



BREAKTHROUGH LEADERSHIP

At Breakthrough Leadership Training and Consulting, we have a collective 60 years in creating behavioral change and the clear understanding of how to execute that change personally, professionally, and in the framework of a team

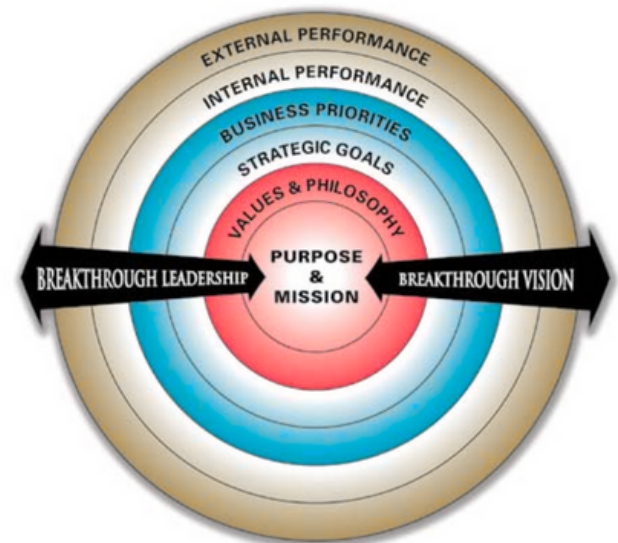
CULTURE AND UNDERSTANDING YOURS

Culture is created in a multitude of ways – conscious and unconscious, big and small, at all levels of leadership and by all employees. In many companies there are multiple cultures within one organization (departments, divisions, work groups, social networks, geographic locations, etc.). When it's created correctly, every person in the company contributes to the culture simply by being who they are, and by how they behave. When people share a common goal, when they truly believe in a company and want it to succeed, when they create collaborative trust-based relationships, they experience organizational health.

By understanding and embracing the organization's values, vision and mission, they exhibit effective leadership behaviors, which turns the flywheel and creates a high-performance culture. All the people moving in the same direction with a common goal – this is how companies build successful cultures and successful businesses.

Companies and markets are dynamic, therefore every company is in a state of constant growth and change. To keep up, companies must align their cultures with the goals they set for staying competitive. This requires leaders and employees to step out of their comfort zones – abandoning the “we do it this way around here” philosophy. Growth is change, and it simply will not happen without a shift in culture that changes the way employees work, act, innovate, talk, learn and collaborate.

BREAKTHROUGH CULTURE MODEL™



WHAT IS CULTURE MADE OF?

The elements of culture are the attitudes, beliefs, actions, values and the language a company uses. The history, traditions, procedures, policies, goals, strategies and even some external forces also contribute to creating a culture.



At Breakthrough Leadership Training and Consulting, we created this model to illustrate leadership behaviors and their impact on results. We use the hand as a metaphor. When your fingers are spread wide apart, the hand symbolizes an organization or a team out of alignment. Each person or department is going in a separate direction, focused on his or her own agenda. These silos produce the gaps that create inefficiencies and a diversion of energy, creating a negative impact on the business culture.

The model above represents eight levels of performance behaviors that exist in an organization. Each level is important and influences every other level. Results, especially sustainable results, are directly influenced by the execution of each of the levels.

The four foundational levels of **integrity, trust, communication and collaboration**, and **roles and responsibilities** form the heart of great results. Organizations go out of alignment and produce inconsistent and poor results when they ineffectively execute these performance behaviors. Many things fall through the cracks including customers, revenue, employees, morale, service, communication and business goals.

When the performance behaviors of a team and culture align, the organization reaps the rewards of greater profitability and bottom-line results

THE EIGHT LEVELS OF PERFORMANCE BEHAVIORS

1. INTEGRITY

Integrity is important because it helps build trust and a positive company culture. It can also help encourage diversity and open communication.

- Being honest and truthful
- Keeping promises
- Taking responsibility for actions
- Supporting an organization's values
- Standing up for ideas and opinions

Considering others' points of view In the workplace, integrity can be shown by: Being respectful of others, maintaining a positive attitude, Showing respect for team members, and Fostering open communication.

