

PERFORMANCE MASTERY SYSTEM

Increasing Your Return on People

P E R F O R M A N C E M A S T E R Y

Our work on PERFORMANCE MASTERY began with the Real Learning Company in 1994 and was founded on a very basic premise: to truly achieve the strategic business results desired, organizations around the globe must develop their leaders, managers, and supervisors to create the alignment and engagement necessary to maximize the performance of the teams they support. Since that very humble beginning we have worked with hundreds of organizations and tens of thousands of participants within all levels of management to build custom learning programs, integrated workshops, and blended technology learning solutions that deliver maximum impact and results in a cost-effective manner. The Year 2006 ushered in an exciting set of strategic changes that impacted PERFORMANCE MASTERY; most notably, the incorporation of Real Learning into the BTS Group. This combination of talent, content, and focus provides us with the ability to serve our customers in ways we never dreamed of:

- A global presence
- An integrated set of capabilities that provides strong business acumen and strategic decision-making skills for managers and leaders alike
- An expanded portfolio of blended learning methodologies to meet our customers' needs
- Scenario-based simulations to enhance the application of management and leadership skills

Our collective BTS histories and philosophies at our core make us who we are. We're quirky; we wear our Vision pins every day. We're easy to do business with, something we know is important to all of our customers and partners. We operate as abundant thinkers, while embracing "lean" principles. We honor the knowledge that every participant brings into our programs and strive to help them get the most out of it. We value and support divergent learning styles and modalities. And, as pragmatists, we recognize that the ability to understand training or learning isn't enough – the world of business is about being able to deliver results. We are totally aligned with our partners, Dr. Rob Brinkerhoff and Dennis Dressler, and their point of view that training is a key element in the behavioral change process but, by itself, is not the answer. It must be augmented by a focus and intentionality on the part of leaders and managers, and it must

"This system of thinking has tremendous applicability. Now we can get everyone on the same page."

– Executive VP,
pharmaceutical
company

"This program is the framework for all our learning and development investments."

– Manager, international
biotech company

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be supported by systems, tools, and reinforcement. The PERFORMANCE MASTERY Suite of programs is Advantage Way compliant, and we tie our work to methods and tools that produce – and measure – results (Success Case Method). We're passionate about learning and growing, and we honestly believe we have the very best partners, learning systems, tools, and content in the world today in the areas of sales performance and management development. We help build great companies. We don't say this arrogantly or offhandedly. Every customer, thought leader, colleague, and associate has given their very best to create what you'll see in the following pages. We work hard to constantly balance the pressures of operational excellence with the new thinking and approaches we continuously encounter and explore. We choose our customers as much as they choose us. We're more than the set of product descriptions and program flows that follow. We love our jobs and search for the maximum value we can add to every challenge we encounter.

BENEFITS

Technological innovation and globalization have ushered in a world of immediate and continuous accessibility. These forces have:

- Generated informed customers with increased expectations
- Shrunk the strategic planning horizon from five to, in some cases, less than two years
- Turned bricks and mortar into a globally distributed virtual workforce
- Provided unprecedented visibility into the supply chain, opening new opportunities for partnerships and efficiency

This new business environment has created new challenges. With today's flatter organizations, managers are also leaders and workers. Their number of direct reports is exponentially higher. Gone are the days of command and control. Being "lean" and embracing operational excellence is expected. The contract between organization and individual has changed. The phenomenon of lifetime employment with a single company has become a thing of the past. Today's workforce is on the move, in quest of continuous learning and professional growth and development opportunities. Managers must embrace every opportunity to engage, align, and retain their best employees. So clearly, it is time for a new approach to "training." And we have created research-based, innovative programs and systems that support continuous learning and development, with a line of sight to the important business results that must be achieved.

