Program Guide and Reference Material

Includes:

• Dealing with Change
• Change Readiness
• The Emotions and Operations of Change
• Creating Innovation
• Stimulating Creativity
• Soliciting Input for Change and Innovation
The 10 Competencies of Outstanding Leadership:

The Aegis Learning Edge is a statistically accurate, imperially driven and best-practice validated model for leadership development. With 25 years of research and case studies, this copyrighted approach insures that you have the proven techniques to succeed as a leader.

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1. Communication

2. Team Member Engagement

3. Coaching and Feedback

4. Self-Awareness and Self-Mastery

5. Innovation and Change and Delegation

6. Decision Making and Judgment

7. Thinking and Risk

8. External Management and Projection

9. Innovation and Change

10. Planning, Vision and Values

**Cascade Effect:**

The leadership model is built on a cascade. This means that each competency must be mastered before the next one can be engaged and utilized.

**Leadership Core Principle:**

Leadership is the art and science of getting people to do something because they want to do it for you.
Change is the law of life and those who look only to the past or present are certain to miss the future.

John F. Kennedy
1. Why is change important to any company or organization?

2. What are the primary reasons people resist change?

3. How does innovation and change impact team member engagement, morale and motivation?
**Innovation and Change:**

Innovation is the production of any new product, process or outcome. It is the implementation of creative thought and ideation. Change is any action or event that is different. They are invariably linked via cause and effect. Innovation creates change and change creates innovation. To be effective at one is to be effective at the other.

**The Need for Change:**

1. Organizational Needs
   - To remain competitive or improve competitive position.
   - To improve efficiency or reduce service delivery costs.
   - To improve service or product delivery.
   - To gauge the effectiveness of current operations.
   - To position the organization for sale or merger.
   - To improve process quality.

2. Personal Needs
   - To improve skills and competencies.
   - To change job functions and responsibilities.
   - To enhance job and personal satisfaction through continuous challenge.
   - To expand the feelings of freedom and self-direction.
   - To recreate that “new” feeling and test the waters.

3. Change is a constant reality and the changes will only increase in complexity and intensity. New demands, expectations, pressures, problems, challenges, innovations, and products wait at every turn.

4. Anticipating and embracing change is an important leadership responsibility. A major role for current and future leaders is to encourage, support, facilitate, and otherwise ensure that their organization continues to change.

5. Successful leaders and managers understand this need and the value of change. They know how to manage change and facilitate organizational change. They have the interpersonal and communication skills need to generate support for change; are visionaries who can anticipate what’s around the corner and proactively instigate change; and they have the business and technical skills needed to manage change effectively and efficiently.

6. Change is a natural state for humans, systems, and organizations. Rather than resist it, we must encourage change and enjoy the opportunities it brings.
In creating, the only hard thing is to begin.

Lowell
Core performance falls immediately after a change event. The severity and duration of this drop can be mitigated with communication and input.
**Cycle of Change:**

Change and change adaptation is often described as repeating cycle in which the change event triggers a stress reaction followed by a coping period and ultimately by performance. This visual will assume the constant nature of change and the fact that people are in one of the sections of the cycle at all times of their life.

The effect of change pattern is consistent for most people and most events. The important element is continuation of the cycle and not dwelling on a single stage of the pattern.

Change has also been described as a rollercoaster diagram in which performance is the plotted line. At the top of the rollercoaster is the change event or the need for the change event. As the change unfolds, anger, and mourning cause a reduction in performance. At the bottom of the rollercoaster, there is a coping or acceptance moment and performance then begins to improve.

