

# Center for Organizational Energy, LLC

*Providing training and development solutions to help power your organization's performance.*

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Stanford  
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Briefings



The **Center for Organizational Energy, LLC** develops high performance organizations through assessment, planning, leadership, management and self-mastery training and teambuilding. We have worked with a great many companies and organizations in the Capital Region and beyond. The **Center for Organizational Energy, LLC** has helped several of these clients with extensive growth and re-evaluation efforts that have helped move them towards becoming high performance

organizations. We provide value-added solutions to meet your training and development needs for employees, teams and whole organizations.

Bring the **Center for Organizational Energy's** training services on site or take advantage of our Albany Training Center to improve the performance of your managers and employees. We can provide programs that are customized to your business objectives and the needs of your organization. Let our training solutions maximize your employee's performance and improve your bottom line!

We would like the opportunity to sit down with you, learn about your most urgent training and development needs, and discuss the ways **Center for Organizational Energy** can enhance your organization or business. We have the largest library of training programs, curriculum, books and video tapes in upstate New York. Please give us a call if you would like further information about any of our training programs. Many of our programs are listed in this brochure.

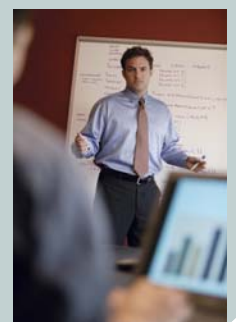
## **Why train your people? To improve their productivity!**

- Training is an investment, not a cost. Investing in your people will pay you back the training fees many times over.
- Empowered, informed employees are the best asset you have. Help them to help you better by ensuring they keep their skills and knowledge current.

## **Planning a Corporate Event, Meeting, Seminar?**

**We offer:**

Public Sessions	Workshops	Lunch and Learns
Onsite Training	Retreats	Assessment
In House Training	Seminars	Strategic Planning
Courses	Keynotes	Succession Planning
Classes	Break Out sessions	





## Jim Ullery, President, Center for Organizational Energy, LLC

518.869.8600 x15 Jim@c4oe.com

Jim Ullery is a seasoned sales professional who has won many sales awards. Recently Jim was recently named 2005 Salesperson of the Year by Crestcom International.

Jim is also available for retreats and keynote addresses.

Jim Ullery has been in the consulting business for over 20 years. During this time he spent 18 years with Albany Ladder Company, which was noted by the Human Resource Society and the Hudson Mohawk Training and Development Society as one of the best organizations to work for in the Capital District. The recognition paralleled that of Dr. Peter Senge of Sloan School of Management at MIT who noted the learning environment that Jim and President Lester Heath had created. As a result of this, Jim appeared in a video tape with Dr.

W. Edward Deming and Dr. Senge. "Successful Meetings" magazine named his training efforts as one of the Top Five in the nation in a cover story article. In addition, Albany Ladder and his work were featured in "INC Magazine" on several occasions, as well as numerous trade publications. Jim has also been a collaborator with several thinkers in the in the organizational development field, including Robert Fritz, Dr. W. Edward Deming, Dr. Peter Senge, Charlotte Roberts and William Isaacs. It is during this time that

Jim developed his philosophy of abundance and compassion for each person's contribution to the success of an organization that permeates his work to this day. Prior to joining Albany Ladder, Jim owned his own business and worked in the banking industry. Jim is a skilled speaker, facilitator and trainer, as well as a business facilitator. He holds a B.A. from Simpson College, a degree from the American Institute of Paralegal Studies and a MBA from Rensselaer Polytechnic Institute.

## EXPERIENTIAL PROGRAMS

### Gold of the Desert Kings

*Gold of the Desert Kings* addresses the issue of effort versus productivity. Participants are placed in circumstances with limited time and resources and must rely on their team to achieve their goals. The pressures and anxiety experienced in *Gold of the Desert Kings* are similar to those experienced daily in a hectic work schedule. Participants contend with deadlines, a perceived lack of resources, others' point of view and the pressure to just do something while trying to accomplish team objectives.

### Promises, Promises

By forcing people to deal with the pressures and obstacles of interdependent teams, *Promises, Promises!* powerfully demonstrates the strong relationship between quality communication and quality results. To meet their goals and become a United League of Nations, all teams must get the right resources to the right people according to their needs and deadlines. Participants walk away from *Promises, Promises* understanding that everyone within an organization is both a supplier and a customer. "*Promises, Promises*" focuses on the total quality of internal and external customer service, trust and resource sharing, as well as negotiation.

### High Caliber Contact

*High Caliber Contact* is a simulation activity that concentrates on negotiations, communication and the value of information.

### Barnaga

*Barnaga* is simulation activity in which participants experience the shock of realizing that despite many similarities, people of differing cultures perceive things differently or play by different rules. Players learn that they must understand and reconcile these differences if they want to function effectively in a cross-cultural group.

## Games Companies Play (Taken from HR Magazine)

Several Southwest Airline workers, dressed like Lawrence of Arabia, feverishly mine gold while others die of thirst in the desert. Still other employees are close to home base, where they're cashing in their cache of ancient gold.