2. Trust

Trust forms the foundation for a strong, cohesive team and organization. Trust is not a thing, people build, create, and sustain it through actions, commitments, values, consistent behaviors, competencies and a belief in others. A strong foundation of trust enhances communication and collaboration, and consequently builds and strengthens the trust. Trust produces effective communication by encouraging open dialogue, increasing the willingness to give and receive feedback and strengthening the confidence to ask questions. It influences effective collaboration by encouraging divisions and departments to work together for a common goal. Brainstorming, feedback and teamwork replace finger pointing.

3. Communication and Collaboration

Effective communication and collaboration enable individuals to understand their roles and responsibilities in the organization. Communication forms the lifeline of any organization, from executing the smallest task to implementing the largest project. It provides individuals with what to do, how to do it and why it needs to be done. True collaboration demands a balance between fulfilling your roles and responsibilities while supporting others in their roles and responsibilities. High-trust, collaborative interactions drive healthy relationships and effective social networks within a business culture. In order to execute and align an organization's roles and responsibilities, both communication and collaboration must exist.

4. Defined Roles and Responsibility

Individuals commit to organizations when they understand their roles and responsibilities and see how they fit into the big picture. By understanding the purpose of the organization, as well as the what's, how's and why's, each team member will understand how their daily tasks support the organization's strategic direction. Individuals and teams become self-motivated which increases productivity, performance and profitability.

5. Commitment

Individuals demonstrate commitment when they willingly own their actions and results. Shared expertise, creativity and innovation are all outflows of a committed team member. Commitment produces focused action as team members are motivated and inspired to achieve organizational goals.

6. Focused Action

Focused Action involves moving in a forward direction consistent with the organization's vision. Focused Action trades busy work for enhanced productivity. Planning and prioritizing actions allows people to take the right actions at the right times. When all team members execute with Focused Action, they easily hold themselves and their teammates accountable.

7. Accountability

Accountability starts with personal responsibility. When one commits to executing with Focused Action, accountability begins to take care of itself. When everyone commits to executing his/her roles and responsibilities, the team creates accountability and alignment, generating positive results sustained over time. Consistent accountability and alignment will produce exponential growth and results.

8. Results

Every organization achieves results. The question is, do your results meet and exceed expectations, objectives, and strategic initiatives? By aligning performance behaviors, you will achieve sustainable results and surpass targeted goals. Aligning performance is not a destination as cultures are constantly morphing and changing, it represents a continuous leadership process that must be executed daily. The strength and success of your culture is in the palm of your hands.

THE IMPORTANCE OF CULTURE AND HOW IT DIRECTLY IMPACTS THE ACHIEVEMENT OF YOUR BUSINESS GOALS

When a company's culture and business strategy stay out-of-line, the company falls short of desired goals. As an organization looks to grow and prosper, the leaders set goals and share their plans with high expectations. They forget, however, that performance behaviors and beliefs must be adjusted, even their language and attitudes must change to accommodate the business objectives. That is, the business culture evolves. Many organizations know what they want; the challenge remains getting people to think and do things differently. They bring in consultants who make them aware of the gaps and shortfalls, yet the challenge of changing the thinking and behaviors rests on the leaders to figure out.

WHY CHANGE YOUR CULTURE?

For a company to achieve its goals and move in the direction of the vision, the culture (attitudes, beliefs, actions, values and language a company uses) must align with the desired results. A team does not realize its strength and synergy when individuals, teams and departments go in their own directions. Things ultimately fall through the cracks, people create inefficiencies, customers get reduced service, quality diminishes, and sustainable results evaporate.

Knowing this, one of the most difficult things a company can undertake remains changing a business culture. Rather than changing one individual (yourself, for example), you ask a whole organization of people to move in the same direction. Just as individuals have comfort zones, companies also have comfort zones.

Breakthrough Leadership's powerful training overcomes this challenge by moving individuals and cultures out of comfort zones and into the leadership behaviors that drive success. The reason we are bold, intense and demand full participation is because it works.

