

THE LEADERSHIP TOOLBOX

CATALOG

Each tool in our Leadership ToolBox® has been developed by expert consultants who use them daily to strengthen teams and organizations. With your yearly Leadership ToolBox subscription, you can benefit from their expertise and access these tools when you want, where you want. An exceptional value.

The Leadership ToolBox E-Learning Video Courses:

- The Art of Managing Decisions
- Straight Talk® Communication Styles Workshop
- Managing Effective Meetings (Coming soon!)

The ToolBox PDF tools are divided into the following 15 areas:

- Change Management
- Communication
- Core Values
- Crisis Management
- Governance and Decision-Making
- Innovation
- Leadership
- Marketing
- Non-Profit Organizations
- Organizational Development
- Performance Management
- Process Improvement
- Strategic Planning
- Team Building
- Training Materials

The list below provides descriptions of our video courses and leadership tools. The price beside each tool reflects the cost if purchased individually. With your Leadership ToolBox subscription, you will have access to all of these tools as well as any new tools that our consultants develop.

E-LEARNING VIDEOS

THE ART OF MANAGING DECISIONS

\$20.00

How do you design effective decision-making processes? How do you manage complex decisions? Through a series of lectures, slides, and a workshop led by one of LRI's senior consultants, this e-learning video course will teach you how to effectively manage decisions. *(35 minutes)*

STRAIGHT TALK® COMMUNICATION STYLES WORKSHOP

\$125.00

Straight Talk® is a suite of communication skills that raises the quality of communication for both individuals and teams. This video course will lead you through a series of 10 lessons to improve your communication with Straight Talk®. Raise your awareness about different communication styles, identify and appreciate their strengths, and tune your own style to be most effective with other individuals' communication styles. *(2 hours)*

MANAGING EFFECTIVE MEETINGS

COMING SOON!

Meetings consume thousands of dollars each year – in some organizations, hundreds of thousands of dollars. Creating and managing effective meetings is an essential skill for today's managers. This invaluable video course helps managers develop that skill. It describes the five types of meetings, the key meeting roles, meeting protocols, and how to put together an effective agenda. *(35 minutes)*

CHANGE MANAGEMENT

A GUIDE TO OWNERSHIP TRANSITION

\$3.95

Where do you begin in bringing new owners/partners into your company? This tool offers some overarching considerations. It also describes recommended criteria for choosing your next generation of owners and leaders. (3 pages)

SIX KEY FACTORS IN CHANGE MANAGEMENT

\$3.95

There is a science and an art to achieving real, meaningful change. The art lies in knowing how to design the change process – and how to facilitate it so that real change occurs. The science lies in knowing the key factors of success and applying them rigorously. This tool lays out the six key factors for success in change management and details the specific questions and issues under each factor. (1 page)

SUCCESSFUL SUCCESSION PLANNING FOR PARTNERSHIPS

\$3.95

Succession planning is an important aspect of thinking strategically about your company. It's a logical and necessary step in the process of an orderly transition from one generation of leaders to another. For partnerships, the questions of succession planning are double-edged: Not only are you picking tomorrow's organizational leaders, you are also selecting its future owners. This tool provides a snapshot of how strategic planning can lay the groundwork for success in succession planning. (2 pages)

COMMUNICATION

A QUICK ROUTE TO RESOLVING CONFLICTS

\$3.95

This tool describes a process for resolving both organizational and personal conflicts. By following this map, you will be able to identify the kind of conflict you encounter, determine your role in it, and figure out the shortest, easiest path to resolving the conflict. Both individuals and groups can use this tool. (2 pages)

FOUR ADVANCED COMMUNICATION SKILLS

\$3.95

The art of communicating authentically is a learned skill. It takes coaching and practice to do it well. Communicating authentically means being honest, open and thoughtful in what you say – and in how you listen and respond to what you hear. This tool describes four skills that will help leaders communicate authentically. (3 pages)

GROUND RULES FOR PRODUCTIVE MEETINGS

\$3.95

Ground rules are the foundation of productive meetings. Using ground rules, teams can establish norms for what is – and is not – acceptable communication and create healthy environments in which to work together and deal with tough issues. We recommend that every team adopt ground rules similar to these to ensure productive meetings. (1 page)

THE HABITS OF HIGHLY EFFECTIVE FACILITATORS

\$3.95

Effective facilitators organize the conversations that other people have. Their role is to guide the conversation by defining the desired outcomes, deciding the sequence of topics, ensuring that everyone's voice is heard, asking relevant questions, limiting non-productive communication, and summarizing the conclusions reached. This tool outlines 15 habits that highly effective facilitators focus on doing regularly. (1 page)