No, the employees are not hallucinating in the workplace, they are taking part in "Gold of the Desert Kings," a mad race across a desert that pits teams against each other in a search for gold. The experiential training program was devised by a firm called Eagle's Flight to teach teamwork, planning, goal setting and decision making.

"People learn best when they are having fun," says Craig Haptonstall, an internal consultant in Southwest's training and development department, "and experiential training builds fun into the process."

After two hours of playing the game, participants confront how well they performed--whether they operated with a plan, whether they avoided taking risks or made poor use of resources, whether they dominated other team members or allowed themselves to be dominated. And they discuss what they learned and how it can be applied to their real Southwest started down the road to experiential training about four years ago; so far about 500 people have been through the "Gold of the Desert Kings" experience.

In 1992, Southwest incorporated "Promises, Promises" into a two-day course designed to get people to think holistically about the company. The fast day of the program is all physical challenge, including rope exercises and wall climbing. On day two, the group plays "Promises, Promises," which creates a world in which 10 political parties have made promises to their respective countries. Promises kept are rewarded, promises broken lead to a fall from grace for the party leaders.

The game helps illustrate "the importance of the big picture," Haptonstall says. "It compels players to really look at who our customers are and to focus on the dynamics of both internal and external service."

With all its experiential training, Southwest follows up to gauge each program's long-term effectiveness. Haptonstall says, "We'll survey groups 90 days to six months out of the training experience, asking them what they were able to do as a result of the training, and what kind of road blocks or challenges they encountered in trying to implement the lessons learned."

In every case, Haptonstall finds that when a simulation mimics a situation found in the workplace, the lessons stick. That is true as early as the debriefings that immediately follow all Eagle's Flight games, and it is true six months later.

Some folks remember 'dying in the desert' with 'Gold of the Desert Kings' and why," he says. "Others realize they played only to survive, not to excel. Whatever the case, having experienced the situation, particularly with colleagues, is what gives long-term results."

# Crestcom

## LEADERSHIP PROGRAMS

### Bullet Proof® Manager

A unique combination of live and video instruction. It emphasizes involvement, participation and team work and represents a complete departure from traditional training methodology. Perhaps the most impressive thing about the training is that it works with all sizes of organizations ... from major multi-national giants to small local organizations.

Participants in **Bullet Proof® Manager** training attend a monthly session for twelve consecutive months. Each session lasts approximately four hours and concentrates on two specific management skills. The training begins with a thirty-minute video featuring a leading authority on the first of the two featured management skills. The video is followed by approximately one hour of practicing, drilling, and role-playing the skill. This is followed by a second half-hour video and an additional hour of practice, drill and role play.

The monthly sessions involve "situational studies" and group and individual exercises which are designed to insure the participants' grasp of the material. Participants have an opportunity to exchange ideas with managers from other organizations ... managers who come from different backgrounds ... managers who have different experiences. At the completion of the training, participating managers will have spent forty-eight hours in a structured learning environment.

### Bullet Proof® Manager IV Topics

How to Exceed Customer Expectations  
 How to Develop & Maintain Rapport  
 Leaders Make Change Work  
 The Anatomy of A Successful Business  
 Recognition: The Key to Higher Performance  
 How to Motivate Yourself & Others  
 How to be A Transformational Leader  
 Strategic Planning: A Seven-Step Formula  
 How to Hire, Train & Reward Employees  
 Projecting A More Positive Self-Image  
 Developing a Time Investment Strategy  
 How to Help Employees Be Their Best  
 How to Become A Stress Buster  
 How to Tap the Creativity of Your Management Team  
 Negotiating to Win  
 Increasing Productivity Through Motivated People  
 How to Deal with Difficult Customers  
 Creating Leaders Through Mentoring  
 The Listening Advantage  
 Effective Telephone Communication  
 The 70-Minute Hour  
 Using Strategic Thinking to Improve Strategic Planning  
 How to Connect: Communicate at A Higher Level Seven Steps to Effective Delegation

*"Our Product Development Manager wrote that the Bullet Proof Manager course gave financial and tangible benefits as follows: Negotiation techniques and strategies \$100K, Identifying, hiring & managing right people \$40K and all other modules resulted in saving time and money of over \$100K+."*

### Bullet Proof® Manager II Topics

How to Create A Customer Service Environment  
 Coping with Change: Strategies for Excellence  
 How to Conduct More Effective Staff Meetings  
 What's the Real Message (Listening/Body Language)  
 The Art & Science of Strategic Planning  
 How to Respond (Not React) to Life  
 The Psychology of Successful Negotiating  
 Team Building: How to Build A Winning Team  
 How to Educate...Not Just Train...Employees  
 How to Build Winning Relationships  
 How to Improve Your Speaking & Presentation Skills  
 How to Deal with Conflict  
 Productive & Unproductive Games Managers Play  
 How to Develop Managerial Leadership  
 Eleven Ways to Motivate Your Management Team  
 Winning Negotiating Strategies  
 How to Master the Art of Problem Solving  
 How to Become a Meaningful Specific  
 How to Train for Change  
 Secrets of High Achievers  
 Winning Management Strategies  
 How to Use Positive Words to Make a Positive Difference  
 Seven Attitudes of High-Performing Managers  
 Eight Sure-Fire Ways to Improve Effectiveness

### How To Hire and Keep Winners

How To Find Winners  
 How To Interview Winners  
 How to Handle Recruiting Objections and Close the Recruiting Sale  
 How to Keep Winners

### The Office Professional

Advanced training for Executive Assistants, Administrative Assistants and other office personal.

