

Your Intention Matters



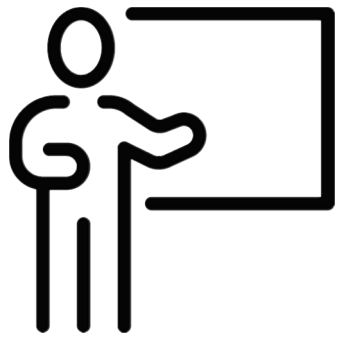
THE CANOE THEORY

Course Overview

www.everestperformance.com



HOW WE TRAIN



Live,
In-Person



Live,
Virtual

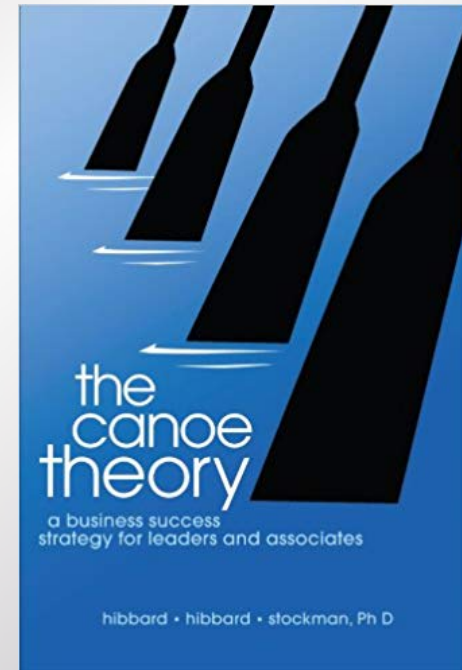




THE CANOE THEORY



- | | |
|-------------|------------------------------------|
| Segment 1: | VISION |
| Segment 2: | PERFORMANCE DATA ASSESSMENT |
| Segment 3: | VISION COMMUNICATION |
| | |
| Segment 4: | COMMITMENT ASSESSMENT |
| Segment 5: | RELEASE – WHEN TO MOVE ON |
| Segment 6: | RECRUITING STRATEGIES |
| | |
| Segment 7: | TRAINING COMPONENTS |
| Segment 8: | MOTIVATING & BUILDING |
| Segment 9: | CONFLICT RESOLUTION |
| | |
| Segment 10: | ACCOUNTABILITY |
| Segment 11: | VIGILANCE |
| Segment 12: | MEETINGS |
| Segment 13: | THE IMPORTANCE OF PROFESSIONAL FUN |





THE CANOE THEORY

THE CANOE THEORY

SEGMENT 1: **VISION – The Conversion of a Mission Statement to a Crusade**

A common derivative of corporate thinking revolves around the concept of 'mission statements'. The challenge is, once a mission statement is announced very few employees can remember it. Most Managers are under the impression that direct reports emotionally support the organization's mission statement; however that's not what research reveals.

Individuals are emotionally connected to the organization's mission statement when the vision translates to a personal win for them – it then becomes a crusade. This element of Leadership Mechanics instructs the importance of creating a powerful vision per-agency and the 'how to's' of execution.

Key instruction areas are:

- **How to discover a powerful corporate vision**
- **How to convert the vision into a personal crusade**
- **How to market the vision/crusade internally and externally**
- **How to engage direct reports to buy into the vision**



THE CANOE THEORY

THE CANOE THEORY

SEGMENT 2: **PERFORMANCE DATA ASSESSMENT**

Achieving results without a powerful team in any endeavor is all but impossible. Leaders that understand how to assess their inherited condition are able to react strategically.

Implementing a methodology to ensure they are fighting the fight with the right tools, teams and concepts is critical. This level of instruction details a methodology for understanding commitment, what each member brings to the table and hidden reasons why they may be demonstrating poor performance, etc.

Key instruction areas are:

- **How to assess each member of the team**
- **How to predict individual results**
- **How to assess attitude challenges**



THE CANOE THEORY

THE CANOE THEORY

SEGMENT 3: **VISION COMMUNICATION**

Once a powerful vision has been declared, it's incumbent upon leadership to communicate that vision with powerful conviction. The method of delivery will often depend upon the size of the team being managed and the culture of the organization, however the techniques for delivery remain significant for this important event.

Key instruction areas are:

- **How to powerfully communicate leadership's vision despite the team's size**
- **How to communicate the vision when the leader is new to the role of leadership**
- **How to manage questions or challenges during the delivery**
- **How to roll out a new vision or shift the vision to an existing team**



THE CANOE THEORY

THE CANOE THEORY

SEGMENT 4: **COMMITMENT ASSESSMENT**

Once leadership's vision is delivered, it's critical to evaluate feedback...immediately.

Understanding who supports or has concerns with the vision, once roll-out is accomplished, is vital. In this segment of instruction, Managers will be given specific steps that when implemented, will reveal who is behind the new vision and who may not be. Instruction will provide techniques that any leader can use to discover interpretations behind their team's "words and questions." This is an important segment of the training and sets the course and foundation for building a winning team.

Key instruction areas are:

- **How to understand who is authentically committed to the vision**
- **How to conduct individual commitment meetings**
- **How to engage in a crucial conversation when commitment is uncertain**
- **How to hold individuals accountable to their commitment**



THE CANOE THEORY

THE CANOE THEORY

SEGMENT 5: **RELEASE – WHEN TO MOVE ON**

This segment of the training considers the company's policies and procedures. It is not a legal approach to instruction, but rather suggests a process for understanding when to make the hard calls and when to take a more strategic approach. Ultimately, Human Resources within the organization should always be consulted. Nevertheless, retaining individuals that have challenging attitudes or unacceptable production is not in the best interest of the organization or the individual.

