



Design of the Learning System

“A home run. Everyone remained attentive throughout the **interactive and stimulating** presentation. I’d highly recommend when moving to improve the skills of first-line supervisors and others in management roles.”

The **Approachable Leadership Learning System** cements learning and creates behavior change far beyond the half-life of a typical “training event.” The more of the System you use, the greater behavior change and improved business results you see.

The five keys to successful adult learning at work:

- Self-motivated learners
- Spaced repetition of content and practice
- Direct connection of learning to the work context
- Learning system designed to fit within the work environment
- Measuring results

Self-motivated learners

Throughout the System we highlight WIIFM (What’s In It For Me). We connect research showing how the System behaviors create both personal and work-related benefits. We celebrate the successes participants see as they practice new behaviors, both on the job and elsewhere. This reinforces the value of learning and practicing new behaviors, especially the longer participants engage with the System.

Spaced repetition

The System contains several opportunities to re-engage with content and practice after the initial workshop:

- Online, in our quick (less than 5-minute) bite-sized learning modules;
- Face-to-face via peer coaching and follow-up meetings hosted by an in-house facilitator or via webinar by a System trainer;
- Individual coaching on a call with an Approachability Coach.

Learning placed in context

Many of the workshop exercises and role plays put the Approachability behaviors in the work context. Each participant is paired with a co-mentor so that peer coaching occurs in real-time as the participants experiment with application of the behaviors and tools on the job. An Approachability Coach provides a safe place to get questions answered, receive support overcoming job-specific challenges, and to receive encouragement as they try out new behaviors.

System matched to the environment

There are no one-size-fits-all learning solutions. Each business context is unique and the more flexible the learning system, the better the fit within each organization. The System provides a variety of implementation and follow-up options, allowing for the best possible adult learning experience within each company context and budget.

Measuring results

Most training events provide an immediate evaluation of how the participants react to the training – did they enjoy it, do they feel they learned anything beneficial, what will they do different tomorrow – and the System does provide a post-workshop evaluation by the participants. However, the most useful measure is out in the trenches where the work is happening. Although it is very difficult to tie changes in key company metrics directly to learning experiences (since there are so many additional factors that can impact those metrics), it is possible to measure the perceptions of employees related to changes in the behavior of their leaders.

The System includes a 28-statement employee survey that measures key leader Approachability behaviors taught in the System. A pre- and post-learning survey provides a measure of how much the needle moved. While attributing lower turnover or improved productivity to one intervention is difficult to do because of statistical “noise,” our clients often see improvements in these areas too.

Learning System Components

Live workshops coupled with peer-coaching follow-up activities. Each half-day workshop is educational, entertaining, and inspirational. We connect through the head and the heart using research, compelling stories, and practical “ah-ha” moments that powerfully illustrate WIIFM (What’s In It For Me). Participants see vivid examples of how unapproachable leaders cause devastating consequences. They learn to use several simple tools to increase their approachability. In breakout groups participants go through exercises that give them confidence to use the tools as soon as they leave the room. The workshop can be customized but normally includes practice asking and answering key questions, action planning, case studies, and co-mentoring opportunities. Participants will:

- Practice and get comfortable recognizing and using approachability behaviors;
- Deal with obstacles and roadblocks they will encounter on their approachability journey;
- Understand the importance of follow-through and how to handle situations they can’t fix;
- Identify opportunities to apply approachability as soon as they leave the workshop;
- Support each other as co-mentors as they build their “approachability muscle memory.”



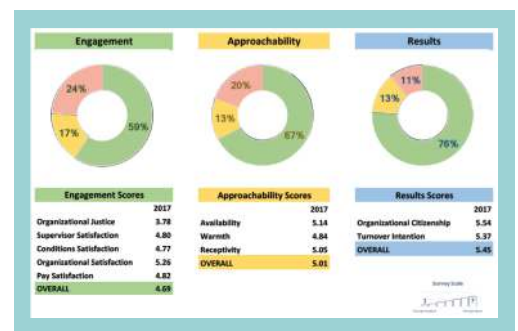
The workshop concludes with a commitment by participants to apply the new behaviors over the following month. They are enrolled in an automatic follow-up system designed to reinforce the learning. At the end of the 30-day period of initial follow-up, they will meet again to review progress. This simple but powerful one-hour meeting is designed to be facilitated by someone inside the company using our facilitation guide, but can alternatively be handled via live webinar by an Approachability Coach. Depending on how many optional reinforcement activities you choose (see below), these meetings occur monthly for the duration of the engagement with the learning system (or beyond).

Online spaced repetition reinforcement (mobile-friendly). The most common enemy of learning retention is sleep! Over time we forget what we learned and what we are supposed to do with what we learned. For 120 days following each workshop (including the 30 days of follow-up already included in the Workshop), each participant receives 5-7 follow-up lessons each month designed to recall the principles and practice the new skills and behaviors learned. Each lesson is short and direct. Learners can use their smart phone, tablet or computer to complete the lessons and to ask questions or connect with other learners.



One-on-one coaching with an Approachability Coach. Once a month for three months following the workshop, each participant will engage with one of our coaches for a 20-minute coaching call. Learners will share their successes and challenges with the Approachability concepts, reinforcing learning and tackling any barriers they may face implementing the new behaviors. This coaching is completely confidential. There is a tremendous benefit to having someone outside the organization help participants navigate the challenges of making changes at work.

The Approachability Survey. A pre- and post-learning survey proves the value of the System to your organization. The survey provides a solid measure of employee engagement and can be used year-to-year as a workforce assessment tool. It is an effective option in that it is short (less survey fatigue) and includes measures many engagement survey tools do not.