Working As Partners  
 Professional Image  
 Managing Priorities  
 How To Have A Happy Successful Life & Career

### Bullet Proof® Recruiting

Training for your managers focused on the hiring and retention needs of your company.

How to Find & Identify Winners  
 How to Interview & Recruit Winners  
 How to Keep & Train Winners

### Bullet Proof® Customer Service

Customer service training for your staff, focused on your business and your customers.

How to Hire , Train & Reward Customer Serviced-Oriented Employees  
 How to Deal with Difficult Customers  
 How to exceed Customer Expectations

### Bullet Proof® Manager III Topics

How To Provide Gold Standard Customer Service  
 Establishing Goals and Priorities  
 How to Win the Negotiating Game  
 The Visionary Leader  
 Strategies for Effective Meetings & Presentations  
 Managing the Velocity Factor  
 Managing the Challenge of Change  
 Solving the Management Puzzle  
 The Quest for Excellence  
 How to Survive & Thrive Under Stress  
 How To Conduct Performance Appraisals  
 Eight Keys to Developing Leadership  
 How To Avoid Hiring & Recruiting Mistakes  
 The Attitude & Altitude Connection  
 Personal Communication Skills  
 How to Deal with Workplace Mistakes  
 How To See Your Company Through Your Customer's Eyes  
 The Leadership Secret  
 Creative Leadership or Thinking Outside the Box  
 Building A Personal Success Foundation  
 How to Manage Diverse Personalities  
 Are You Mismanaging Yourself?  
 Motivating for Peak Performance  
 How to Use Your "IQ" to Increase Your "EQ"

### The Road to Excellence Series

Each of these sessions is designed to stand alone.

How to Overcome Call Reluctance  
 How To Build Win/Win Relationships  
 How to Increase Your Telephone Effectiveness  
 How To Become a Meaningful Specific  
 How To Change Doubt to Belief  
 How To Respond...Not React...To Life  
 How To Plan Your Way to Increased Productivity  
 How to Identify Buying Signals & Use Trial Closes  
 How to Turn Cold Hard Objections into Soft , Warm Business  
 How to Build a Winning Self Image  
 How to Close with Greater Confidence  
 Why There's No "Free Lunch"  
 How to Establish and Reach Goals  
 How to Build Winning Relationships  
 How to Use Positive Words to Make a Positive Difference  
 How to Build a Winning Attitude  
 Why Motivation and Positive Thinking Work  
 How to Build a Success Foundation  
 How to Improve Your Vision Without Changing Your Eyesight  
 How to Change the Performer by Changing the "Picture"

*"As in most businesses, time is the most controversial factor in our lives. People are very hesitant to give up their time for another meeting, so to speak. Exposure to the skills presented in the Bullet Proof Manager series has made most supervisors and managers more than willing to make the investment of their time each month."*

**Creating Stellar Customer Relations***Reaching for Stellar Service*

**Public Session Dates:** September 15, 2006 8 am to 12 pm  
Participants explore the value of stellar service and the service provider's role in achieving it. They will explore the challenges of delivering stellar service and the ways it adds value to every type of customer interaction: one-time or long-term, routine or unique, face-to-face or on the telephone, business-to-business or business-to-customer, and technical or non-technical.

*Caring for Customers*

**Public Session Dates:** September 15, 2006 1 pm to 5 pm  
Participants will develop skills for delivering friendly, attentive service that demonstrates interest in and care for customers on a human level.

*Healing Customer Relations*

**Public Session Dates:** November 28, 2006 8 am to 12 pm  
The purpose of this seminar is to develop skills that will help service providers serve customers who are concerned, angry, or upset after a service breakdown.

*Dazzling Your Customers*

**Public Session Dates:** November 28, 2006 1 pm to 5 pm  
The purpose of this seminar is to enhance the ability of service providers to make customers feel special and valued, thereby creating experiences so surprisingly positive and memorable, that customers will tell others about them and will want to sustain and build their relationships with the organization.

**Meeting the Challenge of Stellar Service***Guiding Customer Conversations*

**1/2-day Seminar-Dates To Be Announced**  
The purpose of this seminar is to give service providers skills for conducting conversations that effectively attend to external and internal customers' human and business needs.

*Serving a World of Customers*

**1/2-day Seminar-Dates To Be Announced**  
The purpose of this seminar is to help service providers learn and apply skills for providing helpful, sensitive, and respectful service that is tailored to customers' unique needs.