OUR CLASSES AND LEADERSHIP COMPETENCIES

Breakthrough Leadership's experiential training gives everyone in a company a common language and a common set of behaviors, experiences, attitudes and beliefs about what is important to people personally, and ultimately to the organization. Graduates take what we teach back to their companies, and they create their culture, not Breakthrough Leadership's. Most importantly, our training is performance-based, meaning people get to practice the behaviors that result in sustainable change, and ultimately growth, in an organization.

For example, our classes teach passion and enthusiasm as one set of core competencies. Think about how important passion and enthusiasm are to a company's culture. We believe a company's most important asset lies in its people, and further, they ARE the company. A company full of people who truly care about the company and the people they work with — passionate and enthusiastic people — become critical to a company's success.

More than leadership skills, these competencies form the backbone of a culture and prove essential to helping an organization operate efficiently and effectively in achieving goals.

On the following pages, you will find explanations of the leadership competencies taught in each of our classes. We list them here for one very important reason:

We want you to make the connections between the skills you gained in class, with how you can use them at work, to how these core competencies will help your business.

Make these links to get the most value out of our training and keep it alive in your organization.

INTENSIVE CLASSES

- **BREAKTHROUGH LEADERSHIP**
- **BREAKTHROUGH TEAM**
- **BREAKTHROUGH COMMUNICATION**
- **BREAKTHROUGH SAFETY**

The core competencies gained in Breakthrough Leadership are threaded and reinforced throughout BTLC's set of classes. In Breakthrough Team, Breakthrough Communication, and Breakthrough Safety, students have many opportunities to practice the competencies gained in their initial Breakthrough Leadership course, as well as add new skills, tools and information. Each student experiences and processes their Breakthrough Leadership exercise differently, yet as a team, they come together by creating a common experience, a common language and a way to work toward a common goal. It happens in every Breakthrough Leadership class. Imagine what can happen with a group of people who interact and influence each other every day. Breakthrough Leadership training is not an event. It is a process that creates a shift in thinking that shifts behavior, which moves the culture



BREAKTHROUGH LEADERSHIP

– FOR THE INDIVIDUAL

COMPETENCIES LEARNED

- Teamwork & Support
- Focus & Taking Action
- Passion & Enthusiasm
- Feedback & Accountability
- Self-Awareness & Values/Mission
- Self-Confidence & Unleashing Potential

TEAMWORK & SUPPORT

Definition of a team: a diverse group of individuals who work together in synergy, knowing that a group can accomplish more together than any individual. A team operates best in an environment with trust and respect, where people unconditionally help and support others, and where people empower each other in order to achieve a goal bigger than one person. Through teamwork and support, you build on peoples' strengths and minimize weaknesses, reaching goals far beyond your capabilities. None of us do it alone, you must create powerful teams in your life.

FOCUS & TAKING ACTION

Focus means having the ability to laser in on what's most important. It's being present in the moment and knowing what to do, how to do it and why it is important. Focus sharpens the ability to shut off the distractions, knowing in your heart and your mind that you will accomplish the goal. Your intent is clear, and in your mind, you've already succeeded.

Taking action means taking risks and having the courage to move forward, rather than being paralyzed by fear. Sometimes, you take action even if you don't have all the answers. People often say they are waiting to be motivated. Your life is in motion! It has inertia. What are you waiting for? If not now, when? If not you, then who?

PASSION & ENTHUSIASM

Passion and enthusiasm means living a life you love. You are only passionate and enthusiastic about things that inspire you, things that come from your heart as expressions of your human spirit. Living with passion and enthusiasm means you live out loud, with boldness and your enthusiasm is contagious. When you show passion and enthusiasm at work, people around you feel the energy. Your enthusiasm attracts like individuals, and work is no longer work. Your energy manifests a belief in the company and in what it does. Employees buy-in and take ownership of the company and customers feel the passion of the employees. A company without enthusiasm simply goes through the motions.

