

MOVING UP



LEADER GUIDE

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INTRODUCTION

Congratulations! You're a **MOVING UP** Group Leader. You've been selected to help yourself and those around you succeed at work and life, and to help your organization as well.

If you've never done this before, you're probably a bit nervous. There's a good amount of material and it's natural to feel some stage fright.

The material is well organized. Your participants know less about the topic than you, so no one will question your knowledge. Besides, the participants do much of the work themselves. Leading this session will help you overcome that stage fright. When you properly prepare for your role as Group Leader, you'll find people praising how well you've performed.

This is easy, and it's well worth it to you, the participants, and the organization as a whole.

MOVING UP is a system designed to help employees improve their own feelings of self-worth and move up within their organization. It is structured to dramatically increase their belief in themselves by focusing on their own skills, talents, and abilities as well as identifying areas for improvement and further development.

MOVING UP will have a powerful impact on employee success and performance. Committed participation and support from you and your co-workers is essential. This Leader's Guide is designed to provide the tools you need to generate that support.

MOVING UP Program Objectives

The goals of the **MOVING UP** program are:

To increase the self-worth and self-image of every employee in your organization through the daily practice of **MOVING UP** techniques;

And

To help employees' actively seek out opportunities for advancement, recognize those opportunities when they arise, and then take advantage of them to improve their position, skills, or future prospects.

To achieve these objectives, **MOVING UP** should be conducted in a systematic, organized manner. At the same time, these sessions should be relaxed and informal. The program is designed for between eight and 15 participants and each session should run approximately two to three hours (three or four hours in developing countries).

If at all possible, an executive, manager, or supervisor with peer respect should lead the **MOVING UP** sessions. Employees will find that their relations with the Group Leader will be improved by the frank, open approach of the **MOVING UP** program. They'll appreciate the interest and enthusiasm you bring to the discussions, and translate that interest and enthusiasm into very personal terms.

MOVING UP will help all employees and we recommend that everyone within the organization be invited to participate. There's enough material in each group session to give you and your co-workers plenty of stimulation for constructive group discussion. The more everyone participates in the discussions, the better everyone will understand, remember, and apply **MOVING UP**.

Program Components

The **MOVING UP** program has three components:

- **Two DVDs (totaling approximately 64 minutes of vignettes and instructional information)**
- **A Leader's Guide**
- **The MOVING UP Participant Package (Participant Book, Technique Card, Certificate of Accomplishment, Performance Standards)**

Video

The video, shot on location at various businesses, features realistic, everyday scenes of employee situations and interactions.

The video corresponds to the program by section: For instance, Session 1: Section 1 on the video corresponds to Session 1: Section 1 in the Leader's Guide.

At the end of each video segment, the Group Leader is directed to turn off the video and turn to the next exercise or activity.

Leader's Guide

The Leader's Guide is divided into 10 parts: the Leader's Introduction and 9 training sections.

The introduction provides you with the information you need to get the program up and running effectively.

The Leader's Guide includes:

- **A complete transcript of each video**
- **All exercises, and in-class activities**
- **Suggested leader text or key points for the leader to cover**
- **Sample or likely participant responses to questions and activities**
- **Implementation suggestions and training hints**
- **Additional follow-up questions**
- **Space to record sample participant responses to questions**

Types of Questions and Exercises

Throughout **MOVING UP**, the following method is used to distinguish the kinds of questions the leader will ask participants.

Questions in the form Participant Book Question # correspond to the questions within the numbered exercises in the Participant Book.

Questions in the form Discussion Question refer to questions that are not within the numbered exercises in the Participant Book and may include follow-up questions. Participants will not have these questions in their books.

The Participant Book contains Assignments at the end of the reading sections. Participants are asked to complete these assignments as part of the work between sessions.

When going over numbered exercises, the Group Leader is encouraged to refer participants to specific Participant Book questions by question number.

Participant Book

The Participant Book is the activity guide and resource for each participant who goes through the program. It includes more than 100 pages of techniques, strategies, exercises, activities, and assessments. Like the Leader's Guide, the Participant Book is divided into sections. Each section includes introductory and resource information to supplement and expand on material presented in the video segments. Also included are all program exercises and suggested assignments, optional exercises, skill practice, etc.

TAKE ADVANTAGE OF THE PARTICIPANT BOOK

The Participant Book is rich in examples, illustrations, and strategies that support the videos and discussions.

The Participant Book material is rich in examples, illustrations, and strategies that support and expand upon the video segments and exercises in each section. As a Group Leader, you can take advantage of this material when introducing new topics or when providing answers to participant questions.

