

From the **Center for Management and Professional Development**

# InSights ON DEMAND

See differently. Do differently. **Get better.**

## DEVELOPMENT AREAS AND LESSON SUMMARIES

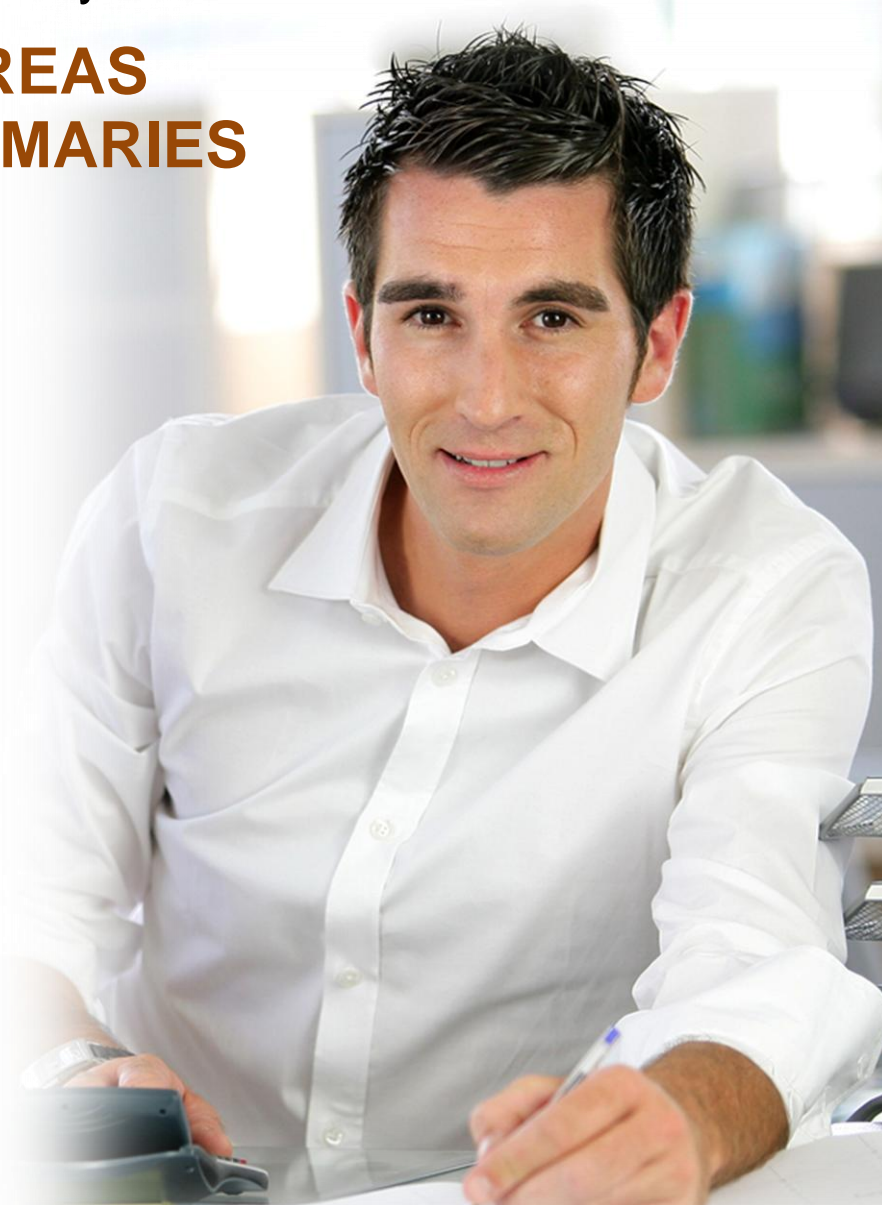
**InSights On Demand** transforms award winning leadership lessons from FranklinCovey training programs into **over 80 self-paced “on demand” web-based courses** for individuals looking to build or reinforce the critical skills of great leadership, effectiveness, and productivity.

Each course starts with an engaging video, followed by powerful thought provoking questions that can be answered by the learner and then printed or emailed back to the learner, the learner’s manager, or others to share in the learning process.

Learners can also review and print-out the key principles and ideas presented in each course and download goal setting tools tied to the content of the course for additional thought and action.

Learners can track which courses they have completed—and view any course again—as often as needed.