**Important Considerations:**

1. Stability points are a basic human need.

2. Those team members with good stability points in their personal life, tend to be more changeable at work.

3. Those team members who lack stability points in their personal life, tend to be more change resistant at work.

4. Age and change resistance have no correlation.
**Dealing with the Cycle of Change:**

Reduce the impacts of the cycle of change using the following strategies:

1. **Stakeholder Input**
   - Previous to Change
   - To Solve Issue
   - During Change
   - Post-Change

2. **Communicate**
   - Frequently
   - Transparently
   - Highlight Change Benefits
   - Over-Communicate (if such a thing exists)

3. **Champion Benefits**
   - Organizational Benefits
   - Personal Benefits (WIFM)

4. **Indicate Need for Change**

5. **Assess Impacts After Change**
It's hard to fight an enemy who has outposts in your head.

Sally Kempton
Change Resistance:

There are different reasons people resist change. We often think the “resisters” are just being difficult or are opposed to change in general. We accuse them of being “stuck” in their ways and in the past. If we investigate, we may find other reasons for this lack of support or resistance to the change.

1. General Readiness
   • Previous experiences with change: rampant change versus nonexistent.
   • Prior experience with change: positive or negative.
   • Lack of awareness or understanding of the need for change.
   • Lack of understanding of how to change; lack of plan or direction.

2. Emotional Readiness
   • Need to grieve or mourn the old before embracing the new.
   • Unable to let go: denial of change.
   • Fear of failure; fear of incompetence.
   • Lack of support; perceived or real.

3. Capability v. Desire
   • The lack of desire and motivation may be a “cover up.”
   • Fear of revealing lack of capability.
   • Lack of incentive or perceived need.
   • Need for training and coaching.

In order to prevent or reduce resistance to change, we must first identify the true reasons behind it and implement appropriate resistance-prevention or reduction strategies. Consider A.D.C.O.M.

• Ability
  Lack of physical ability to perform the tasks.

• Direction
  Unclear directions, lack of plan, or miscommunication of direction.

• Competence
  Lower level skill set than is required: lack of skills or knowledge.

• Opportunity
  Lack of appropriate time or resources to adopt the changes or lack of authority.

• Motivation
  Lack of interest or drive to make the change work. Lack of incentive.
Common Barriers and Resistance Points to Change:

• Failure to Recognize Positive Outcomes from Change
• Fear of the Unknown
• Loss of Control
• Lack of Input Into the Change
• Isolation
• Lack of Desire to Respond to Challenges
• Failure to Ask for Help
• Not Asking Questions
• Comfort with Existing Ways

There are certain conditions that we all experience during the change process, although we differ in how we react to them, and how they effect our response to change.

At various stages in the change process, we all, to some extent experience:

• Feeling Out of Control
• Feeling Directionless
• Guilt About Procrastination or Failing to Keep Commitments
• Feeling Like We Have More Commitments than Time
• Imposed Changes: Implemented by Someone Else
• Uncertainty of the Future
• High Expectations of Self and Fear of Failure

Effective leaders and managers are aware that these feeling are likely to come up and have empathy for team members as they manage these stressors. They help redirect the focus to the possibilities and opportunities that the change will bring.
There is no magic bullet or secret recipe when it comes to managing change. Successful leaders consider the individual, organizational, and situational factors to customize the most effective strategy for change. However, there are core frameworks of change strategies from which to choose.

- **Empirical-Rational**
  People are rational and will follow their self-interest once it is revealed to them. Change is based on the communication of information and offering of incentives. This is also answering the “WIFM” (what’s in it for me) question.

- **Normative-Reductive**
  People are social beings and will adhere to the cultural norms and values. Change is based on redefining and reinterpreting existing norms and values and developing commitments to new ones. Team members will follow along to be accepted.

- **Power-Coercive**
  People are basically compliant and will generally do what they are told or can be made to do. Change is based on the exercise of authority and the imposition of sanctions.

- **Environmental-Adaptive**
  People oppose loss and disruption but they adapt readily to new circumstances. Change is based on building a new organization and gradually transferring people from the old one to the new one.

The most appropriate change strategy will depend upon a variety of situational factors including:

- Degree of Resistance
- Size of the Population
- Level of Risk
- Time Urgency
- Availability or Expertise
Every organization has to prepare for the abandonment of everything it does.

