

# The New Face of People Development – Part 2

*The Making of the Corporate Revolution*

By  
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*We are Greatly Affected by the Competence or Incompetence of those we work with. Our ability to cope with modern business weighs heavily on our human mind because when others do not perform, cooperate, or support us, WE are riddled with stress as it is OUR jobs and OUR success that is affected.*

*This article provides a new strategy, a new perspective on the development of competence through training.*

*“Integrated Organizational” Development is the new training!*

In part 1 of this article we learned how organizations function and interact has changed and how technology and multi-cultural existence has change the face of business, and how we must change our past habits in the way we lead and develop our people.

We discussed how training is less effective when not integrated into objective focused system linked to organizational development goals. And we came up with 5 foundations of a solution that would save time and money with better learning and implementation.

#### They were:

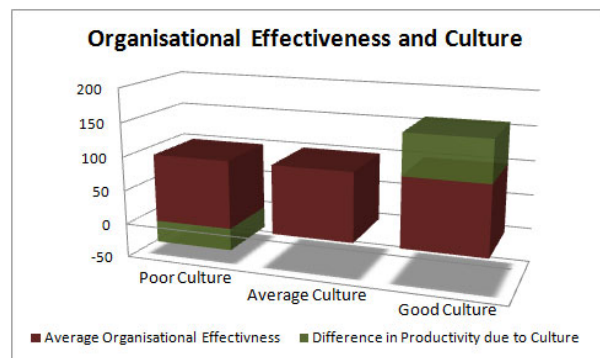
1. Start with a common vision.
2. Get your people using a Common methodology that will help them to be aware of psychology behind the group dynamics
3. Set 5 integrations before any training starts, and incorporate them into the training system to set foundations to nurture an ideal work environment that will yield a more passionate organizational culture.
4. Have multiple training platforms ready to indoctrinate an entire group.
5. Establish your major players, the people who by popularity or charisma, have the most influence in your groups and set them up to start your Revolution.

**Well, in addition to the questions that were answered in Part 1...**

**Changing our paradigm of training and people development would be hard!**

#### **o, Why are we doing this again???**

An Organization's Culture is its Personality and Attitude. To cultivate an Effective and Passionate Culture, **we must understand and be able to influence the psychology of its group dynamics.** The difficulty is that unless we know and set the psychological parameters for Corporate Culture, it will be left to chance, and according to a 2007 study of 70 similar companies, you could be losing 52% of your productivity potential. The study indicated: Where the mean is 100 people doing the work of 100 people, in a poor culture, 100 people did the work on 68. But in a good culture, 100 people did the work of 152! To succeed in improving Corporate Culture the people must **"feel"** the organization serves their own personal development beyond the paycheck. Now think about this... How much more effective (and profitable) could your company be with 52 extra free employees?



Is that a good enough reason to read on...?

**So now the process, the beginning of the Revolution**

**Six:** With the first five steps in place, redesign your training as **IMPLEMENTATION PROGRAMS** that provide **Immediate Visible Results**.

Huh? Immediate visible results, how? We don't have time! People are Busy! ...

Well, that would be true with "Traditional" training! But we aren't talking about Traditional are we? We already know the common vision for a better workplace is shared by your employees, so implementation must Visibly get them closer to that vision. When personal gratification is aligned with the organizations objective, it changes the meaning of work for your people and provides a frame work by which employees can have personal vision alignment with the organization while creating a more passionate and fulfilled work environment.

But this isn't going to happen with the standard 2 day training here and there, 2 days is just too much information and no connection to other learning! And worse, if its not related to a "Common Methodology" how much real implementation will you get across the organization? And what about the instant emotional gratification that comes from seeing instant tangible results toward a common goal. Well, there isn't much and people keep on doing the same old thing they have been doing. To get IMPLEMENTATION, you must take your staff on a journey of Change, Vision, and the creation of a Greater Work Culture where they will be happier, then give them the structure to apply what they gained and assist others in the organization to do the same, a journey of new perceptions that brings out attributes fundamental to Self Leadership, a journey where your people will "Feel" the "Personal" benefit in change and then have a framework to truly make change happen.

Every journey needs a plan, and this plan starts with getting the common methodology to the people. The methodology we use is Directive Communication Organizational Psychology. We use this for 2 reasons, one, it works and it works fast, and two, well, because I invented it.