HELPING GROUPS REACH CONSENSUS

\$3.95

This tool helps leaders reach consensus among a group of people. It gives leaders an easy way to gauge the level of support for a particular option or proposal, paving the way for consensus. (1 page)

COMMUNICATION (CONTINUED)

ICEBREAKERS**\$3.95**

These are some favorite "icebreakers" to help teams and groups get into a relaxed and open frame of mind for discussing important issues. Each of these icebreakers has proven successful many times over so they are guaranteed to work. Pick and choose or try them all. This is a great tool for leaders, consultants, and facilitators. (2 pages)

INNER SCRIPTS**\$3.95**

Leaders can use this tool to help people express their underlying conflicts and resolve them. It gives people a way to talk about their differences without triggering defensive responses. When used regularly, Inner Scripts can dramatically increase morale and cut down on the time spent dealing with conflicts. (1 page)

STRAIGHT TALK® MATRIX OF COMMUNICATION STYLES**\$5.95**

This is a beautiful full-color poster showing all 16 communication styles. It comes in a digital format so you can size it to your needs. This is ideal for use with teams in a workshop setting. (1 page)

STRAIGHT TALK PROFILES**\$9.95**

This tool includes extended profiles of all 16 Straight Talk communication styles. Written by the author of Straight Talk: Turning Communication Upside Down for Strategic Results, this tool provides detailed descriptions of how each style communicates, how each style manages, how each style deals with conflict, and each style's compatibility with other styles. This is a valuable tool for managers, consultants and trainers. (24 pages)

STRAIGHT TALK SURVEY, SCORING GUIDE AND STYLE DESCRIPTIONS**\$16.95**

This tool includes the Straight Talk Communication Styles survey, along with instructions for taking the survey and scoring your results. Descriptions of all 16 communication styles are included. This is a valuable tool for people who want to administer the survey offline. (23 pages)

SUCCESSFUL MEETING MANAGEMENT**\$6.95**

Meetings consume thousands of dollars each year – in some organizations, hundreds of thousands of dollars. In fact, studies have shown that meetings are the single largest cost center for many organizations. This invaluable tool helps managers create and manage effective meetings. It describes the five types of meetings, how to put together an effective agenda, and the roles of the meeting leader. (5 pages)

THE CIRCLE OF ASSUMPTIONS**\$3.95**

When discussing an issue or solving a problem, people often jump to conclusions before they identify what the root problem actually is or what data they have at hand. The Circle of Assumptions teaches us an orderly way to think about problems, starting with data and building toward conclusions. It enables us to see how easily our communication can be garbled by our failure to be aware of our own assumptions and how they affect the conclusions that we reach. It helps us to anticipate and to head off potential misunderstandings. (4 pages)

THE FOUR TYPES OF INTENT**\$3.95**

Understanding intent is key to improving the quality of communication. This tool describes each of the four types of intent in detail and provides useful tips for people who want to display positive intent. (2 pages)

CORE VALUES

A BALANCED SCORECARD TIED TO CORE VALUES **\$3.95**

This is an example of a balanced scorecard tied to an organization's core values. The matrix illustrates how each core value has at least one performance measure. *(1 page)*

ALIGNING BEHAVIORS WITH CORE VALUES **\$3.95**

Once you have defined your organization's core values, you can reinforce them by incorporating them into your performance appraisals and organizational assessments. In order to do that, you need to identify the specific behaviors associated with each core value. *(3 pages)*

ALIGNING EMPLOYEES AROUND THE ORGANIZATION'S CORE VALUES **\$3.95**

Developing a high-performing organization starts with defining its core values – the actions and behaviors essential to the organization's success. To do this successfully, you must engage your employees in a series of conversations about what it means to be a values-driven organization, what behaviors support the core values, and how important employees are in the daily realization of the core values. *(1 page)*

CORE VALUES AND "WE STATEMENTS" **\$3.95**

In high performing organizations, core values are linked to "we statements" that list the specific behaviors needed to support each core value. These "we statements" can be used for recruiting, hiring, promotions, and performance appraisals. In this way, all the work of the organization is tied to the core values. This tool provides a sample set of core values for one California agency. *(2 pages)*

DEVELOPING CORE VALUES **\$4.95**

In healthy, high-performing organizations, people share a clear understanding of the organization's core values and how they are measured. This tool helps people identify and develop their organization's core values. *(6 pages)*

CRISIS MANAGEMENT

CREATING A BUSINESS INTERRUPTION PLAN **\$3.95**

This tool helps an organization prepare to deal with a crisis effectively. It contains a detailed outline to use in preparing a business interruption plan. *(2 pages)*

