

TRAINING CATALOG



2020

Introduction

The Clearing is a management consulting firm committed to helping individuals and organizations make a positive impact on the world. We work with leaders to identify and eliminate the underlying causes of organizational obstacles. As consultants, we help create peak performance organizations through strategy development, change implementation, and leader development.



The Clearing's training program has evolved over the past ten years of high impact work with over 600 senior leaders across a variety of industries. Our trainers provide the tools participants can use to lead powerfully as individuals—strengthening your ability to manage complexity and competing priorities, guiding your teams towards success, shifting high performers toward leadership roles, and much more.

Our trainings are:

- **Experiential** – each of our offerings reinforces theory with specially designed activities that allow participants to experience concepts in action
- **Grounded in real-life** – adult learning is most effective when it is immediately applied to real-world examples and events; our trainings go beyond theory by incorporating and applying the learning to real events and situations in real-time
- **Accessible to all levels** – our classes are designed to meet learners where they are in order to unleash individual strengths and talents
- **Available virtually** – as needed, we deliver trainings in live Webinars accessible to learners wherever they are, engaging them using a variety of tools and virtual facilitation techniques

Participants will learn ways to:

- Efficiently use your time by focusing on the fewest, most important initiatives
- Effectively train, develop, and manage your staff
- Improve relationships with your peers, subordinates, and superiors
- Master communication skills
- Anticipate and more adeptly address roadblocks and problem areas

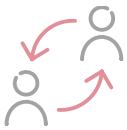
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While we have grouped our trainings into recommended training pathways designed to optimize learning around a central focus area, we will work with you to identify your training needs and customize your experience.



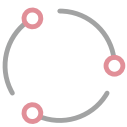
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Building a Foundation for Leadership

Designing and Leading Outcome-Driven Meetings

According to a recent study, employees consider more than 50% of weekly meetings a waste of time; this translates into an unthinkable number of wasted hours and resources each month. The Clearing's training on designing and leading effective, outcome-driven meetings will train participants on how to thoughtfully design and execute impactful meetings.

Learning Objectives:

- Leverage tools to manage time, energy, and dynamics in group settings
- Apply methods to help groups generate ideas and make hard decisions
- Use new tactics to navigate and manage conflict across groups

Practicing the Art of Business Writing

No matter the industry or sector, written communication is an integral way we affect and influence an audience. Practicing the Art of Business Writing educates participants on how to review and practice the essential principles of writing, public speaking, and presenting.

Learning Objectives:

- Understand how to apply audience-specific context and content in communication
- Organize a variety of communication techniques for powerful writing, speaking, and presenting

Building Core Customer Service Skills

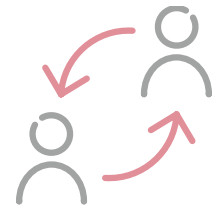
How do seasoned leaders approach their daily to-do list and still have time to impact positive change? Building Core Customer Service Skills explores the primary and distinctive mindsets and methods that set apart change agents from the average employee. This course helps participants identify the fewest and most important actions and behaviors that will produce the highest value for their organizations. Participants will learn new tools and techniques centered on key customer service skillsets, including active listening, pattern identification, and root cause analysis.

Learning Objectives:

- Apply theoretical and practical models to assess and understand customer needs
- Leverage frameworks for setting and managing customer expectations effectively
- Promote tactics for continuous personal practice and improvement



Managing and Leading Others



Giving and Receiving Effective Feedback

Feedback, when done properly, can lead to huge increases in employee engagement. Ninety-eight percent of employees fail to feel engaged when their manager provides little to no feedback.* Feedback is important for both the giver and the receiver. The feedback conversation increases self-awareness, provides opportunities for change/accountability, and improves individual and organizational effectiveness, among other benefits. At the same time, the feedback conversation can be difficult for a range of reasons, including the need to be accepted and liked or the fear of reprisal and rejection.

**Source: blog.hubspot.com/marketing/11-employee-feedback-statistics*

Learning Objectives:

- Build a stronger culture through effective use of generative and safe feedback
- Adapt to personal preferences in order to give and receive the most effective feedback
- Avoid common pitfalls of delivering, receiving, and soliciting feedback

Managing Individuals, Leading Teams

Being an effective employee and an effective manager requires different skill sets that are not always transferable from position to position. The shift from managing yourself to managing others is a difficult one. In this training, participants learn the skills and tactics needed to be a successful manager, including managing people, building team cohesion, developing work plans, and managing financials.

