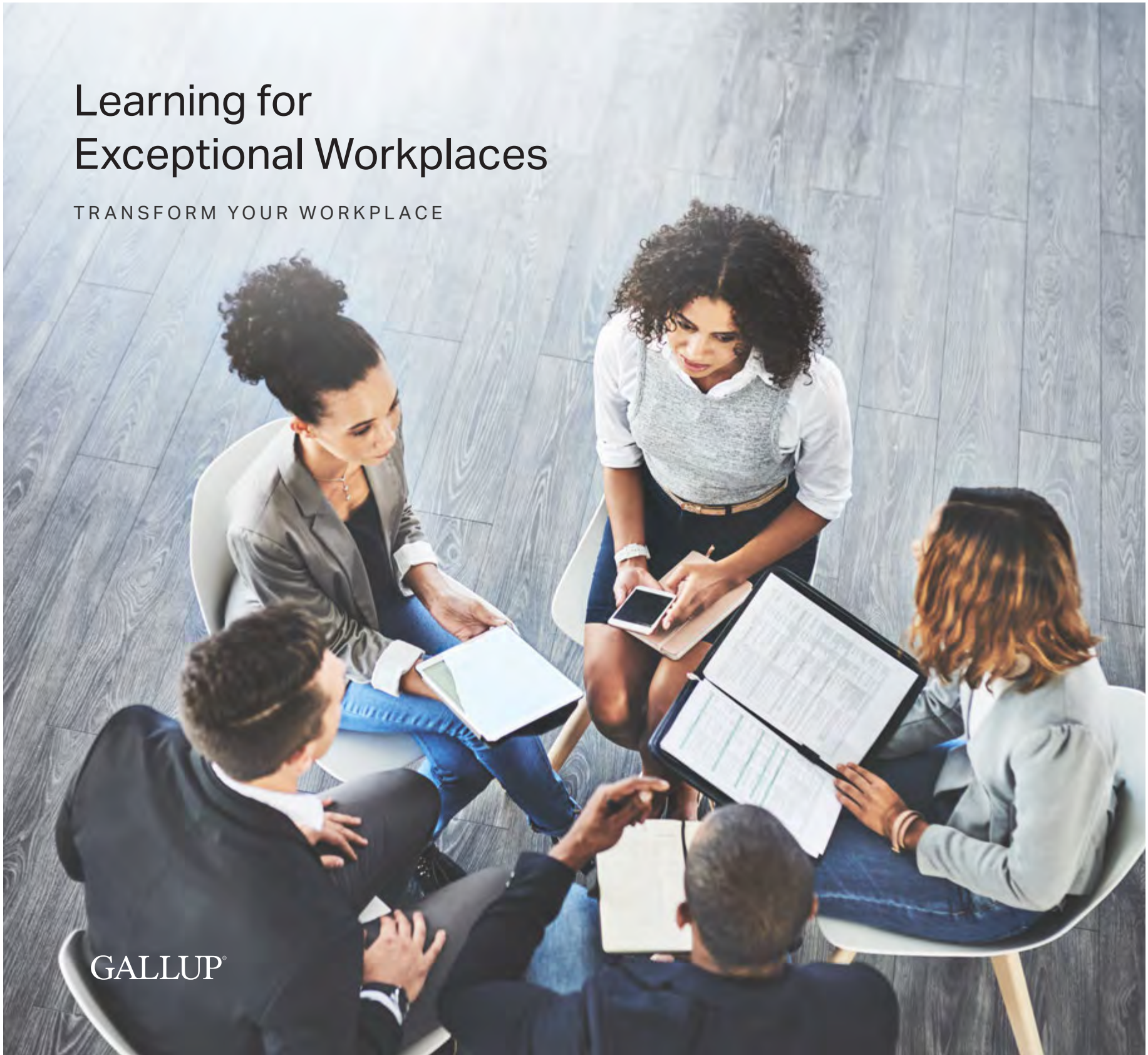


# Learning for Exceptional Workplaces

TRANSFORM YOUR WORKPLACE

GALLUP®









## What would your ideal workplace be like?

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Imagine a place where people are inspired to do their best work, where employees understand each other and collaborate effortlessly, and where managers are equipped to engage their teams and set them up for success.

Imagine an organization that harnesses each person's strengths to deliver outcomes that exceed expectations.

Gallup can help you create that workplace.

With Gallup, you can transform your workplace into one that develops and empowers people to achieve excellence and exceptional results — every day.

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Discover why companies worldwide rely on Gallup's learning solutions to transform their people, workplaces and business outcomes. From our research-based curricula — standard, configured or customized — to our client-centered approach, organizations across industries count on us to be their trusted adviser and partner in creating an exceptional workplace.

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Imagine your business outcomes if your employees did their best work — *every day*. This is how Gallup helps organizations worldwide surpass their competition.



# Welcome to Gallup Learning

---

You already know that your employees are vital to your organization's success. When equipped and motivated, they can help increase profits, engage customers, develop innovative ideas and stand out from the competition.

But people are complex. What motivates one person might not motivate another.

To truly inspire each person's performance — and achieve long-term effectiveness — you need more than “feel good” training.

You need a development approach that will help you fully understand who your employees are and what they can do to succeed. We can help.

At Gallup, we are experts in employees' attitudes and behaviors. We've studied their performance, and we know how to help them be more effective in their jobs.

This knowledge informs our learning approach, and we can help your organization achieve the highest levels of performance in today's workplace.

No matter your industry, geography or organizational challenges, our services will help you unlock your workforce's full potential — and fuel your business outcomes.

We look forward to helping you achieve extraordinary workplace results.

# Why Gallup Learning Solutions?

---

Companies worldwide rely on Gallup's learning solutions to transform their people, workplaces and business outcomes.

Why? Because we don't base our learning solutions on what's popular. We base them on what's proven.

Gallup has dedicated more than eight decades to studying what makes people effective in their jobs and what outstanding performance looks like in the real world. Gallup analytics are the foundation of our workplace education.

And we've proven that our approach has a significant effect on key performance outcomes across any industry or geography.

But we don't stop there. We continue to integrate our latest data-driven insights into our courses so you always get the most effective learning solutions.

We help you create positive, lasting change in your workplace through four unique pillars of learning:




**1 Strengths-based.** We help leaders, managers and individual contributors understand and develop their unique talents. We also shift their mindset to appreciate others' strengths, allowing everyone to perform better by doing what comes naturally to them.



**2 Grounded in research and data-driven insights.** We draw on our extensive study of human nature and workplace analytics to build all of our learning programs. Our real-world studies into behavioral change ensure that you'll gain relevant knowledge to achieve the right outcomes for your organization.





GALLUP HAS MORE DATA AND INSIGHTS ON THE ATTITUDES AND BEHAVIORS OF EMPLOYEES  
THAN ANY OTHER ORGANIZATION IN THE WORLD.

WE CAN HELP YOU USE OUR EXPERTISE TO EQUIP AND ENERGIZE YOUR WORKPLACE.



**3 Performance-oriented.** We design each experience to improve employees' day-to-day performance and productivity. Your employees will learn how to achieve better outcomes by using their talents and strengths for higher performance and taking responsibility for their engagement.



**4 Transformational.** We give employees a new context for their work, empowering them with powerful insights to see themselves, their colleagues and their clients in a new light. Gallup learning participants don't approach their work the same way again; they are more confident in their abilities and have a better understanding of how to work efficiently.

WHY GALLUP LEARNING SOLUTIONS?

## A Client-Centered Partnership

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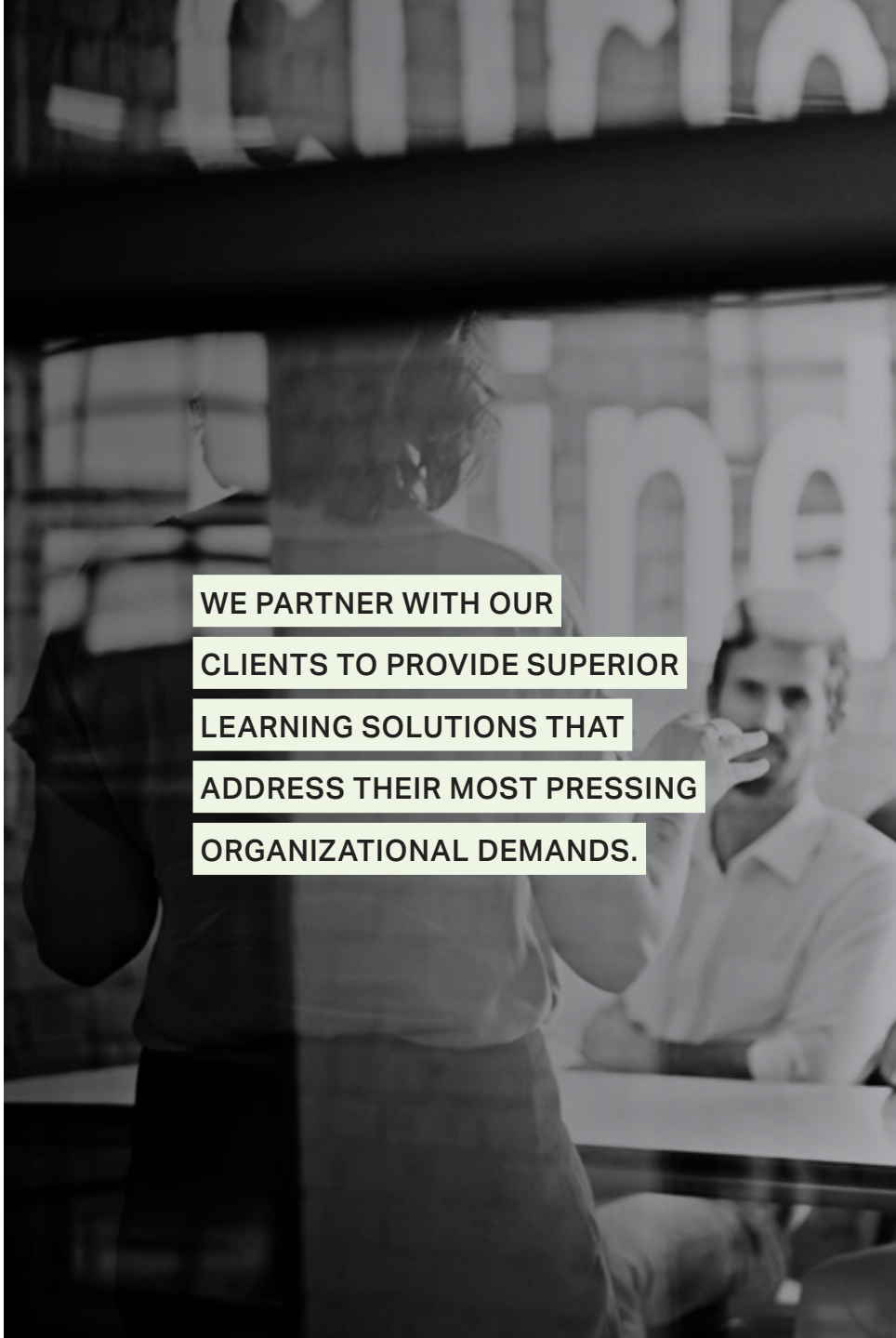
Gallup is known for having the best analytics and advice. But we strive even more to be your best partner.

We start by asking you about what is happening in your organization right now and what changes you need to see in your people to move forward.

We ask you who your employees are and what has worked — or not worked — for them in your previous training.

And then, we listen.

We make sure that the approach you decide on will take your organization where you want it to go, before you start.



**WE PARTNER WITH OUR  
CLIENTS TO PROVIDE SUPERIOR  
LEARNING SOLUTIONS THAT  
ADDRESS THEIR MOST PRESSING  
ORGANIZATIONAL DEMANDS.**



## Gallup's Commitment to Learning Excellence

Participants who participate in our learning solutions will ...

- > become more capable and effective at meeting their role expectations
- > learn and apply new strategies and techniques that increase productivity
- > bring more of their natural talents into the workplace and experience greater engagement in their work
- > increase their individual performance and ability to contribute to overall team and company success



# Global and Scalable Learning Capabilities

We can meet you where you are.

We offer courses in 17 countries,  
53 cities and 11 languages.

## AMERICAS

Atlanta, GA	Mexico City, Mexico	Portland, OR
Bogotá, Colombia	Miami, FL	Raleigh/Durham, NC
Boston, MA	Minneapolis, MN	San Diego, CA
Charlotte, NC	Montreal, Canada	San Francisco, CA
Chicago, IL	Nashville, TN	Seattle, WA
Columbus, OH	New York, NY	Tampa, FL
Dallas, TX	Omaha, NE	Toronto, Canada
Denver, CO	Orlando, FL	Washington, DC
Houston, TX	Ottawa, Canada	
Indianapolis, IN	Philadelphia, PA	
Irvine, CA	Phoenix, AZ	
Los Angeles, CA	Pittsburgh, PA	



## AFRICA

Johannesburg, South Africa

## ASIA/PACIFIC

Auckland, New Zealand

Bangalore, India

Bangkok, Thailand

Beijing, China

Delhi, India

Hong Kong, China

Manila, Philippines

Mumbai, India

Seoul, South Korea

Shanghai, China

Shenzhen, China

Singapore

Sydney, Australia

Tokyo, Japan

Wellington, New Zealand

## EUROPE

Berlin, Germany

Frankfurt, Germany

London, United Kingdom

München, Germany

Utrecht, Netherlands

*Not all courses are offered  
in every location. Please visit  
[courses.gallup.com](https://courses.gallup.com) to find  
courses near you.*

# Tailored Development for All Roles

Achieve organizational alignment and meet specific learning objectives for each role by cascading Gallup's learning solutions throughout your organization. We can design role-specific learning for every position in your company.



## EXECUTIVES AND SENIOR LEADERS

*We help executives and senior leaders enhance their strategy and decision-making processes and re-energize their vision for the future.*

Gallup's learning for leaders helps executives and senior-level employees examine how their leadership style influences organizational culture, assess their leadership effectiveness and formulate a strategy to achieve measurable performance improvements.



## BUSINESS UNIT LEADERS

*We help business unit leaders learn how to effectively inspire and lead their management team.*

Business unit leaders get a full view of their management talents and learn how to use them to lead and coach others. Through our learning programs, they consider their leadership effectiveness and how their management style influences their workgroup's culture.



## MANAGERS AND TEAM LEADERS

*We help managers learn how to use their talents and their team's talents to produce exceptional results.*

Managers and team leaders gain an understanding of how their talents affect their team, their team's performance and business outcomes. This learning prepares them to work with each employee to improve engagement and boost team performance.



## SUPERVISORS

*We help supervisors learn how to use their talents to be more effective in their day-to-day responsibilities.*

Learning for supervisors focuses on how they can improve day-to-day processes and interactions with their team. Supervisors delve into strategies for using their engagement and strengths to increase individual and team outcomes.





### **INDIVIDUAL CONTRIBUTORS (Corporate or Field)**

*We help individual contributors enhance their understanding of themselves and their unique talents.*

Programs for corporate and field professionals examine strategies on how they can use their individual engagement and strengths to produce better outcomes.



### **HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT PROFESSIONALS**

*We give HR and OD professionals a comprehensive perspective of the most advanced research-based concepts and practices to achieve organizational goals.*

We support organizationwide learning and change-management initiatives by offering training in and access to our employee engagement, strengths development, customer engagement and talent-based hiring practices.



### **COACHES, TRAINERS AND CHAMPIONS**

*We help internal coaches, trainers and champions become experts in our learning concepts and management practices to successfully implement Gallup's learning.*

Participants in Gallup's train-the-trainer program learn strategies to help others develop and use their talents to meet performance goals and achieve desired business outcomes.

For a full list of courses designed specifically for HR professionals, coaches, trainers and Champions, see [pages 2-3](#).

# Standard, Configured or Customized: Three Ways to Meet Your Objectives

---

Your learning needs have a unique timeline, budget and approach. We provide tools and resources based on best practices so you can get started right away. Or we can work with you to design a customized learning strategy. Standard, configured or customized — we help you identify the right learning approach to meet your exact needs.

## 1 STANDARD LEARNING

**Get the best from Gallup's analytics and advice.** You can use these programs immediately with assured quality and effectiveness across diverse roles and geography.

Advantages of our standard learning include:

- quick deployment
- no development cost
- broad scalability
- open enrollment or on-site options
- Gallup's best practices and latest research

## 2 CONFIGURED LEARNING

**Do you want to include components of your company culture in your learning approach, or do you have varied business needs?** Get all the benefits of our standard learning with a tailored delivery.

Advantages of our configured learning include:

- a consultative partnership with a Gallup specialist to ensure that the learning fits your organizational needs
- the use of base learning components that require little or no development



### 3 CUSTOMIZED LEARNING

**Do you have a unique learning circumstance or complex problem to solve? We can build an approach that fits your needs and leads to the results you're looking for.**

Advantages of our customized learning include:

- Gallup learning consultants' expertise to tailor learning to your unique needs
- incorporating your company-specific data, brand language and learning approaches
- the use of Gallup analytics and best practices

**Identify the right learning approach to meet your needs — before you start.**

Connect with your Gallup consultant to understand the right learning solution for you, or email us directly at [info@gallup.com](mailto:info@gallup.com).



# Blended Learning for Sustained Effectiveness

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Help your employees retain and integrate their learning into their everyday work lives through our instructor-led courses, digital programs, coaching and microlearning materials — or with a combination of all four for an effective blended learning solution.



## **IN-PERSON, INSTRUCTOR-LED COURSES**

Our in-person, instructor-led courses use various approaches to deliver experiential learning and skills development, including lectures, practical exercises, group activities, and small- and large-group discussions. This ensures that participants understand the information regardless of their learning style. Our course leaders are learning experts. They guide individuals and teams toward a deep awareness and understanding of themselves and organizational performance while also building team cohesion and camaraderie.



## **ONE-ON-ONE COACHING**

One-on-one coaching helps individuals increase their self-awareness, expand their capabilities and evaluate the best course of action to achieve success through a strengths-based, individualized approach. Gallup coaches are trusted advisers to leaders, managers and employees in organizations worldwide. Individuals can turn to them for advice and insights to improve performance and to help them achieve their goals.



## **KITS, TOOLS AND RESOURCES**

Gallup has created a broad base of materials and tools to complement and support our various learning interventions. Learners can use these materials to revisit key concepts and knowledge over time to help them integrate their discoveries into their daily lives. These resources include kits, workbooks, learning journals, videos, flash cards, discussion guides, reports and reference guides.



## DIGITAL LEARNING

Our digital learning environment is an excellent way to deliver courses or reinforce and further integrate concepts introduced in earlier instructor-led courses. We offer a robust Learning Management System (LMS) that provides a comprehensive approach to managing the digital learning experience.

**Virtual Instructor-Led Courses:** When it's not feasible for learners to be at the same location, our virtual instructor-led courses are the next best way to maintain the interactivity of in-person training.

**Webinars:** We can host live interactive webinars that bring together a small group of learners from multiple locations for a shared learning experience. Or, we can deliver learning that can be recorded for later viewing or used as a refresher for a large audience.

**Self-Paced Learning:** For complete flexibility of location, time and pace, we can deliver highly interactive and engaging e-learning programs. E-learning can introduce new concepts or reinforce learning from previous courses.



## BLENDED LEARNING SOLUTIONS

The best way to reach and transform your learners is by combining any number of our learning solutions. While an in-person setting is ideal to start learning initiatives, Gallup's digital learning programs, microlearning materials and coaching help you maximize learning far beyond the classroom.

# The Numbers Prove It: Gallup Courses Can Transform Your Organization

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**Your organizational resources are valuable. And we take your investment in learning seriously. So we want to make sure your biggest question is answered: Will your investment in Gallup courses produce the results you're looking for?**

One measure scientifically linked to predicting business outcomes is employee engagement. To determine the effectiveness of our courses in boosting employee engagement, we examined nearly 600 clients over a 17-year period who used our Q<sup>12</sup> employee engagement survey.