HOW TO LEAD IN TIMES OF CRISIS **\$3.95**

This tool explains how to lead in times of crisis. It is inevitable that at some point in your career you will face a situation that requires extraordinary courage under fire. More than at any other time, you will feel a lack of control. This is a frightening feeling. *(7 pages)*

HOW TO PREPARE FOR THE CRISIS YOU HOPE NEVER HAPPENS **\$3.95**

We can all think of examples of leaders who failed to react well when a crisis hit. Think about Watergate. Think about Arthur Anderson and the Enron scandal. Think about Ford Motor Company's failure to replace faulty tires on its Explorer SUVs. Nixon was forced to resign. Ford's stock price plunged. Anderson went belly up. This tool explains how to prepare for a crisis that you hope will never happen. *(7 pages)*

GOVERNANCE AND DECISION-MAKING

COPING WITH DECISION FATIGUE

\$3.95

Most people assume they make good decisions most of the time. But a new body of research reveals a phenomenon called “decision fatigue,” which means the more decisions you make during the course of a day, the more likely you are to make a bad decision. This tool explains how decision fatigue works – and how to mitigate its effects. (1 page)

CREATING AN EFFECTIVE ADVISORY BOARD

\$3.95

In cases where a Board of Directors seeks input from outside stakeholders, one of the most effective mechanisms can be an Advisory Board or Advisory Council. This tool explains the benefits of having an Advisory Board. It also offers specific tips on creating an effective Advisory Board. (2 pages)

THE EVOLUTION OF BOARDS OF DIRECTORS

\$3.95

Boards of Directors typically follow an evolutionary path as the organization matures. This tool lays out three stages of Board evolution and identifies the characteristic behaviors of each stage. This tool can apply to public agencies, city councils, non-profits, and co-ops. Board members can use this tool to help clarify their role and adapt the Board’s focus accordingly. (2 pages)

FIVE HABITS OF HIGH-PERFORMING BOARDS

\$3.95

When a Board of Directors serves in a governing capacity (e.g. for a non-profit, a public agency, or a corporation), the Board needs to act in certain ways in order to assure success throughout the organization. This tool lays out the five habits of high-performing governing boards. (1 page)

FIVE TYPES OF DECISIONS

\$4.95

This tool describes five types of decisions (and the two levels within each type). Managers and leaders can use this tool to clarify the types of decisions that are made every day – and the respective roles that people play in making them. This is an invaluable tool for improving organizational communication and performance. (2 pages)

A GUIDE TO ROBERT’S RULES OF ORDER

\$4.95

This tool contains a summary of the most often-used parliamentary procedures. It explains how Robert’s Rules of Order are applied in such cases as making a motion, amending a motion, or calling the question. (3 pages)

HOW A BOARD OF DIRECTORS EFFECTIVELY COMMUNICATES ITS GOALS

\$4.95

Good communication between the Board of Directors and the chief executive is a key factor of success in any organization. There are three different systems for communicating the Board’s goals, one of which results in the clearest form of communication and the highest level of overall performance. This tool shows how organizational performance improves as a more effective system of communication is implemented. (2 pages)

HOW TO DELEGATE EFFECTIVELY

\$3.95

Delegating effectively is one of the most important things a manager does. The best managers in the world excel at knowing when to delegate, how to delegate, and to whom to delegate. Delegating effectively is what enables managers to shift from managing to leading. A key to their success – perhaps the most important key – is that they’ve learned how to hire effective people and then delegate specific decision authority to them. This invaluable tool takes a look at the “dos” and “don’ts” of delegation, and highlights three levels of delegated decisions to help you build your management skills. (4 pages)

GOVERNANCE AND DECISION-MAKING (CONTINUED)

RECRUITING EFFECTIVE BOARD MEMBERS

\$3.95

The quality of leadership demonstrated on the Board of Directors speaks volumes about the quality of the overall organization, particularly for non-profits. When recruiting new Board members and building effective Boards, you need to know what attributes you're looking for. You can use the criteria below to determine whether a given candidate possesses the characteristics that will help you build a high-performing Board of Directors. (1 page)

THREE HABITS OF HIGH-PERFORMING COMMITTEES

\$3.95

When Boards of Directors form committees, it is important to be clear about the committees' purpose and role, as well as the role of committee members. This tool explains the central purpose of a committee and looks three habits that define a high-performing committee. (1 page)

THREE STEPS TO FLAWLESS DECISION-MAKING

\$6.95

This tool provides a simple, straightforward checklist for effective decision-making. Leaders can use this tool to clarify decision-making roles and responsibilities and to train people in making better decisions. It includes brief definitions of the five types of decisions. Our Five Types of Decisions tool contains detailed explanations of each type. (1 page)

