

Facts About DDI

- DDI has trained and developed nearly 16 million leaders worldwide. Each day, more than 1,500 leaders benefit from one or more of our leadership systems. Their newly acquired skills have influenced the work lives of more than 210 million people.
- Organizations have hired nearly 24 million people using DDI's selection systems.
- DDI has worked with organizations in every industry, including manufacturing, health care, government agencies, finance/insurance, aerospace, pharmaceutical, technology, telecommunications, and consumer goods and services.



LEADING IN TURBULENT TIMES

"ANYONE CAN HOLD THE HELM WHEN THE SEA IS CALM."

— Publilius Syrus

From early in this century until a short while ago, the economic sea was calm. Today, the financial turbulence from the capital markets crisis has set off tidal waves that threaten to capsize all but the hardest organizational ships.

The business objective is no longer quarterly performance but the health and long-term survival of the enterprise (Bryan & Farrell, 2008).

Leadership attributes needed to steer the organizational ship in perilous times differ markedly from those in more normal times, and the risk that the ship's officers have wobbly sea legs runs from moderate to very high.

Confidence in leaders has been steadily declining. DDI's recent *Global Leadership Forecast 2008/2009* (Howard & Wellins, 2008) found that only 35 percent of HR professionals had high confidence in their leaders' ability to assure organizational success.

Given the disappointing performance of leaders in ordinary times, what can we expect of them in challenging periods like an economic crisis?

A crisis is not a time to shirk leadership development programs.

Meet the Crisis Head On

If your leaders lack the sea legs to navigate through today's turmoil, now's the time—not later—to develop the critical skills they need.

Leading in Turbulent Times, a specially selected subset of DDI's high-impact leadership development courses, provides the skills first- and second-level leaders need right now. Through a proven combination of engaging course content, videos, and skill practice to confirm learning and promote application back on the job, Leading in Turbulent Times empowers your leaders to handle better the uncertainty defining today's leadership environment.

MEMBER:
DDI EDUCATION PARTNERS' NETWORK



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**Center
for Workforce
& Economic
Development**



DDI's Education Partners' Network is a collaboration with education providers across the United States. Our network includes more than 325 community colleges and technical schools, secondary education systems, colleges, universities, and other organizations who provide education and training to local business and industry. DDI is a Sustaining Partner of the National Council for Continuing Education and Training, an affinity group of the American Association of Community Colleges.

DDI EDUCATION PARTNERS' NETWORK

TRAINING THAT GETS RESULTS

Whether it's improved leader or workforce performance or better bottom line results, DDI can show you how effective our programs are. Here are just a few results based on client evaluations. For more success stories, visit www.ddiworld.com/results.

- > Bank of America increased by 29 percentage points the number of leaders rated as "excellent."
- > HCA improved employee retention by more than 42 percent and realized a 26.7 percent improvement in cost savings at its nine-facility TriStar Health System.
- > Mattel improved frontline leaders' "soft skills" knowledge by more than 40 percent, and realized a human capital return on investment of 350 percent.
- > McKesson Information Solutions posted a decline in turnover for 23 consecutive months, dropping from 20.4 percent to 4.8 percent.
- > At Sundstrand Aerospace, production time was reduced by up to 70 percent, labor costs fell by 34 percent, and production cost savings reached \$2 million in one year.

AWARD-WINNING PRODUCTS AND CERTIFICATIONS

Many of the products you choose have won numerous awards and certifications for product excellence and technical innovation.

- > All of DDI's leadership, workforce, and customer service training have won ***Human Resource Executive*** Magazine's Top New Training Product of the Year.
- > Human Resource Certification Institute (HRCI) has certified these courses for CEUs towards re-certification, governed by the Society for Human Resources Management.
- > The American Society for Training & Development (ASTD) Certification Institute has awarded its prestigious

E-Learning Courseware Certification (ECC) to DDI's entire library of web-based courseware.

- > DDI leadership courses were selected by Consortium for Research on Emotional Intelligence in Organizations as a model of adult learning.

THE DDI ADVANTAGE

- > Choose from a robust library of competency-based training courses for leaders, workforce, and customer service providers.
- > Embedded video, exercises, and specialized tools for health care, manufacturing, and administrative environments.
- > Multiple delivery options: classroom, web-based, and hybrid/blended approaches.
- > Courses for multiple positions/levels that share common concepts and can be used together.
- > Customer service training focused on specific audiences, including health care.
- > Varied instructional design including simulations, games, exercises, video-based exercises, skill practices, and checklists.
- > Courses for leaders target emotional and social competencies associated with adult learning.
- > Behavior modeling methodology changes behavior.

WHAT YOUR LEADERS NEED TO DO NOW

MANAGE WITH DISCIPLINE AND FOCUS

First- and second-level leaders must:

- > Lead change.
- > Implement operational controls.
- > Make quick decisions in response to each new challenge.
- > Communicate effectively.
- > Retain and motivate talent.
- > Engage and empower.
- > Convey authenticity and build trust.
- > Promote innovation in processes to prepare for the future.

ENGAGE EMPLOYEES

Employee engagement is the currency of the new economy and a competitive advantage. Engaged, committed workers of all ages produce better business results; and engaging employees has a positive impact on performance and retention. Now more than ever, leaders need to energize associates and draw on their talent to create and implement business solutions.

CAPITALIZE ON NEW OPPORTUNITIES

The crisis will generate multiple opportunities to discover better ways of operating and competing. Leaders should charge their top talent with meeting these challenges: Star performers need opportunities to learn and develop, and the organization needs the best ideas it can get.

LEADING IN TURBULENT TIMES: A SUGGESTED CURRICULUM

Essentials of Leadership

This foundation course teaches leaders how to get results through people. They learn a set of essential communication skills to meet both practical business needs and people's personal needs.

Coaching for Success

This course develops leaders who help people achieve goals and avoid problems. They learn a proven coaching process that ensures they identify coaching opportunities, provide needed coaching and support, observe performance, and measure results until the desired outcomes are achieved. They learn how coaching for success benefits individuals, strengthens work groups, and supports company objectives and priorities.

Building an Environment of Trust

Trust is a key ingredient of employee engagement and loyalty, yet it's easy for leaders to inadvertently fall into trust traps. This course builds awareness of these traps and strategies, helping leaders create an environment in which people take risks, identify and solve problems, and work together.

Leading Change

This course focuses on leaders' crucial role in effectively leading change. Leaders learn how to introduce a change and lead discussions to explore how best to implement the change. They also learn to help others overcome their resistance to change. These skills enhance a leader's ability to minimize the potentially negative effects of change on morale, processes, and productivity.

Motivating Others

Leaders learn how to proactively create an environment in which people are highly motivated to perform. Participants learn the three factors that affect the motivation of employees—focused work, interpersonal support, and individual value. They emerge with both a plan of specific actions and the skills needed to build group and individual motivation.

Retaining Talent

Helps leaders to conduct the types of ongoing discussions needed to ensure that the organization retains Key Players—regardless of whether these Key Players are satisfied and motivated or have one foot out the door.

Accelerating Business Decisions

This course helps leaders accelerate the decision-making process yet still make quality decisions in changing environments with limited time and information. They also learn when it is appropriate to use this approach and when to slow down the process and apply a more traditional approach.

Boosting Business Results

This final course in the series teaches leaders a proactive, strategic process they can apply to leverage their leadership skills so that business objectives can be realized. Leaders identify a project or task that will require the effective use of newly learned leadership skills to achieve or enhance success.