We looked at the employee engagement gains between the first and second administrations of the Q<sup>12</sup> survey among clients who invested in one or more Gallup courses and those who didn't, and we discovered:

CLIENTS WHO INVESTED IN AT LEAST ONE GALLUP  
COURSE SAW AN AVERAGE EMPLOYEE ENGAGEMENT  
INCREASE OF:

14

PERCENTAGE POINTS

CLIENTS WHO INVESTED IN COURSES IN GALLUP'S  
THREE MAIN CONTENT AREAS SAW AN AVERAGE  
EMPLOYEE ENGAGEMENT INCREASE OF:

20

PERCENTAGE POINTS

---

*Results are based on a study of clients who used Gallup's Q<sup>12</sup> employee engagement survey and Gallup courses.*





ORGANIZATIONS THAT INVEST IN GALLUP COURSES  
REALIZE AN ESTIMATED RETURN OF:

**\$1,812** IN PRODUCTIVITY PER EMPLOYEE

This equates to between \$1.8 million and \$18.1 million in productivity in the first year, depending on organization size.

These results are based on research from a 17-year period, with nearly 600 companies and 2.5 million employees.

**Because of Gallup's extensive employee engagement database, we've been able to more accurately measure our learning effectiveness over time.**

We recently studied clients in our Q<sup>12</sup> employee engagement database over a 17-year period from 2000 to 2016. We compared the engagement results of two groups that used our Q<sup>12</sup> survey to measure employee engagement.

The first group of 309 clients and 1.4 million employees invested in a Gallup course between their first and second administrations of the survey. The second group of 272 clients and 1.1 million employees did not invest in Gallup learning between the first and second administrations of the survey.

We based the productivity estimations on Gallup's Q<sup>12</sup> meta-analytic research on the relationship between organization-level Q<sup>12</sup> and productivity and the average annual salary.

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*Results are based on a study of clients who used Gallup's Q<sup>12</sup> employee engagement survey and Gallup courses.*

# Learning That Leads to Organizational Change

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Our learning helps individual employees grow and become more productive. But it's also built to help you achieve your overall company goals and to enhance your company culture. We measure our effectiveness on both the individual and organizational levels, and we demonstrate your immediate return on investment *and* long-term workplace transformation.

## HOW WE MEASURE THE VALUE OF OUR PROGRAMS AND INTEGRATE LEARNING INTO YOUR OVERALL STRATEGY:

### We learn your organization's goals and tie your learning to the outcomes.

We start by understanding your business and key performance metrics. We define what learning excellence would look like for your organization, and we tailor our learning and evaluation based on the outcomes you want to see.

We design our learning to be part of your organization's broader strategy. It is meant to integrate into your culture — and transform your people and business outcomes. We offer a holistic learning solution that includes consulting advice, organizational analytics and ongoing assessment.

### We analyze qualitative and quantitative data to monitor and adjust for optimal results.

We use the Kirkpatrick Evaluation Model, a four-level evaluation system, to measure the effect of our learning. The Kirkpatrick Evaluation Model includes measures of participants' reactions, learning, behavioral change and performance improvement.

But we also go beyond participants' immediate reactions to our courses and their comprehension of the curricula. In addition to evaluations at the end of each learning experience, we administer participant evaluation surveys 90 days after courses. We study how your employees change their on-the-job behaviors and if they are more successful after they have had time to incorporate what they've learned into their role.

We also analyze qualitative and quantitative data from multiple sources, including employee self-report surveys, constituent surveys and objective performance metrics. These evaluation and performance benchmarks enable us to recommend adjustments that ensure you are getting the most from your investment in development.



84% OF PARTICIPANTS RATE OUR COURSES WITH A TOP BOX SCORE OF "EXCELLENT."

## Earn Professional Credit Hours for Participating in Gallup Courses

Gallup's popular courses provide transformational learning experiences to various professionals, many of whom have professional certifications specific to their industry. As a company committed to creating better leaders, managers and employees, we want to ensure that our courses offer the best possible experiences and benefits to your organization.

To support your employees' professional development, we offer continuing education or recertification credit hours for many of our courses. Some of the most prominent professional organizations have approved our courses for professional credit hours, including:

- **International Coach Federation (ICF)**
- **HR Certification Institute (HRCI)**
- **Society for Human Resource Management (SHRM)**

To view the full list of Gallup courses approved for credit hours, visit the Professional Credit Program page at <http://courses.gallup.com>. To learn more about professional credit hours for our courses, email [CEU@gallup.com](mailto:CEU@gallup.com).



# An Expert Learning Consulting Team

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Some of the world's leading companies trust our learning team to help them achieve their goals. Our learning experts are highly educated and experienced across many industries — and we only hire the best of the best. Our team's extensive knowledge offers you the most effective and advanced learning in the world.



## **COURSE LEADERS**

Gallup's course leaders are experts at guiding individuals and teams toward increased awareness and understanding of new concepts and practices. They know how to engage even the toughest critics and build team cohesion and camaraderie despite differences. They use their insight into Gallup's research and their diverse backgrounds in psychology, behavioral economics, education and business to deliver engaging learning experiences in every session they lead.



## **INSTRUCTIONAL DESIGNERS**

Gallup's instructional designers translate Gallup's research in behavioral and management sciences into practical, transformational learning curricula that help our clients achieve their goals. Our learning experts have extensive instructional design expertise and carry an average of 15 years of experience developing learning curricula. The majority of our instructional designers hold advanced degrees in leadership, management, organizational development, education and instructional design.



## **SUBJECT MATTER EXPERTS**

Gallup's subject matter experts are leading authorities in their areas of specialization. They have extensive knowledge of the latest topics and strategies in their field and work closely with instructional designers to ensure the quality and relevance of Gallup's coursework. They use Gallup's research-based practices and consulting models to analyze data, external studies, industry trends and financial information to develop advanced solutions for our clients' most challenging problems.



### **LEARNING BUSINESS PARTNERS**

Gallup's learning business partners work closely with our clients to understand the outcomes and behavioral changes they want. Based on this understanding, learning business partners design learning interventions specific to each client's needs. These interventions may include learning from Gallup's suite of core offerings, configured learning or completely customized solutions.



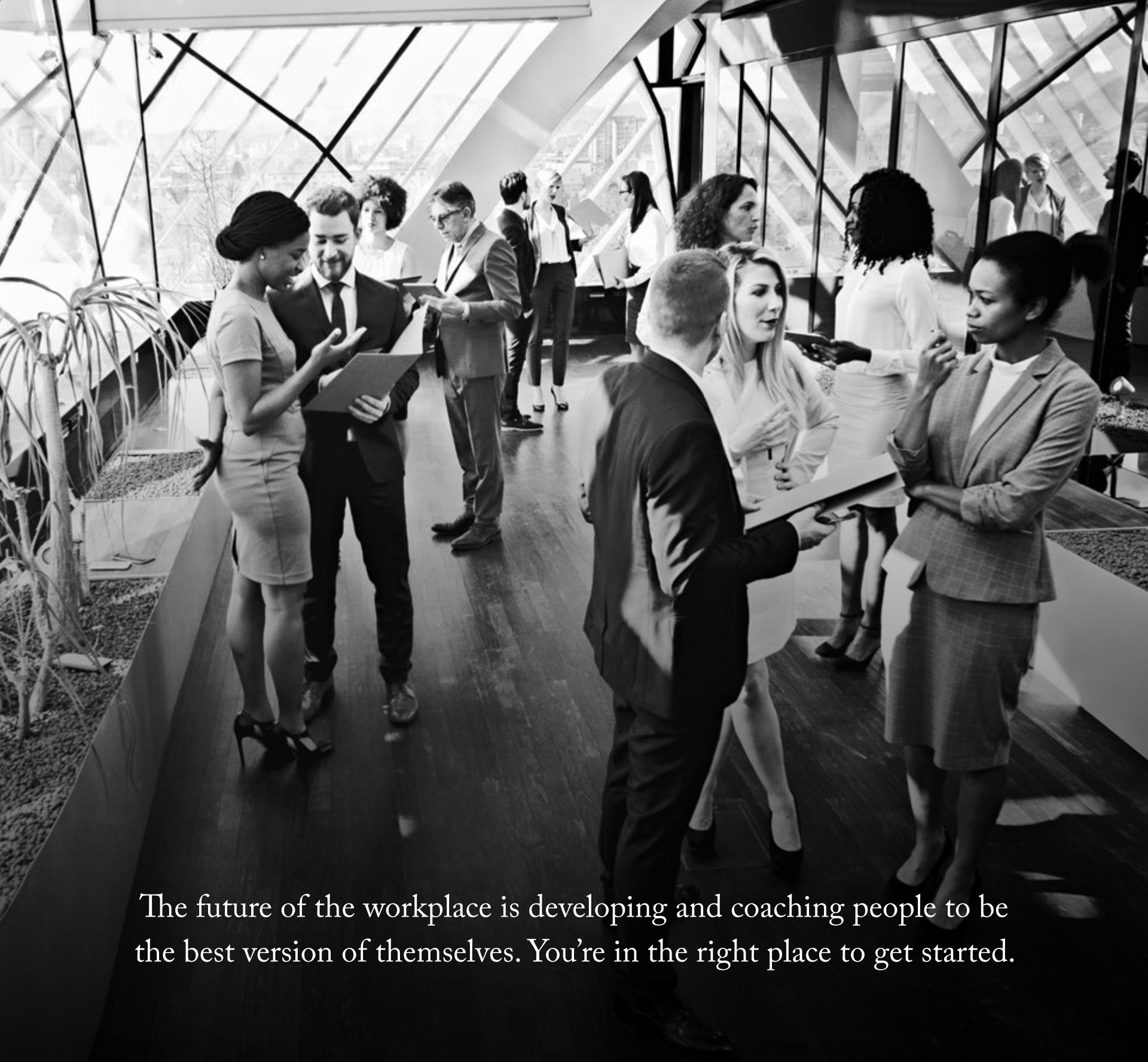
### **COACHES**

Gallup coaches help employees, managers, leaders and executives increase their effectiveness by providing insights into how they can use their strengths in their role. Versed in Gallup analytics and research, our coaches go beyond standard coaching advice. They operate from a framework that is based on the science of strengths, which produces better results for those they coach. They help individuals increase self-awareness and develop growth and impact strategies.



### **RESEARCHERS**

Gallup researchers work with clients to design and conduct research to solve their most important problems. They are experts in the analytics behind Gallup's offerings.



The future of the workplace is developing and coaching people to be the best version of themselves. You're in the right place to get started.

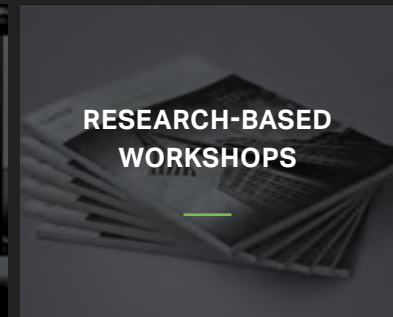
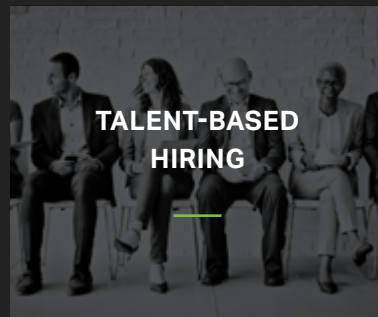


# Curricula

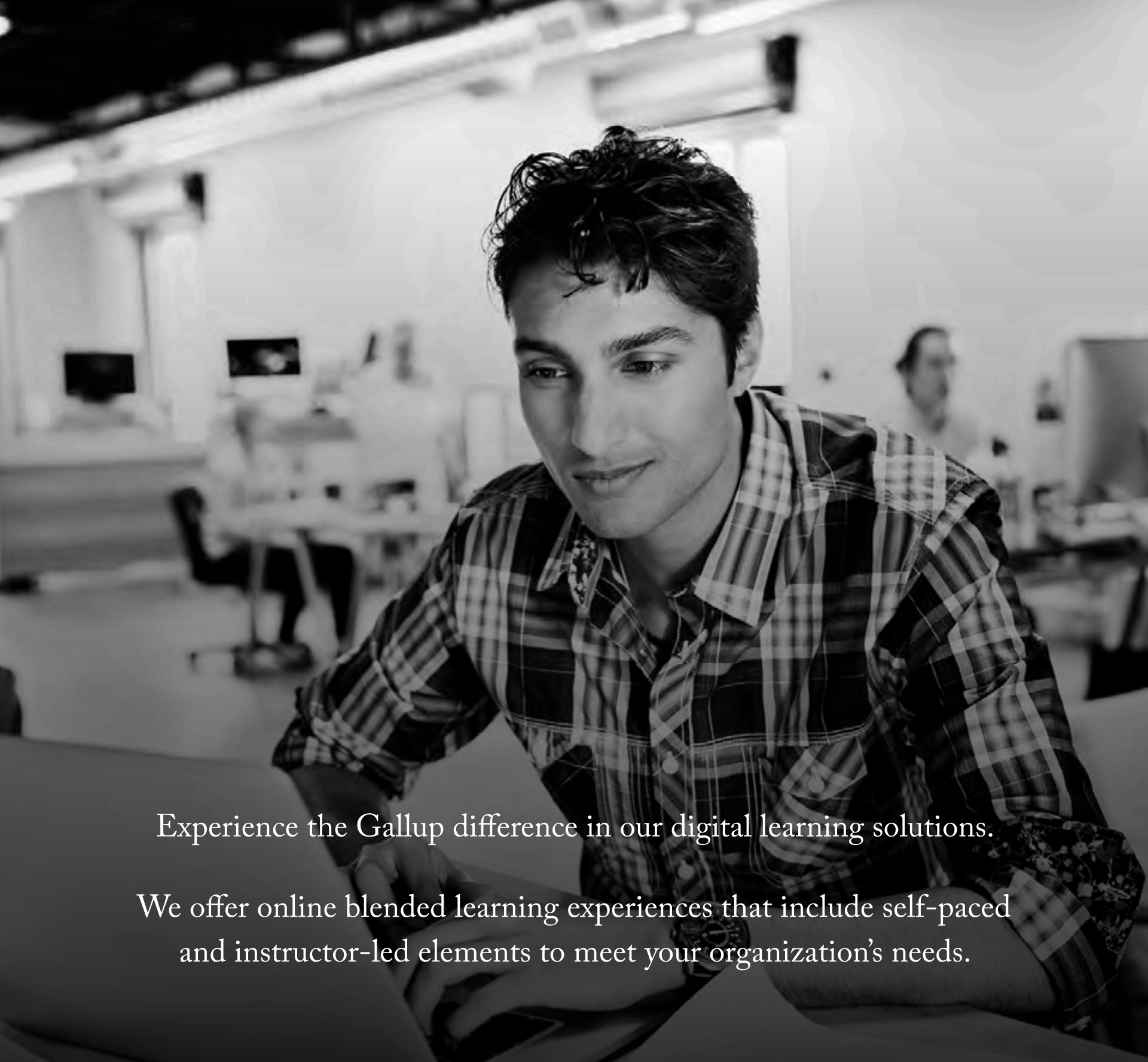
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At the core of our curricula is a focus on strengths.

Unlike any other learning program in the world, we empower your people to discover and develop what they naturally do best. Why? Because it's proven to have a significant effect on key performance outcomes.







Experience the Gallup difference in our digital learning solutions.

We offer online blended learning experiences that include self-paced and instructor-led elements to meet your organization's needs.

# Digital Learning

---

No time or budget for travel? Bring Gallup learning directly to your organization with our digital learning solutions.

Gallup’s suite of digital learning options offers numerous learning experiences to meet your organization’s needs. Transform your people and your workplace using world-class online solutions. Gallup digital learning journeys feature convenient, self-paced “anytime” learning, online kits and tools, and interactive webinars hosted by Gallup course leaders.

# It's the Manager Digital Learning Series

## ON-DEMAND ONLINE LEARNING

### Program Description

Gallup's It's the Manager digital learning series has 21 self-paced, interactive topics. Each topic has practical information and downloadable resources to help managers enhance their management approach and build an exceptional workplace where employees succeed and teams deliver excellence.

### Strengths-Based and Engagement-Focused

By reviewing the foundational principles of strengths-based management and employee engagement, studying real-world examples, and reflecting on their own management approach, participants will:

- understand how to intentionally use their strengths to increase their effectiveness as a manager
- discover how to use strengths to individualize their approach to managing employees
- get strategies for building engaged, highly productive teams
- learn how the best managers focus on employee engagement to improve business outcomes



This digital series includes the following topics:

- CliftonStrengths: Your Introduction
- CliftonStrengths: Your Leadership
- CliftonStrengths: Your Team
- Introduction: Getting Started With Employee Engagement
- Q01. Expectations
- Q02. Materials & Equipment
- Q03. Do What I Do Best
- Q04. Recognition
- Q05. Cares About Me
- Q06. Development
- Q07. Opinions Count
- Q08. Mission or Purpose
- Q09. Quality Work
- Q10. Best Friend
- Q11. Progress
- Q12. Learn & Grow

### COURSE DETAILS

**LENGTH:** Each topic is 15 to 20 minutes.

**TARGET AUDIENCE:** This digital learning series is for managers who want to know and apply their strengths to more effectively engage their teams and accelerate organizational growth and performance.

**FORMAT:** On-demand, interactive online learning

## Essentials of Culture

By completing each of the five topics, participants will:

- learn the steps to build a strengths-based culture in their organization
- discover the importance of the employee experience in their organization's employment brand
- explore diversity and inclusion separately and how each one influences organizational culture
- examine key concepts to help create an effective decision-making process

This digital series includes the following topics:

- Building a Strengths-Based Culture
- Promoting Your Employment Brand
- Encouraging Diversity
- Creating an Inclusive Culture
- Making Great Decisions

## Online Course Offerings

In addition to on-demand, interactive online learning, Gallup offers numerous blended online learning solutions that include both self-paced learning and instructor-led webinars. These blended learning solutions provide learning experiences that bring both independent and cohort learning experiences together via Gallup's Learning Management System.

To learn more about each of these course offerings, refer to the course descriptions in this resource.

<b>CliftonStrengths Discovery: Your Unique Strengths</b>	<b><u>33</u></b>
<b>CliftonStrengths Discovery: Strategies for Your Success</b>	<b><u>35</u></b>
<b>Creating an Engaging Workplace Course for Managers</b>	<b><u>59</u></b>
<b>Leading High-Performance Teams</b>	<b><u>97</u></b>
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## Functionality

### Wanted

- Agents in area
- Properties in area
- Starts on show value
- Dance
- Goes to website
- Search experience
- Call / SMS / WhatsApp
- Address book
- Showing - email/app
- Copy to clipboard (cloning the show)
- Scan that you were @ show day (QR)
- Profile of someone
- School mapping to near schools
- Developing journey for "open house"
- Save for later
- Show that you've viewed it to checkbox
- No. of properties in area
- Flags for rental + property in our area

“There is no more effective way to empower people than to see each person in terms of his or her strengths.”

— DON CLIFTON, FATHER OF STRENGTHS PSYCHOLOGY AND INVENTOR OF CLIFTONSTRENGTHS

# Strengths Development

People who focus on their strengths are three times more likely to report having an excellent quality of life and are six times more likely to be engaged in their jobs.

Decades of Gallup research proves that even if people work hard, they can't master everything. If people spend their lives trying to be good at everything, they will never be great at anything. And the truth is that every person has a unique set of talents and strengths. While you can — and should — try anything you want, you won't find long-term success in an endeavor unless you have a basic talent for it.

Gallup's strengths-based approach to employee development is different. It is based on the simple notion that excellence begins with a belief in talent. Your greatest talents — the ways in which you most naturally think, feel and behave — represent your innate power and potential.

Your greatest opportunities for success happen when you intentionally apply your unique talents. When you tap into this source of wisdom and power, you are more efficient; you act with more confidence, direction and hope; and you are more productive.

**The CliftonStrengths assessment:**

- is based on more than five decades of research on the nature of talents and strengths
- is the foundation for building a strengths-based workplace culture where teams know their strengths and apply them for maximum productivity
- has helped more than 20 million people discover their strengths and lead more productive lives

# CliftonStrengths® Discovery: Your Unique Strengths

## HALF-DAY INSTRUCTOR-LED COURSE

### Program Description

Living your best life begins when you tap into your unique talents. Gallup's CliftonStrengths Discovery: Your Unique Strengths course provides insights that will change the way you work and will impact the rest of your life. You will learn how to identify what you do best and how to maximize your potential by using your CliftonStrengths.

