

# EVIDENCE-BASED TRAINING & MANAGEMENT

## IN-HOUSE TRAINING OFFER 2020



What are the greatest management myths? How to self-motivate while avoiding nonsense, hypocrisy and micromanagement? Do scientific leadership models hold a secret to effective management? Which goal attainment tools work and which are just simply fairy tales? Is it possible to build a positive team culture? How to increase the effectiveness of your team based on cutting-edge research? These and many other questions will be answered in a series of "training pills" in the area of evidence-based management.

- Group size: 12-18 (max. 20)
- All trainings conducted in-house
- All trainings available in English and Polish

To receive a detailed price quote or have your questions answered, please, contact me at [contact@piotrprokopowicz.com](mailto:contact@piotrprokopowicz.com) or +48 693 538 718 (email preferred).

# Effective Self-Motivation: Science of Wanting (3h)

Can you motivate yourself to achieve your personal and professional goals when Netflix has just released a new season of your favorite TV show? Yes, but the answer to this question is not strong will. It is also not putting off everything for later. The answer is giving up your dreams.

Training participants:

- will learn the truths and myths related to the effective implementation of personal and professional goals;
- will get acquainted with the most effective models of self-motivation, with particular emphasis on the WOOP model by prof. Gabriele Oettingen;
- will create their own personal action plans for effective goal implementation.

The training is intended for all employees who want to effectively implement their own *personal and professional goals*.

## Training agenda / detailed description of the modules:

### 1. Crash course in self-motivation

- Why your dreams fail you—a deep dive into research about the influence of positive thinking and visualization on goal realization.
- You are a prehistoric brain in a Star Trek episode—short review of the most useful psychological models and frameworks for understanding decision making and goal attainment
- The obstacle is the way—psychology and philosophy of realistic expectations, setting the right goals, and learning from failures.

### 2. Self-motivation toolkit

- Happiness, performance, success—evidence-based practices that will bring you closer to a life well lived
- The Power of a Great WOOP—practical introduction to the Wish-Outcome-Obstacles-Plan framework, with illustrative examples and life lessons

### 3. Practice session

- Work in pairs—developing personal action plans for effective goal implementation.
- Summary and key takeaways

# Building Positive Team Cultures For Engaging Leaders (4h)

Culture is organization's operating system. Both at the organizational and the team level, the quality of relationships and performance is determined by culture—an invisible network of norms, beliefs and values characteristic for a given group.

During the training, participants will have the opportunity to learn more about diagnosing, understanding and developing cultures of their teams and organizations.

## Training participants:

- will learn to distinguish between the culture and climate of the team and understand how both of them affect commitment, satisfaction and performance of employees;
- learn practical tools for diagnosis and development of positive organizational and team cultures;
- will create a personalized action plan aimed at building a positive culture of their team or organization.

The training is intended for *managers, leaders and HR specialists*.

## Training agenda / detailed description of the modules:

1. Crash course in culture(s)
  - The tale of two fish, or how to define culture—in what ways organizational culture is like the air we breathe and the water the fish swim in?
  - Organizational culture as competitive advantage—case studies and research indicating financial performance and other indicators of performance as effecting from organizational culture.
  - It's the culture, stupid—discussion about companies that leveraged culture for performance.
2. Toolkit for diagnosing and managing culture
  - Diagnosing culture—brief review of methods of diagnosing culture (both qualitative and survey-based, including the OCI, Schein's Rapid Culture Assessment, and Team Culture Canvas®)
  - Managing culture—best practices and tools in managing positive org and team cultures
3. Practice session
  - Individual work and group discussion—practicing with Team Culture Canvas® and developing personalized action plan for diagnosing and adapting a positive work culture.

# Evidence-Based Inter-Generational Management (3h)

Millennials do not exist. Generation X does not exist. Same thing for the Ikea generation. There is no denying, however, that people face various challenges at various stages of their personal and professional development. Understanding these challenges and the effective answer to them is the responsibility of every good leader.