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- No more “death by PowerPoint”
- No more training that doesn’t tie directly to the achievement of business results
- No more flavor-of-the-month programs or initiatives
- No more generic programs that ignore an organization’s culture, customers, business, and processes
- And finally, no more training that devalues the knowledge, talents, and skills the participants bring to the shared or virtual classroom

And with our success over the past decade, we find it is time to take our content to an even higher level. We’re excited to offer our newly released PERFORMANCE MASTERY suite of products. It has evolved from the insights of dozens of internal and external thought leaders; hundreds of high-performing customers; and thousands of real-world leaders, managers, and professionals. We have developed a new leading-edge look and feel to our most successful products and programs. And we have added two exciting new programs that will help the system deliver an even greater business impact, namely COMPOSER (the skills and understanding to accelerate innovation) and THE MANAGEMENT GAME (a competitive game to sharpen the skills you have developed with the core modules). PERFORMANCE MASTERY 4.0 is a system founded on adult-based learning workshops and simulations, customization options, e-learning platforms, assessment instruments, and performance support tools. Here’s to results, to learning, and to our journey together along the mastery path.

The PERFORMANCE MASTERY System suite of products includes:

SYMPHONY

As the cornerstone in the PERFORMANCE MASTERY System, SYMPHONY helps organizations achieve business results. Applying Peter Drucker’s metaphor of the manager as a symphony conductor, SYMPHONY provides managers with a common language and systems thinking approach to leading effectively, especially during periods of change. This one-day, experiential program utilizes adult learning methods to equip managers with tools and skills needed to assess, plan, and manage individual and team performance.



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CONDUCTOR

Acknowledging that the immediate manager has the greatest influence on individual and team performance, this one-day learning experience builds on the power of trust based relationships as foundations for all feedback and coaching interactions. CONDUCTOR emphasizes the importance of recognizing the inherent differences in each person and each coaching situation. CONDUCTOR helps managers identify strategic opportunities to coach, then build skill in effectively providing consistent, fact-based feedback through a four-step coaching model and five rounds of skill practice.

APPLAUSE

In this one-day program, managers discover how they can build performance partnerships and incorporate leadership skills into their daily activities. Utilizing a client-specific people management processes, participants identify and discuss the ideal sequence of performance management steps. They explore managers' best practices for conversations about performance and determine how to ensure rating consistency. In table-based teams, participants work with a customized case study to build competency in observing and rating performance and practice conducting "difficult conversations" and delivering performance feedback.

AUDITION

This one-day program helps participants become proficient at behavioral interviewing. AUDITION enables managers to more effectively find and hire employees that possess critical competencies and skills (*Can Do*), internal motivation (*Will Do*), and are a match with the organization and environment (*Will Fit*). Through application of proven best practices and creation of behaviorally based questions, AUDITION equips participants with the knowledge, skills, and tools to effectively assess a pool of candidates and make the best hiring decision.



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TEMPO

TEMPO is an innovative, full-day experiential workshop for managers that helps them better understand the nature of change from both their own personal perspective and as it impacts their challenges as a manager. Exploring the natural cycle of growth toward decline that all organizations go through, and realizing the effects of individual mindsets about change, participants are challenged to effectively coach their teams through a four-stage “change response” process. Existing client change initiatives are woven throughout the learning experience.

THE MANAGEMENT GAME

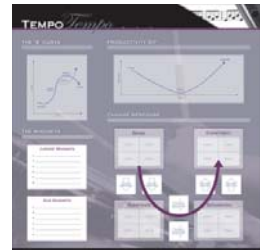
Research proves that hands-on exposure engages employees in the learning process and translates into outcomes more aligned with business results. Enter THE MANAGEMENT GAME, where managers are challenged with a hands-on opportunity to practice management strategies in a fun, friendly, competitive, and enjoyable atmosphere. During this half-day learning experience, participants sharpen skills around coaching for a specific performance gap, a values misalignment, and employee development.

COMPOSER

Innovation can transform organizations. COMPOSER was built on the reality that one of the hallmarks of great companies is their ability to tap into employees’ innovative talents. True competitive advantage today rests in the unique talents and knowledge harbored within each employee. COMPOSER is a one-day program focused on the leader’s role in driving innovation by getting every team member involved in the innovation process and successfully turning ideas into business processes.

