PIOTR PROKOPOWICZ
TRAINING & DEVELOPMENT

ON-LINE / ON-SITE TRAINING OFFER 2023

How do you prevent quiet quitting? Is it possible to collaborate effectively when working remotely? How to self-motivate at home and at the office? Do new leadership models hold a secret to effective management? Which goal attainment tools work and which are just fairy tales? Is it possible to understand and lead your team culture? How to increase the effectiveness of your team based on cutting-edge research? These and many other questions will be answered in a series of in-house / on-line "training pills" in the area of evidence-based management.

- Group size: 12-18 (max. 20)

- All trainings conducted either in-house or on-line via Zoom / Mural

- All trainings available in both English and Polish

All net prices. To get a detailed quote, please, contact me at contact@piotrprokopowicz.com or +48 693 538 718 (email preferred).

Virtual Collaboration and Cooperation (3h)

Andrew Carnegie used to say that collaboration is what makes ordinary people achieve extraordinary results. That is easier said than done, especially when most of your on-line work with others is spent on answering redundant emails and in unproductive Teams meetings.

What characterizes the world's most effective remote teams? Can on-line cooperation become a habit? What simple collaboration tools can help you in communicating on-line? And how to build relationships with your colleagues in a world where coffee conversations seem like ancient history?

Training participants:

• will learn how to build good online communication habits while working remotely;

• will get acquainted with the most effective tools and frameworks of building on-line trust, communication and collaboration;

• will reflect on the tools and solutions that they can implement immediately in order to improve the quality of their remote collaboration and cooperation.

The training is aimed at all *employees who want to communicate and collaborate effectively on-line.*

Training agenda / detailed description of the modules:

1. Crash course in on-line communication

    • "Blind and invisible"—introduction to the challenges of on-line collaboration.
    • Synchronicity, sanity, and burstiness—state-of-the art research in psychology of on-line communication, collaboration and trust.
    • Collaboration and work, reimagined—case studies and best practices from teams, organizations and companies that have mastered remote communication and cooperation.

2. On-line communication and collaboration toolbox

    • "That meeting could've been an email"—short review of the most effective methods for using writing instead of talking as means of effective communication.
    • Remote communication matrix—how to choose the method of communication fit for the task.
    • Less is more, simple is better—practical introduction to the best tools for on-line collaboration.

3. Practice session

    • Work in teams—reflecting on the personal action plans for effective online communication.

Management and Leadership in the Hybrid World (4h)

What does it mean to lead and manage in the hybrid world? In the nutshell, it means to inspire, coordinate and empower others **both** as a result of your presence and in your absence.

But is it really possible to effectively lead and manage a group of people with heterogenous time schedules, diverse personal circumstances, constantly switching between working from home and the office? How do you balance autonomy and alignment among people you see face-to-face and the ones you mostly know from their blurred images on videoconferences? Can you treat them fairly? And finally, what are the ideas, tools and best practices that make it all possible?

Building on substantial personal experience, cutting-edge research, as well as case studies and interviews with top industry leaders, this training provides actionable insights for managers who want to effectively leverage the tension between office and remote work to increase the effectiveness of their teams.

Training participants:

- will understand the main challenges related to leading and managing a hybrid workplace;
- will appreciate the role of flexibility, agility, and multidexterity in hybrid leadership
- will learn practical tools and practices for building visions, inspiring actions, developing autonomy, and creating structure in hybrid workplaces;
- will develop practical leadership actions for immediate implementation in their hybrid teams.

The training is intended for *managers and leaders on all organizational levels.*

Training agenda / detailed description of the modules:

1. Multidexterity in the hybrid work - the need for redefining leadership

   - Challenges of leading a hybrid team: balancing vision, productivity, alignment and autonomy
   - The multidextrous cycle: who said you can't have it all?

2. Tools, ideas and practices for leading and managing hybrid teams:

   - Empowerment, goal setting, feedback and… meetings—how to build and develop belonging, performance, and the sense of "mattering" in your hybrid team so that everyone's at their best?
   - What are best practices of companies that successfully adopted the hybrid workplace?