Training participants:

- will get acquainted with the latest international and local research on real and imaginary intergenerational differences in terms of attitudes related to professional work;
- will learn to apply in practice intergenerational management tools based on the perspective of lifelong development and growth leadership;
- will prepare a plan of managerial actions aimed at implementing the principles of lifelong leadership in their teams.

The training is intended for *leaders, managers, high potentials and HR specialists*.

## Training agenda / detailed description of the modules:

### 1. Crash course in generational differences

- Generations don't exist—a deep dive into the most recent research about cross-generational differences and why most of it is nonsense.
- Diversity as competitive advantage—advantages and disadvantages of a diverse workforce.
- It's the leadership, stupid—arguments for adapting lifelong leadership instead of cross-generational leadership for increased team and organizational performance.

### 2. Cross-Generational Management Toolkit

- How to avoid misconceptions about groups and lead based on individualized approach—introduction to overcoming biases in leading diverse workplaces.
- Best practices in managing cross-generational teams—evidence and case studies illustrating actions that translate into a healthy cross-generational work environment.

### 3. Practice session

- Work in pairs—developing an individualized plan for implementing life-long leadership.
- Summary and key takeaways.

# Evidence-Based Recruitment Interview (3h)

What questions should you ask to verify candidates' knowledge, skills and attitudes as part of an effective recruitment interview? Spoiler alert: do not just ask for his or her biggest strengths and weaknesses; the question about the shape of manhole covers will also not work.

During the training, participants will have the opportunity to learn about the advanced, cognitive model of recruitment interviews and learn how to prepare and conduct a conversation that will facilitate the selection of the best candidates for any given position.

Training participants:

- will recognize the myths and truths associated with the effectiveness of specific recruitment questions;
- will learn to identify and avoid the cognitive biases that occur during the recruitment interview;
- will have the opportunity to practically test their knowledge by conducting a short interview.

The training is intended for *hiring managers, team managers, HR specialists and recruiters*.

## Training agenda / detailed description of the modules:

### 1. Crash course in interviewing

- You're doing it wrong—short history of job interviews as a recruitment method and why you're probably conducting them in a way that defeats their purpose.
- Evidence-Based Interviews as competitive advantage—brief description of available research indicating the consequence of adapting high or low quality interview methods.
- It's the structure, stupid—review of studies about what works and what doesn't in job interviews.

### 2. Evidence-Based Interviewing Toolkit

- Introduction to cognitive and interpersonal biases—everything that could go wrong (and usually does) during a job interview and what can you do about it.
- Evidence-Based Interview Best Practices—what to focus on when preparing for your own structured interview.

### 3. Practice session

- Work in pairs—developing and conducting a 5-minute structured interview.
- Summary and key takeaways.

# No-Nonsense Employee Motivation (3h)

How to motivate employees using methods that are not only attractive but also effective? As part of the training, the results of the latest research in the field of motivation and engagement of employees as well as tools for building motivated teams will be presented.

## Training participants:

- will learn to identify wrong assumptions about what motivates people to work;
- will get acquainted with the most effective models of employee motivation (including Goal Setting Theory and Self-Determination Theory);
- will create their own personal action plans that they will be able to implement in the short term to increase the involvement of their teams.

The training is intended for *team managers, high potentials and HR specialists*.

## Training agenda / detailed description of the modules:

### 1. Crash course in motivation

- What Dan Pink got wrong—short review of the most common motivation myths on the market, including a critique of Dan Pink's "Drive".
- Employee motivation as competitive advantage—introduction into the relationship between motivation, performance and organizational effectiveness.
- It's the motivation, stupid—review of studies about what works and what doesn't in employee motivation.

### 2. Motivation Toolkit

- Beyond Goal-Setting and Self-Determination—brief description of the most effective psychological models of human motivation.
- Evidence-Based Motivation: Best Practices—what to focus on when preparing for your own motivation action plan.

### 3. Practice session

- Work in pairs—developing and writing down a concrete action plan that tackles challenges in your team.
- Summary and key takeaways.