E-tools and learning extensions - Beyond the Classroom

To drive lasting behavioral change and business results, more than a powerful classroom experience is required. We recommend a combination of tools, both pre-workshop and as learning extensions in conjunction with experiential classroom workshops, to maximize results.



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E-TOOLS

We offer a variety of web-based tools to enhance and sustain the learning from the PERFORMANCE MASTERY workshops. Effective pre-learning builds strong expectations before coming to class and an accelerated start to the classroom program, minimizing time out of the field and maximizing the face-to-face learning experience.

ADVISOR

Over 480 pages of best practices culled from seasoned managers and professionals around performance management. This user-friendly tool allows managers quick access to the important issues for which they seek guidance.

PEAK PERFORMER

A powerful interactive tool designed to assist managers by providing a diagnostic roadmap to uncover root causes of performance issues.

TALENT SCOUT

A tool designed to help individuals discover their unique strengths so they may find opportunities to fully leverage their special talents.

DEVELOPER

Imagine your own on-line coach for guiding and directing your professional development. Containing eight leadership/management categories, Developer is populated with over 1,500 current and recommended books, articles, blogs, websites, mini-assessments, tools, and resources for the developing manager.

LEARNING EXTENSIONS

The development of customized learning extensions to reinforce and extend classroom activities is another hallmark of PERFORMANCE MASTERY programs. These extensions serve as momentum-builders as well as mechanisms for sharing best practices and discoveries across the organization. Our learning extensions are jointly developed with our clients based on their unique need and desired results.

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Other Capabilities

During the past decade, we have developed more than 100 highly experiential, leading-edge custom learning programs for customers around the world. We have embraced the following adult learning principles:

- The power of self-discovery
- The richness of peer dialogue
- The stimulations of a small, intimate learning environment
- Creating a line of sight from the business goals to the learning programs and outcomes through to real-world practical application
- The relevance that strategic customization lends to leading-edge, research-based content
- The validity and practicality of discovering and codifying internal best practices used by the high performers within the client's organization
- Utilizing materials and instructional design that connect with and stimulate all types of learners

We have a broad base of capabilities, including pure custom work, beyond the core product systems. Here are a few of our proven capabilities:

Developing Leaders – Leveraging a variety of learning experiences, this capability is highly integrated and aligned around the current state of the organization's capabilities, strategies, and market.

Setting A New Direction – Fully customized learning modules that turbo-charge the deployment of new strategy.

New Hire Orientation – Accelerates the enculturation and time-to-performance for new employees at every level with the organization.

LEAN THINKING for Knowledge Workers – Utilizing proven methods from Toyota Production System principles and practices, this two-day learning laboratory enables participants to discover and apply the principles of "lean."

TEAM POWER – Helps teams increase their effectiveness by embracing six critical, research-based success factors of high-performance teams.

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THE POWER OF BRAND – Get everyone on the same page, behind the new brand promise, effectively communicating the new message to colleagues and clients.

Developing A Values-Based Organization – Focusing on the “how” organizations get things done, this capability helps everyone understand, communicate, and create a set of shared values.

MENTORING – A comprehensive approach to designing and launching a mentoring program.

DRESS REHEARSAL – A dynamic simulation that helps participants learn methods of dealing with constant change and increasing levels of complexity

Strategic Customization

BTS believes people learn best when information and the learning process are highly relevant to the most significant challenges and issues they confront in the workplace. Consequently, to achieve that relevance, the learning methodology, key outcomes, and language must be aligned with the learner’s organization and personal environment. Specifically linking the program learning to the participants’ real-world experiences is, in part, what makes our learning programs so successful.

Implementation

BTS PERFORMANCE MASTERY programs are implemented in a results-first context in which the selected learning program(s) and tools have been customized to meet the specific culture and needs of each organization.

To begin, BTS PERFORMANCE MASTERY works with a client team to identify the important, people-focused performance gaps. The learning program is then customized to align with the client’s environment, issues, and desired learning outcomes.

Each workshop ends with a practical application session: setting goals, building coaching plans, developing project plans, creating personal development plans, or creating an interviewing plan. The performance gap selected for closure is addressed in the plans identified above.