

# Beyond the Horizons Consulting

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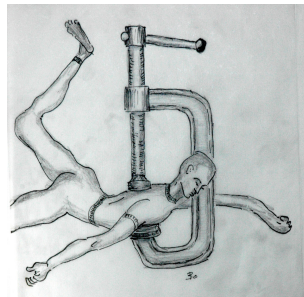
June 2008

## Therapy for Business ®

Have you ever wondered why some organizations function so well, while others seem to have nothing but logjams? — Leaders need to have vision which they communicate clearly to their employees. Leaders also need to engage their workers emotionally in the tasks at hand. Sometimes an organization needs a little therapy!

Our June Newsletter highlights some of the excellent illustrations which appear in our soon-to-be-released book *Soft Skills for Tough Issues: Fostering Interpersonal Communication in the Workplace*. Our June article begins on page 2 of the Newsletter.

Beyond the Horizons Consulting offers a variety of



services for individuals, teams, and organizations.

- ◆ Individual coaching for managers is a process that begins by identifying your style, what you want to retain and strengthen, and what you want to modify. Objective assessments are part of the process, as are also a mutual give-and-take process of creative problem solving and supportive guidance.
- ◆ We offer group seminars on identifying and dealing with stress in a relaxing and supportive environment.

- ◆ Our team building seminars will help your team or department run more smoothly, whether it is a brand-new team or one that has been put together after a reorganization.
- ◆ Our communication seminars identify crucial parts of the communication equation and help you put them all together by using role play, among other practical, hands-on experiences.
- ◆ Critical Incident Stress Debriefing (CISD) is a special tool we are equipped to provide to your business whenever there is a traumatic incident — death of a coworker, robbery, layoffs, etc. — in the workplace.
- ◆ We also offer group seminars utilizing excellent tools, including the Myers-Briggs Type Indicator or the DISC, to help you see *in black-and-white* differences in personality type and behavior.
- ◆ Our conflict resolution services help opposing parties identify mutual purpose(s) and restore harmony to the workplace.
- ◆ It is our pleasure to tailor a seminar to your company's, department's, or team's needs!

Our serene, off-site location appears featured in our May and June 2005 Newsletters.

**Call us to schedule a complimentary consultation for yourself or your business!**

**Our helpful Office Administrator, Stan, will work with you to schedule a meeting time that fits your schedule.**

Stan and Jean Eva can be reached at (505) 466-4990, or on-line at [info@beyondthehorizonsconsulting.com](mailto:info@beyondthehorizonsconsulting.com).

## What Does Learning Mean to our Organization?

Here are some possible answers, which you could rank order for your particular situation:

- ◆ Cross training
- ◆ Sharing of information
- ◆ Innovation
- ◆ Functional problem solving
- ◆ Product learning
- ◆ Instruction on the financial aspects of the company
- ◆ Better communication skills
- ◆ How to deal with difficult persons
- ◆ How to deal with sensitive information
- ◆ Better safety procedures
- ◆ Violence prevention in the workplace
- ◆ Others: \_\_\_\_\_

Companies also need to consider the how-to's of delivering learning programs. There are many formats, which may be suitable for some learners but not for others. Usually offerings in a number of different formats will meet learners' needs for variety, convenience, and ease of learning. Here are some suggestions:

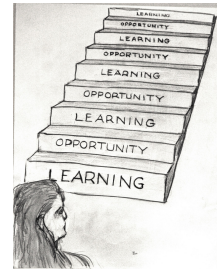
- \* *Seminars and conferences:* This form of learning allows participants to make personal contacts in a setting away from the office. It also allows them time to integrate new material while in a "protected environment" away from phone calls, deadlines, and e-mails.
- \* *Online courses:* This convenient type of learning takes the least amount of time away from office and home. Although some online courses may be instructor-led, they do not generally have the dialog quality inherent in actual classroom contact.
- \* *Home study courses:* These allow the learner to proceed at this/her own pace but are even more devoid of person-to-person interaction.
- \* *Mentoring:* Mentoring can occur in person, via the telephone, or with e-mail communication. A combination of all three modes is not uncommon and actually may provide a good "recipe" for integrating new behaviors and skills.
- \* *Coaching:* Like mentoring, coaching usually begins with at least one face-to-face interview, followed by phone calls and e-mails between phone contacts. Since a professional coach has been hired, there are usually assignments to be completed within a time frame and solid accountability.

*Which instructional methods do you feel would fit best into your situation?*

## MIDDLE MANAGERS AND THE LEARNING CIRCUIT

All too often middle managers are overlooked in the company's learning and leadership programs. Perhaps they are regarded as "stick-in-the-muds." Many feel devalued because they are not in the forefront, contributing to important decisions. They are often denied important resources to get the job done on time as well. No wonder middle managers feel stymied! (See the illustration on page 1 of this Newsletter.)

Very often these folks are steady performers with a solid commitment to the company who may be overlooked for their growth potential. The literature today



makes a distinction between those individuals designed as "high potential" employees and those designated as "high professional" workers. "High-pro" employees are those individuals whom executives foresee as taking over key managerial functions within 10 years. Often these individuals are tagged

by age 30 and directed toward internal programs such as coaching, competency development, and rotation among a company's key divisions.

By contrast, the development of "high-professionals" looks at talent development from a fresh perspective. "High-pros" may be departmental or divisional leaders, or they may be engineers or other technical professionals. If a company loses personnel such as these, it is in big trouble. Therefore, why not offer broad-based training which gives these individuals insight into the national or international functioning of the organization? These personnel may not desire to move up the organizational ladder, but as professionals they are intrinsically motivated to do their best for the company. Technical personnel in supervisory roles and other managerial staff would greatly profit from courses in soft skills, venues of leadership, company values, ethics, and communications.

*What courses would excite your imagination?*

*What courses would you imagine might be helpful to managers and supervisors in your department?*