Peter Drucker
Timing is very important when it comes to change. Prior to initiating a significant change, successful leaders first assess the organization’s readiness to change. It is also important to consider the leader’s own readiness for change as well as the readiness of key team members.

**Questions to consider when determining organizational readiness for change:**

1. What is the level of trust within your organization?

   Successful change requires a high level of trust.

2. Do people feel positive about their work environment?

   Change must be approached with a positive forward thinking perspective. Go into it with a bad attitude and it’s doomed from the start.

3. Do you have a history of open communication?

   In addition to trust, successful change requires ongoing and open communication where information is shared and anyone can ask questions and get an answer. Dysfunctional communication networks should be repaired before engaging in a significant change process.

4. Do Team Members Support the Change?

   Team members are apt to support change if they believe in the changes. The team members must also be supported and given the resources and assistance needed as they go through change.
Managing organizational change requires a broad set of skills that resemble the competencies exhibited by strong leaders.

- Organizational Savvy Skills
- Aware of formal and informal sources of power.
- Maintain proximity to organizational politics while not becoming mired in it.
- Analytical Skills
- Understanding of work flow operations.
- Understanding of financial analysis.
- Solution engineering.
- People Skills
- Communication skills.
- Interpersonal skills.
- Foresee and reconcile conflict.
- System Skills
- Mechanical-technological.
- General systems theory.
- Business Skills
- Knowledge of marketing.
- Knowledge of customer service.
- Knowledge of human resources.

**Preparing For Change**

Advance preparation helps build support for change.

1. Provide as much information as possible, to as many people as possible.

2. Create urgency around the need to change.

3. Spend extra time and energy with front line supervisory team members and line managers. Their action and communication are critical in molding the opinion of the rest of your workplace.

4. Align all organizational systems to support needed changes. These include rewards, recognition, disciplinary, communication, hiring, etc.

5. Align the informal structures and networks in your organization with the desired changes. If you can tap into the informal communication and political network, you will increase change commitment.
You can never expect complete and full support from any individual who is not personally involved in the change that will impact his or her work. However, the change will have a greater chance for success if more people are involved.

**Managing Team Member Support:**

1. Create a plan for involving as many people as possible, as early as possible, in the change process.

2. Seek input early before critical decisions about the change are made.

3. Involve all stakeholders and people who will feel the impact of the changes.

4. Recognize that if a small group learns important information and fails to share it with the rest of the group or team, you open the door for misunderstandings, resistance, and anxiety.

5. Even if people can’t affect the overall decision about change, involve each person in meaningful decisions about their work and their unit.

6. Build measurement systems into the change process that tells people how they are doing with respect to the change. Reward those who are working with the change in a positive way.

7. Allow time for the normal growing pains and mix-ups resulting from new processes and change. However, don’t allow the naysayers to continue being negative and lower morale.

8. Implement consequences for resisters and those who continuously fail to adopt the changes.

9. Help people feel as if they are involved in a process that is larger than themselves.

10. Continue to communicate frequently through the change implementation.
Managing change is more about managing your response to the changing conditions than it is about controlling the events themselves.

- Recognize and accept that continuous change is inevitable.
- Assess your current attitude about and behaviors regarding changing conditions.
- Identify those aspects of the changing environment and/or conditions that you can control and those that you can't.
- Look at change as an opportunity to develop new skills, abilities, and leadership qualities.
- Support others who are also going through the process. Look for the positive aspects of the situation as well as what you've learned from and during it.
- Acknowledge that you always have a choice as to how you see the situation and how you are going to respond to it.