Gallup research proves that people succeed when they focus on what they do best. When they use their strengths, people are more productive, perform better and are more engaged. The challenge is that people often take their most powerful talents for granted, and many are not fully aware of them.

### Anticipated Impact

During this course, participants will discover their natural talents. They will learn how to focus on their strongest talents and explore strategies and techniques to begin developing their talents into strengths.



## COURSE DETAILS

**LENGTH:** Half day

**TARGET AUDIENCE:** This course is for individuals who want to reach their full potential by using their natural talents.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** Individuals must complete the CliftonStrengths assessment.

### MATERIALS INCLUDED:

- CliftonStrengths Discovery: Your Unique Strengths Workbook
- CliftonStrengths Resource Guide
- CliftonStrengths Discovery Cards Deck
- CliftonStrengths Themes Quick Reference Card
- CliftonStrengths 34 Results Report
- Commitment Card

*We can combine this course with the CliftonStrengths Discovery: Strategies for Your Success course as a full-day offering.*



# CliftonStrengths® Discovery: Your Unique Strengths

## ONLINE COURSE

### Program Description

Gallup's CliftonStrengths Discovery: Your Unique Strengths course gives participants insights that will change the way they work and will change the rest of their life. Participants complete this course entirely online and leave with the tools and practical experience they need to maximize their potential by using their CliftonStrengths.

This unique online learning course has six parts: Parts One through Five include three engaging, self-paced on-demand

online learning sections and two highly interactive live sessions. Part Six is self-paced online learning that includes practical activities to help participants continue their strengths journey after the course.

### Anticipated Impact

During this course, participants will discover their natural talents. They will learn how to focus on their strongest talents and explore strategies and techniques to begin developing their talents into strengths.

## COURSE DETAILS

**LENGTH:** Four hours of total learning time

**TARGET AUDIENCE:** This course is for individuals who want to reach their full potential by using their natural talents.

**FORMAT:** Blended online learning that includes four self-paced online learning sections and two live, instructor-led webinars (60 minutes each) via Gallup's Learning Management System

**BEFORE THE COURSE:** Participants must complete the CliftonStrengths assessment before they finish the first online learning section of this course.

### DIGITAL MATERIALS INCLUDED:

- CliftonStrengths Resource Guide



# CliftonStrengths® Discovery: Strategies for Your Success

## HALF-DAY INSTRUCTOR-LED COURSE

### Program Description

Understanding one's natural talents is just the beginning of the strengths discovery journey. Gallup's CliftonStrengths Discovery: Strategies for Your Success course builds on participants' foundational awareness of their strengths to help them identify ways to intentionally invest in their innate talents to apply in their work and life.

### Anticipated Impact

During this course, participants will get new strategies to help them apply their talents to increase their effectiveness in their work and life.



## COURSE DETAILS

**LENGTH:** Half day

**TARGET AUDIENCE:** This course is for individuals who want to continue their strengths journey by learning how to focus on and invest in their dominant talents through integration into their daily activities.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** Individuals must complete the CliftonStrengths Discovery: Your Unique Strengths half-day course.

### MATERIALS INCLUDED:

- CliftonStrengths Discovery: Strategies for Your Success Workbook
- CliftonStrengths Discovery Cards Deck
- CliftonStrengths Themes Quick Reference Card
- CliftonStrengths 34 Results Report
- My CliftonStrengths Journal
- My Investment Card

*We can combine this course with the CliftonStrengths Discovery: Your Unique Strengths course as a full-day offering.*



NEW

# CliftonStrengths® Discovery: Strategies for Your Success

## ONLINE COURSE

### Program Description

Understanding one's natural talents is just the beginning of the strengths discovery journey. Gallup's CliftonStrengths Discovery: Strategies for Your Success course builds on participants' foundational awareness of their strengths to help them identify ways to intentionally invest in their innate talents to apply in their work and life. From natural talent to strength, participants learn how to achieve excellence by putting their CliftonStrengths to work.

### COURSE DETAILS

**LENGTH:** Four hours of total learning time

**TARGET AUDIENCE:** This program is for individuals who want to continue their strengths journey by learning how to focus on and invest in their dominant talents through integration into their daily activities.

**FORMAT:** Blended online learning that includes four self-paced

This unique online learning course has five parts: four engaging, self-paced online learning sections and one highly interactive live session.

### Anticipated Impact

During this course, participants will get new strategies to help them apply their talents to increase their effectiveness in their work and life.

online learning sections and one live, instructor-led webinar (90 minutes) via Gallup's Learning Management System

**BEFORE THE COURSE:** Individuals must complete the CliftonStrengths Discovery: Your Unique Strengths half-day course.

### DIGITAL MATERIALS INCLUDED:

- CliftonStrengths Resource Guide

# CliftonStrengths® Discovery: Your Unique Strengths Train-the-Trainer

## TWO-DAY INSTRUCTOR-LED COURSE

### Program Description

This two-day course provides the robust knowledge coaches need to facilitate Gallup's CliftonStrengths Discovery: Your Unique Strengths half-day course. During the course, a facilitator will train participants to effectively lead Gallup's CliftonStrengths Discovery course according to its design and intention. By studying the course design and the decades of research behind strengths-based development, participants will get the knowledge, language and tools they need to introduce CliftonStrengths and strengths-based development to adult learners in an educational, interesting and transformative way.



### Anticipated Impact

This two-day course prepares participants to deliver Gallup's CliftonStrengths Discovery: Your Unique Strengths half-day course.

## COURSE DETAILS

**LENGTH:** Two days

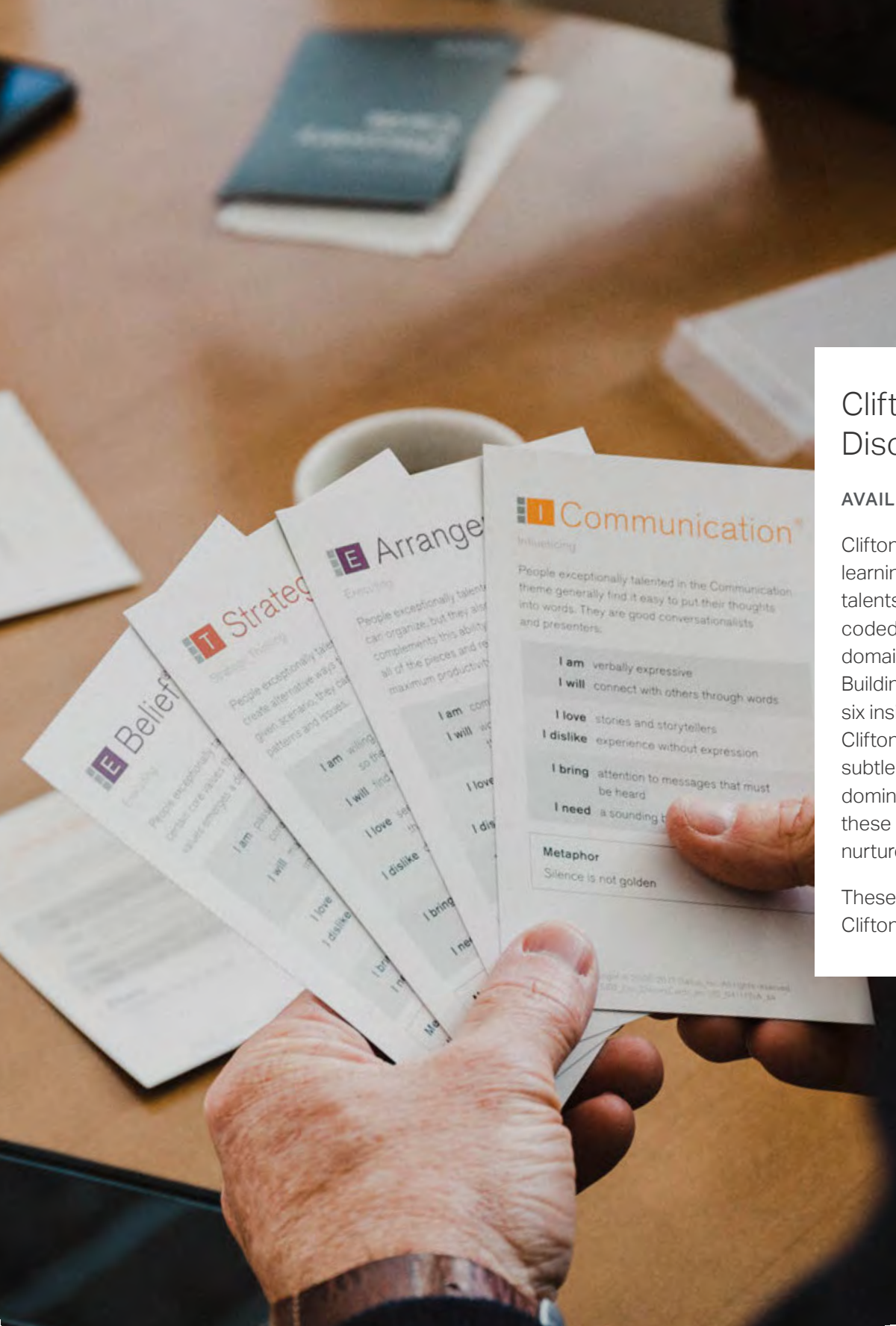
**TARGET AUDIENCE:** This course is for strengths coaches who are interested in teaching the CliftonStrengths Discovery course to their clients worldwide.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** Individuals must complete Gallup's Accelerated Strengths Coaching course or Successful Strengths Coaching course.

**MATERIALS INCLUDED:**

- CliftonStrengths Discovery: Your Unique Strengths Packet
- CliftonStrengths Discovery: Your Unique Strengths Workbook
- CliftonStrengths Resource Guide
- CliftonStrengths Discovery Cards
- CliftonStrengths Themes Quick Reference Card
- CliftonStrengths 34 Results Report
- CliftonStrengths Discovery: Your Unique Strengths Facilitation Guide
- Playing My Talent Themes Cards
- CliftonStrengths Discovery: Your Unique Strengths Train-the-Trainer Course Agenda
- Principles of Course Leading Workbook
- CliftonStrengths Discovery: Your Unique Strengths Course Design Document
- CliftonStrengths Discovery: Your Unique Strengths Course Facilitation Pack Promo Code Flyer
- How Full Is Your Bucket? Drop Sample Pack
- Digital CliftonStrengths Discovery: Your Unique Strengths Course Leader Tool Pack
- CliftonStrengths Discovery Course Leader Certificate



## CliftonStrengths® Discovery Cards

### AVAILABLE IN PRINT FORMAT

CliftonStrengths Discovery Cards are a learning tool you can use to start developing talents into strengths. The cards are color-coded according to the four strengths domains (Executing, Influencing, Relationship Building and Strategic Thinking) and include six insight statements for each of the 34 CliftonStrengths themes. Examine the subtle differences and distinct power of your dominant CliftonStrengths themes, and use these “flashcards” as a daily reminder to nurture your talents and achieve your goals.

These cards are included with the CliftonStrengths Discovery courses.

DIGITAL  
LEARNING

STRENGTHS  
DEVELOPMENT

STRENGTHS  
COACHING

EMPLOYEE  
ENGAGEMENT

PERFORMANCE  
MANAGEMENT

TALENT-BASED  
HIRING

ENTREPRENEURSHIP

RESEARCH-BASED  
WORKSHOPS





# Getting Started With CliftonStrengths® Webinar

## INSTRUCTOR-LED WEBINAR

### Program Description

This webinar provides fundamental information about the CliftonStrengths assessment. In this introductory webinar, participants will hear findings from Gallup's extensive, ongoing research into how people become highly effective by intentionally applying their talents and strengths. Participants will explore their talents, allowing them to tap into their own natural abilities to achieve excellence. Participants will discover the importance of identifying and investing in their strengths

and learn how to start using their CliftonStrengths report to build awareness of and appreciation for their unique talents and the valuable contributions they offer.

### Anticipated Impact

Participants will gain the foundational knowledge and strategies they need to understand strengths and productively apply their talents for greater personal and professional excellence.

## COURSE DETAILS

**LENGTH:** 55 minutes

**TARGET AUDIENCE:** This webinar is for individuals who want to discover and invest in the source of their natural talents.

**FORMAT:** Instructor-led webinar

**BEFORE THE COURSE:** Individuals must complete the CliftonStrengths assessment.

### DIGITAL MATERIALS INCLUDED:

- CliftonStrengths Webinar Learning Guide

# CliftonStrengths® Resource Guide for Managers

Optimizing Your Strengths and  
the Strengths of Your Team

GALLUP

## CliftonStrengths® Resource Guide for Managers

### AVAILABLE IN PRINT AND DIGITAL FORMAT

This resource provides managers with a deeper understanding of each of the 34 talent themes. The guide includes theme descriptions, insights into each theme, tips for managing others dominant in the theme and specific actions managers can take to apply their strongest CliftonStrengths themes. This resource guide helps participants better understand their talents and the talents of those they lead.

# CliftonStrengths® for Managers: Leading With Your Strengths

## HALF-DAY INSTRUCTOR-LED COURSE

### Program Description

The role of the manager is demanding, and the workplace is changing faster than it ever has. It's becoming more challenging for managers to bring teams together. The future of the workplace is developing employees to do more of what they do best to improve performance and engagement.

Managers need to become strengths-based performance coaches for their teams. This means they must first understand their own strengths and how to use them. Next, they need to recognize their team members' strengths so that they can individualize their management approach to align with each employee's talents and strengths.

### Anticipated Impact

During this course, managers will develop a deeper understanding of their strengths, learn how their strengths influence their management approach and assume



responsibility for their blind spots. Through these strengths discoveries, managers will learn how to individualize their approach with each team member based on their individual talents and strengths.

## COURSE DETAILS

**LENGTH:** Half day

**TARGET AUDIENCE:** This course is for managers who want to explore how their strengths work in their role.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** Individuals must complete the CliftonStrengths Discovery: Your Unique Strengths course or the Leading High-Performance Teams course.

### MATERIALS INCLUDED:

- CliftonStrengths for Managers: Leading With Your Strengths Participant Workbook

- CliftonStrengths Resource Guide for Managers
- CliftonStrengths Quick Reference Tools for Managers
- Motivation Cards
- CliftonStrengths 34 Results Report
- Commitment Card



# CliftonStrengths® for Managers: Building a Strengths-Based Team

## HALF-DAY INSTRUCTOR-LED COURSE

### Program Description

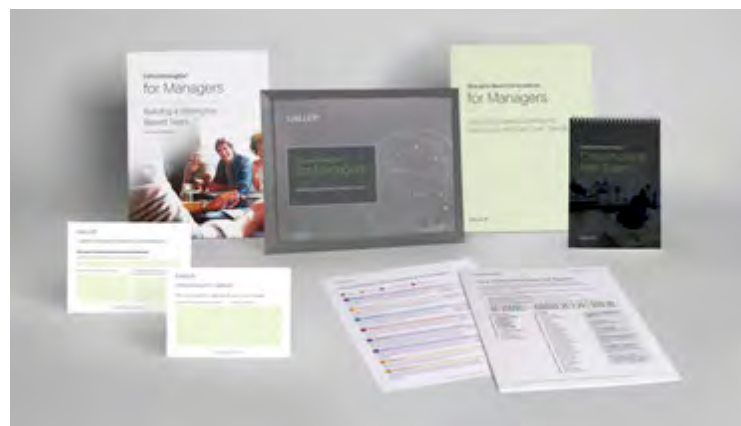
Simply knowing one's strengths is not enough to make a difference in performance. Managers need to have a conversation with team members so that they recognize not only who they are but also what they are capable of becoming.

To help team members understand and use their strengths, managers must ask themselves two questions: Am I an expert on my team members' strengths? *Do all of my team members know and appreciate their unique strengths and contributions?*

This course provides managers with insights and practical tools they can use to start to build a strengths-based team.

### Anticipated Impact

During this course, participants will learn how to incorporate strengths into their management approach with their team.



They will gain practical tools they can use to lead individual and team conversations focused on talents and strengths to help them clearly define expectations and increase performance.

## COURSE DETAILS

**LENGTH:** Half day

**TARGET AUDIENCE:** This course is for managers who want to develop and empower their individual team members and the team as a whole to set and achieve their goals.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** Individuals must complete the CliftonStrengths Discovery: Your Unique Strengths course or the Leading High-Performance Teams course.

### MATERIALS INCLUDED:

- CliftonStrengths for Managers: Building a Strengths-Based Team Participant Workbook

- Strengths-Based Conversations for Managers
- Leading Strengths-Based Conversations With Teams
- CliftonStrengths Spotlight Cards
- CliftonStrengths Quick Reference Tool for Managers
- CliftonStrengths 34 Results Report
- Commitment Card



NEW

# CliftonStrengths® for Teams

HALF-DAY INSTRUCTOR-LED COURSE

## Program Description

"There is no more effective way to empower people than to see each person in terms of his or her strengths."

— Don Clifton, Father of Strengths Psychology  
and Inventor of CliftonStrengths

Team members who know each other's strengths more effectively relate to one another, avoiding potential conflicts and increasing group cohesion. Strengths-based development immediately changes team conversations. It creates more positive dialogue and boosts the team's overall engagement and performance.

Teams that focus on strengths every day have 12.5% greater productivity. Teams that receive strengths feedback have 8.9% greater profitability.

## Anticipated Impact

Great things happen when teams connect what everyone naturally does best with clear performance expectations. This type of employee and team performance mapping can't happen



unless team members understand the following questions:

- What are my talents and strengths?
- What unique contribution do I make to the team?
- How do we best work together using our strengths?

This course helps teams answer these questions and provides them with insights and practical tools they can use to build a strengths-based team.

## COURSE DETAILS

**LENGTH:** Half day

**TARGET AUDIENCE:** This course is for teams that want to know how they can purposefully aim their talents and strengths so that the team is better equipped to accomplish its goals and performance objectives and respond to everyday situations.

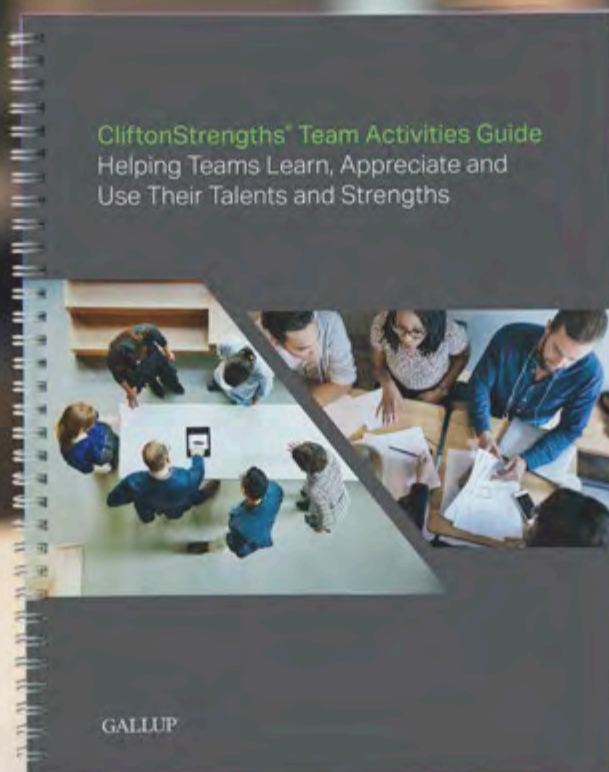
**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** Individuals must complete the CliftonStrengths Discovery: Your Unique Strengths course.