3. Practice session

   - Individual work and group discussion—developing actionable insights for implementing hybrid team management and leadership tools in your own team.

Quiet Quitting: Evidence, Tools, and Tactics for Preventing Disengagement (4h)

The term "quiet quitting" describes the act of doing only the bare minimum required at work and limiting all work-related activities to strictly defined work hours. It basically means performing your role but "quitting" anything beyond your contracted duties. According to the popular press, "quiet quitting" is becoming increasingly common in today's workforce. It has joined the other terms characterizing the new world of work: "the new normal," "the great resignation," "the great re-evaluation," and "the end of ambition." As a leader, you must understand the extent of evidence about quiet quitting, master the tools to counter it, and develop the strategies to recognize the signs of quiet quitting and to know how to prevent it from happening in your team.

Training participants will:

• Understand the concept of quiet quitting and its impact on businesses

• Learn how to identify the signs of employee disengagement

• Gain practical strategies for managing and preventing quiet quitting

This interactive leadership training course is designed for *managers* and *professionals* who want to learn how to manage and *prevent quiet quitting in their workplace*.

Training agenda / detailed description of the modules:

1. Introduction to quiet quitting - is doing the bare minimum the new?

  • What is quiet quitting? Understanding the scope and the problem.
  • Research evidence on the drivers of quiet quitting. What can we learn from studies about engagement, work-to-rule, and discretionary effort?
  • Meaning of work and career crafting: how to empower employees to find meaning and joy in their work.
  • From quiet quitting to loud engagement - how to maximize employees' discretionary effort.

2. Quiet quitting toolbox: practical strategies for understanding, managing, and preventing disengagement in the workplace

  • Creating a work environment that fosters engagement and motivation
  • Managing performance effectively: a step-by-step guide

3. Practice session

Good-Enough Leadership and Management in the Uncertain World (4h)

What does it mean to lead and manage in the uncertain world? In the nutshell, it means to inspire, coordinate and empower others **both** as a result of your presence and in your absence.

But is it really possible to effectively lead and manage a group of people with heterogenous time schedules, diverse personal circumstances, constantly switching between working from home and the office? How do you balance autonomy and alignment among people you see face-to-face and the ones you mostly know from their blurred images on videoconferences? Can you treat them fairly? And finally, what are the ideas, tools and best practices that make it all possible?

Building on substantial personal experience, cutting-edge research, as well as case studies and interviews with top industry leaders, this training provides actionable insights for managers who want to effectively leverage their experience to increase the effectiveness of their teams.

Training participants:

• will understand the core responsibilities of leaders and managers in the uncertain world;
• will appreciate the role of flexibility, agility, and multidexterity in leadership
• will learn practical tools and practices for building visions, inspiring actions, developing autonomy, and creating structure in leading teams;
• will develop practical leadership actions for immediate implementation in their hybrid teams.

The training is intended for *leaders, managers, and high potentials.*

Training agenda / detailed description of the modules:

1. Multidexterity in the uncertain world - the need for redefining leadership

    • Challenges of leading a team in uncertain times: balancing vision, productivity, alignment and autonomy
    • The multidextrous cycle: who said you can't have it all?

2. Tools, ideas and practices for leading and managing modern teams:

    • Empowerment, goal setting, feedback and… meetings—how to build and develop belonging, performance, and the sense of "mattering" in your team so that everyone's at their best?
    • What are best practices of companies that successfully adopted to the modern workplace?

3. Practice session

    • Individual work and group discussion—developing actionable insights for implementing effective team management and leadership tools in your own team.

Effective Self-Motivation (3h)

Is it possible you motivate yourself to achieve your personal and professional goals as your children set the curtains on fire, your partner is taking 80% of the internet bandwidth and Netflix has just released a new season of your favorite TV show? Yes, but the answer to this question is not strong will. It is also not putting off everything for later. The answer is giving up your dreams.

Training participants:

- will learn the truths and myths related to the effective implementation of personal and professional goals;

- will get acquainted with the most effective models of self-motivation, with particular emphasis on the WOOP model by prof. Gabriele Oettingen;

- will create their own personal action plans for effective goal implementation at home and the office.