*Teaming Up for Seamless Service*

**1/2-day Seminar-Dates To Be Announced**  
The purpose of this seminar is to explore what it takes to deliver seamless service, and to develop skills for addressing service issues with fellow service providers.

*"We wanted to motivate all of our associates to a new level of productivity, and Center for Organizational Energy helped us put a program together. We were extremely happy with the work that they did. The end result has been a much happier work group, improved product quality, and an increase in productivity."*

**Coaching for Stellar Service***Reaching for Stellar Service: Coach's Version*

**1/2-day Seminar-Dates To Be Announced**  
The purpose of this seminar is to explore the value of stellar service and the role of service coaches in helping service providers achieve it.

*Developing Others for Stellar Service*

**1/2-day Seminar-Dates To Be Announced**  
The purpose of this seminar is to provide service coaches with skills for developing others, helping service providers expand their capabilities so they will have the confidence to make decisions and solve problems on their own.

*Giving Constructive Feedback for Stellar Service*

**1/2-day Seminar-Dates To Be Announced**  
The purpose of this seminar is to provide service coaches with skills that will let them give constructive feedback in a way that builds mutual respect and promotes problem solving and learning.

*Recognizing Others for Stellar Service*

**1/2-day Seminar-Dates To Be Announced**  
The purpose of this module is to provide service coaches with skills for recognizing and reinforcing the behaviors that support stellar service.

**SALES PROGRAMS****Professional Selling Skills (PSS)**

Professional Selling Skills equips sales people with the essential consultative skills needed to succeed and increase their sales and revenue. The course presents a structure for conducting a sales call, a questioning process to ensure that all needs (and the needs driving these needs are expressed), and tools and techniques to gain customer commitment. The unique element of the PSS course is the time spent on tools and techniques for handling "drawbacks" including skepticism, misunderstandings, and drawbacks.

**Public Session Dates for the 3-day PSS Seminar at Center for Organizational Energy**  
423A New Karner Road, Albany, NY

November 1, 2 & 3, 2006  
January 30, 31 & February 1, 2007  
March 20, 21 & 22, 2007      May 15, 16 & 17, 2007  
June 26, 27 & 28, 2007      August 14, 15 & 16, 2007  
October 2, 3 & 4, 2007      December 4, 5 & 6, 2007

**Professional Selling Skills-Applications**

Apply Professional selling Skills to daily business realities through a review of Core PSS skills, the identification of customer challenges, the development of call plan profiles and practice selling against the competition.

Prerequisite: 6 weeks to 6 months after completing of Professional selling Skills Core

**Professional Sales Coaching**

Professional Sales Coaching provides your sales managers and coaches with the framework, communication skills and planning tools they need to build and maintain a winning sales team--one that generates not just revenues, but mutually beneficial, long-term one that generates not just revenues, but mutually beneficial, long-term relationships.

Prerequisite: Professional Selling Skills

**Professional Sales Negotiations**

*Professional Sales Negotiations* teaches your salespeople how to negotiate mutually satisfying agreements with customers and understand how and when to negotiate effectively. This program will provide your salespeople with the concepts and skills needed to steer face-to-face negotiations to a successful close.

*"Our people are learning skills that improve their performance in their current position. They are also developing the skills that will enable them to grow into the types of leaders that are critical to our future success."*

*"Jim, our sales organization has matured and improved its professional selling skills as a result of your training sessions. We look forward to continuing to build on this solid foundation."*

**Professional Teleselling Skills**



Close the sale through scripted or un-scripted phone conversations and build customer relationships that instill confidence in their decision to do business with the sales person and the organization


**Winning Account Strategies**

Winning Account Strategies is a research based dynamic workshop designed for salespeople who are ready to develop a more strategic approach to maximizing sales opportunities in their key accounts.

This dynamic workshop teaches a five-step process for developing an account strategy. It introduces new concepts, tools and tactics salespeople can use to build solid lasting customer relationships in today's competitive marketplace.

*"The ideas and tools expressed over the three days were enlightening. Jim's skills were from real world selling, not from a book. That makes what he said and passed on to the participants very credible. His enthusiasm was also passed along encouraging all to participate..."*