## MATERIALS INCLUDED:

- CliftonStrengths for Teams Workbook
- Team Strengths Grid
- CliftonStrengths Themes Quick Reference Guide

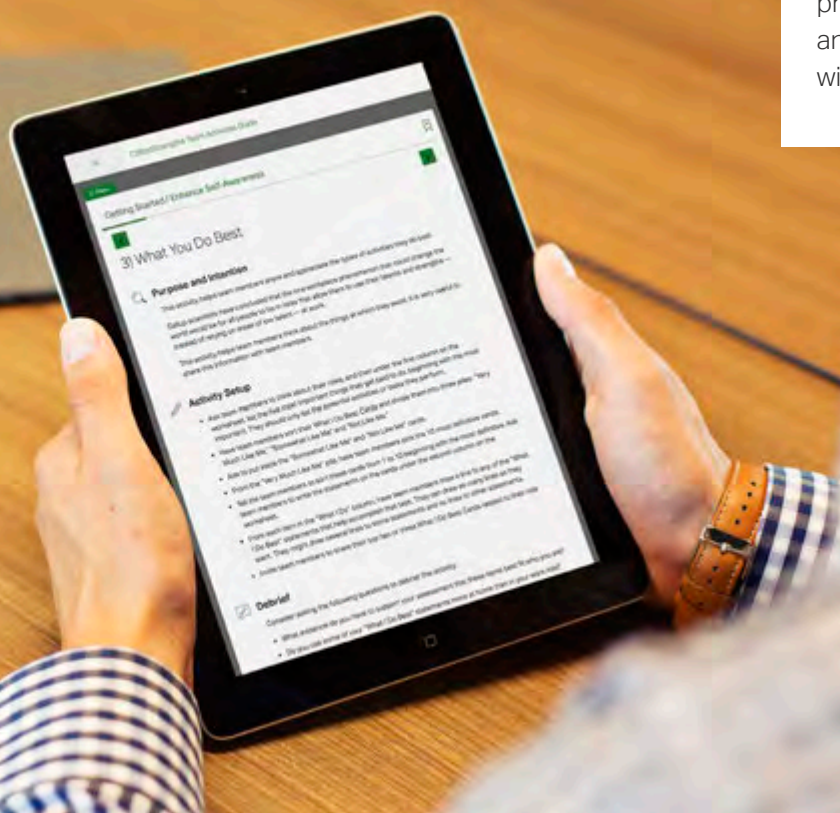
The CliftonStrengths for Teams Workbook includes seven brief, structured activities that will help team members understand how they can best work together to build relationships, communicate clearly, create accountability, develop people, inspire others, lead change and think critically.



## CliftonStrengths® Team Activities Guide

AVAILABLE IN PRINT AND DIGITAL FORMAT

The CliftonStrengths Team Activities Guide provides strengths coaches with 40 engaging and interactive activities they can implement with teams of all sizes and functions.



DIGITAL  
LEARNING

STRENGTHS  
DEVELOPMENT

STRENGTHS  
COACHING


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ENGAGEMENT

PERFORMANCE  
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HIRING

ENTREPRENEURSHIP

RESEARCH-BASED  
WORKSHOPS



“There is a direct connection between your talents and your achievements. Your talents empower you. They make it possible for you to move to higher levels of excellence and fulfill your potential. This is why it is so important for you to know, understand and value your talents.”

— DON CLIFTON, FATHER OF STRENGTHS PSYCHOLOGY AND INVENTOR OF CLIFTONSTRENGTHS



# Strengths Coaching

Real improvement happens when coaches help people develop — not just discover — their talents.

Everybody needs a coach — someone to help them understand their talents and strengths, navigate their challenges, move forward when they are stuck, and achieve their full potential. A coach helps individuals see what they do not see for themselves and helps them appreciate their contributions and increase their self-awareness. People can become the best of who they are with support, insights and encouragement from a coach.

**Compared with people who don’t know their talents, people who know and have the opportunity to use their talents:**

- are more likely to be engaged and hopeful
- report having a higher quality of life

Great coaches help their clients understand that while they may not be able to become anything they want, they can certainly be a whole lot more of who they already are. When coaches help

people put their energy into developing their innate talents, their ability to grow and develop reaches new levels.

**Gallup’s strengths coaching curriculum is:**

- strengths-based
- data-driven
- performance-focused

Gallup’s strengths coaching curriculum gives coaches the tools they need to help people do what they do best every day, reach their full potential and improve their performance. These powerful courses teach Gallup’s proven strengths-based development strategies and prepare each learner to become a Gallup-Certified Strengths Coach.



# Accelerated Strengths Coaching

## FOUR-AND-A-HALF-DAY INSTRUCTOR-LED COURSE

### Program Description

This course gives participants practical techniques, tools and experiences to help them conduct coaching conversations with individuals, managers and teams. Participants will learn how to help managers incorporate a strengths-based approach into their management style and how to help team members better understand and work with others, respond to situations and challenges, and work together to achieve performance outcomes.

### Anticipated Impact

During this course, coaches will get the advanced strategies, solutions and instruction they need to help others understand and apply their CliftonStrengths results to improve performance. Participants will learn how to use the techniques and tools from the course to help managers maximize team



performance using a strengths-based approach. They will also learn how to facilitate small-group sessions to help team members use their strengths for better team engagement and performance as well as improved business outcomes.

### COURSE DETAILS

**LENGTH:** Four and a half days

**TARGET AUDIENCE:** This course is for individuals who lead coaching conversations, including independent professional coaches, corporate coaches, executive coaches and managers.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** Individuals must complete the CliftonStrengths assessment.

**AFTER THE COURSE:** One-on-one, 60-minute coaching session with a Gallup strengths coach

**MATERIALS INCLUDED:** During this course, participants will receive the following resources and tools to advance their coaching:

- Learning Journal
- Digital CliftonStrengths Coaching Starter Kit
- Digital CliftonStrengths Coaching With Managers and Teams Kit
- Digital Coaching for Individuals Performance Pack
- Values Cards
- CliftonStrengths Insight Photo Cards
- Paired Up Booklet (An Examination of Theme Dynamics)
- Theme Dynamics Cards
- Theme Tile Picture Cards
- Openings/Discussion Cards
- Winners Cards



## Course Overview

### DAY ONE

What Is Strengths-Based Coaching?

Coaching Conversation One: Establish the Relationship

Coaching Conversation Two: Understanding Strengths Profile

### DAY TWO

Coaching Conversation Three: Help Your Client Gain Appreciation for Their Talents

- Theme Insights
- Theme Dynamics
- Coaching With Theme Dynamics

### DAY THREE

Coaching Conversation Four: Help Clients Invest in Talents

- Performance Management and Strengths
- Individual Development Plan

Practice Coaching

- Coaching for Performance Achievement
- Situational Coaching

### DAY FOUR

Coaching Managers

Three Coaching Conversations With Managers

- The Strengths of the Manager
- The Individual Strengths of the Team
- The Collective Strengths of the Team

### DAY FIVE

Coaching Teams

Four Team Strengths Coaching Conversations

- Start With Talent; Finish With Strength
- The Power of Strengths-Based Partnerships
- The DNA of the Team
- The Best of Us

# Successful Strengths Coaching

## TWO-DAY INSTRUCTOR-LED COURSE

### Program Description

This two-day course provides participants with practical approaches that will help them coach others to learn how to use their unique talents and strengths to fulfill their goals, the demands of their role and other desired outcomes. Those who register for the course receive the Digital CliftonStrengths Coaching Starter Kit. By combining the tools in the digital kit with the education in the course, participants can help others harness their strengths to achieve success.

The Successful Strengths Coaching course incorporates findings from Gallup's extensive, ongoing research into how people learn, grow and develop.

### Anticipated Impact

This course gives coaches the strategies, solutions and instruction they need to help others understand, apply and integrate their CliftonStrengths results into their lives and roles.



## COURSE DETAILS

**LENGTH:** Two days

**TARGET AUDIENCE:** This course is for individuals who lead coaching conversations, including independent professional coaches, corporate coaches, executive coaches and managers.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** Individuals must complete the CliftonStrengths assessment.

**AFTER THE COURSE:** One-on-one, 60-minute coaching session with a Gallup strengths coach

**MATERIALS INCLUDED:** During this course, participants will receive the following resources and tools to advance their coaching:

- Learning Journal
- Digital CliftonStrengths Coaching Starter Kit
- Values Cards
- CliftonStrengths Insight Photo Cards

Coaches who complete this course and the Coaching Individuals, Managers and Teams course are eligible to apply to become a Gallup-Certified Strengths Coach.

# Coaching Individuals, Managers and Teams

## THREE-DAY INSTRUCTOR-LED COURSE

### Program Description

This course gives participants practical techniques, tools and experiences to help them conduct advanced coaching conversations with individual clients, managers and teams with the goal of improving individual and group performance. Participants will discover how to create strategies and solutions that help managers and teams learn, grow, develop and succeed. Participants will also learn how to facilitate small-group sessions (up to 15 people) to help team members use their unique talents for better team engagement and performance as well as improved business outcomes.

### Anticipated Impact

During this course, coaches will get advanced strategies, techniques and tools to enhance their effectiveness and to help their clients understand how to apply their greatest talents and



strengths to drive performance. Participants can also help the managers and teams they work with incorporate strengths-based principles for greater engagement and performance.

### COURSE DETAILS

**LENGTH:** Three days

**TARGET AUDIENCE:** This course is for individuals who lead coaching conversations, including independent professional coaches, corporate coaches, executive coaches and leaders.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** Individuals must complete the Successful Strengths Coaching course.

**AFTER THE COURSE:** One-on-one, 60-minute coaching session with a Gallup strengths coach

**MATERIALS INCLUDED:** During this course, participants will receive the following resources and tools to advance their coaching:

- Learning Journal
- Digital CliftonStrengths Coaching With Managers and Teams Kit
- Digital Coaching for Individuals Performance Pack
- CliftonStrengths Theme Insights Cards for Coaches
- Insights for Coaching Managers Booklet

- Paired Up Booklet (An Examination of Theme Dynamics)
- Theme Dynamics Cards
- Theme Tile Picture Cards
- Openings/Discussion Cards
- Winners Cards

Coaches who complete this course and the Successful Strengths Coaching course are eligible to apply to become a Gallup-Certified Strengths Coach.



# Become a Gallup-Certified Strengths Coach

Your employees become their best selves when they have someone to coach them about their strengths. We know strengths don't really develop without conversations and without coaching.

Gallup offers a comprehensive curriculum that prepares professionals in your organization to become Gallup-Certified Strengths Coaches and that gives them access to continued strengths coaching education.

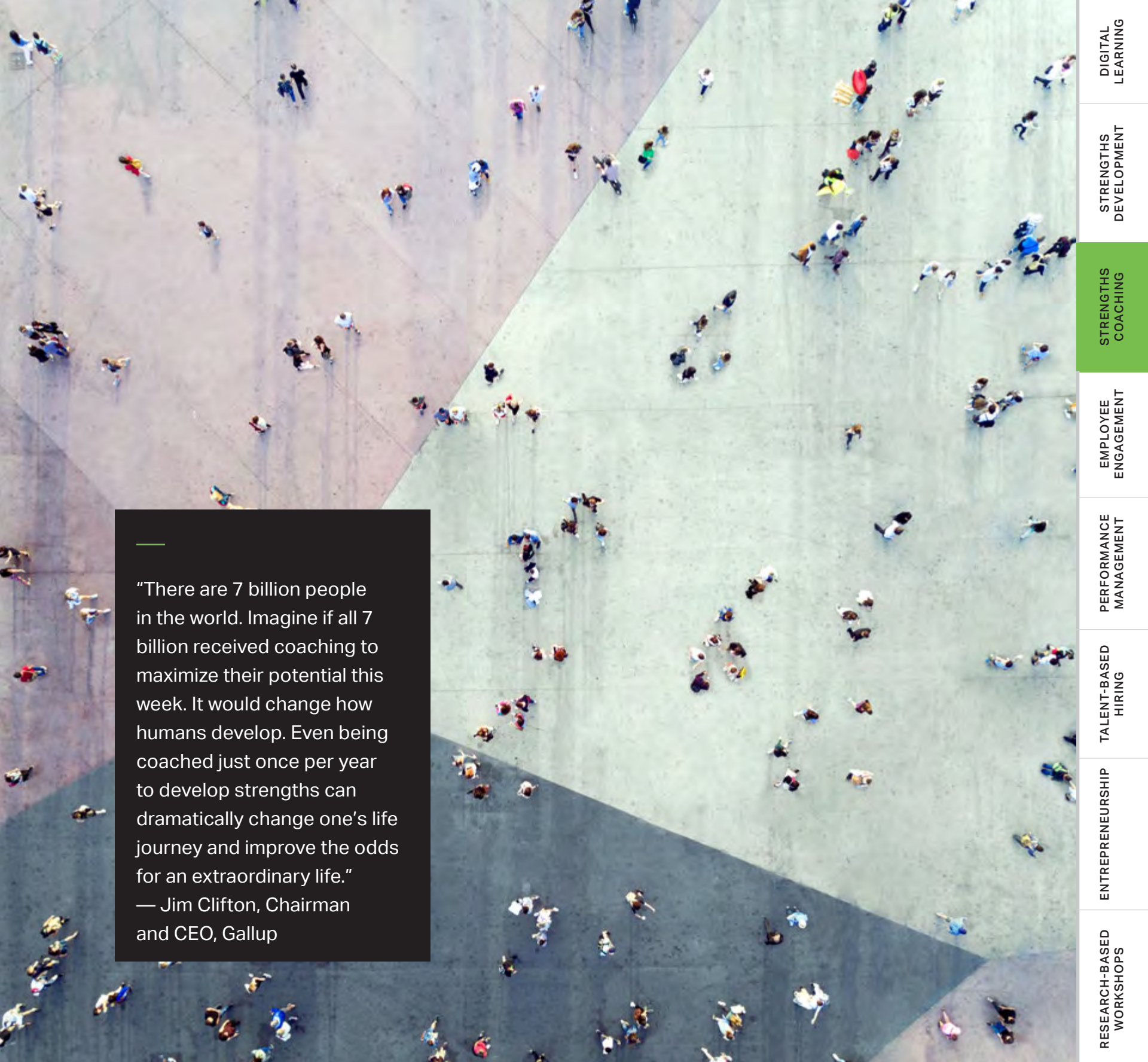
We help your coaches go from coursework to certification in four easy steps:

1. Complete the required strengths coaching coursework.
2. Submit the certification application.
3. Complete the strengths coaching certification exam.
4. Collect coaching evaluations from six clients.

The Gallup-Certified Strengths Coach designation lasts for two years and comes with numerous benefits, including a digital copy of the Gallup-Certified Strengths Coach logo, an official certificate of designation and access to CliftonStrengths development opportunities offered exclusively to our certified coaches. For more information, email [certification@gallup.com](mailto:certification@gallup.com).







— “There are 7 billion people in the world. Imagine if all 7 billion received coaching to maximize their potential this week. It would change how humans develop. Even being coached just once per year to develop strengths can dramatically change one’s life journey and improve the odds for an extraordinary life.”  
— Jim Clifton, Chairman and CEO, Gallup

RESEARCH-BASED  
WORKSHOPS

ENTREPRENEURSHIP

TALENT-BASED  
HIRING

PERFORMANCE  
MANAGEMENT

EMPLOYEE  
ENGAGEMENT

STRENGTHS  
COACHING

STRENGTHS  
DEVELOPMENT

DIGITAL  
LEARNING

# Advanced CliftonStrengths® Coaching

## TWO-DAY INSTRUCTOR-LED COURSE

### Program Description

This course cultivates a rich understanding of the seven CliftonStrengths developmental milestones. Coaches will practice integrating these milestones into their coaching to help them master their talents and strengths and better understand where their clients are on their path to strengths mastery. By exploring the milestones, coaches will be able to recognize how people learn about their talents and strengths, see how their understanding evolves, and identify potential challenges and how to help clients manage them.

### Anticipated Impact

During this two-day course, coaches will learn how to incorporate the seven developmental milestones into their coaching repertoire.



## COURSE DETAILS

**LENGTH:** Two days

**TARGET AUDIENCE:** This course is for strengths coaches and serves as continuous education and development; individuals do not need to be a Gallup-Certified Strengths Coach to participate in this course.

**FORMAT:** Instructor-led course

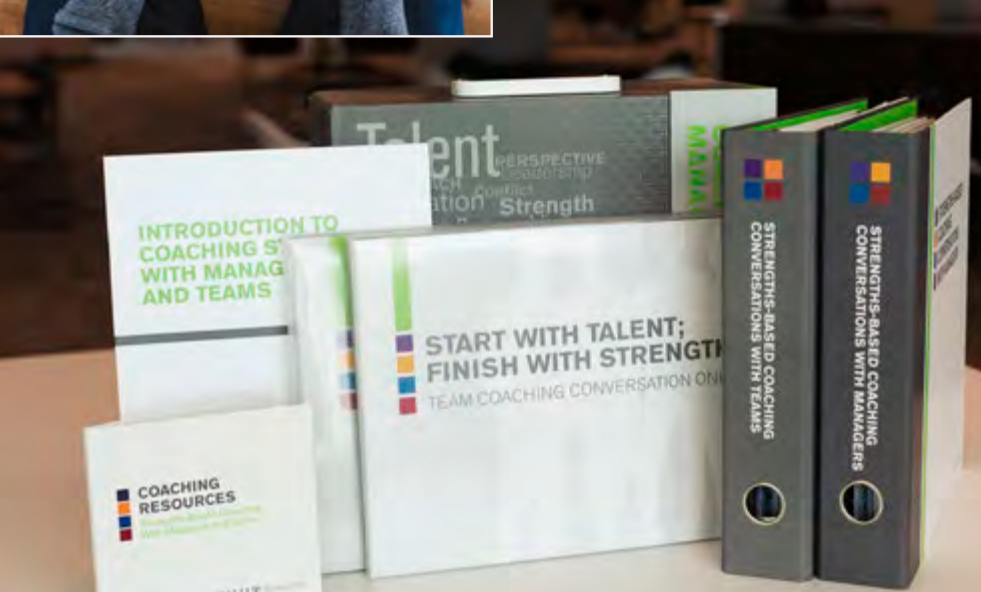
**BEFORE THE COURSE:** Individuals must complete the Accelerated Strengths Coaching course or the Successful Strengths Coaching and Coaching Individuals, Managers and Teams courses.

**AFTER THE COURSE:** One-on-one, 60-minute coaching session with a Gallup strengths coach

### MATERIALS INCLUDED:

- Advanced CliftonStrengths Coaching Learning Journal
- CliftonStrengths Developmental Milestones Resource Guide
- CliftonStrengths Developmental Milestones Self-Assessment
- CliftonStrengths Resource Guide
- CliftonStrengths Discovery Cards
- Individual CliftonStrengths Reports:
  - CliftonStrengths Top Five Report
  - Strengths Insight and Action Planning Guide
  - Theme Sequence Report (All 34)





## Coaching Kits and Tools

### AVAILABLE IN PRINT AND DIGITAL FORMAT

#### CliftonStrengths Coaching Starter Kit

Used by Gallup-Certified Strengths Coaches everywhere, the CliftonStrengths Coaching Starter Kit is designed to help you:

- acquire a deep understanding of strengths-based development
- understand how to apply your own strengths to help others succeed
- conduct fundamental coaching conversations that lead to improved performance, regardless of the role
- achieve greater comprehension of all 34 themes

With these proven coaching materials, you can confidently coach others to perform better — no matter their role — by helping them do what they do best.

#### Strengths-Based Coaching for Managers and Teams Kit

The Strengths-Based Coaching for Managers and Teams Kit is designed to help you:

- coach managers to accomplish their goals using their strengths
- help managers overcome team-related challenges using strengths-based strategies
- foster greater engagement by helping teams discover, develop and use their talents
- teach team members to improve productivity and performance using their individual and collective strengths

With these proven coaching materials, you can confidently help managers and teams understand, apply and integrate their strengths into their respective roles.



Companies with highly engaged workforces outperform  
their peers by 147% in earnings per share.



# Employee Engagement

85% of employees worldwide are not engaged or are actively disengaged at work.

A highly engaged workforce means the difference between a company that outperforms its competitors and one that fails to grow.

Employee engagement has barely budged over the past decade and a half. At times, the metric has stagnated, and at other times, it has even retreated. The world is in the midst of an employee engagement crisis. But it doesn't have to be this way. Backed by decades of research and science, Gallup's tools and solutions have helped our best clients achieve employee engagement levels that are more than 21 times the rate of workforces globally.

Gallup's employee engagement science is based on 30 years of research with more than 30 million employees worldwide.


Gallup's unparalleled approach to driving employee engagement is simple, predictive of performance, and actionable at the local and enterprise levels. And Gallup's unique insights and strategies help companies transform

the way they do business. How? Managing with a focus on engagement doesn't just make employees feel good — it fuels business results.