The Participant Book is often referred to throughout the program. Participants can read the book at home at their own pace and highlight key ideas for discussion. Make notes throughout the Leader's Guide that reference the Participant Book, then refer participants to the Participant Book when you think important ideas or principles can support their learning. The participants will be asked to complete all of the exercises and assignments throughout the Participant Book; the necessary page numbers for each activity are included in the Leader's Guide for easy navigation.

The Participant Book serves as an ongoing reference and resource long after the program is over. By referring participants to specific pages in the book, you create awareness of the wealth of information it contains. Participants are urged to take advantage of the interactive benefits of the program by writing in their books and using them fully. Participants are likely to refer back to the step-by-step tips and techniques when needed.

The MOVING UP Participant Book — Key Element of the Program

The Participant Book is designed to explore in much greater detail the points covered in the videos and in the group discussions. It is an important part of the **MOVING UP** program. In some cases, participants will respond far better to the written word than they will to either the videos or the group sessions.

As a Group Leader, you must emphasize the importance of the **MOVING UP** Participant Book to participants. There is no way to force participants to read the chapters or to complete the exercises, but take every opportunity to encourage them to do so.

Read the participant book yourself to thoroughly understand the content. Highlight key ideas and concepts to help you propel the discussions.

In your group sessions make sure each participant has their own copy of the Participant Book and that they write their name on Page 1 and complete all the included exercises. Encourage participants to highlight key ideas and concepts as they read the book.

Assign Chapters 1–9 of the **MOVING UP** Participant Book at the conclusion of Session 1. Assign the Session Review at the end of Chapter 4. Ask participants to complete the session review and hand it in to you at the start of Session 2.

Review the participants' understanding of the **MOVING UP** Participant Book at the start of Session 2. Encourage discussion of the questions.

At the conclusion of Session 2 allow the participants to complete the second Session Review at the end of Chapter 9. Go over their understanding of the **MOVING UP** concepts at the end of the program.

All of the print and video materials in **MOVING UP** are copyrighted and may not be reproduced in any form. The Participant Book represents a license for one employee to experience the **MOVING UP** program.

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Leader's Guide at a Glance

The following section provides sample formats of the main components of the Leader's Guide.

ADJACENT EXAMPLE BOX 1

The full transcripts
of the videos are
included in the
Leader's Guide.

(Example box 1 – do not print this heading)

MANAGER: Great. Michelle, this takes a lot off my mind. Do you need me to show you how to use the headset?

EMPLOYEE: No, it looks like you've got plenty of fires to put out. I'll ask Jose if I have any problems.

MANAGER: I do, thanks. Why don't you take your break now and come back and relieve Jose by 11:15.

EMPLOYEE: Okay.

NARRATOR: Fear did not stand in the employee's way when she was faced with a new situation. How do you think her manager felt about her proactivity? How likely do you think he would be to go to her in the future for help?

ADJACENT EXAMPLE BOX 2

Suggestions for
Leader's Text are
printed inside
shaded boxes.

(Example box 2 – do not print this heading)

LEADER TEXT: Welcome to Session 1 of **MOVING UP**. For those of you who don't know me, my name is (YOUR NAME), and I'll be acting as Group Leader during this session. As Group Leader, I'll be providing some framework for our discussions, but each of you will be helping one another as we go along.

Now that you know me, I'm going to have each of you introduce yourselves, but a little differently. You will each introduce yourselves positively with two adjectives beginning with the same letter as the initial of your first name. For example, Rational, Realtor Randy.

Break the participants up into groups of 3 to 4 people. Give participants 30 seconds to think of their adjectives.

Okay, everyone should have his or her adjectives ready to go. Now, the person in your group that is the tallest will, introduce themselves first; after they go the person to their right will introduce themselves.

Exercise 1:

Format: Large Group

Equipment Needed: None

Exercise 1 is found on Page 73 in the Participant Book.

PURPOSE OF EXERCISE 1: THIS EXERCISE GETS PARTICIPANTS THINKING ABOUT WHAT THEY EXPECT TO GET OUT OF THEIR JOB AND WHAT IT TAKES TO BECOME INDISPENSIBLE.

LEADER NOTE: To stimulate discussion early in the program, it is helpful to ask participants to write down answers to questions before group discussion, depending on the time available and the makeup of the group.

LEADER TEXT: Exercise 1 is located on Page 73 in your Participant Book. It asks you to rank, from top to bottom, some reasons for why you decide to work at a particular organization. It also discusses the information presented in the video. Please take a few moments to complete the exercise.