**Guide to Managing Change:**

1. A clear sense of mission or purpose is essential.
2. Successful change can’t occur if everyone isn’t connected through communication.
3. Rely on minimal and informal reporting requirements.
4. Don’t get stuck on old routines and policy during change.
5. Remain flexible and able to shift gears as problems or issues arise.
6. Keep the communications barriers low.
7. Remember that there is no perfect way to communicate change.
8. Change is uncomfortable, and adapting to change can be messy.
9. Don’t underestimate the length of time required for a change cycle.
10. Don't change for the sake of change. Know why you're changing.
11. Don’t try to control change. Expect, understand, and manage it.
12. Change is a long process, not an “a-ha” moment.
If you wish to drown, 
Do not torture yourself with shallow water.

Bulgarian Proverb
Key Definitions and Contrasts:

Innovation
Innovation is most often defined as any new way or method of doing something. It differs from invention in that innovation implies the new idea was implemented and implemented successfully. Although technical synonyms, innovation is more often used in a business or organizational environment.

Creativity
Creativity is the process used to generate new ideas and methods. It can include thought, group efforts and insight. Creativity is often fueled by a need to perform a function in a better manner. Innovation requires creativity.

Change
Change is the process in which something or someone becomes different from its original form. The former characteristics of a task, process or person are modified.

Task or Process Conflict
Task and process conflict is generally the root of beginning creative thought. When you see something not being done well, you daydream a creative solution or suggest an alternative method.

Best Practices
Best practices is the process of seeing what other people are doing, including competitors, and modifying your practices to mirror those practices. It is an imitation of what works for others, even when added in a blended approach.

Brain Storming
Brain storming is the group and open practice of sharing ideas in a public setting. This is not a good method to generate ideas for innovation.

Critical Thinking
The process in which a person or people apply reflective judgment. Usually done with a healthy dose of skepticism. It is important to not morph into the role of critic.

Systems Thinking
The cognitive process of reviewing a situation for total impact, unintended consequences and the end solution.
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Systems Thinking
The cognitive process of reviewing a situation for total impact, unintended consequences and the end solution.
The need for innovation and objectives for innovation are often spurred by:

- Improving efficiency and effectiveness.
- Reducing operating costs and overhead.
- Enhancing satisfaction for team members.
- Increasing product and service offerings.
- Providing distance and differentiation between other providers.
- Improving competitive advantage.
- Improving productivity.

On an individual level, innovation is often sparked by:

- Organizational demand.
- Changed technology.
- New supervisors or leaders.
- New life stage.
- Economic necessity.
- Avoidance of obsolescence.
- Avoidance of loss of relevance.
- Challenges to current levels of performance.

With those needs for innovation, the benefits for innovation and creativity become obvious:

- Creates a process by which continuous improvement is achieved.
- Constantly tests the status quo and current methods.
- Builds thinking and idea generating team members that are better decision makers and more nimble in response to issues.
- Produces distance between competition.
- Insures long term survivability.
- Builds a sense of ownership through the submission of ideas.
- Keeps an organization running at the highest level of efficiency.
- Invents processes, products and services (not always intentionally).
- Produces greater levels of job satisfaction through participatory innovation.
Place your pen or pencil on the dot in the upper right corner. Without lifting your pen or pencil, draw four (4) straight and continuous lines that connect all of the dots.
How did you do?

Did you struggle by trying to keep the lines in the box?

Did anyone tell you to keep the lines within the box?

Where did those rules come from?

The areas outside of the box can be called the Zones of Opportunity because they represent the unknown and unseen areas to any challenge.
Innovation and creativity can be hampered by the following:

History
As a predictor of failure and a measure of past attempts, history can greatly dampen attempts to do things differently. History will tell us that attempts at correction, modification or change have previously failed.

Conversely, history also gives us the false sense that everything is fine and operating at maximum efficiency. If it is not broken, don’t attempt to fix it.

Discipline and Order
With excess discipline and orderly management of routines, there is very little room for creativity. Discipline is good but when it comes at a cost for innovation, it is a hindrance.

Group Think
As mentioned previously, brainstorming does not work. There is a large population of people that will not share ideas and innovation in an open group setting. Many styles of people would rather process first and share ideas later.