Gallup's multidimensional, longitudinal learning interventions give managers, leaders and Engagement Champions the strategies, tools, techniques and education they need to engage their people and achieve high performance levels from their team.

Create a culture where engagement — and performance — can thrive with Gallup's:

- instructor-led courses
- webinars
- guidebooks
- packets
- facilitated conversations



Highly engaged business units achieve  
a 10% increase in customer metrics  
and a 20% increase in sales.



## Managers

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Managers are in the best position to set the tone for their team's engagement. Gallup analytics finds that managers account for at least 70% of the variability in employee engagement scores across business units.



# Creating an Engaging Workplace Course for Managers

## HALF-DAY INSTRUCTOR-LED COURSE

### Program Description

This half-day course provides managers with advanced insights into how they can increase productivity and success by focusing on engagement. Armed with a deeper understanding of employee engagement and an intentional focus on engagement, managers will see increases in their team's productivity, profitability and customer service metrics.

### Anticipated Impact

During this course, managers will get the insights, strategies, solutions and instruction they need to create an engaged and high-performing team. Managers will better understand their responsibility and role in creating engagement. They will start to lead using the 12 elements of engagement as a guide. To improve team culture and performance, they will have regular conversations with their employees about engagement and identify actions that will boost engagement and performance.



## COURSE DETAILS

**LENGTH:** Half day

**TARGET AUDIENCE:** This course is for people managers and supervisors who are responsible for a team's performance.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** No prerequisites

### MATERIALS INCLUDED:

- Creating an Engaging Workplace Manager Packet:
  - Driving Employee Engagement Workbook
  - Implementation Guide for Managers
  - Engagement Resource Guide
  - Q<sup>12</sup> Results Discovery Tool
  - State of the Team Conversation Outline
  - State of the Team Tool



NEW

DIGITAL  
LEARNING

STRENGTHS  
DEVELOPMENT

STRENGTHS  
COACHING

EMPLOYEE  
ENGAGEMENT

PERFORMANCE  
MANAGEMENT

TALENT-BASED  
HIRING

ENTREPRENEURSHIP

RESEARCH-BASED  
WORKSHOPS

# Creating an Engaging Workplace Course for Managers

## ONLINE COURSE

### Program Description

The Creating an Engaging Workplace Course for Managers provides managers with insights into how they can increase productivity and success by working with a focus on engagement. Armed with a deeper understanding of engagement, managers can lead teams with a focus on engagement, resulting in increases in productivity, profitability and customer service metrics.

This unique online learning course includes four parts: three engaging, self-paced online learning sections and one highly interactive live session to close the course. This course includes

practical activities to help participants learn how to create an engaging workplace.

### Anticipated Impact

During this course, managers will develop an understanding of the factors that influence engagement, gain insights into 12 actionable workplace elements, analyze and interpret their team's current state of engagement, identify specific actions they can take to enhance their team's engagement, and learn how to lead individual and team conversations about engagement throughout the year.

## COURSE DETAILS

**LENGTH:** Three and a half hours of total learning time

**TARGET AUDIENCE:** The course is for people managers and supervisors who are responsible for a team's performance.

**FORMAT:** Blended online learning that includes three self-paced online learning sections and one live, instructor-led webinar (60

minutes) via Gallup's Learning Management System

**BEFORE THE COURSE:** No prerequisites

### DIGITAL MATERIALS INCLUDED:

- Creating an Engaging Workplace Manager Packet



# Creating an Engaging Workplace Course for Managers

## ONE-DAY INSTRUCTOR-LED COURSE

### Program Description

This course gives managers advanced insights into how they can increase productivity and success by focusing on engagement. Armed with a deeper understanding of employee engagement, the materials from the course and an intentional focus on engagement, managers will see increases in their team's productivity, profitability and customer service metrics. Participants will practice using the course packet, allowing them to focus on how to integrate the core course principles through experiential application.

### Anticipated Impact

During this course, managers will get the insights, strategies, solutions and instruction they need to create an engaged and high-performing team. Managers will better understand their responsibility and role in creating engagement. They will start to lead using the 12 elements of engagement as a guide. To improve team culture and performance, they will have regular conversations with their employees about engagement and identify actions that will boost engagement and performance.

## COURSE DETAILS

**LENGTH:** One day

**TARGET AUDIENCE:** People managers and supervisors who are responsible for a team's performance

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** No prerequisites

### MATERIALS INCLUDED:

- Creating an Engaging Workplace Manager Packet:
  - Driving Employee Engagement Workbook
  - Implementation Guide for Managers
  - Engagement Resource Guide
  - Q<sup>12</sup> Results Discovery Tool
  - State of the Team Conversation Outline
  - State of the Team Tool



## Creating an Engaging Workplace Manager Packet

### AVAILABLE IN PRINT AND DIGITAL FORMAT

The Creating an Engaging Workplace Manager Packet translates Gallup's latest research on engagement and our decades of experience working with the world's best managers into an approachable and agile set of tools for transforming engagement in the workplace.

The packet includes:

- Driving Employee Engagement Workbook
- Implementation Guide for Managers
- Engagement Resource Guide
- Q<sup>12</sup> Results Discovery Tool
- State of the Team Conversation Outline
- State of the Team Tool

This packet is included with the Creating an Engaging Workplace for Managers Courses and Webinar Series.

DIGITAL  
LEARNING

STRENGTHS  
DEVELOPMENT

STRENGTHS  
COACHING

EMPLOYEE  
ENGAGEMENT

PERFORMANCE  
MANAGEMENT

TALENT-BASED  
HIRING

ENTREPRENEURSHIP

RESEARCH-BASED  
WORKSHOPS



# Creating an Engaging Workplace for Managers Webinar Series

## INSTRUCTOR-LED WEBINAR

### Program Description

The Creating an Engaging Workplace for Managers Webinar Series will introduce managers to the 12 elements of engagement. With each webinar, participants will better understand how to create an engaging culture, learn how to lead effective conversations about the state of their team and discover how to keep engagement alive throughout the year by ensuring that they focus on goals that affect their team's engagement. Managers will become more effective at identifying actions that facilitate development and improve team performance.

### Webinar 1: Understanding and Measuring Engagement

This webinar will introduce the factors that influence engagement and illustrate how to use the 12 elements of engagement to improve team culture and performance.

### Webinar 2: Analyzing Results and Leading State of the Team Conversations

This webinar will help managers read and analyze their team's engagement results. It will guide managers through the process of leading an effective State of the Team conversation to assess their team's current state of engagement and identify actions to achieve their performance goals.

### Webinar 3: Focusing on Engagement Every Day

This webinar will help managers make engagement a priority every day by giving team goals visibility and leading engaging conversations.



## COURSE DETAILS

**LENGTH:** Each webinar is 55 minutes.

**TARGET AUDIENCE:** These webinars are for people managers and supervisors who are responsible for a team's performance.

**FORMAT:** Instructor-led webinar

**BEFORE THE COURSE:** No prerequisites

### DIGITAL MATERIALS INCLUDED:

- Creating an Engaging Workplace Manager Packet:
  - Driving Employee Engagement Workbook
  - Implementation Guide for Managers
  - Engagement Resource Guide
  - Q<sup>12</sup> Results Discovery Tool
  - State of the Team Conversation Outline
  - State of the Team Tool



Managers' engagement has a direct impact on employees' engagement. Employees who are supervised by highly engaged managers are 59% more likely to be engaged than those supervised by actively disengaged managers.

# Driving Employee Engagement Webinar for Managers

## INSTRUCTOR-LED WEBINAR

### Program Description

The Driving Employee Engagement Webinar for Managers gives participants the fundamental education they need to create a more engaged workplace. This webinar introduces managers and supervisors to employee engagement: what it is, why it is important and what to do about it.

### Anticipated Impact

During this webinar, managers will get foundational knowledge and strategies to understand, measure and create engagement on their team. Managers will be able to recognize the factors that influence engagement. And they will learn how to lead a State of the Team conversation and how to build a plan to increase engagement.



## COURSE DETAILS

**LENGTH:** 55 minutes

**TARGET AUDIENCE:** This webinar is for people managers and supervisors who are responsible for a team's performance.

**FORMAT:** Instructor-led webinar

**BEFORE THE COURSE:** The Driving Employee Engagement Workbook is required for this webinar and sold separately.

**DIGITAL MATERIALS INCLUDED:** None, but each webinar participant must have a Driving Employee Engagement Workbook (sold separately).

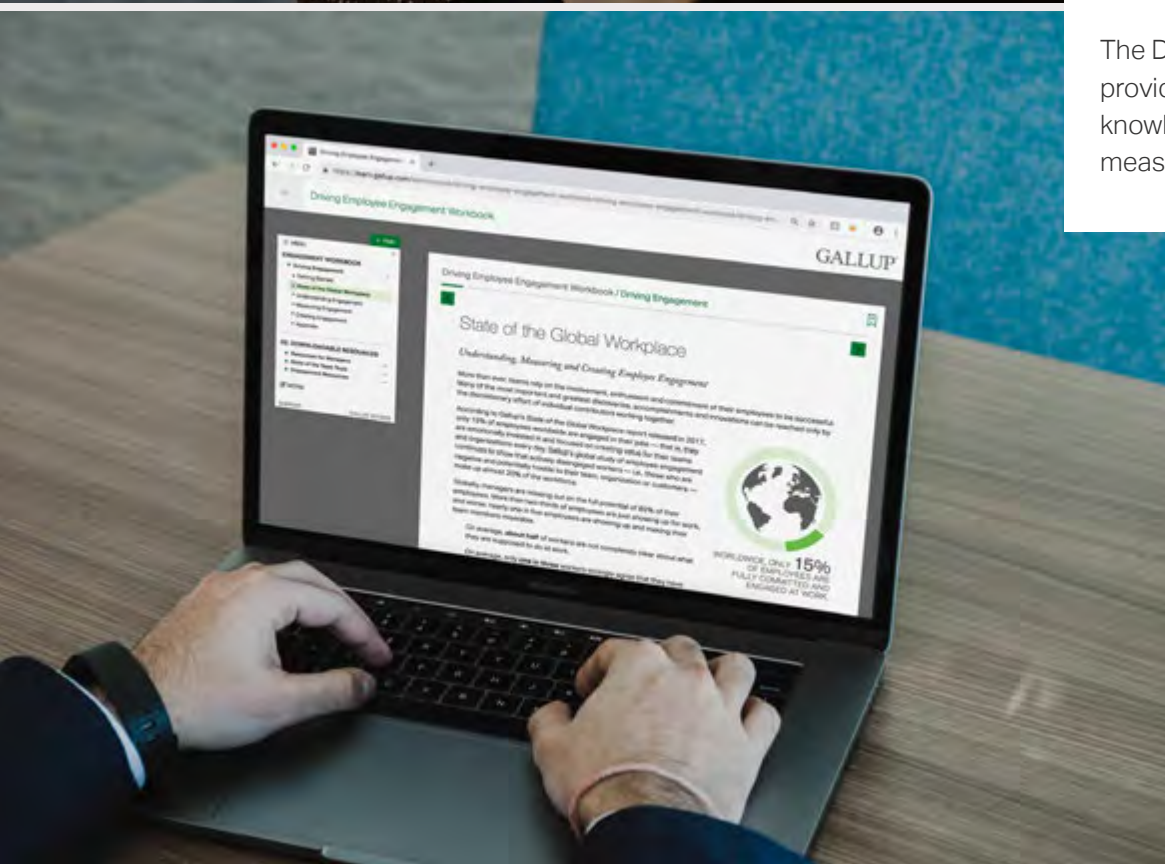




## Driving Employee Engagement Workbook

AVAILABLE IN PRINT AND DIGITAL FORMAT

The Driving Employee Engagement Workbook provides managers with foundational knowledge, strategies and tools to understand, measure and create engagement on their team.



DIGITAL  
LEARNING

STRENGTHS  
DEVELOPMENT

STRENGTHS  
COACHING

EMPLOYEE  
ENGAGEMENT

PERFORMANCE  
MANAGEMENT

TALENT-BASED  
HIRING

ENTREPRENEURSHIP

RESEARCH-BASED  
WORKSHOPS



# Engagement Matters

## HALF-DAY INSTRUCTOR-LED COURSE

### Program Description

This half-day course provides managers with advanced insights into how they can increase productivity and success by focusing on engagement. Armed with a deeper understanding of employee engagement and an intentional focus on engagement, managers will see increases in their team's productivity, profitability and customer service metrics.

### Anticipated Impact

During this course, leaders and managers receive insights and advice they can use to create an engaging workplace culture. To improve team culture and performance, leaders and managers learn how to lead using the 12 elements of engagement. This course provides research-based findings and advice about the complexity of leading and managing in the ever-evolving workplace. This learning and advice helps leaders and managers start to take the necessary steps toward creating a more committed, high-performing workplace.



## COURSE DETAILS

**LENGTH:** Half day

**TARGET AUDIENCE:** This course is for organizational leaders, people managers and supervisors who are responsible for leading an organization or managing a team's performance.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** No prerequisites

**MATERIALS INCLUDED:** Engagement Matters Companion Guide



# Engagement Matters Webinar

## INSTRUCTOR-LED WEBINAR

### Program Description

This webinar gives leaders and managers insights and advice they can use to improve the culture of their workplace. Participants will learn how to increase productivity and success by working with a focus on engagement. Armed with a greater understanding of what creates an engaging culture, leaders and managers can lead teams with an intentional focus on engagement, resulting in increases in productivity, profitability and customer service metrics.

### Anticipated Impact

This 55-minute webinar provides advanced insights into the complexity of managing teams in today's workplace. Participants will learn how to increase productivity and success by working with a focus on engagement.

## COURSE DETAILS

**LENGTH:** 55 minutes

**TARGET AUDIENCE:** This webinar is for organizational leaders, people managers and supervisors who are responsible for leading an organization or managing a team's performance.

**FORMAT:** Instructor-led webinar

**BEFORE THE COURSE:** No prerequisites

**DIGITAL MATERIALS INCLUDED:** Engagement Matters Companion Guide

# Building Accountability for Engagement Course for Managers

## HALF-DAY INSTRUCTOR-LED COURSE

### Program Description

This half-day course provides managers with insights into maintaining productivity and team success by focusing on engagement. Through guided discussions and group activities, managers share best practices and challenges as well as learn strategies and techniques to build accountability for engagement within their team. This course will give managers the information and materials they need to build and sustain high levels of team performance and engagement.

### Anticipated Impact

During this course, managers will gain the insights, strategies, solutions and instruction they need to maintain high-performing, engaged teams. They will learn how to lead regular conversations with their employees about engagement, identify actions to improve engagement and performance, and encourage a culture of ownership for individual and team engagement.



## COURSE DETAILS

**LENGTH:** Half day

**TARGET AUDIENCE:** This course is for people managers and supervisors who are responsible for a team's performance.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** Individuals must complete the Creating an Engaging Workplace Course for Managers or the Driving Employee Engagement Webinar for Managers.

### MATERIALS INCLUDED:

- Building Accountability for Engagement Manager Packet:
  - Building Accountability for Engagement Workbook
  - One-on-One Engagement Discussion Guide
  - Team Huddles and Brief Activities Resource
  - Engaging Conversation Starters Tool
  - Engagement Starts With You/State of the Team Tool Poster

# Building Accountability for Engagement Course for Managers

## ONE-DAY INSTRUCTOR-LED COURSE

### Program Description

This course provides managers with insights into maintaining productivity and team success by focusing on engagement. Through guided discussions and group activities, managers share best practices and challenges as well as learn strategies and techniques to build accountability for engagement within their team. By combining the resources in Gallup's Building Accountability for Engagement Manager Packet with the education they acquire during this course, managers will have the information and materials they need to build and sustain high levels of team performance and engagement.

Participants will practice using the course packet, allowing them to focus on how to integrate the core course principles through experiential application.

### Anticipated Impact

Managers will better understand their responsibility and role in building accountability for creating a culture of engagement.



They will learn how to lead regular conversations with their employees about engagement, identify actions to improve engagement and performance, and encourage a culture of ownership for individual and team engagement.

## COURSE DETAILS

**LENGTH:** One day

**TARGET AUDIENCE:** This course is for people managers and supervisors who are responsible for a team's performance.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** Individuals must complete the Creating an Engaging Workplace Course for Managers or the Driving Employee Engagement Webinar for Managers.

### MATERIALS INCLUDED:

- Building Accountability for Engagement Manager Packet:
  - Building Accountability for Engagement Workbook
  - One-on-One Engagement Discussion Guide
  - Team Huddles and Brief Activities Resource
  - Engaging Conversation Starters Tool
  - Engagement Starts With You/State of the Team Tool Poster



# Building Accountability for Engagement Webinar Series

## INSTRUCTOR-LED WEBINAR

### Program Description

The Building Accountability for Engagement Webinar Series gives managers insights they can use to continue building an engaging workplace. With each webinar, participants get a deeper understanding of the state of their team over time and learn how to interpret changes in engagement results. A concentrated emphasis on overcoming common engagement challenges, making engagement an everyday focus and leading ongoing conversations about engagement throughout the year prepares managers to build teams that take responsibility for engagement.

### Webinar 1: Understanding Change in Engagement Results

This webinar introduces more in-depth employee engagement concepts, including tactics for overcoming barriers to engagement and how to interpret changes in engagement results.

### Webinar 2: Leading Engaging Conversations

This webinar prepares managers to use the materials and resources in the Building Accountability for Engagement Manager Packet to engage, connect and motivate employees every day by integrating meaningful conversations into their leadership approach.

### Webinar 3: Creating a Culture of Accountability

This webinar helps managers build a culture in which all team members take responsibility for engagement.



## COURSE DETAILS

**LENGTH:** Each webinar is 55 minutes.

**TARGET AUDIENCE:** These webinars are for people managers and supervisors who are responsible for a team's performance.

**FORMAT:** Instructor-led webinar

**BEFORE THE COURSE:** Individuals must complete the Creating an Engaging Workplace Course for Managers or the Driving Employee Engagement Webinar for Managers.

**DIGITAL MATERIALS INCLUDED:** Building Accountability for Engagement Manager Packet



## Building Accountability for Engagement Manager Packet

### AVAILABLE IN PRINT AND DIGITAL FORMAT

The Building Accountability for Engagement Manager Packet has tools and resources to help managers facilitate quick, meaningful individual and team conversations to better understand and meet their employees' engagement needs.

The packet includes:

- Building Accountability for Engagement Workbook
- One-on-One Engagement Discussion Guide
- Team Huddles and Brief Activities Resource
- Engaging Conversation Starters Tool
- Engagement Starts With You/State of the Team Poster

This packet is included with the Building Accountability for Engagement Courses and Webinar Series.



DIGITAL  
LEARNING

STRENGTHS  
DEVELOPMENT

STRENGTHS  
COACHING

EMPLOYEE  
ENGAGEMENT

PERFORMANCE  
MANAGEMENT

TALENT-BASED  
HIRING

ENTREPRENEURSHIP

RESEARCH-BASED  
WORKSHOPS

# Engagement Results Manager Session

## CONSULTANT-LED INDIVIDUAL SESSION

### Program Description

The Engagement Results Manager Session incorporates findings from Gallup's extensive, ongoing research into how managers and teams build and maintain high levels of engagement.

During this session, a Gallup consultant will provide individual coaching to explore the foundation of employee engagement. The consultant will review the manager's or team leader's Q<sup>12</sup> engagement report, help them understand the story behind the engagement results and prepare them to lead a conversation with their direct reports. The consultant will help the manager or team leader determine actions to take with the team throughout the year.

### Anticipated Impact

This one-on-one session with a Gallup consultant provides managers or team leaders with insights into how they can increase productivity and success for their team by working with a focus on engagement.

**70%** of the reasons employees give for leaving an organization can be attributed back to issues in which their local manager had direct influence.