FEEDBACK & ACCOUNTABILITY

Feedback is the flow of communication within an organization. When you give and receive feedback, you create an open dialogue with your colleagues. And when used successfully, people take the responsibility to discuss what happens in the workplace, improving the whole organization as people share ideas and search for better ways to do things. In successful companies, employees love to give and get feedback. It means they have passion for the business, they're aligned with the mission and want to continually improve it. Sharing feedback allows you to hold yourself accountable to your coworkers, and you get to hold them accountable as well. Organizations with free-flowing communication and accountability move forward toward a common goal and are aligned for optimum results.

SELF-AWARENESS & VALUES / MISSION

Self-awareness means holding up the mirror to take an honest look at yourself and your business. It means identifying your strengths and opportunities for growth, as well as, the barriers that hold you back. Knowing what your business stands for and understanding your values and mission means you are crystal clear about who you are, what you do, the quality with which you do it and the path you get to take. This clarity brings incredible inspiration and people can't wait to work with leaders with this kind of focus. "I see where you're going and I want to be part of it!"

As a leader, the more self-aware you are the more you understand how you influence people, both positively and negatively. For a business, being aware means the business can move and change quickly, as you understand your strengths and vulnerabilities.

SELF CONFIDENCE & UNLEASHING POTENTIAL

Self-confidence is about speaking up, sharing your ideas, expressing an opinion, taking risks, changing your approach and having the courage to take action — all vital skills needed by leaders, teams and competitive businesses. When you have the confidence to get outside of your comfort zone, you get the opportunity to take risks and open yourself up to learning. As a confident leader, you create stability in the organization because people believe in you, and you improve the team and business by teaching others to be self-confident as well. Confident employees share ideas for improvement and they delegate and innovate because they know you believe in them. This in turn allows teams to grow and change as they explore new possibilities, ultimately unleashing the potential of individuals and your company. No matter what your level as a leader, or the stage of your business development, a “next level” exists — every business consists of people or teams that will explode when given the confidence.

BREAKTHROUGH TEAM

COMPETENCIES LEARNED

- High Performance Team
- Trust & Respect
- Flexibility & Creativity
- Focus & Taking Action
- Playing Big!
- Decision Making & Responsibility

HIGH PERFORMANCE TEAM

High performance teams behave differently to get superior results. Importantly, they create team synergy that allows them to capitalize on their strengths. Have you ever worked with someone where everything clicked? Each knows what the other will do next, spontaneous support exists, a continuous flow of action begins, and people count on each other. This is synergy. When high performance teams build trust and create a bond, the members hold each other accountable and know when to lead and when to follow. Each team member possesses a strong understanding of their company's core values and holds themselves and others accountable for living them. Members share the same mindset and positive attitudes as they work and make decisions together.

TRUST & RESPECT

Trust and respect are vital in successful organizations. With trust and respect, team members communicate openly and give and receive feedback, all for the betterment of the organization. Teams that build trust have very dependable, consistent behaviors with lots of follow through, accountability and clear communication. Team members willingly delegate because they know tasks will be well executed. A sense of calm permeates these organizations; high levels of trust and respect develop as team members count on each other, valuing the feelings, thoughts and ideas of other members. Everyone, together, does his/her part to achieve the organization's goals.

FLEXIBILITY & CREATIVITY

Flexibility and creativity are intertwined — when you stay flexible, you can adapt and see things from a different point of view. You recognize that there can be more than one right answer and by getting creative, you think of new approaches to the same challenge. Flexibility and creativity allow you to innovate, re-create and change. Rather than be paralyzed, you accept change, lead change and learn to welcome change. Through this, you continue to grow and learn new things that benefit you and your organization.

FOCUS & TAKING ACTION

When you focus, you know what is mission critical, you prioritize and move forward with a willingness to do the important things and stop doing the non-essential things. You focus and take action, you live in the moment, gather information, take the initiative and make decisions that propel your company toward its goals, mission and vision. These skills turn chaos into productivity, fear into courage and apprehension into execution.

PLAYING BIG!