INNOVATION

34 WAYS TO ENCOURAGE INTRAPRENEURSHIP

\$3.95

Encouraging people to think like entrepreneurs is key to maintaining a competitive edge. This tool lists 34 ways to help people in your organization think creatively and become in-house entrepreneurs, or "intrapreneurs." (2 pages)

EMPOWERING EMPLOYEES TO INNOVATE

\$3.95

This tool provides a way for employees to suggest ideas for improvement (a new market to go into, a new product to sell, or a new way of doing business). It asks for five pieces of information that are important in evaluating whether the idea has merit. Leaders can tell their employees: Use this form if you have an idea that you think will make this company more successful. (2 pages)

HELPING NEW SUPERVISORS AND MANAGERS ACHIEVE FLOW

\$3.95

Why is the concept of stimulating creative "flow" important? The reason is simple. People who are in a state of flow do their jobs better. They show a high level of focused attention and intrinsic satisfaction. As a result, they are both happier and more effective. This tool outlines Mihály Csíkszentmihályi's three conditions that are necessary to achieve creative flow. (1 page)

ORGANIZING FOR INNOVATION

\$3.95

This tool provides a valuable checklist of specific ideas to make sure your company is organized for innovation. This tool provides a valuable checklist of specific ideas to make sure your company is organized for innovation. It lists specific strategies for creating an environment in which innovation flourishes. Among other things, it details the pros and cons of technological push versus market pull. It also describes the role of corporate headquarters in fostering innovation. (4 pages)

LEADERSHIP

ADULT LEARNING CYCLE

\$3.95

Successful organizations understand the process of how adults learn and use this information to develop their employees in areas such as leadership, process improvement, and organizational change. This tool explains the Adult Learning Cycle and how to benefit from understanding its stages. (2 pages)

LEADERSHIP (CONTINUED)

BEST PRACTICES FOR PROFESSIONAL DEVELOPMENT **\$3.95**

This tool compares the relative value of three different types of professional development. The included table looks at the relative impact of training, coaching, and on-the-job experience in developing an individual's professional leadership and management skills. *(1 page)*

EXECUTIVE DEVELOPMENT PLAN **\$3.95**

This tool is for leaders who are looking to advance in their careers. It is a superb tool for executives and managers who are seeking to find a new position either within their existing company or in a new company. It details the steps to ensure the best possible transition. *(2 pages)*

HOW TO SUPERVISE **\$3.95**

The supervisor is the leader in an organization who is responsible for ensuring his or her team fulfills the mission, upholds the organization's core values, and achieves the highest standards of performance. He or she must act as a leader, a teacher, and a mentor for the team. This tool addresses the roles of supervisors and managers and offers 22 tips and rules of behavior that will help anyone become a fabulous supervisor. *(8 pages)*

INTER-GENERATIONAL LEADERSHIP **\$3.95**

Understanding today's workforce is important to managing and motivating your employees. Today's marketplace is comprised of several generations: Baby Boomers, Generation X, and Millennials. These three groups will be at work for the next ten to fifteen years. By understanding the behaviors and motivations of each generation, you can benefit from the generational change. *(2 pages)*

LEADERSHIP STYLES **\$3.95**

Skillful leadership requires many things. Among them is being aware of your own leadership style - how it affects people. Knowing your style, and adjusting it to fit the needs of the situation, help builds trust. This tool describes four different leadership styles. It shows you how to identify your own style, and then provides a chart showing the strengths and weakness of each style. Finally, it concludes with two exercises to help you become a more successful leader. *(5 pages)*

OPERATING PRINCIPLES FOR MANAGEMENT TEAMS **\$3.95**

Effective management teams develop their own operating principles. This tool provides three different examples of operating principles that have been developed by actual teams. We recommend that your team review these principles and decide which ones to keep and which ones to modify. The team can then use these as a basis to ensure it works consistently and effectively together. *(2 pages)*

THE 20 QUALITIES OF LEADERSHIP **\$3.95**

This tool defines the 20 qualities of leadership that researchers have identified as common to virtually all organizations. It can be used to identify the leadership qualities people value most. It can also be used to help an individual leader assess his or her own leadership skills. *(1 page)*

THE SIX STAGES OF INDIVIDUAL DEVELOPMENT **\$3.95**

This tool provides a snapshot of the individual development process. It shows the six evolutionary steps in how individuals feel about change. By figuring out where you are in this cycle, you can envision what you need to do next in order to make progress. *(1 page)*

THE THREE TYPES OF LEADERS **\$3.95**

This tool briefly summarizes three types of leaders found in organizations of all types. The diagram outlines the advantages on the balanced leadership approach. *(1 page)*