<b>AchieveGlobal</b>	<b>(Formerly Zenger Miller)</b>	
<b>LEADERSHIP PROGRAMS</b>		
<p><b>Frontline Leadership Series</b></p> <p><i>A training system designed to support supervisors in their expanded leadership role at the frontline of organizational performance. It is a value-based program, emphasizing the interpersonal skills today's supervisors and managers need.</i></p> <p><b>Frontline Leadership:</b> <i>Your Role and The Basic Principles</i></p> <ul style="list-style-type: none"> <li>Giving Constructive Feedback</li> <li>Getting Good Information From Others</li> <li>Getting Your Ideas Across</li> <li>Dealing With Emotional Behavior</li> <li>Recognizing Positive Results</li> </ul> <p><b>Frontline Leadership:</b> <i>Managing Individual Performance</i></p> <ul style="list-style-type: none"> <li>Establishing Performance Expectations</li> <li>Developing Job Skills</li> <li>Coaching For Optimal Performance</li> <li>Taking Corrective Action</li> </ul>	<p><b>Frontline Leadership:</b> <i>Developing Team Performance</i></p> <ul style="list-style-type: none"> <li>Clarifying Team Rolls &amp; Responsibilities</li> <li>Conducting Information Exchange Meetings</li> <li>Resolving Team Conflicts</li> </ul> <p><b>Frontline Leadership:</b> <i>Managing Organizational Impact</i></p> <ul style="list-style-type: none"> <li>Building A Constructive Relationship With Your Manager</li> <li>Building a Collaborative Relationship With Your Peers</li> <li>Confronting Issues With Your Manager &amp; Peers</li> <li>Winning Support From Others</li> </ul> <p><b>Frontline Leadership:</b> <i>Managing Change and Innovation</i></p> <ul style="list-style-type: none"> <li>Managing Change</li> <li>Fostering Improvement Through Innovation</li> </ul>	<p><b>Frontline Leadership:</b> <i>Problem Solving for Individuals &amp; Teams</i></p> <ul style="list-style-type: none"> <li>Solving Problems: The Basic Process</li> <li>Solving Problems: Tools &amp; Techniques</li> <li>Participating in Problem Solving Sessions</li> <li>Leading Problem Solving Sessions</li> </ul> <p><b>Frontline Leadership:</b> <i>Developing Front Line Leaders: The Management Support Role</i></p> <ul style="list-style-type: none"> <li>Increasing the Payoffs of Training</li> <li>The Basic Principles</li> <li>Coaching for Optimal Performance</li> <li>Recognizing Positive Results</li> </ul> <p><i>"This was one of the best facilitated sessions I've ever participated in: a combination of an excellent facilitator in Jim Ullery and a group of terrific participants."</i></p>
<p><b>QUEST</b> <b>Quality Enhancement Through Skills Training</b></p> <p>QUEST gives employees interpersonal and team skills, analytical and problem-solving skills and develops proficiency in customer-focused analysis and interventions. This program provides you with skills that puts your quality plan to work.</p> <ul style="list-style-type: none"> <li>Quality: Through the Eyes of the Customer</li> <li>Quality: The Individual's Role</li> <li>Clarifying Customer Expectations</li> <li>Resolving Customer Dissatisfaction</li> <li>Solving Quality Problems</li> <li>Tools &amp; Techniques for Solving Quality Problems</li> <li>Participating In Quality Problem Solving Sessions</li> <li>Leading Quality Problem Solving Sessions</li> <li>Analyzing Work Processes: Finding Opportunities for Improvement</li> <li>Focusing Your Team on Quality</li> <li>Building Individual Commitment to Quality</li> <li>Sustaining Momentum for Continuous Improvement</li> </ul>	<p><b>Working</b></p> <p><i>Working</i> is focused on improving real-life situations. You will be dealing with concrete skills that can improve how well people work together, how sensibly work is done, and how satisfying work is for you and for those around you. <i>Working</i> provides your employees with the basic "smarts" all employees need to build a record of achievement for themselves and their organization.</p> <ul style="list-style-type: none"> <li>Listening to Understand Clearly</li> <li>Giving Feedback to Help Others</li> <li>Taking on a New Assignment</li> <li>Requesting Help</li> <li>Getting Your Point Across</li> <li>Participating in Group Meetings</li> <li>Keeping Your Boss Informed</li> <li>Resolving Issues With Others</li> <li>Positive Responses to Negative Situations</li> <li>Working Smarter</li> <li>Dealing With Changes</li> <li>Being a Team Player</li> </ul>	<p><b>Leadership Series</b></p> <p>To address the leadership role all individuals will have to take on to remain competitive. Designed to build the awareness, skills and know-how necessary for all employees to rise to a new level of responsibility for their own work and for the well being of the organization. Provides the skills required in organizations that are fostering a collaborative environment where decision making is shared by employees and managers and where every person needs to take initiative.</p> <p>This program delivers high-performance strategies for personal leadership that keep employees on track and moving in the right direction.</p> <ul style="list-style-type: none"> <li>The Leader in Each of Us</li> <li>The Basic Principles for a Collaborative Workplace</li> <li>Personal Strategies for Navigating Change</li> <li>Managing Your Priorities</li> <li>Influencing for Win-Win Outcomes</li> <li>Moving From Conflict to Collaboration</li> <li>Proactive Listening</li> <li>Expressing Yourself: Presenting Your Thoughts &amp; Ideas</li> </ul>
<p><b>WorkSkills: Steps to Your Success</b></p> <p><i>WorkSkills</i> address the specific needs of new hires; by addressing their needs it addresses your needs—to reduce turnover, to increase productivity, to embrace change, and to create loyalty.</p> <ul style="list-style-type: none"> <li>What it Takes to Succeed: The Basic Principles</li> <li>Getting the Information You Need</li> <li>Speaking With Confidence</li> <li>Positive Responses to Change</li> <li>Defusing Emotionally Charged Situations</li> <li>Helping Your Team Work</li> <li>Managing Life Outside Work: Handling Emergencies &amp; Resisting Temptations</li> </ul>	<p><i>"I felt like someone had turned on the lights in a dimly lit room. For the first time I truly understood how our company functioned and what we needed to do to improve our performance."</i></p> <p><i>"All the managers loved the process, because it is straight forward and immediately applicable to their operations. Thanks to these programs, we are able to give practical techniques to our managers."</i></p>	<ul style="list-style-type: none"> <li>Handling Emotions Under Pressure</li> <li>Coaching: Bringing Out the Best in Others</li> <li>Giving and Receiving Constructive Feedback</li> <li>Giving Recognition</li> <li>Moving the Organization Forward: Defining Your Team's Contribution</li> <li>Identifying Work Priorities and Setting Verifiable Goals</li> <li>Gaining Commitment to Preset Goals</li> <li>Correcting Performance Problems</li> <li>Conducting A Collaborative Performance Review</li> </ul> <p><i>"The ability to learn faster than your competitors may be the only sustainable competitive advantage".</i></p> <p>Peter M. Senge Author of "The Fifth Discipline"</p>