Allow participants a few minutes to complete the questions. It is very important that participants write their responses in their books. Clean books will not be read or used. When this happens we fail in our attempts to teach and instill these skills.

Participant Book Question 1: What motivates you to choose to work for one organization over another? Please rank the following factors in order of importance.

- Money
- Vacation time
- Any open position
- Opportunities for travel
- Opportunities for advancement
- Opportunities for professional development
- Open position in a field of expertise

Preferred rankings are bullets 5 through 7 but answers may vary based on participant experience. First, focus in on those participants who chose other answers (1-4, most likely #1) and allow them to justify their responses. Try to drive them back to why they really accepted their position whenever possible.

ADJACENT EXAMPLE BOX 3

All exercises from the session are included in the Leader's Guide.

ADJACENT EXAMPLE BOX 3

Hints and notes for the leader accompany the exercises.

ADJACENT EXAMPLE BOX 3

Corresponding questions from the Participant Book are enclosed in shaded boxes.

ADJACENT EXAMPLE BOX 3

Questions are followed by sample participant responses in parentheses and by one or more blank lines for the leader to add additional sample responses or notes.

Preparing for the Session

Conduct the **MOVING UP** program in a comfortable, well-ventilated room or space, with plenty of light. Select a room that is large enough to allow the participants to stretch out a bit. A comfortable group will be far more receptive to the **MOVING UP** message. Make sure the program is free of interruptions so you and the participants won't be distracted. This is particularly true if you're a manager or a supervisor who tends to have many people trying to reach you. During **MOVING UP** you will be creating a learning mood, which can be easily compromised by interruptions. Make sure all participants have pens and paper.

Locate and test the video equipment you'll be using for **MOVING UP**. The program is available on DVD, so be aware of which type of equipment you will need to have on hand for your session. Avoid equipment with inferior speakers or poor resolution. Technical flaws like these will distract the participants.

Allow plenty of room for the equipment you'll need. Even if you know all the participants on a first-name basis, make nametags or table tents so everyone can see all the participants' names. During the sessions, it's very important to address the participants by name to establish a warm and friendly environment.

Make certain that before the program, each participant has his or her own personal copy of the Participant Book. Encourage participants to take notes inside of the book; as well as, underline key ideas. The more time they invest in understanding the key concepts of the book, the more likely they are to execute the information in their professional lives. You and the participants will refer to it frequently, so be sure to read the appropriate sections and complete assignments before the program.

Make sure that everyone can hear you. Speak clearly and distinctly without straining your voice. Don't allow participants to gravitate toward the back of the meeting room.

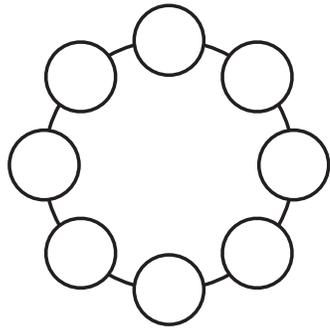
Here's a checklist to follow in planning to conduct a MOVING UP course.

- **Discuss the implementation of the program with the organization to determine the desired results and outline any changes to policy that should take place prior to bringing MOVING UP to the work force.**
- **Announce the program session in written form for a specific time and place. Be sure to start on time and end on time.**
- **Select a meeting room where people can be comfortable and not be interrupted.**
- **Check the meeting room and the DVD equipment prior to each session. You may wish to use a whiteboard, electronic blackboard, or easel with flip chart.**
- **Read the relevant sections of the Leader's Guide and Participant Book prior to the program, including the appropriate exercises.**
- **Attempt to create a fun atmosphere. Decorate the meeting room with posters, if available. Provide refreshments during session breaks. Personalize the space to mirror your enthusiasm to create a positive and sharing environment.**

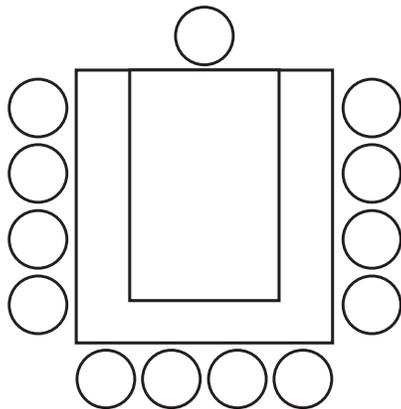
Implementation Suggestions

Audience Size

8 – 12 participants — ideal for new Group Leaders



12 – 15 participants — the optimum size



16 – 25 participants — fine, but require experienced Group Leaders