THREE PHASES OF LEADERSHIP DEVELOPMENT **\$3.95**

This tool describes the challenges faced in each phase of leadership development: the emerging leader, the developing leader, and the strategic leader. *(1 page)*

MARKETING

EIGHT WAYS TO EXPAND YOUR BUSINESS **\$3.95**

This tool reveals the major advantages and disadvantages of eight methods for entering into a new business or expanding an old one. Often used in conjunction with this tool is "New Market Entry Strategies." (1 page)

EVALUATING THE POTENTIAL OF A NEW PRODUCT OR SERVICE **\$3.95**

This is a valuable tool for evaluating the business potential of a new product or service. It allows you to weigh several new product ideas against each other. It yields a go or no-go decision on each product or service by employing a set of weighted criteria. (3 pages)

FIVE TESTS OF COMPETITIVE ADVANTAGE **\$4.95**

This tool provides a clear method for assessing the level of competitive advantage your company enjoys in a particular market segment. It lays out a two-step process that tests each product or service against five proven measures of competitive advantage. (1 page)

HOW TO BUILD A BRAND TRIANGLE **\$5.95**

Top quality branding campaigns are based on developing what is known in the industry as a "Brand Triangle." The base of this triangle is the Brand Promise, and the two legs of the Triangle relate to Brand Attributes and Brand Personality. This tool provides leaders a way to think about building a Brand Triangle for their organization. (1 page)

NEW MARKET ENTRY STRATEGIES **\$3.95**

Leaders can use this tool to assess options for entering new markets. It looks at market factors and technology factors in determining which of nine entry strategies makes the most sense. This is a valuable tool for technology-based companies in particular. (1 page)

PITCHING YOUR BUSINESS TO POTENTIAL INVESTORS **\$3.95**

This tool shows how to pitch your business to potential investors. It shows how to create an executive summary of your business plan, and how to construct a slide presentation and elevator pitch. These are the most important tools you have for pitching your business to potential investors. (2 pages)

THE SCIENCE OF PERSUASION: SIX PSYCHOLOGICAL FACTORS EVERY MARKETER SHOULD KNOW **\$3.95**

Six principles come into play whenever we persuade people to buy our products or services. These six principles lie at the heart of our persuasive skills. Based on the book Influence: The Psychology of Persuasion by social psychologist Robert Cialdini, this tool explains each psychological principle in detail and provides examples. Marketing executives can use this tool to design successful campaigns. Sales people can use these six principles every time they make a call. (2 pages)

NON-PROFIT ORGANIZATIONS

SIX PRACTICES OF HIGH IMPACT NON-PROFITS **\$3.95**

What enables the best nonprofits to create lasting social change? This tool, excerpted from the Stanford Social Innovation Review, lays out six attributes shared by the most successful non-profit organizations. The secret to their success lies in how they mobilize every sector of society – government, business, nonprofits, and the public – to be a force for good. In other words, greatness has more to do with how non-profits work outside the boundaries of their organizations than with how they manage their own internal operations. (2 pages)

TEN RESPONSIBILITIES OF NON-PROFIT BOARD MEMBERS **\$3.95**

This tool spells out ten important responsibilities of Board members of non-profit organizations. Board members – and staff – can use this tool to make sure their boards stay on track. (1 page)

NON-PROFIT ORGANIZATIONS (CONTINUED)

THE ROLE OF NON-PROFIT BOARD CHAIRS

\$3.95

The chair of the Board of Directors of a non-profit organization has very specific leadership responsibilities. This tool spells out those responsibilities. Board chairs can use this tool to help clarify their role and adjust their focus accordingly. (1 page)

ORGANIZATIONAL DEVELOPMENT

FIVE KEYS TO BUILDING A SUCCESSFUL ORGANIZATION

\$3.95

This tool lists five keys to building a successful organization, based on research into what successful leaders do. Leaders can use this as a checklist to make sure they have considered all the crucial questions in building and managing their business. (1 page)

FIVE M&A STRATEGIES: THE PROS AND CONS

\$5.95

This tool lays out the pros and cons of five different merger and acquisition strategies. It provides an example of each strategy, it details the objectives of each one, and it lists the major concerns. This is a valuable tool for anyone considering a merger or acquisition. (3 pages)

INTERVIEWING IN DEPTH

\$3.95

These are the best interview questions we have ever encountered. It is also the best structure for an interview. For key hires, using these questions and this structure ensures that you will get the most out of the hiring process. (4 pages)

OPERATING PRINCIPLES FOR HIGH-PERFORMING COMPANIES

\$3.95

Operating principles are the rules of the road that enable people to know what's in bounds – and what's out-of-bounds – in their companies and workplaces. Operating principles can serve as guides, helping people make sound decisions, building trust and enabling greater innovation. (2 pages)