<b>360 Solutions</b>		
<p><b>High Performance Leadership: From Control to Empowerment</b></p> <p>Examine the roles and practices of the most successful leaders and learn how to lead by empowering the development of others.</p> <p>Principles of Leadership Practices of Empowering Leaders The Five Leadership Roles Leadership Practices: A Self-Assessment Personal Productivity Fundamentals of High Performance Performance Expectations Empowering Others For Success</p>	<p><b>Career Builder</b></p> <p>Develop knowledge and skills that will significantly increase your personal effectiveness and ability to successfully interact and lead others. Never before have such diverse and critically important business, interpersonal, and leadership topics been combined into a training series with such impact.</p> <p>Building Trust Creating Teams Face to Face Emotional Excellence Taking Responsibility Conflict Resolution</p> <p>Empowering Employees Setting Performance Expectations Time Management Team Decisions Winning Relationships Effective Meetings</p>	<p><b>Principles of High Performance</b></p> <p>Participate in a real-life simulation of a work environment that will help you experience a high performance organization and learn what you have to do in your company to get there.</p> <p>Traditional VS High Performance Paradigms Characteristics of High Performance Building Trust High Performance Tools and Plans</p>
<p><b>Skills for High Performance Team Work</b></p> <p>Learn social and technical skills, including communication, decision-making, conflict resolution, and problem solving, that team members need to thrive in a team environment.</p> <p>Basic Communication Giving and Receiving Feedback Group Dynamics Team Decision Making Team Problem Solving Conflict Resolution Time Management</p>	<p><b>Developing High Performance Teams: What They Are and How They Work</b></p> <p>Develop the infrastructure of a high performance team through developing a charter, understanding customer requirements, diagramming work flow, setting goals, and clarifying roles.</p> <p>Fundamentals of High Performance Teams The Team Charter Effective Meetings Customer Focus Managing The Process Team Member Roles and Responsibilities Setting Goals and Keeping Score</p>	<p><b>Positive Impact</b></p> <p>Examine a set of behaviors that are beneficial at all levels of an organization. Participants will learn how to be the type of employee successful companies fight to keep, by applying seven high-performance behaviors to their professional life.</p> <p>Attitude Personal Accountability Balance Change Productivity Communication Leadership Opportunities</p>
<p><b>The Trust Factor: Creating Win/Win Relationships</b></p> <p>Develop your communication and behavior skills to create a climate of trust, collaboration and goodwill with coworkers.</p> <p>The Trust Imperative Collusion A Change of Heart Face-to-Face Communication Interpersonal Dialogue: Core Principles Interpersonal Dialogue: The Steps, Harnessing Harmful Behavior Strengthening Our Relationships</p>	<p><b>Self Mastery: A Plan for Personal Success</b></p> <p>Learn a set of principles and personal management skills that will change how you view your life and enable you to grow in personal confidence and effectiveness.</p> <p>The Integrity Model Conquer Your Key Moments Embrace Reality Exercise Responsibility Clarify Your Vision Define Your Purpose Act With Integrity Value Who You Are</p>	<p><b>Core Skills</b></p> <p>Learn to enhance your core skills, building a solid foundation on which to launch successful selling partnerships that bridge your company's offerings and your client's needs.</p> <p>Goal Setting and Planning Leveraging Time Communication Negotiation Teamwork</p>
<p><b>Assessing Your Organization for High Performance</b></p> <p>Through this intervention, you will learn a powerful framework to better understand your organization. The framework, known as the "transformation model," reduces the complexity of an organization to seven key elements that account for its success.</p> <p>The Transformation Model Business Environment Core Process Systems Opportunities and Plans</p> <p>Current Results Current Strategy Structure Culture</p>	<p><b>Developing A High Performance Strategy: Compete To Win</b></p> <p>Strategy is defined as the way an organization meets the challenges and opportunities presented by its environment. It consists of a set of conscious choices about how it will deliver value to its customers and distinguish itself from its competitors.</p> <p>Overview of Strategy Forecasting the Future Creating Core Ideology Defining Your Strategic Direction Defining Your Competitive Advantage Analyzing the Business Environment</p> <p>Setting Goals Creating a Master Plan</p>	<p><b>Principles of Partnership Selling</b></p> <p>Learn to bridge your company's offerings and your customers' needs, while determining how to maintain a strong presence in the marketplace and create financial stability.</p> <p>Partnering, Value Profiling Developing Benefits Presenting Solutions Handling Objections Closing Putting it All Together</p>