Step one: Make sure you know what the issues are with your people, then set guidelines that senior management is comfortable to make instant change toward those issues. Step two: with your group of 12 to 15 "key Influencers", get them trained in one day intervals with one day implementation directly after (and remember, implementation is focused of the creation of their greater purpose to create a personally fulfilling working environment and THEY make the changes based on senior management guidelines). The experiential process involves them and the group over the period of 12 to 14 days (depending on your size). Here is how it plays out.

1. Key influencers identify with peers the issues that should change in the organization, (if you did your homework, you already know what these are and have set realistic guidelines that would be enough to get people excited), the



*Emotional adaptation of organizational culture from "Lessons from the Monkey King"*

key here is that THEY need to find out for themselves and make their own decisions with the group, facilitators only guide them into the guidelines but they believe it's all their idea.

2. Using tools like the CBI or HDMA, your people get to know each other at deeper levels which is incorporated into the process of implementation for more intelligence cooperation
3. After each one day training, key influencers chose and train 5 to 8 peers and management a condensed version of what they learned and apply it to their immediate tasks and problem solving.
4. Relate positive feedback and visible results to the the actions and behavior modifications that were employed in the process
5. Do the next day of training and repeat the process for 4 to 5 days of training and implementation, each day using the language associated with the methodology to reinforce, more meaningful, less reactive communication
6. Reinforce knowledge with 40 minute online learning sessions for all staff

The result is increased synergy and trust across departments from peer training and application of knowledge with a by product of personal accountability required to take action without looking to others for direction. Employees will create a supportive environment where they draw on the collective strengths of the management and the staff at various levels.



5 Pillars of Transformation, from  
"Lessons from the Monkey King"

## Areas of focus

### *Awareness:*

- Assess current organizational culture
- Assess issues that affect culture
- Evaluate personal life goals and the effects of organizational culture on those goals
- Assess current results in life Because of Work

### *Implementation:*

- 5 pillars of Transformation
- Culture Evolution Strategies
- Clarity of Purpose and Direction
- Unified Group Identity
- A personal Success Identity attached to the group and the organization

# The Process

## Initial preparation

Discovery of issues affecting the organization and who the Key Influencers are. Metrics are set

Strategy session with Senior Management to determine guidelines for changes and KPIs

2 day Change Leadership workshop for Senior Management to sustain and manage change

## Workshops begin




Knowledge is shared in the 1 day workshops with Key Influencers. Exercises and reflection form new perceptions and the REAL possibility of creating a Great Working Environment



Key Influencers go to enroll their peers and managers in the idea of a better working environment and the process to make it happen. They create a Unified Identity for their project




Key Influencers get feedback as to what kind of organization they wish to create, share knowledge and help peers and managers with exercises to gain new perceptions. Together, they lead the formation of Guiding Principles for sustainable change



Employees review key points with interactive online learning

The entire organization takes CBCI communication assessment online



Assess contributions of individual with STARS

The changes employees will make are in-line with original Senior Management Guidelines that were set BUT everything they came up with is their own and they have ownership



Employees gain a unified identity and vision to improve their lives and personal success Through Work. They create the Sustainability structure and improve competency and nurture proactive leadership

With the entire organization seeing the beginnings of a realization of their greater purpose through work, and aware of the core methodology and its language that makes it happen, their unified identity becomes a stronger force for achievement. Why? Because they start to feel like they are in control of their own destiny. So then its time to move to the next step, solidification.

## Seven: Set you efforts up for “Sustainable Change”

The hard work is over, now just ad the spice into the initiative and you will see even more drastic results!

1. Key influenceres Develop guiding principles with peers to create structure during the process
2. After training; the final day is a presentation of what kind of working environment the “people” want to create to bring out the best of themselves and others, what who they need to be to

create it, and the guiding principals they have personally chosen to live by. This is presented in a fun entertaining show

3. Senior management agrees because it is within the guidelines of what was already accepted

At this point, people feel they mean something in the big picture, that they, no matter what position in the organization, can make a difference. They feel succesful “Through” the organization and the organization goal start to be aligned with their own. After all, if they have the power to influence their corporate culture, they have a sence of ownership in the company.

*... Integrated Leadership means new knowledge is shared and employees take on roles of developing their peers*

**The reason this program is successful** over other types of initiatives is that the psychological foundations are expanded by the employees themselves, not by management and not by consultants. Each of these Modules contains “Implementation Projects” designed to cultivate ownership and excitement within the ranks of your people. The follow-up DC360 people development modules (in accordance with organizational objectives) reinforce created results and perpetuate passion at work.