**InSights On Demand** is a perfect option for self-study application, or to reinforce current learning initiatives.



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**Center** FOR  
**MANAGEMENT AND**  
**Professional Development**

*“We inspire current and potential leaders on their journey to excellence.”*

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## DEVELOPMENT AREAS AND LESSON SUMMARIES

FROM THE CENTER FOR MANAGEMENT AND PROFESSIONAL DEVELOPMENT

### BUSINESS ACUMEN (3 LESSONS)

#### Dashboard: The Power of Keeping Score

It's hard to tell if you're winning the game without a good scoreboard. This lesson shows how one company uses numbers to get everyone involved in their success.

**Focus:**

- Set clear objectives and measures.
- Be accountable for key measures.

#### Dell: Make Your Systems Succeed

Computer giant Dell is known for a unique manufacturing process. Learn how Dell created that process and how you can ensure the success of your key processes.

**Focus:**

- Create effective processes and systems.
- Continuously improve key processes.

#### Your Money-Making Model: Understand How You Affect the Bottom Line

Every public or private organization relies on some type of financial structure to accomplish its goals. World-famous business consultant Ram Charan explains how to have a positive impact on your organization's bottom line.

**Focus:**

- Understand the financial impact of the work team on the organization as a whole.
- Take action to improve cash flow or other financial goals of the organization.

### COMMUNICATION (3 LESSONS)

#### Blind Spots: How to Give and Receive Effective Feedback

Good feedback is essential but risky. How do you help people without offending them? This engaging story demonstrates how to give effective feedback in the workplace.

**Focus:**

- Give effective feedback to others.
- Communicate candidly and respectfully.

#### Empathic Listening: Steps to True Understanding

To empathize is to understand another without judging, agreeing, or disagreeing. This lesson demonstrates how Empathic Listening is the shortest route to understanding.

**Focus:**

- Listen empathically for understanding.
- Respect the viewpoints of others.

#### Win-Win Thinking: Create Mutually Beneficial Relationships

This lesson explains how to make all of your relationships successful—whether personal or professional—through "win-win thinking."

**Focus:**

- Create a "win-win" culture where everyone feels he or she is benefiting.
- Communicate in a "win-win" fashion with each other and all stakeholders.

### CONFLICT MANAGEMENT (4 LESSONS)

#### Malice in Dallas: Resolve a Conflict, Build a Relationship

This lesson examines how Southwest Airlines resolved a conflict with a much smaller company and built a lasting relationship at the same time.

**Focus:**

- See conflicts as opportunities for building relationships.
- Defuse conflicts with diplomacy and respect.

#### Street Hawkers: Turn Your Adversaries Into Allies

When a major retailer threatened to dislodge a group of street vendors, they turned the conflict to everyone's benefit and became allies. This lesson explains how to persevere when conflict is present.

**Focus:**

- See conflicts as opportunities for growth and mutual success.
- Come up with innovative solutions to problems.

#### Walls: Negotiating Breakthrough Solutions

Author Stephen R. Covey recounts how one business leader broke the barriers in a tough negotiation by truly listening to understand.

**Focus:**

- Avoid compromise in a conflict situation; make sure everyone can win.
- Listen empathically to thoroughly understand the views of the other party in a conflict.

#### Win-Lose Conditioning: Turn Conflict Into Collaboration

This entertaining lesson demonstrates with an arm-wrestle how to shed the ineffective "win-lose" paradigm and adopt an effective "win-win" paradigm.

**Focus:**

- Eliminate sources of unhealthy competition.
- Collaborate for the good of the team without worrying who gets the credit.

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### CUSTOMER SERVICE (4 LESSONS)

#### Market Trust: Build Your Brand and Reputation

Nothing is worth more than your reputation. This lesson shows how a highly trusted company lost and then restored the power of its brand in the marketplace.

**Focus:**

- Build a trusted "brand" and reputation customers can rely upon.
- Develop/reinforce a reputation for getting results.

#### The Job to Be Done: Know What Your Customers Really Want

Is there a difference between the job you do and the job your customers wish you would do? Harvard Business School Professor Clayton Christensen explains how to delight your customers.

**Focus:**

- Meet the requirements and expectations of customers.
- Build productive and rewarding relationships with customers—both internal and external.

#### The Ultimate Question: Earn the Loyalty of Your Customers

Are your customers loyal to you, or would they just as soon go somewhere else if they had a choice? Author Fred Reichheld explains how to earn the loyalty of customers—and keep it.

**Focus:**

- Make customers into "promoters."
- Eliminate sources of customer discontent.

#### The World's Most Trusted Company: How to Partner with Your Customers

When some customers hacked into the company's computers, the leaders of toymaker LEGO were intrigued: Why would they do this? The answer shows why LEGO is the "world's most trusted company."