The training is intended for all employees who want to effectively implement their own *personal and professional goals in difficult personal circumstances.*

Training agenda / detailed description of the modules:

1. Crash course in self-motivation at home and the office

    - You are not Isaac Newton—why achieving goals while operating in distracting environments is difficult, yet possible
    - Why your dreams fail you—a deep dive into research about the influence of positive thinking and visualization on goal realization and the reasons while solid psychological frameworks offer a better alternative for effective self-motivation, decision making and goal attainment

2. Self-motivation toolkit

    - Goals are mountains, environments are trails, and you are a donkey—evidence-based psychological models that will get you objectively closer to reaching your goals
    - The Power of a Great WOOP—practical introduction to the Wish-Outcome-Obstacles-Plan framework, with illustrative examples and life lessons from the times of crisis

3. Practice session

    - Work in pairs—developing personal action plans for effective goal implementation.
    - Summary and key takeaways

Team Culture for Leaders (4h)

Culture is organization's operating system. Both at the organizational and the team level, the quality of relationships and performance is determined by culture—an invisible network of norms, beliefs and values characteristic for a given group.

During the training, participants will have the opportunity to learn more about diagnosing, understanding and developing cultures of their teams and organizations.

Training participants:

- will learn to distinguish between the culture and climate of the team and understand how both of them affect commitment, satisfaction and performance of employees;

- learn practical tools for diagnosis and development of positive organizational and team cultures;

- will create a personalized action plan aimed at building a positive culture of their team or organization.

The training is intended for *managers, leaders and HR specialists.*

Training agenda / detailed description of the modules:

1. Crash course in culture(s)

   - The tale of two fish, or how to define culture—in what ways organizational culture is like the air we breathe and the water the fish swim in?
   - Organizational culture as competitive advantage—case studies and research indicating financial performance and other indicators of performance as effecting from organizational culture.
   - It's the culture, stupid—discussion about companies that leveraged culture for performance.

2. Toolkit for diagnosing and managing culture

   - Diagnosing culture—brief review of methods of diagnosing culture (both qualitative and survey-based, including the OCI, Schein's Rapid Culture Assessment, and Team Culture Canvas®)
   - Managing culture—best practices and tools in managing positive org and team cultures

3. Practice session

   - Individual work and group discussion—practicing with Team Culture Canvas® and developing personalized action plan for diagnosing and adapting a positive work culture.

Evidence-Based Generational Management (3h)

Millennials do not exist. Generation X does not exist. Same thing for the Ikea generation. There is no denying, however, that people face various challenges at various stages of their personal and professional development. Understanding these challenges and the effective answer to them is the responsibility of every good leader.

Training participants:

- will get acquainted with the latest international and local research on real and imaginary intergenerational differences in terms of attitudes related to professional work;

- will learn to apply in practice intergenerational management tools based on the perspective of lifelong development and growth leadership;

- will prepare a plan of managerial actions aimed at implementing the principles of lifelong leadership in their teams.

The training is intended for *leaders, managers, high potentials and HR specialists.*

Training agenda / detailed description of the modules:

1. Crash course in generational differences

    - Generations don't exist—a deep dive into the most recent research about cross-generational differences and why most if it is nonsense.
    - Diversity as competitive advantage—advantages and disadvantages of a diverse workforce.
    - It's the leadership, stupid—arguments for adapting lifelong leadership instead of cross-generational leadership for increased team and organizational performance.

2. Cross-Generational Management Toolkit

    - How to avoid misconceptions about groups and lead based on individualized approach—introduction to overcoming biases in leading diverse workplaces.
    - Best practices in managing cross-generational teams—evidence and case studies illustrating actions that translate into a healthy cross-generational work environment.

3. Practice session

    - Work in pairs—developing an individualized plan for implementing life-long leadership.
    - Summary and key takeaways.