<b>360 Solutions</b>		
<b>Seminar Series Topics</b>		
RESOLVING CONFLICTS THE RIGHT WAY How to Turn Losing Confrontations into Win-Win Successes	COMMUNICATING WITH SKILL Tips for Getting Your Message Across Every Time	LEADING PEOPLE THROUGH CHANGE Principles for Confidently Guiding Your Team Through Uncertainty
BECOMING AN EFFECTIVE LEADER How to Lead, not Manage, Your Employees to Success	EFFECTIVE DELEGATION SKILLS How to Raise Productivity and Develop Your Staff	BUILDING YOUR TEAM FOR SUCCESS Proven Strategies for Superior Work Teams
REACHING SUCCESS THROUGH SELF-MASTERY How to Win the Inner Victory in an Often-stormy World	HANDLING PROBLEM PEOPLE SUCCESSFULLY Improve Morale and Reduce Stress With These Interactive Methods	BECOMING CUSTOMER FOCUSED How to Make Standout Service Your Organization's Finest Asset
BECOMING A HIGH-PERFORMANCE SALES PROFESSIONAL How to Position Yourself for Optimum Success	LEADING THROUGH TRUST How to Empower Others to Do Their Best	IN PURSUIT OF GOALS Practical Steps to Go for the Gold in Life
WINNING THE BATTLE AGAINST NEGATIVITY Techniques for Spreading Optimism Throughout the Workplace	LEARNING TO CONTROL STRESS SO STRESS DOESN'T CONTROL YOU Tried-and-True Steps That Can Work For You	COACHING YOUR BUSINESS TEAM How to inspire Effective Teamwork for Winning Performance
THE ART OF NEGOTIATION Persuasion Techniques That Can Work for You	DISCOVERING EXCELLENCE AS A SUPERVISOR A Comprehensive Look at the Manager's Vital Role	HIRING FOR THE 21ST CENTURY How to Find, Hire, and retain Great People
SPEAKING IN PUBLIC How to Present Your Best Performance Every Time	HOW TO GIVE AND RECEIVE FEEDBACK WITH SKILL Advanced Communication Skills for Professional Relationships	MASTERING THE ART OF TIME MANAGEMENT Proven Strategies for Raising Productivity
HOW TO MANAGE PROJECTS AND MEET DEADLINES Giving Projects the Special Treatment They Deserve	PREVENTING WORKPLACE PROCRASTINATION Put This Addictive Habit Behind You Once and For All!	MAKING MEETINGS WORK How to Maximize Meeting Effectiveness and Efficiency
<b>Stanford</b>		<b>Stanford Executive Briefings</b>
<b>Stanford Breakfast Briefing Titles</b>		
The video series includes talks by well-known CEOs such as Bill Gates of Microsoft, Scott McNealy of Sun Microsystems and Carol Bartz of Autodesk. You'll also hear renown Stanford professors such as Margaret Neale, author of "Negotiating Rationally" and Charles O'Reilly, author of "How Great Companies Achieve Extraordinary Results with Ordinary People."	Creativity in Business	Numbers DO Lie: Leading a Measurement Revolution
Each Stanford Executive Briefings video provides practical information that you can apply to improve the way you do business.	Current Issues in Naming and Branding	The Opportunity and Threat of Disruptive Technologies
Each title runs under 60 minutes.	The Evolving Role of the Executive in the Borderless Business Community	Organizational IQ: Why Smart Organizations Perform Better
<b>Titles of Videos</b>	From Start-up to Success in Internet Years	The Organizational World of Knowledge Workers
Bill Gates: The Communication Revolution	Frontiers of Excellence: Lessons from Organizations that Put People First	The Power of Persuasion
Building a Blue Chip Brand for the 21st Century: Speed, Control and E <sup>n</sup> novation	Growing a Company by Retaining Top Talent	Preventing Burnout in Your Organization
Building Intelligent Business Alliances	High-Tech Health Care: Innovation at the Heart of Health	Re-engineering the Human System
Coaching a Winning Team	How Great Companies Achieve Extraordinary Results with Ordinary People	Rules for Revolutionaries
Competing on the Edge: Strategy as Structured Chaos	How Leaders Boost Productivity	Sacred Cows Make the Best Burgers
Coping with Change in the High-Tech Environment	How to Drive Your Competition Crazy	The Search for Life After Planning: How to Build Strategies that Get Implemented
Creating the Future	Implementing Strategy: Managing Through Organizational Culture	Strategies for Surviving the Coming Internet Patent Wars
Creating you & Company: How to Think Like the CEO of Your Own Career	Leadership Aikido: Filling the Global Gap	Using the Internet to build Relationships and Simplify Business
Creating Innovative Business Solutions	Managing with Power: Politics and Influence in Organizations	Visionary Companies: Their Success and Characteristics
	The Mastery of Speaking as a Leader	You Ain't Seen Nothin' Yet: The Future of Internet Commerce
	Mobilizing Commitment in Your Organization	Zero Time: Learning to Respond Instantly
	Negotiation as Decision Making: Getting (More of) What We Want	