Poor Feedback or No Feedback
When you do not hear anything about an idea or the idea is dismissed, your desire to submit additional ideas is greatly reduced.

Organizational Support
Many organizations and companies do not support innovation and actually work to dampen anything new and different.

Environmental Issues
Noise level, interruptions and even lighting contribute to the inability to think creatively or to provide innovation. The louder, brighter (non-natural light) and more interrupted, the less likely you will be creative.

Policies and Procedures
If you have a policy for everything, there is very little room for creativity and innovation. Worse, you now have to navigate a policy on modifying policy to get anything changed. People will also hang their hat on the need to conform to procedures because that is “how we do things.”

Inability to Articulate/No System to Capture Creativity
When people cannot clearly articulate an idea, they often keep it to themselves and if there is no back-up system for capturing those ideas they will be lost.
Egos

Processes sometimes belong to the original author as much as the organization. This is even true in a family dynamic.

Suggesting changes to a process can be interpreted as a personal attack or an indictment of someone’s value.

Organizational Realities

To deny the existence of sacred cows in organizations would be intellectually dishonest. Sometimes, no matter how good the idea or innovation, it interferes with someone’s pet project or department.

Lack of Resources/Inability to Obtain Resources

Many ideas take resources and money to implement. Even when the innovation creates revenue or saves money, there may not be the funding or people available for implementation.

Collective Bargaining Agreements and Employment Contracts

Employment contracts, including those negotiated on a collective and group basis, often contain language about specific job tasks. Innovation will often try to stretch those job descriptions with very little success.
Some simple and straightforward methods to stimulate creative thought and innovation:

Self Manage Your Thoughts
- Remove Doubt
- Initially Ignore Roadblocks and Risks

Modify Habits and Routines
- Change Hours
- Change Driving Route
- Modify Schedules and Task Routine

Improve Working and Thinking Environment
- Comfortable Seating and Working Environment
- Use Natural Light
- Avoid Harsh Light
- Listen to Music
- Avoid Mind Numbing Activities (Television and Internet)

Be Comfortable
- Comfortable Clothes
- Eat Well

Seek Inspiration
- Read and Understand Other Creative People
- See Where Others Saw Innovation Opportunities

Stimulate Your Physical Side
- Exercise
- Go Outside
Object Oriented Innovation:

Object Oriented Innovation is a simple approach designed for maximum effectiveness in a working environment.

1. Clearly identify the issue or challenge to be addressed.

2. Clearly identify the required objective or what is to be accomplished (product, service, savings, etc.).

3. Identify and document the process needed to accomplish the objective. This is to include the resources needed, people involved and all other elements of a required process.

4. Identify and document the realities that are in play. That includes incumbent people, entrenched processes, organizational realities, egos, sacred cows and resource limitations.

5. Begin to negotiate current realities against desired outcome and best process to achieve that outcome.

6. Remind, as needed, about the desired outcomes and the benefits from that outcome.

Champion Challenger Innovation:

In boxing and other sports, a champion is recognized. To continue to be the champion, that person must take on challengers. If the challenger wins, they become the new champion. If the existing champion wins, they continue to be the champion and prepare to take on a new challenger.

The Champion-Challenger Innovation model uses the same core principles and adds an element of continuous improvement not often seen in innovation models.

1. The current method or process that is being utilized is the champion.

2. Any proposed change, innovation or modification is the challenger.

3. If the proposed change, innovation or modification performs better, it becomes the new champion method.

4. If, after testing, the existing method performed in a superior manner, it is retained as the champion.

5. Continue testing new methods against the champion.
Many organizations attempt to include multiple people and sources in an innovation process. This is outstanding because the more people involved in innovation and creativity, the better the process will be and the more likely the idea or innovation will be fully embraced.