Fact-Based Recruitment Interview (3h)

What questions should you ask to verify candidates' knowledge, skills and attitudes as part of an effective recruitment interview? Spoiler alert: do not just ask for his or her biggest strengths and weaknesses; the question about the shape of manhole covers will also not work.

During the training, participants will have the opportunity to learn about the advanced, cognitive model of recruitment interviews and learn how to prepare and conduct a conversation that will facilitate the selection of the best candidates for any given position.

Training participants:

- will recognize the myths and truths associated with the effectiveness of specific recruitment questions;
- will learn to identify and avoid the cognitive biases that occur during the recruitment interview;
- will have the opportunity to practically test their knowledge by conducting a short interview.

The training is intended for *hiring managers, team managers, HR specialists and recruiters*.

Training agenda / detailed description of the modules:

1. Crash course in interviewing

   - You're doing it wrong—short history of job interviews as a recruitment method and why you're probably conducting them in a way that defeats their purpose.
   - Evidence-Based Interviews as competitive advantage—brief description of available research indicating the consequence of adapting high or low quality interview methods.
   - It's the structure, stupid—review of studies about what works and what doesn't in job interviews.

2. Evidence-Based Interviewing Toolkit

   - Introduction to cognitive and interpersonal biases—everything that could go wrong (and usually does) during a job interview and what can you do about it.
   - Evidence-Based Interview Best Practices—what to focus on when preparing for your own structured interview.

3. Practice session

   - Work in pairs—developing and conducting a 5-minute structured interview.
   - Summary and key takeaways.

No-Nonsense Employee Motivation (3h)

How to motivate employees using methods that are not only attractive but also effective? As part of the training, the results of the latest research in the field of motivation and engagement of employees as well as tools for building motivated teams will be presented.

Training participants:

- will learn to identify wrong assumptions about what motivates people to work;

- will get acquainted with the most effective models of employee motivation (including Goal Setting Theory and Self-Determination Theory);

- will create their own personal action plans that they will be able to implement in the short term to increase the involvement of their teams.

The training is intended for *team managers, high potentials and HR specialists.*

Training agenda / detailed description of the modules:

1. Crash course in motivation

   - What Dan Pink got wrong—short review of the most common motivation myths on the market, including a critique of Dan Pink's "Drive".
   - Employee motivation as competitive advantage—introduction into the relationship between motivation, performance and organizational effectiveness.
   - It's the motivation, stupid—review of studies about what works and what doesn't in employee motivation.

2. Motivation Toolkit

   - Beyond Goal-Setting and Self-Determination—brief description of the most effective psychological models of human motivation.
   - Evidence-Based Motivation: Best Practices—what to focus on when preparing for your own motivation action plan.

3. Practice session

   - Work in pairs—developing and writing down a concrete action plan that tackles challenges in your team.
   - Summary and key takeaways.

Public Speaking That Inspires and Builds Charisma (3h)

One of the most harmful myths in leadership is based on the belief that charisma and oratory skills are something that people are born with or without. Examples of many "charismatic" leaders such as Steve Jobs and Adolf Hitler, however, show something completely different - the way to charisma leads through self-development, not through DNA.

During the training, participants will have the opportunity to see the results of the latest research on charisma and learn effective tools for public speaking.

Training participants:

• will become acquainted with stress control techniques related to public speaking;

• will learn to prepare and present effective persuasion materials;

• will learn the best public speaking techniques that inspire and build charisma.

The training is intended for *all employees who want to develop in the field of public speaking, as well as managers, team managers, high potentials, and HR specialists*.

Training agenda / detailed description of the modules:

1. Crash course in public speaking

• Find your voice—or why there's no such thing as an ideal public speaker.
• Psychology of charismatic public speaking—brief description of available research on charisma and effective persuasion.
• It's the preparation, stupid—on the subtle art of planned improvisation.

2. Public speaking toolkit

• Managing stress effectively—brief review of verified practices that will allow you to tackle stage fright reasonably well, or why it's about the excitement, not fear.
• Charismatic speaking checklist—7 things to remember when planning, preparing for, and delivering a charismatic speech.