Learning Objectives:

- Apply tactics for managing individuals across levels (up, down, across)
- Leverage tools and techniques to build and maintain team alignment and cohesion
- Align teams to the mission of the organization for greater productivity and outcomes

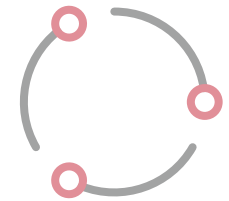
Exploring Unconscious Bias

In order to cultivate high performing organizations, we must tap into the rich resources of our global community and ensure fairness and justice in the workplace. To accomplish this, we define diversity broadly, including, but not limited to, the legally protected categories. Diversity encompasses all that makes us unique, including the diversity of thought and perspective that accompanies our identity. Only then can we realize the full performance potential and harness the innovation that diversity offers. Exploring Unconscious Bias is designed to help individuals become more self-aware as leaders and build stronger, more inclusive teams.

Learning Objectives:

- Understand the differentiation of biases and a deepened awareness of unconscious bias
- Apply learning to organizational outcomes and team performance
- Employ practices that examine company culture for unconscious bias or accidental discrimination

Leading Through Transformation



Cultivating a Peak Performance Culture

Culture determines if and how our thoughts, ideas, and plans are enacted. Regardless of what you want to happen, culture determines what will happen. Because a team's culture will determine outcomes, it is critical to look for practical ways to move from a default organizational culture—the one you have if you are not intentional—to a peak performance culture. Our trainers will guide you on how to design, build, and sustain a peak performance culture for your team, division, or organization.

Learning Objectives:

- Assess your stated culture and the culture that your teams are actually experiencing day-to-day
- Apply frameworks and tactics to lead the shift from a current state to a desired state of culture
- Enact key elements of a peak performance culture

Embracing Ambiguity and Change

Because of the pace of technology and workforce evolution, we experience a constantly changing environment in our organizations and in our lives. Leading a “change effort”—a specific project or event—has a specific pace, trajectory, and destination. Leading through change is different, and requires a new set of skills and talents to navigate an unclear path and ambiguous destination. Embracing Ambiguity and Change trains participants on a set of fundamental tools that sharpen skills and build new talents, to allow leaders to not only navigate change but also expect and enjoy it.

Learning Objectives:

- Adopt mindsets that enable leaders to thrive in change and ambiguity
- Leverage practical tools and frameworks in a dynamic environment to create consistency and joy as the work and world changes

Unleashing Adaptive Space and Social Capital

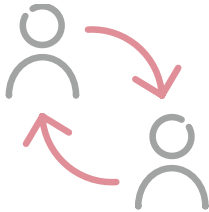
Guided by Sharon Benjamin, Ph.D., senior principal at The Clearing, and expert in the field of helping organizations transform using Adaptive Space concepts, participants examine the dynamics and conditions in which ideas emerge, garner attention, and gain momentum towards becoming successful innovations or bold changes. Forbes named Dr. Michael Arena's book **Adaptive Space: How GM and Other Companies are Positively Disrupting Themselves and Transforming into Agile Organizations** one of the best business books of 2018. Using his book, Dr. Benjamin offers leaders and organizational consultants the insights to operate in today's complex and unpredictable world. By liberating Adaptive Space, organizations are able to foster connections among people, ideas, information, and resources in order to make innovation and adaptability part of your organization's DNA. Participants will explore and engage in such topics as creative experimentation, idea emergence, organizational network analysis, social capital, and design thinking.

Learning Objectives:

- Discuss how Fortune 500 companies, and other organizations, are leveraging Adaptive Space to become more agile and responsive to constant changes
- Gain a working knowledge of the principles and phases of Adaptive Space initiatives, and map tools available to leaders
- Practice 1–2 Adaptive Space tools and assess readiness to undertake an Adaptive Space initiative

Pricing

CLASS \$7,500	TRAINING PATHWAY \$20,000	FULL PROGRAM \$60,000
<ul style="list-style-type: none">▪ Two expert trainers▪ One 4-hour professional development class▪ Up to 25 participants▪ Virtual training options available	<ul style="list-style-type: none">▪ Two expert trainers per class▪ Three 4-hour professional development classes▪ Up to 25 participants▪ Copies (25) of latest publication▪ Virtual training options available <p>\$2,500 savings</p>	<ul style="list-style-type: none">▪ Two expert trainers per class▪ Nine 4-hour professional development classes▪ Up to 25 participants▪ Copies (25) of two publications▪ Virtual training options available <p>\$7,500 savings</p>



Contact Us

Let us know how we can help you address your training needs:

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info@theclearing.com

Please visit our [Events](#) site for information on our current schedule of individual trainings.



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