## COURSE DETAILS

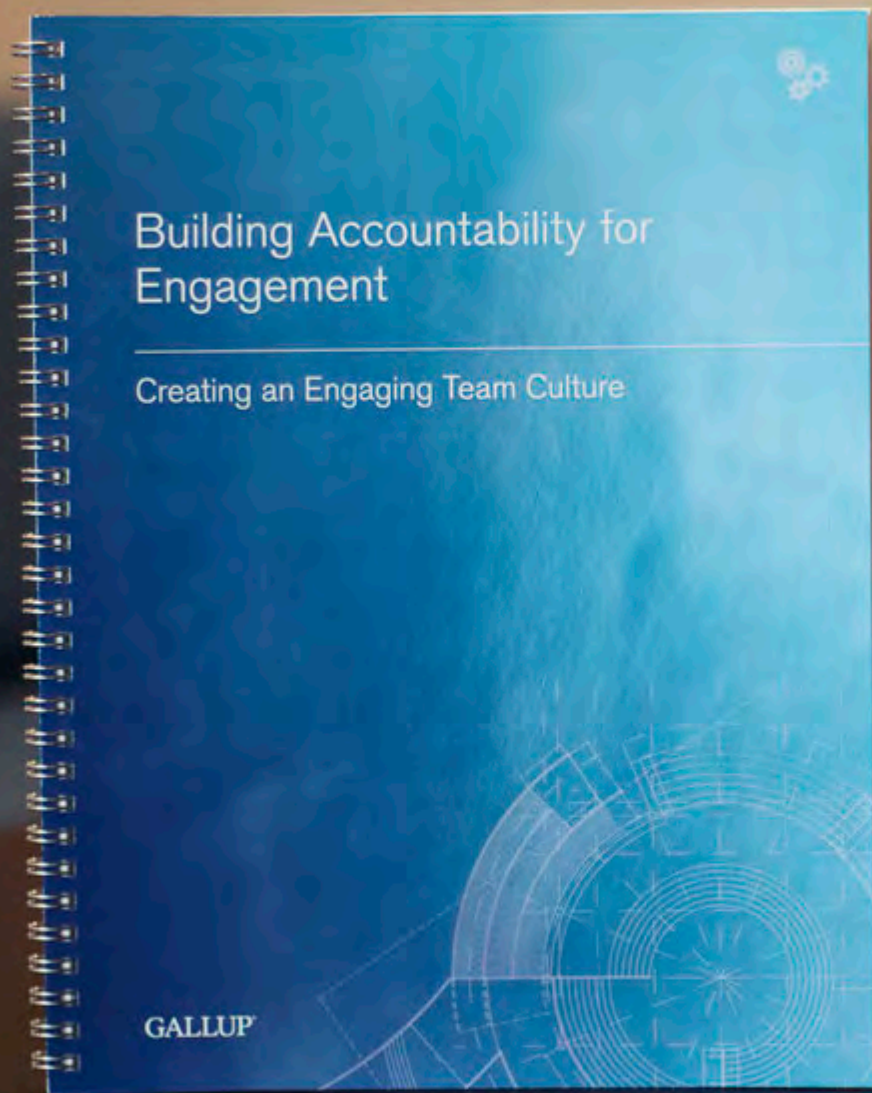
**LENGTH:** 60 minutes

**TARGET AUDIENCE:** This session is for managers or team leaders who are using the Q<sup>12</sup> employee engagement survey, who receive a team-specific report and who would benefit from coaching about creating a culture of engagement for their workgroup.

**FORMAT:** Consultant-led individual session

**BEFORE THE COURSE:** Managers should review their team's Q<sup>12</sup> results before the session.

**MATERIALS INCLUDED:** None



## Building Accountability for Engagement Workbook

### AVAILABLE IN PRINT FORMAT

The Building Accountability for Engagement Workbook will help managers better understand their team's changing engagement results, lead more purposeful, engaging conversations and create a culture of accountability on their team and in their organization.



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22% of employees strongly agree the leadership of their organization has a clear direction for the organization.

13% of employees strongly agree the leadership of their organization communicates effectively with the rest of the organization.



## Leaders

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Leaders need to understand and communicate the importance of creating a culture of engagement. They are responsible for generating the culture shift that creates an engaged workplace and team.

# Workshop: The Impact of Engagement on Your Organization

## INSTRUCTOR-LED WORKSHOP

### Program Description

This workshop incorporates findings from Gallup's extensive, ongoing research into how companies, leaders, managers and teams build and maintain high levels of engagement and performance. This working session will equip leaders to recognize engagement's effect on individual, team and organizational performance. In addition, participants will better understand their roles and responsibilities as the owners and leaders of an engaging culture so that they can start to develop and communicate a clear vision for success.

### Anticipated Impact

This workshop will give leaders insights into how they can increase productivity and success by leading with a focus on engagement. Participants will better understand their role in fostering a culture of engagement in their organization.



## COURSE DETAILS

**LENGTH:** Two hours

**TARGET AUDIENCE:** This workshop is for senior leadership team members who are responsible for creating a culture of engagement and for reinforcing their organization's values and direction.

**FORMAT:** Instructor-led workshop

**BEFORE THE COURSE:** No prerequisites, but it is best to attend this workshop before fielding the Q<sup>12</sup> survey.

**MATERIALS INCLUDED:** The Impact of Engagement Workbook for Leaders

# Workshop: Using the Organization's Q<sup>12</sup>® Results to Improve Engagement and Performance

## INSTRUCTOR-LED WORKSHOP

### Program Description

This workshop incorporates findings from Gallup's extensive, ongoing research into how companies, leaders, managers and teams build and maintain high levels of engagement and performance. This working session will equip leaders to take ownership for their own engagement and to identify how their leadership and management styles influence workgroup culture and employee engagement. Leaders will also develop a strategy to increase their leadership team's engagement and to model those approaches for the entire organization. Finally, leaders will identify specific actions grounded in organizational best practices that they and their leadership team can take to enhance employee engagement.

### Anticipated Impact

During this workshop, leaders will identify specific actions they can take to support their organization's engagement strategy.



## COURSE DETAILS

**LENGTH:** Two hours

**TARGET AUDIENCE:** This workshop is for senior leadership team members who are responsible for creating a culture of engagement and for reinforcing their organization's values and direction.

**FORMAT:** Instructor-led workshop

**BEFORE THE COURSE:** No prerequisites, but it is best to attend this workshop immediately after the executive presentation of the Q<sup>12</sup> survey results.

**MATERIALS INCLUDED:**

- Taking Action Workbook for Leaders
- Engaging Leaders Conversation Guide



# Leadership Results Briefing Session

## CONSULTANT-LED TEAM SESSION

### Program Description

For this session, a Gallup consultant will meet with the leadership team to discuss insights into the organization's Q<sup>12</sup> survey results. The consultant will help executive team members focus on the importance of their leadership role in creating a culture of engagement and identify their organization's top performance goals and next steps.

Leadership Results Briefing Sessions are customized for organizations based on the survey administration being implemented. Briefings include results sessions for organizations in the first survey administration, those in subsequent administrations and those that have incorporated the accountability questions in their engagement survey.

### Anticipated Impact

During this session, executive team members will have an open dialogue and discuss a strategy to create and sustain a culture of engagement in their organization. The team will also examine how to keep their organization focused on creating and sustaining an engaging culture.

Employees who are supervised by highly engaged managers are **59%** more likely to be engaged than those supervised by actively disengaged managers.

## COURSE DETAILS

**LENGTH:** Two-hour consultant-led session  
(Alternate delivery option: 90-minute webinar)

**TARGET AUDIENCE:** This team session is for senior leadership team members who are responsible for creating a culture of engagement and for reinforcing their organization's values and direction.

**FORMAT:** Consultant-led team session (or webinar)

**BEFORE THE COURSE:** No prerequisites, but it is best to attend this session after reviewing the organization's Q<sup>12</sup> results.

**MATERIALS INCLUDED:** None



15% of employees strongly agree that the leadership of their organization makes them enthusiastic about the future.

RESEARCH-BASED  
WORKSHOPS

ENTREPRENEURSHIP

TALENT-BASED  
HIRING

PERFORMANCE  
MANAGEMENT

EMPLOYEE  
ENGAGEMENT

STRENGTHS  
COACHING

STRENGTHS  
DEVELOPMENT

DIGITAL  
LEARNING

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About one in four workers strongly agree that they have shared what they consider to be their best accomplishments with someone at work. Engagement increases when you can share your best accomplishments with others and they can share theirs with you.



## Individual Contributors

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Employees throughout an organization need to understand the role that engagement plays in their own, their team's and their organization's work.



# Creating an Engaging Workplace Webinar for Individual Contributors

## INSTRUCTOR-LED WEBINAR

### Program Description

This course incorporates findings from Gallup's extensive, ongoing research into employee engagement and introduces the foundational concepts of engagement. It will help all employees, including individual contributors, appreciate the importance of engagement, understand their role in the process and realize the importance of their participation in the Gallup Q<sup>12</sup> survey.

In top-performing organizations, all employees share a commitment to engagement. These organizations communicate engagement goals and messages to everyone, collect and share best practices, and elevate issues that create barriers to engagement.

### Anticipated Impact

During this webinar, individuals and teams will learn their role in the engagement process and discover how they can take action to support engagement.

Actively disengaged employees are almost twice as likely as engaged employees to seek new jobs.



## COURSE DETAILS

**LENGTH:** 55 minutes

**TARGET AUDIENCE:** This course is designed for an all-company employee engagement launch. If necessary, the consultant can focus this session toward individual contributors who work independently or collaboratively in a technical or specialized capacity.

**FORMAT:** Instructor-led webinar

**BEFORE THE COURSE:** No prerequisites

**DIGITAL MATERIALS INCLUDED:** None

# Building Accountability for Engagement Webinar for Individual Contributors

## INSTRUCTOR-LED WEBINAR

### Program Description

This webinar builds on the organization's understanding of the concepts of engagement. Employee engagement is everyone's responsibility. The culture that managers and teams build is instrumental to their success. When all employees help create an engaging workplace, creativity, productivity and passion produce key business results.

Gallup's Building Accountability for Engagement Webinar for Individual Contributors incorporates findings from Gallup's extensive, ongoing research into employee engagement.

This webinar reinforces the foundational concepts of engagement. It helps a general audience, including individual contributors, appreciate the importance of engagement and understand changes in engagement results. The webinar also assists all employees in becoming more aware of their roles in the engagement process and the importance of their participation in the Gallup Q<sup>12</sup> survey to create a culture of accountability.



### Anticipated Impact

With a solid understanding of engagement's role in an organization and an assessment of how the team and organization are doing, individuals and teams learn their roles in the engagement process and how they can take action to support engagement.

## COURSE DETAILS

**LENGTH:** 55 minutes

**TARGET AUDIENCE:** The audience for this webinar for an all-company launch will include leaders, Engagement Champions, managers and individual contributors. The facilitator can also focus on individual contributors who work independently or collaboratively in a technical or specialized capacity during the webinar.

**FORMAT:** Instructor-led webinar

**BEFORE THE COURSE:** Participants must complete the Creating an Engaging Workplace Webinar for Individual Contributors.

**DIGITAL MATERIALS INCLUDED:** None

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Every day across the globe, eight people walk into a workplace, and seven of them are not engaged in their work. They are not involved in, committed to or enthusiastic about their job or organization.

Even more devastating is that this fact has not changed over the past 15 years.

What this speaks to, though, is an opportunity to vastly improve our workplaces.



## Champions

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Engagement Champions are change agents who promote engagement and provide ongoing support and coaching to leaders, managers and teams. A network of Engagement Champions can help an organization make the necessary changes to create a great working environment and thriving teams.



# Creating an Engaging Workplace Course for Engagement Champions

## TWO-DAY INSTRUCTOR-LED COURSE

### Program Description

This course will give Engagement Champions simple conceptual strategies and techniques to create an engaging culture by promoting engagement, offering advice, collecting best practices and working with managers. This two-day course will give participants the robust knowledge they need to become experts on engagement, including how to help guide, support, teach and coach managers on the actions and behaviors they should adopt to positively influence the engagement of their employees and teams.

### Anticipated Impact

During this course, participants will become engagement experts. Engagement Champions help leaders and managers incorporate slight shifts in behavior to inspire engagement, foster collaboration and connect employees more deeply with their managers, teams and organizations. This course will prepare participants to facilitate half-day learning sessions for managers to help them incorporate engaging behaviors.



## COURSE DETAILS

**LENGTH:** Two days

**TARGET AUDIENCE:** This course is for Engagement Champions. Engagement Champions can be HR team members, business partners, respected leaders or managers, or individual contributors who demonstrate enthusiasm for creating an engaging work environment. Gallup consultants can offer guidance, materials and

training to help organizations recruit, select and build a network of effective Engagement Champions.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** No prerequisites

## COURSE DETAILS, CONTINUED

### MATERIALS INCLUDED:

- Learning Journal
- Engagement Every Day Champions Toolkit:
  - Engagement Resource Guide
  - Gallup Q<sup>12</sup> and Employee Engagement FAQs
  - State of the Team Conversation Guide
  - Engagement Champions Coaching Conversation Guide
  - Promoting Engagement Presentation Guide
  - Creating an Engaging Workplace Course for Managers Facilitation Guide
  - Engagement Champions Communication Guide

### WEBINARS INCLUDED:

#### Creating an Engaging Workplace Course for Engagement Champions Implementation Webinars

Nothing shapes employees' engagement more than their manager does. Gallup research shows that at least 70% of the factors that affect engagement are local, meaning they are in a manager's control. Engagement Champions help managers with engagement efforts by providing ongoing support and consulting throughout the year.

The Creating an Engaging Workplace Course for Engagement Champions Implementation Webinars are three webinars that build on the fundamental concepts of creating an environment where engagement can thrive and prepare Engagement Champions to lead consulting conversations with managers. The consulting conversations help managers integrate facts, develop solid judgment and take intentional action to influence engagement. As an extension of the Creating an Engaging Workplace Course for Engagement Champions, these webinars provide Champions with continuous learning to support the actions they identified in the course.

- Creating an Engaging Workplace Manager Packet:
  - Driving Employee Engagement Workbook
  - Implementation Guide for Managers
  - Engagement Resource Guide
  - Q<sup>12</sup> Results Discovery Tool
  - State of the Team Conversation Outline
  - State of the Team Tool
- Gallup Employee Engagement Hierarchy Quick Reference Card
- Distribution Resources to Promote Engagement



### WEBINAR SERIES OVERVIEW:

- Webinar 1: Review Q<sup>12</sup> Results and the State of the Team Conversation
- Webinar 2: Make Engagement Intentional Throughout the Year
- Webinar 3: Reassess and Modify the Approach as Needed and Share Best Practices

# Creating an Engaging Workplace Course for Engagement Champions

## ONE-DAY INSTRUCTOR-LED COURSE

### Program Description

This course will give Engagement Champions simple conceptual strategies and techniques to create an engaging culture by promoting engagement, offering advice, collecting best practices and working with managers. This one-day course will give participants the foundational knowledge they need to become Engagement Champions, including helping managers review their team's Q<sup>12</sup> survey results reports.

### Anticipated Impact

During this course, participants will become engagement experts. Engagement Champions help leaders and managers incorporate slight shifts in behavior to inspire engagement, foster collaboration and connect employees more deeply with their managers, teams and organizations.



## COURSE DETAILS

**LENGTH:** One day

**TARGET AUDIENCE:** This course is for Engagement Champions. Engagement Champions can be HR team members, business partners, respected leaders or managers, or individual contributors who demonstrate enthusiasm for creating an engaging work environment. Gallup consultants can offer guidance, materials and training to help organizations recruit, select and build a network of effective Engagement Champions.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** No prerequisites

### MATERIALS INCLUDED:

- Learning Journal
- Components From the Engagement Every Day Champions Toolkit:
  - Engagement Resource Guide
  - Engagement Champions Coaching Conversation Guide
  - Gallup Q<sup>12</sup> and Employee Engagement FAQs
  - State of the Team Conversation Guide
  - Gallup Employee Engagement Hierarchy Quick Reference Card
  - Distribution Resources to Promote Engagement



COURSE DETAILS, CONTINUED

WEBINARS INCLUDED:

Creating an Engaging Workplace Course for Engagement Champions Implementation Webinars

Nothing shapes employees' engagement more than their manager does. Gallup research shows that at least 70% of the factors that affect engagement are local, meaning they are in a manager's control. Engagement Champions help managers with engagement efforts by providing ongoing support and consulting throughout the year.

The Creating an Engaging Workplace Course for Engagement Champions Implementation Webinars are three webinars that build on the fundamental concepts of creating an environment where engagement can thrive and prepare Engagement Champions to lead consulting conversations with managers. The consulting conversations help managers integrate facts, develop solid judgment and take intentional action to influence engagement.

As an extension of the Creating an Engaging Workplace Course for Engagement Champions, these webinars provide Champions with continuous learning to support the actions they identified in the course.

WEBINAR SERIES OVERVIEW:

- Webinar 1: Review Q<sup>12</sup> Results and the State of the Team Conversation
- Webinar 2: Make Engagement Intentional Throughout the Year
- Webinar 3: Reassess and Modify the Approach as Needed and Share Best Practices



# Building Accountability for Engagement Course for Engagement Champions

## ONE-DAY INSTRUCTOR-LED COURSE

### Program Description

This course will teach Engagement Champions how to use their experiences to develop their engagement knowledge and expertise. Engagement Champions will learn how to assess the level of attention and accountability their organization gives to engagement. They will share best practices and determine how to overcome barriers to engagement. Using the information and tools from the course, Engagement Champions will help managers in their organization refine their approach to — and build a culture of — engagement by shifting their behaviors, style and approach.

### Anticipated Impact

During this course, participants will learn how to make sense of trending data, help managers lead meaningful conversations with their employees and create a team culture of accountability



for engagement. This course will prepare participants to lead targeted consulting conversations with managers based on their team's engagement level.

## COURSE DETAILS

**LENGTH:** One day

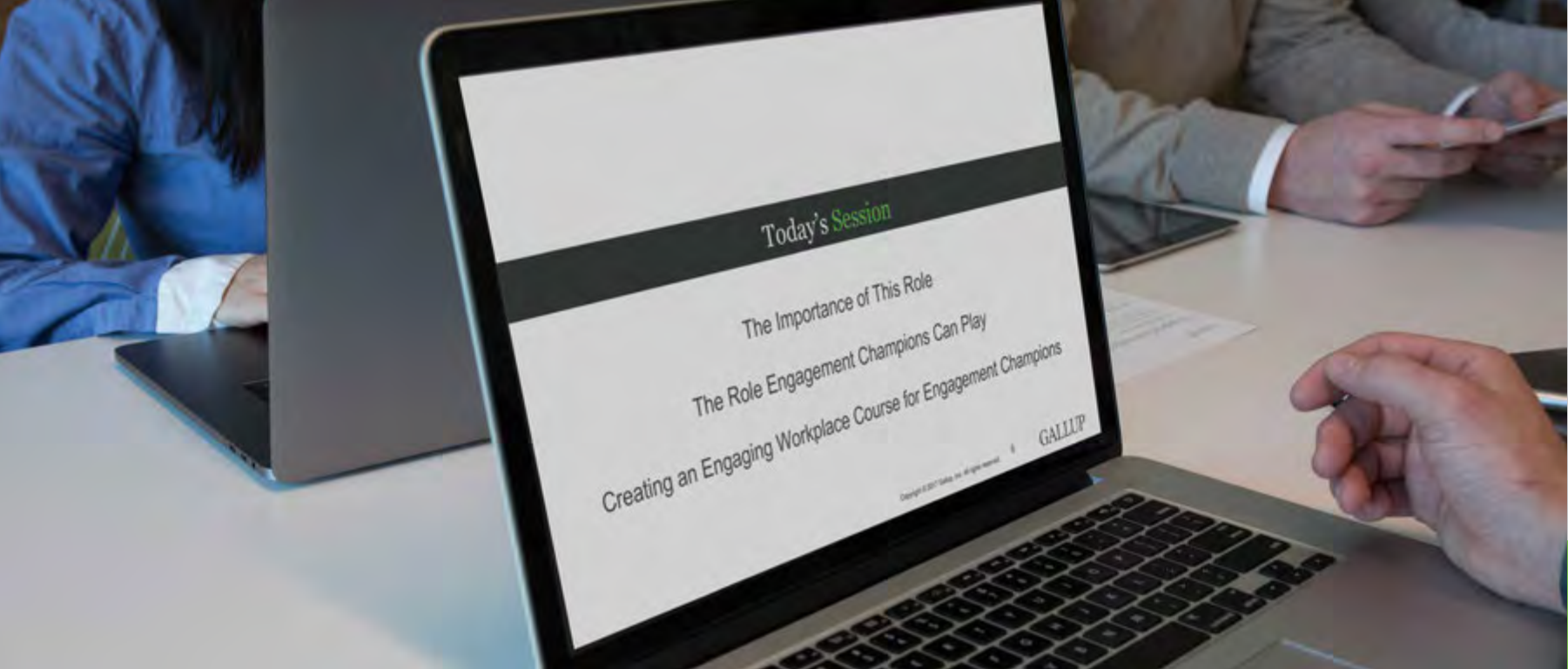
**TARGET AUDIENCE:** This course is for Engagement Champions. Engagement Champions can be HR team members, business partners, respected leaders or managers, or individual contributors who demonstrate enthusiasm for creating an engaged work environment.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** Individuals must complete the one-day or two-day Creating an Engaging Workplace Course for Engagement Champions.

