



## One-on-one Consulting Provides Solutions to Your Challenges

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### improving the individual

One-on-one consulting is dedicated to improving the individual, because we recognize that only by improving the productivity, effectiveness, and efficiency of the individual can an organization benefit. One-on-one consulting works with all levels within an organization. Among our clients are CEO's, Vice Presidents, line managers and support staff. Since we work one-on-one with individuals, we can design intensive training programs that speak specifically to an individual's needs so that the individual can become ever more successful within the framework of the organization for which he or she works.

### privacy & straight talk

One-on-one consulting not only provides for privacy, but also gives our clients the opportunity to speak frankly in a way that a group learning setting could never allow. Consequently, many of our clients are able to put on the table the issues that perplex them on the job. As a result, clients are able to improve their performance because they address the skill deficiencies that they would be reluctant to talk about either to their own boss or to other individuals within the company in a seminar format. One-on-one consulting has addressed some of the following challenges:

- Creating visions that motivate
- Shifting leadership paradigms to customer-focused strategies
- Improving facilitation and team processing skills
- Strengthening persuasion and selling skills
- Bettering both writing quality and process
- Upgrading coaching and communication skills

One-on-one consulting focuses on all communication skills at once because communication is an integrated activity. Listening is linked to speaking; reading is linked to writing. Listening and reading are similar activities; speaking and writing are similar activities. To improve one area without also addressing the other areas creates imbalances that cut performance.

One-on-one consulting improves all the areas of communication through an integrated learning approach that strengthens the various areas of communication simultaneously. Using integrated communication training, our consultants continuously reinforce a variety of critical skills for business success. By training and honing these critical skills, from speaking and writing all the way to visioning and influencing, our clients continuously strengthen the various levels so that they can do their jobs effectively in a balanced and powerful way.

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**for whom?** Executives, managers, supervisors, support staff, technical people

**how does a person enroll for training?**

- We meet the manager of the person to be sent for training.
- We meet with the manager to get the manager's perspective of the performance issues involved.
- We meet with the person to be trained three times. After the first meeting, the person's reading, writing, speaking and listening are assessed using standardized tests, interviews, and other evaluative instruments. During the second and third meetings, we explore with the person to be trained our findings and set objectives for the one-on-one training.
- We then meet with the manager and the person to be trained to review the objectives and get the go-ahead to do the training.

**how is the program designed?**

Since the training is one-on-one, each person's program is designed specifically to meet that person's developmental needs. The exercises, on-the-job assignments, and in-class training all focus on reaching the goals set by the assessment process.

**what is the investment?**

Fees are commensurate with job responsibilities.

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## One-on-One Consulting Cases

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### ceo looks for a vision and finds it

A forty-something CEO of a closely-held firm, Mark was dissatisfied with the platitudes of the corporate vision statement. He heard the words, but felt they didn't say what he wanted them to say. He felt the vision didn't rally both his own passions and those of his people as much as he wanted.

One-on-one consulting helped the CEO clarify his own ideas about the values and basis of his vision. Over a period of meetings, Mark began to assess both his own values and identify his view of his customers, his company, his management team, and his intuitions about the future. After many meetings, he removed the obstacles he had acquired through conditioning that limited his imagination of what his leadership could be. He has since reworked his vision for the company so that it is reduced to principles he not only believes but actualizes in his daily behavior. His respect in the company has grown. Using 21<sup>st</sup>-century tools, he has now positioned the company to pursue a strategy to become a place where people want to work.

### vice president succeeds in bettering his image

Tom was delighted to be named Vice President. Everything was rosy, but a few months later a climate survey revealed that his people didn't quite see things as positively as he did. He knew he was misunderstood because he didn't view himself the way his people viewed him.

In the one-on-one consulting, Tom worked to accept the findings of the survey and other feedback he'd gotten as valuable information, rather than simply denying it as a misunderstanding. He began to view the information as valuable data about the inconsistency between *his* view of himself and *his people's* view of his behavior. As Tom examined these inconsistencies, he found many opportunities to make wiser choices that lead to new outcomes. He now relishes getting feedback to modify his perceptions because he views his subordinates as customers whose expectations he must not only satisfy but exceed. By the way, his climate surveys have improved. In fact, Tom now sends out his own mini-surveys to all his customers, peers, and departments.

### effective communication

The executive VP of a large downtown bank had a manager who left interminably long voice mail messages. Not only were they difficult to listen to, but the executive VP

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**makes executive  
vp feel  
successful**

rarely knew what the point was. The manager was sent to us to discuss this communication problem.

During the assessment process, we discovered that the manager's intent was to be as thorough as possible and cover all the bases. It was not that he was a poor communicator, but a thorough communicator. After meeting with him for ten sessions, we helped the manager develop new strategies to plan his communications so that he quickly communicate key points that he wanted the executive VP to know. The result: the manager feels more successful; the executive VP feels he's getting the information he needs.

**improved  
communication  
style makes  
manager  
approachable**

A supervisor had been very successful managing the line of the manufacturing operation. He was promoted to manage a whole production department. Now, he had to interact with other departments within the company. He had to talk to purchasing, order entry, accounting, and inventory control. In meetings, his abrasive style irked everyone. In one-on-one meetings, his style made everybody feel he was condescending.

In our assessment with this manager, we discovered he thought that with the new job he needed to be evermore authoritative in what he had to say. After twenty sessions of coaching, he now is able to have a more collegial approach to working with other departments. The surveys he created and used to measure his interaction with others indicate a steadily improving cooperation with other departments.

**removing cultural  
barriers improves  
promotability**

Carlos, a supervisor in a financial institution, was interested in improving his verbal communication skills. He wanted to become more promotable by improving his pronunciation of English.

During his coaching sessions, we discussed cultural and language differences between the Mexican and North American cultures and decided to concentrate our sessions on pronunciation of words, and verbal communication. Through repetition and role-playing, the client has improved his pronunciation and feels an overall sense of confidence, which has permeated his work and sense of self-worth.

**positive behavior  
increases  
productivity**

Dinesh began attending coaching sessions to make changes in his management style. His subordinates felt he was too demanding and hard to work with. After meeting with Dinesh, we decided to focus our efforts on management coaching and listening skills.

Born and raised in another culture, Dinesh has traditionally been expected to be strict

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and to deal with problems in an aggressive management style. We concentrated on exploring the differences between the management styles of his country and the American corporate culture, in order to identify the differences he may be adjusting to.

Since beginning our work, there has been a noticeable change in Dinesh's management style. Dinesh feels positive about the changes he is making and has seen increased productivity in his department as a result.

### **organized writing saves time**

Jane worked very hard to learn the procedures for processing the insurance forms. She not only successfully processed them with less and less error, but she also figured out significant efficiencies that allowed her to process more and more. The section manager rewarded Jane by promoting her to department head. Jane was suddenly overwhelmed with demands for memos, performance appraisals, and correspondence. Her writing skills were not that good and she had no idea how to keep up with the demand.

Our assessment process revealed that Jane's writing skills were limited. Furthermore, her reading skills also needed to be improved. Our one-on-one coaching in both reading and writing helped Jane write her performance appraisals more effectively. By consulting with Jane to identify the work she did, our consultant and Jane were able to pinpoint multiple opportunities for using form letters and memos to get what she needed done. After developing these, Jane found that she could spend more time on the few pieces of writing that could not be put into form letters, and as a result could produce better quality work faster.

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