**What Doesn’t Work:**

- Open Brainstorming Sessions
- Too Much Influence from People with Vested Interest
- Lack of Customer or End User Input
- Veiled Request for Input When the Outcome is Decided
- Passive Input Models
- Excess Influence from Senior Leaders

**What Works:**

- Time to Process and Think Before Sharing
- Required Input Models
- Wide Cross Section of Input Sources
- Multiple Opportunities to Review Outcomes and Processes
- Non-Judgmental and Safe Environments
- Neutral Facilitation
Effective leadership and innovation have a strong connection. Leaders embrace the following roles and actions related to innovation:

1. Questioning Status Quo
2. Asking Why
3. Seeking Constant and Continuous Improvement
4. Attempting Alternate Methods and Processes
5. Developing Risk Tolerance
6. Encouraging the Innovation and Creativity of Others
7. Not Condemning or Editing the Creativity of Others
8. Providing Positive Feedback for Creativity
9. Rewarding Creativity and Innovation
10. Using a Systemic Approach to Innovation
Self-Mastery Style:

All people have different personal and leadership styles. The most commonly noted are:
- Direct
- Relational
- Low Key
- Detailed

Aegis Learning uses DiSC science to determine Innovation and Change styles and to build skills related to that. DiSC is an acronym that stands for:
- Dominance
- Influence
- Steadiness
- Conscientiousness

The DiSC science, pioneered by Dr. William Marston has been used by over 30 million people and the current versions found in the Everything DiSC Workplace, Management and Leadership assessments are highly accurate and predictive because of the use of adaptive testing.

Each person is comprised of a primary behavioral influence in the DiSC assessment. This is the first letter of the descriptor and where your dot is located in the DiSC graph. This primary behavioral influence will drive a great deal of your leadership approach.

Behavioral intensity also matters greatly. Your intensity is determined by the relative distance of your graph dot from the outer circle of the graph. The farther out your dot is, the more intense in that style and predictable you are. The closer in, the less predictable and easier for you to chameleon your communication style.
DiSC Self-Mastery Styles and Approaches:

Each DiSC behavioral style has a unique set of Innovation and Change traits and tendencies. And each DiSC style has unique challenges.

If Dominance (D) is your highest behavioral dimension:

- You look to drive change and innovation
- You force change without regard for others
- You will sometimes be rash and not measure risks associated with innovation
- You often do not communicate with enough details or frequency related to innovation
- You incorporate an objective oriented approach to innovation
- You seek fast pacing in changes and innovation

If Influence (i) is your highest behavioral dimension:

You clearly see the impact of innovation and change on others
You often work through other people to influence innovation
You are comfortable with fast paced innovation
You will communicate innovation with frequency but often lack details
You will look optimistically towards change and innovation

If Steadiness (S) is your highest behavioral dimension:

You want innovation to be valuable and need to see the benefits
You are skeptical of some innovations
You need proof that the new way is better than a new method
You will often try to reconcile and blend new and existing methods
You provide great detail in the innovation process
You test risks and provide “what ifs”
You need to answer the “why” question

If Conscientiousness (C) is your highest behavioral dimension:

You provide a methodical and planned approach to innovation
You test risks and provide “what ifs”
You see details and elements related to innovation that others do not
You provide detail communication but not always frequency related to change
You will reverse engineer innovation using a process first approach

Note: The higher your degree and score for any type listed above, the more likely you embrace that style and the elements associated with that type.

The most effective leaders are those that understand their style and approach but yet adapt consistently and constantly to the needs of their team and team members. The burden of this adaptation rests solely with the leader. It is your job to adapt.
When in doubt, Make a fool of yourself.

There is a microscopically Thin line between being brilliantly creative and acting like the most gigantic idiot on earth.

So what the hell, leap.

Cynthia Heimel
Aegis Learning is a nationally recognized leader in providing the highest quality, impact and value training for organizations of all types and sizes.