### MATERIALS INCLUDED:

- Learning Journal
- Quartile Consulting Guide for Engagement Champions
- Building Accountability for Engagement Manager Packet:
  - Building Accountability for Engagement Workbook
  - One-on-One Engagement Discussion Guide
  - Team Huddles and Brief Activities Resource
  - Engaging Conversation Starters Tool
  - Engagement Starts With You/State of the Team Tool Poster



# Pre-Survey Launch Webinar for Champions

## INSTRUCTOR-LED WEBINAR

### Program Description

In this webinar, participants will learn the basics of engagement and become familiar with the responsibilities of an effective Champion before attending the Creating an Engaging Workplace Course for Engagement Champions. Participants will start to realize the importance of the Engagement Champion role and why organizations need knowledgeable advisers and

transformational change agents who effectively advocate for and direct engagement initiatives.

### Anticipated Impact

During this webinar, participants will gain a high-level understanding of their role and responsibilities as Engagement Champions.

## COURSE DETAILS

**LENGTH:** 45 minutes

**TARGET AUDIENCE:** This webinar is for Engagement Champions who will attend the Creating an Engaging Workplace Course for Engagement Champions.

**FORMAT:** Instructor-led webinar

**BEFORE THE COURSE:** No prerequisites

**DIGITAL MATERIALS INCLUDED:** None



# Resources for Engagement Program Leaders

## Engagement Champions Consulting Guide

### Description

The Engagement Champions Consulting Guide is a comprehensive resource that describes what Engagement Champions do and the influence they can have on engagement and performance. The guide outlines steps for developing an Engagement Champions program, including how to select, deploy, motivate and support the Champions network over time.

### Anticipated Impact

This guide will help individuals who are responsible for their organization's Champions network better understand

engagement and the Engagement Champion role and how to build a network of engagement experts to accelerate engagement and optimize organizational growth.

### Target Audience

This guide is for individuals who are responsible for overseeing the Engagement Champions network in their organization.

### Format

Print and digital

# Engagement Champions Selection Webinar

## Program Description

This webinar will serve as an initial consulting session to help organizations start the process of developing an Engagement Champions network. Participants will learn about Engagement Champions’ role and responsibilities in an organization. Because Engagement Champions provide learning, coaching and support to optimize engagement, webinar participants will also learn how to create a selection strategy to ensure that they ask the right individuals to serve as Engagement Champions. Finally, participants will explore selection criteria that they should consider before selecting a network of Champions.

## Anticipated Impact

During this webinar, participants will gain a high-level understanding of how to select, develop and deploy a talented team of Engagement Champions who are responsible for promoting engagement initiatives in the organization.

## Length

55 minutes

## Target Audience

This webinar is for individuals who are responsible for and in the initial stages of selecting, developing and deploying a motivated network of Engagement Champions.

## Format

Instructor-led webinar

## Before the Course

No prerequisites

## Digital Materials Included

Engagement Champion Interview Guide

# Engagement Champion Interview Guide

## Description

The Engagement Champion Interview Guide includes discussion questions that will help organizations decide whom to include in their Engagement Champions network. While not a comprehensive evaluation, checklist or scored interview, this guide is an effective tool for learning more about people and their predisposition for the Engagement Champion role. It includes a description of baseline requirements for the role and an effective interview to learn how a person might perform as a Champion and fit into the Engagement Champions team the organization is building.

## Anticipated Impact

This interview guide will help organizations select effective Engagement Champions.



## Target Audience

This five-page guide is for individuals who are responsible for overseeing the Engagement Champions network in their organization.

## Format

Print and digital





Only two in 10 employees strongly agree that their performance is managed in a way that motivates them to do outstanding work.

# Performance Management

## Traditional performance management systems are broken.

Companies, leaders, managers and employees have long participated in costly, time-consuming and frustrating performance reviews that do not yield clear improvements in individual or organizational performance. In fact, many large organizations spend thousands of hours and millions of dollars on activities that don't work and that drive out top talent.

Many industry leaders have made headlines for pioneering large-scale changes to their traditional performance evaluation systems, and many more are considering reinventing their approach to performance management to meet the changing needs of the modern workforce.

But before businesses try to redesign their performance management systems, they need to understand which parts of their systems are broken and why. To create a new, sustainable approach, companies must commit to more effectively defining performance expectations, measuring and reviewing progress, adjusting goals, recognizing accomplishments, and developing individual employees.

With Gallup's performance management course offerings, managers will:

- examine how performance management approaches developed into what they are today and why traditional approaches to performance reviews no longer achieve their intended results
- learn about Gallup's science-based recommendations for how to transform ineffective performance management practices into effective performance development coaching
- determine how to align employee development with sound performance measurement and accountability practices

# Leading High-Performance Teams

## TWO-DAY INSTRUCTOR-LED COURSE

### Program Description

This fast-paced course fosters participants' ability to manage effectively and to create and sustain high performance — with each team member and with their team as a whole. Managers will get the techniques and practical experience they need to manage using a strengths-based, engagement-focused and performance-oriented approach. Throughout this course, managers will learn how to use numerous resources and tools to lead individual and team conversations that help people understand and appreciate their talents, build their engagement, and establish performance expectations for greater success. In addition, approximately one month after the course, managers will talk one-on-one with a Gallup performance coach to sustain the momentum they built in the course and address any challenges hindering their own or their team's effectiveness, engagement or performance.



### Anticipated Impact

During this course, managers will learn how to integrate the strategies and principles of the world's best managers into their own unique management approach. And they will apply these strategies to achieve higher levels of team engagement and unprecedented performance.

## COURSE DETAILS

**LENGTH:** Two days

**TARGET AUDIENCE:** This course is for people managers who want proven strategies, principles and activities that will engage every team member and enhance overall team performance.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** Individuals must complete the CliftonStrengths assessment.

**AFTER THE COURSE:** One-on-one, 60-minute coaching session with a Gallup performance coach

**MATERIALS INCLUDED:** During this course, participants will receive and practice using the following resources and tools that they can apply to manage others effectively as soon as they return to the workplace:

- Leading High-Performance Teams Learning Journal
- CliftonStrengths Themes Quick Reference Card

- Managing for Engagement Resource Guide
- Leading High-Performance Teams Digital Kit:
  - Introduction to Employee Engagement Guidebook
  - Introduction to Strengths-Based Management Guidebook
  - Managing for Engagement Resource Guide
  - Leading Powerful Performance Conversations for Individuals and Teams
  - Individual Conversations Guide
  - Performance Orientation Tool
  - Team Conversation Tools
  - Engagement Posters
  - Understanding Your Q<sup>12</sup> Results
  - Q<sup>12</sup> Survey Implementation Guide
- Leading High-Performance Teams Commitment Card
- Course Completion Certificate
- CliftonStrengths 34 Results Report

# Leading High-Performance Teams

## ONLINE COURSE

### Program Description

The Leading High-Performance Teams online course incorporates Gallup’s latest research, findings and best practices on what it takes to deliver high performance in today’s changing workplace.

This unique online learning course has five parts: Parts 1-4 include an engaging, self-paced online learning section and a highly interactive live session. Part 5 is self-paced online learning that provides participants with practical activities to help them continue their journey to high performance. Participants complete this course entirely online and leave with the tools, techniques and practical experience they need to effectively manage in ways that create and sustain high performance personally, with each team member and with their team as a whole.

### Anticipated Impact

Managers will learn how to integrate the strategies and principles of the world’s best managers into their own unique management approach to achieve higher levels of team engagement and performance.



## COURSE DETAILS

**LENGTH:** 12 hours of total learning time

**TARGET AUDIENCE:** This course is for individuals who manage people, want a highly engaging online course, and want proven strategies, principles and activities for engaging every member of their team and enhancing their team’s overall performance.

**FORMAT:** Online learning that includes five self-paced online learning sections and four live, instructor-led sessions (90 minutes each) via Gallup’s Learning Management System

**BEFORE THE COURSE:** No prerequisites

**AFTER THE COURSE:** One-on-one, 60-minute coaching session with a Gallup performance coach

**DIGITAL MATERIALS INCLUDED:** Leading High-Performance Teams Digital Kit



# Leading High-Performance Teams Train-the-Trainer

## FOUR-DAY INSTRUCTOR-LED COURSE

### Program Description

For the first time, Gallup is sharing its foundational Leading High-Performance Teams management course with organizations that want to offer it to their managers. During this four-day train-the-trainer course, participants learn the essential skills and gain the knowledge, language and tools they need to introduce Leading High-Performance Teams to adult learners in an educational, thought-provoking and transformative way.

The Leading High-Performance Teams course incorporates Gallup's latest research, findings and best practices on what it takes to deliver high performance in today's changing workplace. By taking this course, participants receive the tools, techniques and practical experience they need to more confidently and effectively manage in ways that create and



sustain high performance personally, with each team member and with their team as a whole.

### Anticipated Impact

This four-day course prepares participants to deliver Gallup's Leading High-Performance Teams two-day course.

## COURSE DETAILS

**LENGTH:** Four days

**TARGET AUDIENCE:** This course is for the individuals an organization selects to facilitate the two-day Leading High-Performance Teams course. After the course, the facilitators will educate managers in their organization in the proven strategies, principles and activities for engaging every team member and enhancing the team's overall performance.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** Participants must take the CliftonStrengths assessment.

**AFTER THE COURSE:** Participants will have a one-on-one coaching conversation with a Gallup performance coach.

**MATERIALS INCLUDED:**

- Leading High-Performance Teams Facilitation Guide

- Leading High-Performance Teams Learning Journal
- CliftonStrengths Themes Quick Reference Card
- Managing for Engagement Resource Guide
- Leading High-Performance Teams Digital Kit:
  - Introduction to Employee Engagement Guidebook
  - Introduction to Strengths-Based Management Guidebook
  - Managing for Engagement Resource Guide
  - Leading Powerful Performance Conversations for Individuals and Teams
  - Individual Conversations Guide
  - Performance Orientation Tool
  - Team Conversation Tools
  - Engagement Posters
  - Understanding Your Q<sup>12</sup> Results
  - Q<sup>12</sup> Survey Implementation Guide



When managers help employees grow and develop through their strengths, they are more than twice as likely to engage their team members.

# Enabling Performance

## INSTRUCTOR-LED WEBINAR

### Program Description

The time has come to manage performance differently. Gallup has identified a seismic shift taking place in the world of performance management today. As such, many companies are abandoning traditional approaches to performance management because they have failed to clarify expectations, provide ongoing coaching and hold people accountable in ways that enable employees to perform at their best. After an extensive review and evaluation of its world-renowned databases of over 60 million employees, Gallup has identified key factors that are affecting performance management today. This led to the discovery of three core principles that allow managers to enable, improve and inspire the performance of individuals and teams alike.

When confronting poor performance, managers may prioritize metrics and measurement over development. Developing performance is the key to improving performance. This webinar provides managers with insights into this shift away from traditional performance management practices toward a new approach to performance development that is individualized



to a person's natural talents, performance needs and a sense of purpose.

### Anticipated Impact

After this webinar, managers will better understand the key areas to address when it comes to enabling, improving and inspiring performance by allowing them to focus their energy on the core principles that support employee performance.

## COURSE DETAILS

**LENGTH:** 55 minutes

**TARGET AUDIENCE:** This webinar is for people managers and supervisors who are responsible for an individual's or a team's performance.

**FORMAT:** Instructor-led webinar

**BEFORE THE COURSE:** No prerequisites

**DIGITAL MATERIALS INCLUDED:** None



# Developing Performance: Three Core Principles for Managing Performance

HALF-DAY INSTRUCTOR-LED COURSE

## Program Description

To be successful in today’s workplace, managers must take a new approach to managing performance — one that inspires and develops each team member to perform at their best. This half-day course gives managers practical experience in establishing clear expectations, applying the principles of effective coaching and creating accountability that is crucial to reinventing performance management practices. After completing the course, participants will have the knowledge and capabilities they need to integrate Gallup’s principles of performance development into their own approach to performance management.

## Anticipated Impact

During this course, participants will get the knowledge and experience they need to equip, enable and accelerate each team member’s performance by applying the core principles of performance development.



## COURSE DETAILS

**LENGTH:** Half day

**TARGET AUDIENCE:** This course is for managers who want proven principles, strategies and tactics to improve performance in today’s workplace.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** No prerequisites

### MATERIALS INCLUDED:

- Developing Performance Packet:
  - Three Core Principles for Managing Performance Learning Journal
  - Three Core Principles for Managing Performance Guidebook



# Developing Performance: Five Conversations That Drive Performance

## HALF-DAY INSTRUCTOR-LED COURSE

### Program Description

This course gives managers a framework for putting the core principles of performance development into practice through five key coaching conversations that Gallup has proven to drive performance. These conversations help managers begin to build trusting relationships, deliver effective coaching conversations, and lead progress reviews that inspire and motivate employees to own their performance, development and career. After completing the course, participants will understand and appreciate the power of conversation and will be able to lead each conversation confidently, ensuring that they position employees and teams to achieve their goals.

### Anticipated Impact

During this course, participants will get the knowledge and experience they need to equip, enable and accelerate each team member's performance by learning to lead five key coaching conversations.



## COURSE DETAILS

**LENGTH:** Half day

**TARGET AUDIENCE:** This course is for people managers who want the tools, resources and strategies they need to effectively lead coaching conversations that improve performance.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** No prerequisites

### MATERIALS INCLUDED:

- Developing Performance Packet:
  - Five Conversations That Drive Performance Learning Journal
  - Performance Conversations Guidebook



# Developing Performance

## ONLINE COURSE

### Program Description

At the core of the performance management problem is a vivid and distressing picture of employees going to work every day and facing unclear job expectations, little coaching from their manager, unfair accountability practices and a lack of opportunities for development.

Gallup's research reveals that employees are demanding a shift away from traditional performance management practices toward a new approach to performance development that is individualized to their natural talents, performance needs and sense of purpose.

### Anticipated Impact

During this course, participants gain the knowledge and experience that will help equip, enable and accelerate each team member's performance by applying the core principles of performance development and learning to lead the five coaching conversations.

## COURSE DETAILS

**LENGTH:** Seven hours of total learning time

**TARGET AUDIENCE:** This course is for anyone who manages people and wants proven principles, strategies and tactics needed to maximize performance in the modern workplace.

**FORMAT:** Blended online learning that includes four self-paced online learning sections and one live, instructor-led webinar (60 minutes) via Gallup's Learning Management System

**BEFORE THE COURSE:** No prerequisites

### DIGITAL MATERIALS INCLUDED:

- Developing Performance: Performance Conversations Guidebook

# Moving From Boss to Coach

## TWO-DAY INSTRUCTOR-LED COURSE

### Program Description

Gallup's most comprehensive research and analytics on human behavior in the workplace show that employees' needs and wants are shifting. The two-day Moving From Boss to Coach course provides managers with the insights, strategies and practical skills they need to deliver on employees' changing priorities and expectations, with the goal of performance excellence. This course will help managers develop the skills to build trusting relationships with their employees and team, understand their employees' needs, take an active role in providing meaningful feedback, deal with challenging conversations, and individualize each employee's development for optimum performance.

### Anticipated Impact

During this course, participants will learn to ask great questions, listen to individualize and take action to increase the performance of each employee, their team and the organization.



## COURSE DETAILS

**LENGTH:** Two days

**TARGET AUDIENCE:** This course is for people leaders/managers who want to develop the managerial coaching skills necessary to meet employees' changing expectations in the workplace.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** Individuals must complete the Leading High-Performance Teams course.

**AFTER THE COURSE:** One-on-one, 60-minute coaching session with a Gallup performance coach

### MATERIALS INCLUDED:

- Moving From Boss to Coach Learning Journal
- Barriers to Quick Connect Conversations Cards
- Individual Conversations Guide
- Leading Effective Conversations Flipbook
- What Gets in Your Way of Great Conversations Cards



NEW

DIGITAL  
LEARNINGSTRENGTHS  
DEVELOPMENTSTRENGTHS  
COACHINGEMPLOYEE  
ENGAGEMENTPERFORMANCE  
MANAGEMENTTALENT-BASED  
HIRING

ENTREPRENEURSHIP

RESEARCH-BASED  
WORKSHOPS

# Moving From Boss to Coach

## ONLINE COURSE

### Program Description

Gallup's most comprehensive research and analytics on human behavior in the workplace show that employees' needs and wants are shifting. The online Moving From Boss to Coach course provides managers with the insights, strategies and practical skills they need to deliver on employees' changing priorities and expectations, with the goal of performance excellence. This course will help managers develop the skills to build trusting relationships with their employees and

team, understand their employees' needs, take an active role in providing meaningful feedback, deal with challenging conversations, and individualize each employee's development for optimum performance.

### Anticipated Impact

Participants will leave this practical, skills-based course with powerful approaches they can apply to improve their managerial coaching skills.

## COURSE DETAILS

**LENGTH:** 10 hours of total learning time

**TARGET AUDIENCE:** This course is for people leaders/managers who want to develop the managerial coaching skills necessary to meet employees' changing expectations in the workplace.

**FORMAT:** Blended online learning that includes four self-paced online learning sections and four live, instructor-led webinars (60 minutes) via Gallup's Learning Management System

**BEFORE THE COURSE:** Participants must complete the Leading High-Performance Teams course.

**AFTER THE COURSE:** One-on-one, 60-minute coaching session with a Gallup performance coach

### DIGITAL MATERIALS INCLUDED:

- Leading High-Performance Teams Kit





Finding the most talented person for the job is the most important determinant of what any organization can become.

Every hire you make either increases the talent and success of your team or detracts from it.

# Talent-Based Hiring

Gallup defines talent as the natural capacity for excellence.

Talent is one of the strongest predictors of performance in a role, and it is something that you cannot teach or learn. For this reason, hiring individuals with the right talent for each role is essential to achieving desired business objectives.

Gallup has led the way in the study of talent — defining talent themes that describe people’s unique characteristics and relating this research to job performance, individual development and organizational excellence. And for the past eight decades, Gallup has helped diverse organizations worldwide attract, identify, hire and develop talent.

Gallup defines talent as the natural capacity for excellence. When a candidate possesses enough talent relative to the typical characteristics of the most successful people in a given role, Gallup can predict that the candidate is more likely to naturally and consistently behave in ways that will lead to excellence in that role.

We base our approach to hiring on three principles:

- Start with natural talent. Gallup measures talent — the natural capacity for excellence — by evaluating naturally recurring patterns of thought, feeling and behavior that can be productivity applied.
- Implement a structured hiring process. Knowing how to attract and identify top talent is vital to hiring candidates with potential for success. By creating and implementing a structured process for evaluating and hiring candidates, organizations can reduce performance variation in a role.
- Develop strengths. Gallup focuses on giving all individuals the opportunity to develop their talents to provide consistent, near-perfect performance in their role. Gallup research shows that individuals and organizations perform best when people develop and use their strengths instead of focusing on fixing their weaknesses.

Gallup’s talent-based hiring courses will help organizations confidently and successfully hire the right talent for the right roles to create and sustain engagement and performance.

# Employing Top Talent

## TWO-DAY INSTRUCTOR-LED COURSE

### Program Description

This course teaches participants about Gallup's latest research, strategies and best practices for attracting, interviewing and hiring individuals with the right talent who fit the role, the manager's style, the team and the organization. In addition to receiving a learning journal with advice and analytics, participants learn to use Gallup's FIT Listening Guides to support them in assessing candidates' talent and fit to the manager's style. This course is based on decades of Gallup's science that focuses on what organizations can do to increase the likelihood of hiring employees who will remain engaged in the organization and who will perform with excellence.