ORGANIZATIONAL LIFE CYCLES

\$3.95

This tool defines the life cycles of organizations and illustrates the key hurdles that all companies face. It is used by leaders to assess the obstacles their companies will face from start-up to maturity. For example, a typical start-up hits a hurdle at 3-4 years when it is forced to decide whether its products and/or services have gained sufficient market validation to warrant further investment. (2 pages)

THE SEVEN DEADLY DISEASES

\$6.95

What are the signs that a business is in trouble? What are the symptoms of a company that has lost its way? Based on the ideas of W. Edwards Deming, "The Seven Deadly Diseases" are the things you need to look for whether you're managing a company or simply investing in it. (1 page)

WHAT SUCCESSFUL COMPANIES DO

\$6.95

This checklist details the ten things that companies must do to be successful. It is based on research conducted during the past 20 years on companies that became the leaders in their industries. This list serves as a checklist for business leaders and executives. This tool also includes a list of six things that unsuccessful companies do. (2 pages)

PERFORMANCE MANAGEMENT

DEVELOPING INDIVIDUAL PERFORMANCE: THE NINE STEPS **\$5.95**

One can view an individual's professional development as having a life cycle. The cycle begins when a person starts working - and continues as long as the employee remains with an organization. In high performing organizations, people are aware of this life cycle and commit to ensuring that everyone is engaged in it. (3 pages)

DEVELOPING MANAGEMENT STANDARDS **\$3.95**

Leaders and managers need to take the time to articulate and implement a consistent set of management standards for themselves and every manager and supervisor in the company. This checklist should detail the specific practices expected of every manager and supervisor. For example, it should clarify how managers assign decision-making responsibilities, how often they meet with staff, how they set performance expectations, and how often they provide performance feedback. (4 pages)

HOW TO BUILD EFFECTIVE "LEARNING LOOPS" **\$3.95**

Learning loops are a process of sharing performance information with people and empowering them to make the changes needed to improve performance. They are similar to feedback loops except they are deliberately designed to achieve organizational change at maximum speed. It means giving the right people the right information at the right time – and sparking their creativity and innovation. (2 pages)

PERFORMANCE MANAGEMENT FOR CORPORATIONS **\$6.95**

Every organization needs a performance management system that focuses regular attention on its success in achieving its goals. This tool shows how to build performance scorecards for a corporation or business. (3 pages)

PERFORMANCE MANAGEMENT FOR GOVERNING BOARDS **\$6.95**

This is a useful tool for governing bodies, whether a city council, board of supervisors, or any other governing board. The tool defines why performance management is so critical to building successful public organizations. (3 pages)

PROCESS IMPROVEMENT

A METHOD FOR SOLVING TOUGH BUSINESS PROBLEMS **\$3.95**

This tool lays out a step-by-step process for addressing tough business issues. It is designed to work with any industry and any problem. (1 page)

EIGHT STEP PROCESS IMPROVEMENT **\$6.95**

This tool describes in eight steps how to improve a business process. Each step is defined, along with hints for ensuring quality of execution in each phase. This is a valuable tool for leaders who want to improve a business process and assure themselves of success from planning through implementation. (1 page)

HOW TO SUCCEED AT PROCESS IMPROVEMENT **\$3.95**

This tool distills the concepts behind core process improvement and provides a useful framework for leaders who want to understand the factors behind successful process improvement. This tool is very useful for managers at all levels. It analyzes the ideas contained in the book Re-Engineering the Corporation by Michael Hammer and James Champy. It helps leaders understand the challenges of redesigning business processes. This tool is best used in conjunction with Seven Step Process Improvement, also located in our Innovation Tools category. (4 pages)

PROCESS IMPROVEMENT (CONTINUED)

ISSUE MAPPING: IDENTIFYING AND RESOLVING TOUGH BUSINESS PROBLEMS **\$3.95**

All businesses face tough challenges at one point or another – a drop in sales, an increase in costs, a change in competition. Leaders can brainstorm effective approaches to solving these kinds of difficult issues by using this issue mapping tool. It may be used in conjunction with “A Method of Solving Tough Business Problems.” (3 pages)

STRATEGIC PLANNING

COMMONLY USED FINANCIAL RATIOS **\$5.95**

These are the 15 most commonly used financial ratios and concepts, along with the formulas for calculating them, how they are used, and examples of good performance. This tool is particularly useful for leaders who do not have a financial background but need to understand financial yardsticks. (2 pages)