# Public Speaking That Inspires and Builds Charisma (3h)

One of the most harmful myths in leadership is based on the belief that charisma and oratory skills are something that people are born with or without. Examples of many "charismatic" leaders such as Steve Jobs and Adolf Hitler, however, show something completely different - the way to charisma leads through self-development, not through DNA.

During the training, participants will have the opportunity to see the results of the latest research on charisma and learn effective tools for public speaking.

Training participants:

- will become acquainted with stress control techniques related to public speaking;
- will learn to prepare and present effective persuasion materials;
- will learn the best public speaking techniques that inspire and build charisma.

The training is intended for *all employees who want to develop in the field of public speaking, as well as managers, team managers, high potentials, and HR specialists.*

## Training agenda / detailed description of the modules:

### 1. Crash course in public speaking

- Find your voice—or why there's no such thing as an ideal public speaker.
- Psychology of charismatic public speaking—brief description of available research on charisma and effective persuasion.
- It's the preparation, stupid—on the subtle art of planned improvisation.

### 2. Public speaking toolkit

- Managing stress effectively—brief review of verified practices that will allow you to tackle stage fright reasonably well, or why it's about the excitement, not fear.
- Charismatic speaking checklist—7 things to remember when planning, preparing for, and delivering a charismatic speech.

### 3. Practice session

- Group work—developing, presenting and evaluating a 60-second leadership pitch.
- Summary and key takeaways



# Strategic Planning and Long-term Thinking (12h game-based training)

Yogi Berra, the (in)famous baseball coach had a saying: "If you don't know where you are going, you'll end up someplace else". That's the basic take away message of this one-and-a-half-day workshop. Know where you're going, and think in a way that will get you there.

During our time together, the participants will experience first-hand the importance of strategic mission, vision and goals in managing their team, organization and even themselves. They will familiarize themselves with tools to think strategically and to create plans that people want to follow. Finally, by going through case studies and working on their own strategies, they will acquire the skills to put strategic planning to use the moment they exit the training room.

One more thing: they will get to implement the tools and skills gained during day one by playing the "StrateglZE" game on day two. So there's serious fun involved, too.

The training is intended for *leaders, managers, and employees that play active or passive role in strategic planning.*

## Training agenda / detailed description of the modules:

### 1. Day 1 (8h): Introduction to strategic planning and long-term thinking

- Fundamental concepts of strategic planning—How to send a person to the Moon? How is military strategy different from corporate strategy? How to plan your own life?
- Mission and vision—form and implementation. How are the best mission and vision statement different from the worst? How would you build your own mission and vision?
- How to formulate strategic goals well? Between difficulty, specificity and reality.
- From operational objectives to effective action. What does psychology tell us about how to translate operational objectives to reality?

### 2. Day 2 (4h): StrateglZE simulation game

- Crash-course in organizational change—How would you change the shape of ice?
- StrateglZE simulation game—4 teams, 4 plans, one goal.
- Debriefing session and conclusions for practice.



The workshop is based and utilizes "StrateglZE", a strategic planning simulation game co-authored by the trainer.

"StrateglZE" is a commercially available board game in which the participants have to plan and execute a new company strategy.





**Piotr Prokopowicz, PhD - Scientist-Practitioner, Assistant Professor at the Jagiellonian University, Research Associate at the University of Maryland's Culture Lab, Co-Founder and Partner at Freenovation.**

**Experienced manager, trainer, speaker, author, and leadership consultant.**

As a trainer, researcher and consultant, he has worked with more than 100 companies, including the United States Navy, IBM, Motorola, ING Bank Śląski, Aviva, Finance Ministry, Greenpeace Poland, Bahlsen, and Great Place to Work Europe. His experiences range from managing a gamification consulting company, providing talks at international TEDx conferences and corporate events, writing for Harvard Business Review and Fast Company, to... leading a punk rock band.

As a speaker and trainer, he engages audiences by educating them about leadership, innovation, culture, and methods for building a smarter and happier workplace.

He has studied a coffee co-operative in Canada, best workplaces in Copenhagen, hospital units in Baltimore, and start-up companies in Poland.

Evidence-based management evangelist. Father, husband, coffee geek.