When you play big, you get outside your comfort zone and explore! You learn and do new things and let go of habits that no longer benefit you or your organization. Outside your comfort zone, you have the greatest potential for growth, and as you succeed at these new endeavors, you build confidence and gain a sense of achievement. You let go of the routine and eliminate complacency, all the while unleashing your true potential and identifying the limitless possibilities. For teams and organizations, this willingness to explore, change and grow is an invaluable asset.

When you play big, your self-assurance and the purpose become bigger than any adversity. You know that nothing can get in your way and you go for it!

DECISION MAKING & RESPONSIBILITY

Decision-making includes collaboration, finding win/win outcomes and brainstorming. Most often, organizational decision-making must move beyond isolation and the silos of an organization to involve teams of people with varying priorities and responsibilities. The collaborative process of decision-making builds consensus as team members participate in the process, share their ideas and commit to working toward a common goal. Team members also take responsibility for their words and actions, others hold them accountable in their areas of responsibility and they make decisions aligned with the mission of the organization.

BREAKTHROUGH COMMUNICATION

COMPETENCIES LEARNED

- Identifying Communication Styles
- Creating Rapport
- Listening to Understand
- Reframing for a New Approach
- Producing Win/Win Outcomes
- Taking Responsibility for your Communication

IDENTIFYING COMMUNICATION STYLES

In business, communication is paramount to success and to changing cultures. Understanding your communication preference — visual, auditory or kinesthetic — and those of others allows you to improve communication and understanding. When you understand that people learn and communicate differently, you can change your communication style to capitalize on your interactions. By improving corporate communication, you create mutual trust and understanding, thereby strengthening teams, improving productivity and fostering ingenuity.

CREATING RAPPORT

Have you ever met someone and “just hit it off”? You have created instant rapport with someone. Typically, this happens on an unconscious level as you match, model and mirror the body language, rhythm and tone of another individual. You can also learn to create rapport on a conscious level, opening yourself up to the synergy you create with another person and building mutual trust and understanding, as well as, opening the flow of communication. When you create rapport on a conscious level, you can connect with anyone at any time, thereby taking responsibility for your communication. This is the essence of effective communication.

LISTENING TO UNDERSTAND

How many times do you hear, yet fail to understand? As a leader, you have endless opportunities to receive valuable information from both inside and outside your organization. When a leader truly understands the messages being given, he/she understands the employees, the business needs, the market demands and the vendor requests. When you listen to understand, you can decide how it fits with your mission/vision. This understanding helps you move your business in the direction of your desired culture. When you focus in the moment and listen to understand, you build a culture that allows for sharing of ideas, you build trust and foster teamwork as your co-workers feel valued and heard.

REFRAMING FOR A NEW APPROACH

Every thought is neutral until you assign it meaning. When you challenge the meaning you give to events or thoughts, you get to see things from a new perspective. You can also change your approach to situations and create new and different outcomes. You look to find the win/win in every situation and stay “at cause,” i.e., you are willing to make new choices with a positive attitude. When you change the meaning you’ve assigned to something in business, you get the opportunity to align a situation with your values, or change the approach so it does. Your internal communication drives the effectiveness of your external communication.

PRODUCING WIN/WIN OUTCOMES

When you look for win/win outcomes, the whole pie gets bigger, not just your slice of it. You create an environment of abundance for yourself and for those around you, creating new possibilities as you open yourself up to the ideas of others and finding ways to collaborate with like-minded people. You look forward to the future because you know you have assembled a team that will help you reach your goals. This goes beyond brainstorming. It creates a synergistic solution that exceeds everyone’s expectations. The essence of “Givers Gain” means that as I let go of my ego, the spirit of relationship wins, so givers gain.

TAKING RESPONSIBILITY FOR YOUR COMMUNICATION

Communication includes both what you say and how you say it. You understand that your thoughts and self-talk drive your emotions, behaviors and results. By taking responsibility for your communication, you choose to control your thinking. You let go of the assumptions and judgments and share ideas without jumping to conclusions. You become proactive and seek out understanding, choosing to remain positive. As a leader, you also know the effect your words have on others, and you choose them wisely. You know that you can create the communication you need.