### Anticipated Impact

During this course, managers will learn how to listen for talent; assess for fit; and attract, interview and hire employees who will increase the performance and engagement of the team and organization.



### COURSE DETAILS

**LENGTH:** Two days

**TARGET AUDIENCE:** This course is for hiring managers. Recruiters, influencing partners, human resources business partners, supervisors and managers of managers will also find it valuable.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** Participants should talk with their manager and come prepared to discuss their hiring best practices.

### MATERIALS INCLUDED:

- Employing Top Talent Learning Journal
- Gallup FIT Listening Guide: Listening for Core Talent
- Gallup FIT Listening Guide: Listening for Core Talent and Manager Potential
- Gallup FIT Listening Guide: Listening for Core Talent and Sales Potential
- Talent Matrix
- Five Dimensions of Talent Cards
- Glare Factors

# Employing Top Talent

## ONE-DAY INSTRUCTOR-LED COURSE

### Program Description

More than two-thirds of full-time employed Americans are not engaged or are actively disengaged at work. These employees are in every organization. So, what happened? Managers and organizations invested time and money to attract, interview and hire them.

During this one-day intensive course, Gallup shares the latest research, proven strategies and best practices for interviewing and hiring individuals with the right talent who fit the role, the manager's style, the team and the organization.

### Anticipated Impact

This course is about how you, as a manager or team leader, can listen for talent, assess for fit, and interview and hire employees who increase the performance of your team and organization.



## COURSE DETAILS

**LENGTH:** One day

**TARGET AUDIENCE:** This course is for hiring managers. Recruiters, influencing hiring partners, human resources business partners, supervisors and managers of managers can also attend. If you are looking for the latest research, proven strategies and best practices for interviewing and making hiring decisions, this course is for you.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** No prerequisites

### MATERIALS INCLUDED:

- Employing Top Talent Learning Journal
- Gallup FIT Listening Guide: Listening for Core Talent
- Gallup FIT Listening Guide: Listening for Core Talent and Manager Potential
- Gallup FIT Listening Guide: Listening for Core Talent and Sales Potential
- Five Dimensions of Talent Cards
- Glare Factors



# Employing Top Talent

## ONLINE COURSE

### Program Description

Talent is the strongest predictor of performance in any role. Placing talent at the core of your human capital strategy is vital to successfully attracting, retaining and engaging your current and future employees. But where do you start?

As a manager, the most important decision you make is whom you hire.

This course focuses on what you can do immediately to increase the likelihood of hiring employees who will remain engaged and perform with excellence.

### Anticipated Impact

This course is about how you, as a manager or team leader, can listen for talent; assess for fit; and attract, interview and hire employees who increase the performance of your team and organization.



## COURSE DETAILS

**LENGTH:** 12 hours of total learning time

**TARGET AUDIENCE:** This course is for hiring managers. Recruiters, influencing partners, human resources business partners, supervisors and managers of managers can also attend. If you are looking for the latest research, proven strategies and best practices for attracting, interviewing and hiring, this blended course of online learning and live webinars is for you.

**FORMAT:** Blended online learning that includes four self-paced online learning sections (60-90 minutes each) and four live, instructor-led webinars (90 minutes each) via Gallup's Learning Management System

**BEFORE THE COURSE:** No prerequisites

### DIGITAL MATERIALS INCLUDED:

- Gallup FIT Listening Guide: Listening for Core Talent
- Gallup FIT Listening Guide: Listening for Core Talent and Manager Potential
- Gallup FIT Listening Guide: Listening for Core Talent and Sales Potential



60% of employees say the ability to do what they do best in a role is “very important” to them. Employees of all generations place the greatest importance on this aspect of a job.

DIGITAL  
LEARNING

STRENGTHS  
DEVELOPMENT

STRENGTHS  
COACHING

EMPLOYEE  
ENGAGEMENT

PERFORMANCE  
MANAGEMENT

TALENT-BASED  
HIRING

ENTREPRENEURSHIP

RESEARCH-BASED  
WORKSHOPS

Highly talented builders outperform other builders by 22  
percentage points in year-over-year profit growth.





# Entrepreneurship

Cities and regions worldwide need new economic energy. To revive their stagnant economies, global cities and regions need to find and develop business builders. These builders are engaged in the process of building something that creates economic energy where none existed before.

Highly talented builders outperform other builders by 22 percentage points in year-over-year profit growth.

We need to find — and develop — these builders. That's why Gallup set out to discover the rare talents they possess by asking:

- What separates successful business builders from their less successful peers?
- What are the traits and behaviors that lead an individual to start, sustain and grow a successful company or a department in an existing company?
- Do builder attitudes toward autonomy, risk, work and income affect business outcomes?

Based on a study of more than 4,000 builders, Gallup identified 10 talents that highly successful builders use to start and grow something with economic value — in startups, nonprofits or new divisions in existing companies. From this research, Gallup developed the Builder Profile 10 (BP10) assessment. This assessment measures the 10 scientifically proven talents of successful builders and is designed to help people discover and develop their business-building talents.

The Coaching Builder Talents course gives coaches what they need to support current and future builders in understanding and developing their business-building talents. Builders can then use this knowledge to develop and direct their talents to achieve greater business effectiveness and success.



# Coaching Builder Talents

## TWO-DAY INSTRUCTOR-LED COURSE

### Program Description

This course will help participants explore practical ways to conduct advanced builder talent coaching conversations. Participants will learn how to support others in understanding and applying their builder talents to increase their potential for business success. In addition, course participants will learn how to help others meet the demands of being a successful business builder, including identifying areas that can hinder business effectiveness and establishing complementary partnerships.

About a month after the course, participants will have a 60-minute, one-on-one telephone session with a professional Gallup coach to enhance their learning, address any challenges



they are facing and refine their approach to coaching business builders.

### COURSE DETAILS

**LENGTH:** Two days

**TARGET AUDIENCE:** This course is for professional coaches, high school and higher education professionals, economic developers, and business and community mentors who are interested in finding, developing and coaching current and future business builders.

**FORMAT:** Instructor-led course

**BEFORE THE COURSE:** Individuals must complete the Builder Profile 10 assessment.

**AFTER THE COURSE:** One-on-one, 60-minute coaching session with a professional Gallup coach

**MATERIALS INCLUDED:**

- Coaching Builder Talents Learning Journal
- Coaching Builder Talents Resource Binder:

- The Importance of Builders
- The 10 Talents of Successful Builders Coaching Resource Guide
- Discover Your Builder Talents Workshop Facilitator Guide
- Discover Your Builder Talents Workshop Participant Workbook
- BP10 Quick Reference Card
- Coaching Builder Talents Coaching Conversations Guide
- Builder Profile Team Tool
- Builder Profile 10 Frequently Asked Questions Document
- Coaching Builder Talents Recommended Reading List
- Coaching Builder Talents Resources for Coaches USB
- BP10 Talent Insights Card Deck
- Coaching Builder Talents Commitment Card

## Anticipated Impact

During this course, participants will learn to lead powerful coaching conversations to help others discover, develop and direct their builder talents. Participants will gain insights into the rare talents that successful business builders possess, examine how the BP10 assessment measures the 10 talents of successful builders, and learn how to help others use the 10 talents to start and grow something of economic value.





# Research-Based Workshops

Gain a competitive advantage for your business by attending Gallup’s research-based workshops. During these workshops, we unpack key data and findings from our latest workplace research.

We delve into what motivates the modern workforce and summarize our state-of-the-art analytics into powerful insights and advice to help organizations attract, retain and engage an ever-changing workforce.

Employees today want development opportunities and to find purpose in their work. They want continual feedback and coaching. Gallup’s interactive workshops give leaders and managers the knowledge, materials and practical action ideas to meet their teams’ evolving needs and help them achieve high performance.

Take part in meaningful discussions, receive educational insights and gain a new understanding of Gallup’s latest research and discoveries during these limited engagements.



# Women: Work and Life Well-Lived Workshop

## INSTRUCTOR-LED WORKSHOP

### Program Description

Despite more than 5 million available jobs, women are leaving the U.S. labor force in troubling numbers because of outdated work cultures. By attending Gallup's Women: Work and Life Well-Lived Workshop, participants will gain the competence, confidence and courage they need to lead a change effort in their organization. During this six-hour workshop, participants will examine what Gallup's latest research identifies as a desirable work culture for women and learn how their organization can create this type of environment. Based on Gallup's *Women in America: Work and Life Well-Lived* report, this workshop examines three calls to action: focus on flexibility, make work personal and relentlessly pursue female talent.

### Anticipated Impact

During this workshop, participants will explore Gallup's six key findings about women in the workforce. Participants will also learn how to effectively examine their organization's ability to attract, retain and develop a more gender-diverse workforce and culture.



## COURSE DETAILS

**LENGTH:** Six hours

**TARGET AUDIENCE:** This workshop is for executives who manage an organization's financial outcomes, employees who hire and manage people, and anyone who influences organizational policymaking decisions.

**FORMAT:** Instructor-led workshop

**BEFORE THE COURSE:** No prerequisites

### MATERIALS INCLUDED:

- *Women in America: Work and Life Well-Lived* Report
- Workbook
- USB With PowerPoint Slides From the Workshop

# How Millennials Want to Work and Live Workshop

## INSTRUCTOR-LED WORKSHOP

### Program Description

Everything that is important to an organization depends on understanding how millennials live, work and spend their money. Why? By their sheer numbers alone, millennials are reshaping everything from communities to marketplaces to workplaces worldwide. The How Millennials Want to Work and Live Workshop will give participants an opportunity to learn and explore several key findings from Gallup's *How Millennials Want to Work and Live* report, which is based on Gallup's largest study of this powerful generation to date. By attending this workshop, participants will learn what Gallup has discovered about how millennials work and live and how to apply these analytics to attract, retain and engage this generation.

### Anticipated Impact

During this workshop, participants will learn more about who millennials are, how to engage them as productive employees, and how to win their business and loyalty as customers.



## COURSE DETAILS

**LENGTH:** Three hours

**TARGET AUDIENCE:** This workshop is for individuals who want a better understanding of how millennials work and live, as well as the latest research from Gallup's largest study of this powerful generation to date.

**FORMAT:** Instructor-led workshop

**BEFORE THE COURSE:** No prerequisites

### MATERIALS INCLUDED:

- *How Millennials Want to Work and Live* Report
- Workbook
- USB With PowerPoint Slides From the Workshop

# State of the American Workplace Workshop

## INSTRUCTOR-LED WORKSHOP

### Program Description

The workplace is changing. By attending this workshop, participants will learn what Gallup has uncovered in our *State of the American Workplace* report. Using information from this report, participants will be able to improve their company's ability to respond to the changing workplace by discovering how to make a difference in their human capital strategies. This workshop will help answer the question: "Do employees want what my workplace is selling?"

### Anticipated Impact

During this workshop, participants will learn how they can apply the advice and analytics from Gallup's *State of the American Workplace* report to improve organizational performance.



## COURSE DETAILS

**LENGTH:** Three and a half hours


**TARGET AUDIENCE:** This workshop is for executives, leaders of human resources functions, learning and development leaders, managers and team leaders, and organizational coaches.

**FORMAT:** Instructor-led workshop

**BEFORE THE COURSE:** No prerequisites

### MATERIALS INCLUDED:

- *State of the American Workplace* Report
- *Positioning Engagement for Success* Position Paper
- Workbook
- Q<sup>12</sup> Discussion Cards
- USB With PowerPoint Slides From the Workshop



The workplace is changing at an unprecedented pace. You can take advantage of our groundbreaking research and powerful implementation strategies to stay ahead of the trends and position your organization to be an exceptional workplace that attracts and retains top talent.

RESEARCH-BASED  
WORKSHOPS

ENTREPRENEURSHIP

TALENT-BASED  
HIRING

PERFORMANCE  
MANAGEMENT


EMPLOYEE  
ENGAGEMENT

STRENGTHS  
COACHING

STRENGTHS  
DEVELOPMENT

DIGITAL  
LEARNING





You can count on Gallup to work closely with you as a trusted partner to meet the development needs of your workforce. We go beyond offering one-time learning events by focusing on the broader strategy and your organization's desired outcomes.

# Additional Learning-Related Products and Services

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Integrating learning within the broader strategy is essential to sustaining long-lasting, transformational change. To create lasting, transformational impact, integrate Gallup's consulting and coaching services to further support your learning initiatives.





Gallup coaches have worked with some of the world's most successful managers and leaders — from Fortune 500 companies to federal agencies — to help them develop and master their natural talents to enhance individual, team and organizational performance.

# Coaching

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People need a trusted adviser to help them tackle new assignments, implement major change initiatives, or attain personal and professional goals. Coaches help employees, managers and leaders maximize their effectiveness and achieve their potential by providing insights on how they can use their unique strengths in their role.

Versed in Gallup analytics and research, our coaches go beyond standard coaching advice. They operate from a framework that is based on the science of strengths, which produces better results for those they coach.



# CliftonStrengths® Coaching

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Gallup coaches provide CliftonStrengths coaching to individuals after they receive their CliftonStrengths assessment results. These conversations help people become more aware of their talents and strengths and how to apply them purposefully for professional success and personal growth. Working with Gallup coaches, individuals worldwide will discover and understand their unique and powerful talents.



## **CLIFTONSTRENGTHS® COACHING SESSION**

This coaching session is intended for individuals who recently completed the CliftonStrengths assessment. During this coaching session, individuals will learn to better understand their CliftonStrengths assessment results and discover their unique path to excellence.



## **CLIFTONSTRENGTHS® COACHING SERIES**

Over the course of three conversations, individuals will gain a deeper understanding of their strengths profile, new insights into their talents, and specific strategies for developing their talents and using them to accomplish what matters most to them.

For more information about Gallup's CliftonStrengths coaching, visit <http://courses.gallup.com> or email [info@gallup.com](mailto:info@gallup.com).

# CliftonStrengths® Coaching for Managers

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Gallup coaches work with managers to help them develop their talents and strengths to increase their effectiveness. They also help managers learn to identify, develop and use their employees' talents and strengths. Managers play a pivotal role in their organization, and they have a significant influence on their team's engagement. Gallup coaches empower managers to make the most of their strengths to navigate team dynamics, engage employees and build a productive workplace culture.



## **CLIFTONSTRENGTHS® COACHING SESSION FOR MANAGERS**

During this coaching session, managers will discover new ways to use their strengths as a manager, overcome obstacles, increase their team's engagement and enhance their performance.



## **CLIFTONSTRENGTHS® COACHING SERIES FOR MANAGERS**

This series includes three coaching sessions during which managers will examine their strengths, learn how to lead with a focus on engagement and discover how to use their team's strengths to achieve desired performance outcomes.



## **ENGAGEMENT RESULTS MANAGER SESSION**

During this coaching session, managers will work with a Gallup coach to understand their Q<sup>12</sup> employee engagement survey results, interpret the survey data and focus on preparing for their State of the Team conversation.

To learn more about this engagement-focused coaching, go to [page 72](#).

For more information about Gallup's coaching for managers, visit <http://courses.gallup.com> or email [info@gallup.com](mailto:info@gallup.com).

# CliftonStrengths® Master Coaching

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Everybody needs a coach — even those who coach others. Gallup coaches collaborate with strengths coaches who want to become more effective at coaching with a focus on strengths. Gallup coaches use their experience to help strengths coaches understand, apply and incorporate their CliftonStrengths results into their own coaching work; harness their strengths to achieve success; and integrate strengths-based development principles into their approach.



## **CLIFTONSTRENGTHS® MASTER COACHING SESSION**

During this coaching session, strengths coaches will learn how to expand their strengths coaching expertise in the areas that are most important to them.



## **CLIFTONSTRENGTHS® MASTER COACHING SERIES**

During this coaching series, strengths coaches will learn to enhance their coaching effectiveness. Working with and learning from a Gallup coach, they will focus on various topics over a series of three coaching conversations.

For more information about Gallup's coaching for strengths coaches, visit <http://courses.gallup.com> or email [info@gallup.com](mailto:info@gallup.com).

# CliftonStrengths® Coaching for Senior Leaders

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Gallup leadership coaches help some of the world's most successful leaders understand and master their natural talents to enhance their individual and organizational performance. Leadership coaching sessions help leaders boost the engagement of their teams, their organizations and the communities they serve. Combining Gallup's research and analytics with their insights and expertise, Gallup leadership coaches provide leaders with highly individualized professional development.



## CLIFTONSTRENGTHS® COACHING SESSION FOR LEADERS

During this coaching session with a Gallup leadership coach, leaders will discover new ways to use their strengths as a leader, overcome obstacles and enhance their performance.



## CLIFTONSTRENGTHS® COACHING SERIES FOR LEADERS

During this series of three 60-minute coaching sessions, leaders will work with a leadership coach to focus on the goals most important to them. At the end of each coaching session, leaders will identify how they can best take action on their new insights from the session to move them closer to their most meaningful goals.

For more information about Gallup's coaching for senior leaders, email [info@gallup.com](mailto:info@gallup.com).





Gallup combines analytics and advice to help leaders and organizations identify opportunities and create meaningful change.

# Learning Consulting Services

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Gallup's learning-specific consulting is based on translating in-depth research and understanding of human behavior into unique, outcomes-oriented insights for clients. Using Gallup's management science and best practices, Gallup consultants provide compelling, powerful learning strategies that prepare

client organizations for organizational development. Gallup consultants can easily recognize the connections between human behavior and business objectives, helping them quickly become trusted advisers for their clients.

# Consulting to Meet Your Specific Learning Needs

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## LEARNING NEEDS AUDIT

*Make your learning more effective by finding out what's working in your current program, what's not working and how to improve.*

Gallup consultants conduct a learning needs audit to identify and understand a client's unique learning needs. Consultants analyze the strengths and weaknesses of the client's existing development approach and examine their curricula to determine what is effective and what areas would benefit most from new interventions. Audit objectives help clarify current operational challenges to creating a more effective learning environment. By interviewing stakeholders and reviewing materials, Gallup consultants pinpoint disparities between current and optimal performance and make research-based recommendations to help clients achieve their performance objectives.



## ORGANIZATIONAL INTERVENTION DESIGN

*Increase your employees' and organizations' performance with an aligned, effective intervention approach.*

Gallup works with organizations to deliver superior developmental interventions that have a profound effect on organizational culture and performance by maximizing each employee's potential. Gallup consultants collaborate with key client organization stakeholders to gain a deep, holistic understanding of their organization's development needs. Through extensive research and advanced behavioral science, Gallup has refined successful multidimensional interventions that have a foundation in strengths-based development. These strategies address a range of talent, tenure and performance using transformational and transactional components. They accelerate performance by giving employees dynamic, research-based insights. This lays the groundwork for lasting change and increases organic growth by maximizing human capital and aligning development with business outcomes.



## CUSTOM COURSE DEVELOPMENT

*Meet your most pressing organizational demands with our customized learning courses.*

Gallup works with clients to design customized learning interventions to address their most pressing organizational demands. Consultants have extensive experience building innovative, engaging learning initiatives to create cultural alignment and address business challenges based on findings from a learning needs audit. Stakeholders ensure that the content, resource allocation and goals support clients' needs and expected outcomes in an iterative process that ensures lasting change. Through client reviews, pilot testing with sample groups, and a train-the-trainer process during which final instructional aids and needs are addressed, Gallup oversees every aspect of the course development process. Gallup consultants have the flexibility and expertise to create interventions that measurably boost individual, team and organizational performance.

**WE'VE DEDICATED EIGHT DECADES  
TO STUDYING WHAT MAKES  
PEOPLE MOST EFFECTIVE  
IN THEIR JOBS. ALL OF OUR  
WORKPLACE EDUCATION IS  
ROOTED IN THIS RESEARCH.**



A good workplace is nice. But an exceptional workplace is the key to keeping your top performers, creating an unforgettable brand and delivering on your company's mission.

Start creating an exceptional workplace today. Connect with your Gallup consultant to get started, or email us directly at [info@gallup.com](mailto:info@gallup.com).



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