Key instruction areas are:

- **How to determine if a candidate is honoring $A+P = E$**
- **How to avoid wrongful termination claims**
- **How to release with fairness and appreciation**
- **How to shift a leaders interpretation of the termination event**





THE CANOE THEORY

THE CANOE THEORY

SEGMENT 6: **RECRUITING STRATEGIES** **- FINDING, SECURING & RETAINING TALENT**

Once the vision has been delivered and all assessment phases have been completed it is incumbent upon the leader to infill with any new talent necessary for building a high performance team.

The challenge of finding, securing and retaining the talent required to move the organization forward as a team is often a daunting task.

Key instruction areas are:

- **How to identify and attract talented candidates**
- **How to conduct interviews that engage key talent**
- **How to create an organization that is a magnet for retention**
- **How to have existing talent act as a recruiting arm**



THE CANOE THEORY

THE CANOE THEORY

SEGMENT 7: **TRAINING COMPONENTS**

Most organizations train their team on product knowledge and leave leadership development to chance. Nevertheless, despite the fact that organizations continue to work hard to find, recruit and hire talent, Managers often assume that if the individual they are hiring has multiple years with another organization that they are “high performers”.

We have found that this is not always the case. Training your team is a complex challenge; however it is one that you can resolve strategically.

Key instruction areas are:

- **How to create powerful in house training programs**
- **How to choose outside training organizations**



THE CANOE THEORY

THE CANOE THEORY

SEGMENT 8: **MOTIVATING & BUILDING**

For the most part motivating and building a team begins with self. Management plays an important role in the on-going positive energy needed on a day-to-day basis. Even the best of the best need support and feedback that stimulates results. Leaders will discover that motivating and building is not always about “rah-rah.”

Key instruction areas are:

- **How to motivate when you are not a natural motivator**
- **How to generate energy within the team**
- **How to motivate the “big players”**
- **How to coach others to become internal motivators**
- **How to implement 5 easy to execute motivational strategies**



THE CANOE THEORY

THE CANOE THEORY

SEGMENT 9: **CONFLICT RESOLUTION**

Conflict within a team is a reality. What is not a given is the manner in which a leader handles conflict. This segment of the program focuses on the strategies and mindset required to manage conflict that create win-win scenarios and foster teamwork rather than team separation.

Key instruction areas are:

- **How to reduce the potential for conflict**
- **How to listen to those in conflict**
- **How to find the balance of fairness and responsibility**
- **How to avoid post conflict resolution resentment**



THE CANOE THEORY

THE CANOE THEORY

SEGMENT 10: **ACCOUNTABILITY**

Holding individuals accountable requires courage and integrity. As we have engaged in leadership programs throughout the world we have discovered that Managers often “buy into” excuses when there is a lack of performance. As a result, they often undermine the potential for respect from other members of their team. Leaders are constantly struggling with a “do I” or “don’t I” mentality in terms of holding individuals accountable. Unfortunately, fear of consequences when holding someone accountable may regulate a Manager’s decision rather than having the courage to simply do the right thing.

Key instruction areas are:

- **Holding direct reports accountable**
- **Crucial accountability without creating resistance**
- **Imparting accountability that yields respect for leadership**



THE CANOE THEORY

THE CANOE THEORY

SEGMENT 11: **VIGILANCE**

One of the critical elements of leadership is “vigilance”, that is, making sure that the process a leader has established is being followed. Xerox coined a phrase - “whatever is inspected is respected.” Once a leader’s vision has been communicated and the rules of conduct have been established, vigilance will reveal who is acting in accordance with the leader’s expectations.

Key instruction areas are:

- **How to sense if employees are initially in line with leadership’s vision**
- **How to create buy-in to leadership vision**
- **How to have crucial conversations with those who push-back**



THE CANOE THEORY

THE CANOE THEORY

SEGMENT 12: **MEETINGS**

Most individuals dislike going to meetings – especially when the troops are overly busy. The frustration derives from the fact that most meetings are perceived as redundant, boring and distracts from revenue generation. Although it's not the intent of the leader to produce a meeting that is considered non-productive; it's just that meetings often become redundant due to a lack of creativity.

Once a leader creates stimulating meetings, resistance will be eliminated or reduced.

Key instruction areas are:

- **How to create engaging and productive meetings**
- **How to utilize a simple meeting technique that yields interest for attendance**



THE CANOE THEORY

THE CANOE THEORY

SEGMENT 13: **THE IMPORTANCE OF PROFESSIONAL FUN**

Business is fast paced, stress laden and challenging to say the least. As a result, having some level of professional fun as a part of the Agency's culture is productive and therefore a worthwhile endeavor.

This segment of the program will focus on how a leader can create an environment that supports a balance between strong work ethic and segments of team fun.

Key instruction areas are:

- **How to create a break from the stress**
- **How to implement professional fun**
- **How to maintain a competitive environment and still laugh**
- **How to involve and connect family**



LEADERSHIP CLIENTS





CONTACT US



Paul Madott | paul@everestperformance.com | (647) 962-7201