COMPONENTS OF A SUCCESSFUL BUSINESS PLAN **\$3.95**

This tool details the content of a successful business plan. It provides a framework for writing a business plan and a checklist of information that you will need to gather. It also tells you some of the questions that savvy investors will ask. (1 page)

DEFINING A COMPETITIVE STRATEGY **\$3.95**

This tool shows how to define a competitive business strategy that will distinguish you from your competitors and enable your company to win and maintain market share. It poses a series of questions related to understanding the competitive threats you face. Among other things, it results in an analysis of potential factors that could be used against you by your competitors and your readiness to deal with those contingencies. (1 page)

DEVELOPING A PURPOSE STATEMENT **\$3.95**

Every organization needs a purpose statement. This tool explains what a purpose statement is and provides examples. It includes a four-step process for developing a purpose statement. It also includes a series of questions that need to be answered in order to develop a strong purpose statement. (3 pages)

DEVELOPING A VISION STATEMENT **\$3.95**

This tool is used to develop a vision statement a clear picture of where the organization wants to be in the future. It helps leaders identify the vision "drivers" of the organization. (2 pages)

EFFECTIVE STRATEGY TEAMS **\$3.95**

This tool describes how to use strategy teams to plan and implement specific strategies for your organization. Through the effective use of strategy teams, leadership can engage those who will be affected by a strategy in planning and implementation. This helps assure the success of the strategy and helps build higher performing organizations. (2 pages)

GLOSSARY OF STRATEGIC PLANNING TERMS **\$3.95**

This handy tool provides concise definitions for all the words typically used in strategic planning terms like "core" and "strategy" and "goal" are clearly defined, and their relationship to one another spelled out. This tool contains more than 20 words and phrases. It's an indispensable aid to groups launching a strategic planning process. (1 page)

STRATEGIC PLANNING (CONTINUED)

KEYS TO SUCCESSFUL STRATEGIC THINKING

\$3.95

This tool describes the characteristics of a successful strategy. It lays out a series of strategic questions, recommendations, and strategic options. It shows the traps to avoid. We recommend this as an excellent guide to all strategic planning processes. (3 pages)

NINE TYPES OF STRATEGY

\$3.95

This tool concisely defines nine types of strategies. It lists the factors that should drive an organizations choice of strategy and includes helpful hints to guide your choice of strategy. This is an extremely useful tool to use as part of a strategic planning process. (3 pages)

OUR VISION: A GROUP EXERCISE

\$6.95

This tool is used to help develop an organizational vision. It is best used in a group meeting, where teams can complete the exercise and then share their results. Included are step-by-step instructions. Your team will need this guide and a set of flip charts. This is a valuable tool for internal and external consultants as well as managers. (1 page)

STRATEGIC IMPACT MATRIX

\$6.95

This tool is great for assessing the relative value of various strategic options. It is useful for facilitating group discussions about alternative strategies. It has two dimensions: ease of implementation and degree of impact. This is a valuable tool for leaders who want to explore various strategic investments. (1 page)

STRATEGIC PLANNING FLOWCHART

\$5.95

This tool is useful for visualizing the steps in a typical strategic planning process, from the initial environmental scan to the narrowing of strategies and developing of related performance targets. Managers and leaders can utilize this tool to communicate their planning process to other managers, employees, board members and stakeholders. (2 pages)

THE SIX PRINCIPLES OF STRATEGIC POSITIONING

\$3.95

This tool is for leaders who want to understand the six principles of successful strategic positioning. It ensures that leaders are asking the right questions about the overall goals of the company, its business model, and the value that the company creates. Research has shown that companies that follow these six fundamental principles establish and maintain a distinctive strategic position. (2 pages)

THE SIX RINGS MODEL

\$3.95

This tool defines the six elements of a strategic plan and shows their relationship and inter-dependence. This is a valuable tool to use in guiding an effective strategic planning process. (2 pages)

THE THREE LEVELS OF STRATEGIC PLANNING

\$6.95

This tool shows the relationship between the three levels of long-range planning and the various parts of the organization they affect. Leaders can use this tool to explain the relationship between top-level strategic planning and information technology (IT) strategy. This tool can also be used to illustrate the importance of having a top-level strategic plan in place prior to addressing organizational strategy or IT strategy. (1 page)

WHAT IS VISION?

