model draws on the work of Peter Salovey, Ph.D. (one of Six Seconds' advisory board members), and John Mayer, Ph.D. who first defined EQ as a scientific concept. It also builds on the five components of EQ popularized by Daniel Goleman in his 1995 book, Emotional Intelligence, which endorses Six Seconds' EQ curriculum, Self-Science. The model integrates leading thinking on this emerging science into a practical, usable, memorable structure.

Six Seconds' experts apply the science of emotional intelligence to improve almost every aspect of human endeavor. From schools where children LOVE to learn, to corporations where people thrive, to prevention programs saving lives. Six Seconds' tools are life-changing and invite people to take ownership of a positive future.