Specializing in leadership development, customer service initiatives and building high performance teams, Aegis Learning has 25 years of experience in creating better work places, positively impacting key metrics and enriching the lives of participants.

Aegis Learning Converts Training to Learning and Learning to Results

Our specialized, unique and customized approach will insure an extremely high return on your investment in the following areas:

- Improved performance at all levels of the organization.
- Higher productivity, efficiency and quality of work.
- Increased team member engagement and satisfaction.
- Improved ability to identify talent for succession.
- Improved morale among team members and leaders.
- Improved service levels for internal and external customers.
- Reduced turnover and associated costs.
- Reduced team member complaints and grievances.

Our unique and blended approach using facilitator led instruction, individualized coaching and web-based follow-up insures that leaders have all the tools and competencies needed to become extremely successful and drive their organizations to higher levels than ever imagined.

“I had no idea how exciting and enlightening this program would be. I not only got a great source of information, but I had a lot of fun. This program gets a Siskel and Ebert 2 thumbs up. Exuberant, energetic, and entertaining delivery, his base knowledge and advanced instructional techniques, the program would be just another boring mid-range informative adult education class. I recommend this class for all management personnel.”

Calvin Griffin
American Medical Response
Aegis Learning delivers. Delivers the best training, coaching and organizational development services available. Our offerings include:

- **Leadership Development**
  - Based on the Ten Competency Model
  - Empirically Driven, Statistically Accurate Approach
  - 25 Years of Best Practices
  - Training
  - Coaching
  - Follow-Up Tools
  - Talent Identification and Succession

- **Customer Service Initiatives**
  - Training
  - Process Review

- **High Performance Team Building**
  - Core Team Competencies
  - Trust, Respect, Conflict and Communication

- **Assessments**
  - DiSC Workplace, Management and Leadership
  - 5 Behaviors of a Cohesive Team
  - Certified Facilitator and 12 Year Award Winner

- **Individual Development Coaching**
  - Accountability and Holistically Based
  - Leadership, Professional Development and Personal Achievement

- **Retreats**
  - Maximum Impact Environment
  - Strategic Planning, Team Building and Leadership Development

- **Speaking and Keynotes**
  - Fun and Impactful
  - Leadership, Teamwork, Customer Service and Personal Development

- **Talent Management and Consulting**
  - Engagement Enhancement
  - Talent Identification and Succession
  - Key Processes
  - Organizational Structure

- **Books**
  - *LeadWell-The Ten Competencies of Outstanding Leadership*
  - *Beyond Engagement*
Tim Schneider is the founder and lead facilitator for Aegis Learning.

His mission, in total alignment with Aegis Learning is “Dedicated to Your Success”. Tim brings passion, heart and 25 years of successful experience to all leadership development projects, customer service initiatives and building high performance teams.

Tim is the author of **LeadWell-The Ten Competencies of Outstanding Leadership** and **Beyond Engagement**, high impact books about leading the right way and creating an organizational culture that is both healthy and successful. His works have been featured in many business and professional development publications and he is one of the most sought after speakers, trainers and coaches in the United States. Stylistically, Tim brings unparalleled commitment and enthusiasm to each engagement and works hard to make sure all participants not only learn but have fun along the way.

Personally, Tim is the father of two grown boys, continues a life-long love affair by playing men’s league baseball and enjoys any outdoor adventure. He makes his home in Las Vegas, Nevada with Sydney the Corgi.

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“I have raved about this course to both my supervisors and those who report to me. I have suggested it to all of our managers to attend. Tim, I have found you an inspiration. Thank you!”

Martin Brennan
MGM Grand
Tim Schneider
Partner, Project Lead and Senior Facilitator
Published Author and Source
25+ years-Leadership, Teamwork, Customer Service and Professional Development
Certified Facilitator, Trainer, Speaker and Coach

Linda Florence
Chief Learning Officer
25+ years-Leadership, Teamwork, Customer Service and Professional Development

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Teresa Lowry
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