Today's business environment is a challenging place. To stay ahead of the competition, organizations must address marketplace demands swiftly and execute their new strategy initiatives flawlessly. Implementing new strategies requires change, and change requires people at all levels in the organization to be fully engaged and energized. However, change often results in employees who become frustrated or frozen. The organization then quickly becomes reactive rather than proactive, losing the speed and adaptability that won customers in the first place. The organization and its people often need help seeing change in positive, energizing terms.

**Leading in Challenging Times™** (LCT) focuses on what happens to human energy during times of change. To capture the discretionary energy of the workforce, leaders must understand how motivation and focus can be lost, and what they and their teams can do to regain effectiveness and commitment.

**Learning Approach**

LCT is an instructor-led program typically delivered over two days. The program can be taught by a Wilson Learning facilitator or by an organization's own leader-trained in-house professional. This enables:

- Face-to-face interaction among participants and with the facilitator
- True-to-life skills practice with immediate in-person feedback
- The opportunity for real-time commitment to action

Wilson Learning believes that learning must be transferred to day-to-day work practices. To achieve this, LCT includes components and activities that enhance Participant Readiness, Learning Transfer, and Organizational Alignment.

**Participant Readiness** prepares leaders for the overall learning experience:

- Pre-workshop communication

**Learning Transfer** design embeds practice and use of new skills in the learning design. The learning can be flexibly delivered as a:

- Two-day face-to-face, application-oriented workshop
Continued

**Leading in Challenging Times™ (LCT)** has four integrated learning modules, as shown above. All can be delivered in modular format over non-consecutive days to allow application between sessions. LCT is designed for every employee who functions as a leader or influences others. **Organizational Alignment** ensures the organization understands and supports the use of the new skills:

- Some organizations expand the impact of the program beyond the leaders and influencers by offering the one-day companion program, **Working in Challenging Times™**, to everyone else.

**Enabling Improved Performance**

LCT can be enhanced with optional performance application, reinforcement, and support tools. For example, one application exercise ensures that leaders develop skills during the workshop, then fine-tune and apply their newly acquired skills and behaviors back in the organization. Involving executive management and/or developing peer support groups early on, and training them to coach for improved performance, is also important for successful LCT implementation.

**Evaluation**

LCT helps develop a more proactive and powerful model of leadership in your organization, producing results in times of change.

Organizations that implement LCT can access optional measurement tools to assess and guide participants’ progress. Performance evaluation forms are provided as part of the program and can be used to measure leaders’ progress and success.

Wilson Learning will partner with your organization to measure the initial behavioral changes and business results. We will work with you to set up evaluation systems that help improve outcomes and sustain the momentum of your implementation.

This offering, like all others from Wilson Learning, can be customized to reflect your environment and business priorities and can be integrated with your processes.