



SYMPHONY

S Y M P H O N Y

Program Benefits

In a world of constant and rapid change, companies face the ever present challenge of aligning workforces with evolving strategies and goals while, at the same time, creating an environment that fosters peak performance to drive true business results. SYMPHONY, the cornerstone of the PERFORMANCE MASTERY system, is designed to help organizations achieve business results. Applying Peter Drucker's metaphor of the manager as a symphony conductor, SYMPHONY provides managers with a systems-thinking approach to leading effectively, especially through periods of change. This experiential program utilizes adult learning methods to equip managers with tools and skills needed to assess, plan, and manage individual and team performance.

SYMPHONY provides managers and performers alike with:

- A flexible management system that recognizes the inherent differences between performers and the power of using multiple tools to address potential performance issues
- A common language and consistent management process that helps reduce confusion and increase efficiency
- Realize the importance of creating organizational alignment through an effective goal-setting process
- Improved understanding and performance as the result of setting clear expectations and providing frequent bi-directional feedback
- A process for managing change and implementing new strategies
- An understanding of the time and cost relationship of each of the 42 potential performance tools
- The understanding that the performance management process requires mutual accountability between managers and performers
- Web-based tools that reinforce and extend SYMPHONY's use in a just-in-time world, including a performance analysis and planning system that enables managers to economically cascade the language of SYMPHONY throughout the organization



"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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Program Description

SYMPHONY begins with an exploration into organizational myths and realities about the facts and truths that drive business results. Participants learn that the manager is the lynchpin for creating high levels of employee engagement and productivity.

In the second activity, the manager's role in creating alignment through an effective goal-setting process is explored. Participants debate how managing their teams at the goal level allows for individual creativity and commitment to flourish.

In the next activity, participants assume their metaphorical role as the conductor of a symphony orchestra. They consider the six key factors (influences) that research has proven have the biggest impact on directing human performance: Expectations, Feedback, Resources, Job Fit, Training and Development, and Motivations.

As a group, the participants discuss each one of 42 performance tools and determine which of the six influences they believe each tool aligns with best. The ensuing discussion as a result of this engaging activity invariably revolves around the fact that managers often fail to recognize the sheer volume and richness of performance tools available to them and their teams that can help shape and maximize performance. By this point in the program, participants have learned and accepted a robust yet practical system for leading peak performance.

In the afternoon, participants practice the SYMPHONY systems-thinking, objective approach to addressing performance. Using the performance influences and tools, participants apply the SYMPHONY model to identify gaps between current and desired levels of performance. Customized case studies that focus on the client's most important and demanding current organizational challenges are used to build skill in closing these performance gaps.



"SYMPHONY has created a common language for our entire organization. When someone moves, we don't have to go back to square one."

- Vice president,
consumer products
company

"We cascaded the entire SYMPHONY-based goal-setting process throughout the world with more than 1000 professionals in 45 days."

- Vice president,
beverage industry

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Audience

SYMPHONY is designed for leaders, managers, and individual contributors. As well as being the obvious first step in a comprehensive management development curriculum, it also supports formal planning processes, change management, quality programs, product launches, market segmentation processes, sales management development, and other initiatives in which human performance is the key to achieving results.

Implementation and Customization

Implementation is typically one full day. Workshop size can range from ten to 300 participants. Case studies are always customized, and learning maps, terminology, and software may be customized to the client's particular market, product, or service.

"We started with SYMPHONY early in our company so we could stamp our corporate DNA with the things great managers and outstanding associates do."

- CEO,
Internet company