While the DC psychological strategies do affect perceptions, there is no “Mindset Change”, the process simply brings out facets of identity that Already Exist (although in different environments). And, since there is no change in mindset, it is easier to sustain new existing behaviours under the different circumstances. Factors such as: Creating a Greater Purpose at work, using the DC psychology to achieve that greater purpose, having a language that reinforces awareness and facilitates better communication with less reaction, and creating a Unified Identity that aligns the group with the Greater Purpose.

Involving different organizational hierarchies (i.e. management, supervisors, front line, and support) as equals in the attainment of something better, provides the glue that binds a sense of ownership and brings our self leadership qualities out in the masses. They then become the strike force that ignites the leadership revolution from within, they are the force for the good of the organization. They gain a strong sense of purpose because they fulfilling their own needs through the organization, not just doing the job.



**Eight:** Now that the foundation is strong, align it with competency, leadership, and indoctrination of new employees. Since the core Directive Communication methodology (DC) applies to any soft skill training, your people will seldom need to go through traditional training again. Instead, you can now provide ½ day programs in specific applications like: Management, Customer Service, Sales and Marketing, Financial applications, Leadership, Innovation and Creativity, Communication and Branding...

But Wait!!! Don't all these need experts in those fields?

## Well, YA!

And that is why you can either use your own experts who are DC trained or access DC trained experts from around the globe who have been certified as DC trainers, each with their own area of expertise.

NOW... Time, scheduling and Cost now become less of an issue with multiple platforms to “Apply” new applications of what they have already learned. You can use the multiple platforms to integrate everyone involved so knowledge and best practices are shared with a common personal vision that is now in line with organizational objectives. And the system of measurement is already in place so you can see your people progress and how the implementation of knowledge is realizing Company objectives.

Here are some benefits of using this system

- Platform flexibility allows everyone to get involved within budget
- Improves organizational Communication and Cooperation
- Creates an environment where learning is constantly being Reinforced
- Includes Succession Planning and Recruitment to maintain overall organizational objectives
- All learning and support efforts are systematically directed toward the Organization’s Objectives
- Integrated Leadership means new knowledge is shared and employees take on roles of developing their peers
- Process allows organizations to sculpt their Corporate Culture with multiple applications of DC
- Allows you to see measurable progress toward objectives and in individuals

### DC360 Training Elements



DC based Corporate Training Workshops are designed as an **Integrated Workforce Enhancement system delivered by renowned experts**. DC workshops use exclusive take-home **DC tools** for better execution and over **42% Implementation**



Most of our 2 day high yield training workshops can be effectively **administered in a ½ day module** with the same Results! Save 38% of Training Budget and Get 3 Times Training ROI with a monthly analysis to track employee progress



Take our full 2 day programs LIVE On-Line with our **INTERACTIVE Web Platform** for only **40 minutes** a day for 12 modules. Or as a **self-paced** program with Pre-Recorded sessions.



When the Leadership component is added to the Employee Development Modules, **your people become your internal consultants** and they nurture a corporate culture that **perpetuate personal success**



Transform your people with intense programs for **Train the Trainer**, Leadership, HR, Culture Change and more. When they go back to your organization, they will be **your internal trainers and consultants**

### Structure & Support Elements



DC Psychometric Tools allows your people to communicate and cooperate at the deepest levels understanding, causing less stress and more objective focused action



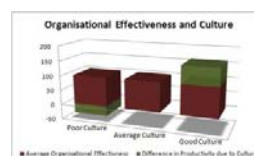
DC Psychology Training and Implementation Tools leave lasting effects on learning and “assist” learners How to Implement learning coach others



Progress measurement and implementation assessments give employees a clear direction of their success and provide a platform for management to better coach them



Multi-Media Library assists indoctrinate new employees into the organization and reinforce culture. When managed your in-house DC trained coaches, culture is always maintained



Recruiting the Right People into your culture will make a BIG difference in your organizations effectiveness. Select for Cultural Fit with DC Interview Strategies

This article is based on the Directive Communication psychology based **DC360, 5 platforms – 1 Solution** Integrated People Development System. For more information on this program and how it can be applied to your organization's Unique Needs and get Measurable Results, contact: [info@directivecommunication.com](mailto:info@directivecommunication.com)

**Arthur F. Carmazzi** is the Principal Founder of the Directive Communication Methodology and Voted as one of the world's top 10 Leadership Professionals by Global Gurus International. He is a bestselling author and specializes in psychological approaches to Leadership and Corporate Culture Transformation.

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