3. Practice session

• Group work—developing, presenting and evaluating a 60-second leadership pitch.
• Summary and key takeaways

Tools For Engaging Influence: From Storytelling to Persuasion (4h)

One of the most harmful myths in leadership is based on the belief that charisma, storytelling skills and the ability to engage and influence people is something that people are born with. However, examples of many strongly persuasive leaders show something completely different—the way to engaging influence leads through self-development and training, not through DNA.

During the workshop, participants will have the opportunity to learn, experience and apply the cutting-edge research on storytelling and charismatic persuasion, building a toolbox for engaging influence.

Training participants:

- will become acquainted with the most recent research on storytelling and charismatic persuasion;

- will learn how to prepare, tailor and deliver an engaging and persuasive argument;

- will learn the best communication techniques that engage and inspire action.

The training is intended for *managers, leaders and HR specialists.*

Training agenda / detailed description of the modules:

1. Crash course in engaging influence

    - In the eye of the beholder—or why there's no such thing as a universally charismatic leader.
    - Psychology of charisma and storytelling—brief description of available research on narratives, rhetoric, charisma and effective persuasion.
    - It's the mindset of preparation, stupid—on the subtle art of improvising persuasion.

2. Engaging influence toolkit

    - The stories we tell—leveraging narrative structures and the 5 C's of storytelling to engage audiences and change minds.
    - Engaging influence checklist—12 things to remember when planning, preparing for, and delivering charismatic persuasion

3. Practice session

    - Group work—developing, presenting and evaluating charismatic persuasion.
    - Summary and key takeaways

Strategic Thinking in Leadership and Management (4h)

Yogi Berra, the (in)famous baseball coach had a saying: "If you don't know where you are going, you'll end up someplace else". That's the basic take away message of this short strategic thinking workshop. Know where you're going, and think in a way that will get you there.

Training participants:

• will experience first-hand the importance of strategic mission, vision and goals in managing their team, organization and even themselves;

• familiarize themselves with tools to think strategically and to create plans that people want to follow;

• will acquire the skills to put strategic planning to use the moment they exit the training room.

The training is intended for *leaders, managers, high potentials and HR specialists.*

Training agenda / detailed description of the modules:

1. Crash course in strategy and strategic thinking

• Fundamental concepts of strategic planning—How to send a person to the Moon? How is military strategy different from corporate strategy? How to plan your own life?
• Mission and vision—form and implementation. How are the best mission and vision statement different from the worst? How would you build your own mission and vision?
• How to formulate strategic goals well? Between difficulty, specificity and reality.
• From shooting for the Moon to effective action. What does psychology tell us about how to translate strategic goals to reality?.

2. Strategic thinking tools in leadership and management:

• Polarity mapping - how to navigate the road between long- and short-term orientations of organisations, teams and individuals?
• Pre-mortem analysis - how to predict risks accurately (and while having fun) to address them before they appear?
• Intro to scenario planning - close your eyes and hold tight, we're going to map the future!

3. Practical exercises will be employed throughout the session

• Individual work—developing plans for implementing strategic leadership.
• Work in groups—applying strategic thinking tools in practice.

Piotr Prokopowicz, PhD - Scientist-Practitioner, Assistant Professor at the Jagiellonian University, Research Associate at Stanford University's Culture Lab, Co-Founder and Partner at Freenovation.

Experienced manager, trainer, speaker, author, and leadership consultant.

As a trainer, researcher and consultant, he has worked with more than 100 companies, including the United States Navy, IBM, Motorola, ING Bank Śląski, Aviva, Finance Ministry, Greenpeace Poland, Bahlsen, and Great Place to Work Europe. His experiences range from managing a gamification consulting company, providing talks at international TEDx conferences and corporate events, writing for Harvard Business Review and Fast Company, to... leading a punk rock band.

As a speaker and trainer, he engages audiences by educating them about leadership, innovation, culture, and methods for building a smarter and happier workplace.

He has studied a coffee co-operative in Canada, best workplaces in Copenhagen, hospital units in the Maryland area, and tech companies in Silican Valley.

Evidence-based management evangelist. Father, husband, coffee geek.