BREAKTHROUGH SAFETY TRAINING

–SAFETY JUST GOT REAL PERSONAL

This isn't your typical safety training! Safety is a one-time shot. Much of the safety training out there is based on policy, procedure, and compliance. While this information is necessary and valuable to every organization's safety program, there has been a missing link in getting everyone on board and taking responsibility for being safe. The training instills the emotional components of safety and enables each participant to discover their purpose in being safe and answer the question, WHY? Why is it important for me to be safe?

A whole new approach to safety. Breakthrough Safety is an intensive-style 2.5-day course that provides participants with the skills and tools to create sustainable behavioral change in the work environment.

LEARNING OUTCOMES

- Increase awareness of self-limiting behavioral patterns related to safety
- Connect the intellectual knowledge of safety with the emotional choice to be safe, no matter what, which helps build a safer and more cohesive work environment
- Take personal responsibility for creating a safer workplace, recognizing that leadership in safety has nothing to do with the title
- Understand how concise language will create a safer work environment and elevate one's own voice to empower others to create a safer culture
- Reach a high level of personal commitment regarding safety by generating "I will" statements that help guide actions

WHY OUR TRAINING WORKS

Creating individual behavioral change, especially sustainable change, is the most difficult aspect of most training programs. Many of them provide great information, models and theories. Through these training programs you may understand, learn and gain this knowledge, yet simply learning something new generally does not correlate to a change in performance. We are all creatures of habit and therefore the tendency to take the path of least resistance and fall back into our comfort zones is great. Breakthrough Leadership created a series of training and development courses that implement proven practices for creating true performance change. Our processes and delivery are the catalysts for changing behavior. The following six practices are the reason why Breakthrough Leadership's training has an immediate and ongoing impact on behavior, productivity and performance.

For more details and pricing, contact:

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Self Awareness

Learning begins when individuals become aware of their own strengths, opportunities for growth and self-limiting behaviors. Breakthrough Leadership provides the opportunity for participants to “look in the mirror” and assess their performance. During the class, time is given for reflection, exercise debriefing and journaling. Ongoing processes ask the participant what is being learned and how to apply the training in their lives. Bottom-line, people must be self-aware to make meaningful and lasting changes.

Practice / Experience

Just as in sports, athletes practice skills and techniques in order to improve performance. Through practice and experience, performance is enhanced and continues to improve over time. Everything Breakthrough Leadership teaches about leadership is learned through an experiential process and correlates directly to a leadership attribute and behavior. Rather than just discussing or lecturing on a variety of leadership traits, all participants of Breakthrough training experience and practice leadership behaviors such as accountability, communication, enthusiasm, focus, passion, taking action, teamwork and trust. It is through this experience that performance is enhanced.

Feedback and Coaching

Providing feedback and coaching to an individual gives insight into their behavior. Breakthrough Leadership's classes are dedicated to giving individual attention and coaching to every participant. For this reason, class sizes remain small. At Breakthrough Leadership, our trainers are coaches. In every course they offer feedback and coaching that is honest, direct, instant and one-on-one. This feedback is designed to empower the participant and move them forward to their own next level of performance. Great coaches in sports, business and training have the power to unleash the potential of individuals by seeing things that they may not see for themselves.

Motivation

The key to motivation is not necessarily to motivate the participant, rather it is to allow a student to discover, uncover and tap into his or her own internal motivators. At Breakthrough Leadership, our processes allow students to identify what is important to them and create the skills and the confidence to execute. Our graduates walk away inspired, focused and internally driven.

Anchors

Anchors are words, phrases or movements used as a prompt to recall a behavior, an emotion or a past experience. At Breakthrough Leadership, we use anchors so that after the training participants have quick, easy ways to recall and apply specific leadership competencies. For example, when a student completes a training process that anchors in taking action, this anchor can be readily accessed and applied in any business meeting, decision-making process or important project.

Intense Experience

In Breakthrough Leadership classes, students experience a range of emotion. Quite simply, the emotions mean our exercises are connecting on a deep level to something that is meaningful to our participants.