### **The Stanford Program on Negotiating: The Sluggers Come Home.....**

The negotiation between the owners of a baseball stadium and a team owner demonstrates key principles of rational negotiation and common tactics and strategies for negotiating profitable agreements. This program is designed for business people to help them with business negotiations. You will find many opportunities to apply the principles taught in this program, not only in your business life, but in your personal and family life as well.

**Public Session Dates for "How to Win the Negotiating Game": July 18, 2006, 1 pm to 4 pm & October 12, 2006, 9 am to 12 pm**



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**Client Cross Section**

Adirondack Business Systems	Bricks Are Us	Del Lanes	Herbert's at Birch Hill	Specialty Tool & Fastener Association	St. Peter's Addiction Recovery Center
Adirondack Community College	C&S Building Materials	DiNapoli Opticians	Holiday Inn Express	Spray Nine Corp	Stiefel Laboratories
AIDS Council of Northeastern NY	CBS 6—WRGB	Dunn Buildings Supply	Hollingsworth & Vose	Mohawk Valley Community College	Suburban Services Group
Albany Citizens Council	Chocolate Gecko	Eastern Office Supply	Hudson Headwaters Healthcare	NESCA	SUNY Cobleskill
Albany Ladder Company	Chris' Coffee Service	ExeControl Global Solutions	Hudson Valley Community College	Northeastern Association of the Blind	Sylvan Learning Systems
Albany Molecular Research	ClearView Center	Facilitech	John Ray & Son Fuel Oil	NYSTRS	Taconnic Farms
Albany River Rats	Colwell & Salmon Communications	Fiber Glass Industries	Joseph House and Shelter	Oak-Mitsui	Tailwind Associates
All-Lifts, Inc.	Collins + Scoville Architects, PC	Freedom Broadcasting	Kal-Harbour, Inc	Organichem Corporation	The Next Step
Arcadia Supply	Common Sense Money	General Electric R & D	Kohler Power Systems	Precision Extrusion	Trinity House
Baumer Electric	Corpac	General Mechanical	Matthews Buses	Prospect Child & Family Center	Upstate Tours
BCMS Bowling	Cottrell Paper Company	Gorman Brothers	Mid-Hudson Valley FCU	Satch Sales	Veterans Administration Hospitals
Best Fire	Crawford Door & Window Sales	Grimm Building Industries	Miller's Ready Mix	SCA Tissue	Whitney M. Young, Jr. Health Center
Blue Slate Solutions	Cyclics Corporation	Harbour Roads	Mohawk Opportunities	Schenectady Animal Shelter	WNYT News Channel 13
Bobrick Washroom Equipment	Dart Transportation	Hartgen Archeological Associates		Shar Lee Coiffures & Day Spa	Zwack Company

## If you keep doing what you've been doing...

There is an old truism that "If you keep doing what you've been doing you'll keep getting what you've been getting". Most leaders, owners or managers have not yet tapped the full potential of their workforce, and yet they won't do so by doing more or even better of what they've done in the past. Research and experience indicate that companies organized by principles of high performance consistently outperform their more traditional counterparts. In fact, a recent review of 100 companies that have recently redesigned their work environments consistent with these principles showed improvements of between 25 and 60%. Pretty remarkable!

### Consider these facts:

- A Corning mold machine shop realized 100% improvements in quality and delivery while reducing costs from 15% above to 15% below the competition.
- Rocky Mountain Labs reduced turnaround time from 28 to 14 days, reduced internal handoffs by 500%, thereby improving productivity by 50% and profits by 25%.
- Tektronix Portables Division reduced inventory from \$40 million to \$15 million and reduced cycle time from 12 weeks to 4 weeks.
- A Sherwin Williams auto paint plant boasts of 30% higher productivity, 45% lower costs, and 25% fewer employees for equivalent volume over a sister plant.
- Coach Leatherware improved plant efficiency from 88 to 100%, improved leather utilization by 48%, and decreased overhead spending by 10%.

These are just a few of literally hundreds of businesses that are achieving outstanding results in this country. They are doing so by changing the way work is organized and empowering the people who do that work. This is known as **high performance** work systems!