\$3.95

Establishing good vision in an organization is the key to sharpening focus. A statement of vision says, "here's our direction, here's where we're going, and here's how we're going to change the world." This tool defines successful vision and provides examples of good vision statements. Use this tool in conjunction with "Developing a Vision Statement." (2 pages)

TEAM BUILDING

FIVE HABITS OF HIGH-PERFORMING TEAMS**\$2.95**

What characterizes a highly effective team? This tool, drawn from the book "The Five Dysfunctions of a Team" by Patrick Lencioni, provides you a quick look at what high-performing teams really do. (1 page)

FOCUS AND TRUST IN HIGH PERFORMING TEAMS**\$5.95**

This tool emphasizes the importance of focus and trust in creating high performing teams. It describes four types of teams and enables leaders to quickly see ways to transform them into high performing teams. (2 pages)

OPERATING PRINCIPLES FOR MANAGEMENT TEAMS**\$3.95**

Effective management teams develop their own operating principles. This tool provides three different examples of operating principles that have been developed by actual teams. We recommend that your team review these principles and decide which ones to keep and which ones to modify. The team can then use these as a basis to ensure it works consistently and effectively together. (2 pages)

STAGES OF TEAM DEVELOPMENT**\$3.95**

This tool provides a description of the various stages of team development: Forming, Storming, Norming, and Performing. It also outlines the action steps required to move from one stage to the next. (2 pages)

TEAMS VS. GROUPS**\$5.95**

This tool reminds people about the difference between teams and groups. When a group is mislabeled as a team, people may have unrealistic expectations of each other. On the other hand, if a group aspires to be a team, it is useful to know what behaviors are expected of team members. (2 pages)

THE EMOTIONAL INTELLIGENCE OF TEAMS**\$5.95**

This tool enables leaders to increase the level of emotional intelligence on their teams. It shows ways to increase awareness of emotions at both the individual and team level. It also suggests strategies to help regulate emotions. This is invaluable for leaders who want to create teams where there is a healthy balance of emotional and analytical intelligence. (2 pages)

THE SIX THINKING HATS**\$3.95**

The Six Thinking Hats method is a systematic way of thinking about individual roles and group communication. Published by Dr. Edward de Bono in 1985, the Six Thinking Hats method teaches members of a group to think about issues in specific ways. This tool explains each hat and how to use it effectively. (3 pages)

THE TEAM CHECKLIST**\$6.95**

This tool contains a checklist to use in establishing a successful team. It includes the team's purpose, norms of behavior, measures of success, team roles and responsibilities, and operating rules. This is a very useful tool for new teams, as well as for teams that are searching for a renewed sense of purpose. (2 pages)

TRUST/NEED MATRIX**\$5.95**

As a leader, you need to know what people want from you. This handy tool divides people into four types, based on their level of need and level of trust. It enables you to understand the needs of your direct reports and determine the management style that will work best with them. (1 page)

TRAINING MATERIALS

STRAIGHT TALK COMMUNICATION STYLES: PARTICIPANT WORKBOOK**\$29.95**

The Participant Workbook is the companion to the Communications Styles Trainer's Guide. The workbook contains all the exercises, diagrams, and reading material you need to create a successful workshop in communication styles (If you are the leader of the workshop, you will also want a copy of the Straight Talk® Communication Styles Trainer's Guide). This workbook provides a comprehensive look at communication styles, how to identify each style, the language of each style, how each style manages conflict, and the key ways in which each style makes assumptions. It is complete with more than a dozen exercises. Great for working groups and teams, this workbook is based on the book *Straight Talk: Turning Communication Upside Down for Strategic Results at Work*. (53 pages)

STRAIGHT TALK COMMUNICATION STYLES: TRAINING GUIDE AND PARTICIPANT WORKBOOK \$74.95

Based on the book "Straight Talk: Turning Communication Upside Down for Strategic Results" this trainer's guide with four-color artwork throughout has everything you will need to create a highly successful workshop on the topic of communication styles. Great for work groups and teams this guide is designed to be used in conjunction with the Communication Styles Participant Workbook, which is included. (42 pages)

STRAIGHT TALK® MATRIX OF COMMUNICATION STYLES**\$5.95**

This is a beautiful full-color poster showing all 16 communication styles. It comes in a digital format so you can size it to your needs. This is ideal for use with teams in a workshop setting. (1 page)

STRAIGHT TALK PROFILES**\$9.95**

This tool includes extended profiles of all 16 Straight Talk communication styles. Written by the author of *Straight Talk: Turning Communication Upside Down for Strategic Results*, this tool provides detailed descriptions of how each style communicates, how each style manages, how each style deals with conflict, and each style's compatibility with other styles. This is a valuable tool for managers, consultants and trainers. (24 pages)

STRAIGHT TALK SURVEY, SCORING GUIDE AND STYLE DESCRIPTIONS**\$16.95**

This tool includes the Straight Talk Communication Styles survey, along with instructions for taking the survey and scoring your results. Descriptions of all 16 communication styles are included. This is a valuable tool for people who want to administer the survey offline. (23 pages)

For more information or to purchase any of these tools, please contact:

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