Learning System Content

The Approachable Leadership Learning System is focused on **results**:

- What happens when I become more approachable?
- How do I benefit personally?
- How does it affect the people on my work teams?

System **objectives** are simple:

- Understanding the impact of approachability (WIIFM– What’s In It For Me)
- Recognizing approachable behaviors
- Learning and practicing approachable behaviors
- Create a shared language and culture of leadership around the core concept of approachability
- Make sure learning “sticks” and good leadership habits are developed

Approachable Leadership Connection Model



System **content** begins by with an exploration of the impact of approachability, on individuals and work groups, including vivid examples of the devastating consequences possible when leaders are perceived as unapproachable. Approachability is visualized in a simple model. Approachability is then defined and practiced as a number of discreet and simple behaviors:

- The Three Questions of Approachable Leaders
- The Four Execution Habits of Approachable Leaders
- The Hero Assumption: How Leaders Make (or Break) Teams
- What’s Next? The Progress Principle
- The F-Word of Leadership: What Would Make Work Better?
- Bad Leadership Can Kill You: Power Distance Part 1
- Shrinking Power Distance Gaps: Power Distance Part 2
- Connecting With Your Team: The Approachability Window
- Curb Appeal: Creating The Right Space
- Stop, Listen, Confirm + Collaborate: How To Make Others Feel Understood
- Disappearing Act: How The Best Leaders Motivate Others
- Continuing Your Leadership Journey: What’s Next For You

The learning experience includes:

- Entertaining and research-backed presentation of concepts
- Video
- Handouts and tools
- Exercises and skill practice
- Peer coaching and accountability
- Action planning and follow-up
- Spaced repetition reinforcement
- Personal coaching

Setting up the Approachable Leadership Learning System

Setting up the System for your organization is less like pulling out a cookbook, choosing ingredients from the list, and strictly following a recipe, and is instead more like being coached in the kitchen by a seasoned chef. We'll help you navigate between company objectives and system/budget constraints to design the best possible learning experience for your organization.

The cornerstone of the System is the flagship Approachable Leadership Workshop. This four-hour live learning experience presents all of the key components of approachable leadership, the WIIFM, all of the key approachability behaviors, along with tools and practice to aid in applying the behaviors. The workshop includes 30 days of online follow-up and the post-workshop live-facilitated meeting, hosted either by an in-house facilitator or an Approachability trainer. The pre- and post-workshop surveys are included.

After the first workshop, there are several options for continuing the approachability journey and consistently reinforcing the learning until it becomes “muscle memory” for the participants. These options include up to a year of online reinforcement and personal coaching, both outlined above.

There is a series of additional half-day workshops available. Each workshop includes:

- reinforcement of prior learning
- review of WIIFM (the “why”) to encourage engagement in behavioral change
- a deeper dive into no more than three concepts from the flagship workshop
- extended practice with the behaviors and tools related to those concepts

There are currently four additional workshops in the series. The supplemental online content is staggered to follow each of the additional workshops as appropriate, creating almost two years of engagement with System content and support of the application of the approachability behaviors (one workshop every four months followed by online content and/or coaching).

Our pre- and post-learning survey is recommended (and included at no cost). Administer the pre-survey prior to the first workshop to the employee group associated with those attending the training, and then again between four to six months after the workshop. The survey can then be used every 12-18 months as an employee engagement and approachability checkup.

The follow-up options and Approachability Survey are highly recommended and are what make the Approachable Leadership Learning System so effective. The only way to prevent the erosion of learning value (and the squandering of training dollars) from “event” training is to consistently revisit the content and to practice the skills and behaviors learned, until new habits are formed.

There are many ways to implement the System. Below are three examples:

Workshop only includes 30 days of online follow-up and facilitation guide for the 30-day follow-up meeting;

Workshop plus online follow-up includes the workshop as outlined above plus an additional 90-day online reinforcement, and a pre- and post-training assessment;

Workshop plus individualized coaching includes everything listed above plus 90-day individualized coaching sessions for each learner.

After each 120-day cycle you may choose to conduct a follow-up live workshop experience or continue the online and individualized coaching reinforcement activities. While these are typical ways clients implement the System, we can customize the learning experience based on your needs.

Learning System Cost Structure

Each workshop day is \$4,000 plus travel expenses. This includes up to two workshops (25 participants per workshop group), 30 days of online reinforcement content, facilitation guide for the 30-day follow-up meeting, and the pre- and post-event survey.

Each block of 90-day spaced repetition online content is \$500 per workshop group.

Personal coaching is \$4000 per workshop group and includes the 90-day online spaced repetition content. (Maximum of 25 participants per group at this price – additional participants are \$150 per participant beyond 25).

Learning System Worksheet

When you're ready to experience Approachable Leadership, the worksheet below provides what we need to build your Statement of Work:

Worksheet

Program Selections for a Statement of Work: Answer the questions below to determine how many workshops you will need. This will help you complete the Terms and Conditions section of the Statement of Work.

How many workshops will you need? Each workshop holds up to 25 leaders. NOTE: The number of workshops is usually the number of leaders divided by 25. You may need more depending on scheduling flexibility. Call us if you have any questions.

How many live training days will this require? NOTE: The number of training days is usually the number of workshops divided by 2. You may need more depending on scheduling flexibility. Call us if you have any questions.

If you have any questions about customizing your Approachable Leadership learning experience, please call Greg Kittinger at 800-888-9115.