**Focus:**

- Learn from customer feedback.
- Connect with customers to generate new ideas for growth.

### EXECUTION (7 LESSONS)

#### Goal: Overcoming the Execution Gap

It's one thing to have a great strategy, but it's another to execute it. This lesson explains why many teams have trouble executing work goals and priorities—and how to close the "execution gap."

**Focus:**

- Identify what can prevent goal completion.
- Spend time on what is important.

#### Land One at a Time: Staying Focused on Key Priorities

A successful team focuses totally on a few key goals. Using the example of air traffic controllers, organizational consultant Jim Stuart explains how to achieve that clear focus.

**Focus:**

- Set a few key priorities.
- Focus on the "critical few" instead of the "trivial many."

#### Lead Measures: Understanding the Drivers of Your Success

It's one thing to have a goal; it's another to know how to achieve the goal. This lesson explains how to identify the key actions to take to accomplish team goals.

**Focus:**

- Execute with excellence.
- Focus on actions most likely to produce results.

#### Store 334: Steps to Effective Team Execution

Discover how implementing practical goal setting strategies, follow-through and accountability helped the "worst store" in a grocery chain become the best by adopting a new execution discipline.

**Focus:**

- Get employee "buy-in" when establishing goals.
- Hold one another accountable for success.

#### Whirlwind: Achieve Your Goals Amid the Day-to-Day Demands

You can set a lofty goal, but too often it disappears in the day-to-day "whirlwind" of lesser priorities. This lesson explains how to conquer the whirlwind and accomplish your critical goals.

**Focus:**

- Eliminate distractions and barriers to achieving your most important goals.
- Be clear on your team's true priorities.

#### WIG Session: Creating an Accountability System

Three different companies show how to execute WIGs—"Wildly Important Goals"—through regular accountability meetings called "WIG Sessions."

**Focus:**

- Take responsibility for progress on team goals.
- Establish employee commitments to advance team goals.

#### Your Best Moment: Turn Strategy into Action

Even the best strategy can fail if there is no execution discipline. In this lesson, Jim Huling, CEO of a major technology company, explains why so many good strategies break down.

**Focus:**

- Understand the strategic goals of the organization.
- Translate strategic goals into action.

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### INNOVATION AND CREATIVITY (3 LESSONS)

#### IDEO: Building an Innovative Culture

People from all over the world come to IDEO, a California-based "idea factory," for innovative solutions to problems. This lesson presents IDEO's process for creatively confronting team challenges.

**Focus:**

- Use multiple ideas to create the best solution.
- Develop a creative approach to work.

#### One Light: What Positive Difference Can Your Team Make?

Harish Hande, an Indian entrepreneur, runs a profitable business that is helping to transform the environment for millions of people.

**Focus:**

- Make a meaningful societal contribution.
- Come up with innovative solutions to problems.

#### The Nature of Synergy: Achieving Creative Breakthroughs

Synergy means that 1 plus 1 equals 3, or 100...or even 1000! This lesson explains how to create synergy in your teamwork.

**Focus:**

- Create a climate of innovation and creativity.
- Leverage diverse points of view.

### MANAGING CHANGE (4 LESSONS)

#### Carry Your Own Weather: Taking Charge of Your Life

Too often we blame other people or our circumstances for our problems. This lesson explains how to respond effectively when our lives can sometimes feel out of control.

**Focus:**

- Respond proactively to difficult situations.
- Take responsibility for results.

#### Stone: Becoming a Force for Positive Change

Nearly everyone encounters some type/level of adversity in their personal or professional life. This lesson shows how a career-ending injury doesn't prevent a promising athlete from making a great contribution to his community and becoming a force for positive change.

**Focus:**

- See opportunity in adversity.
- Make a meaningful contribution.

#### Trim Tab: How to Initiate Change

To see how one just person can be the catalyst for change, this lesson tells the story of a principal who transformed her failing school and the surrounding community by making a few simple changes while enlisting others along the way.

**Focus:**

- Change a dysfunctional system or environment.
- Develop the leadership skills of initiative and a basis for action.

#### Whitewater: Navigate Successfully Through Turbulent Times

Today's environment is a lot like running the rapids of a swift river. This lesson explains how to deal with the turmoil of change by anchoring yourself in unchanging principles.

**Focus:**

- Deal successfully with a changing and uncertain environment.
- Identify the unchanging core principles of your success.

### PERFORMANCE MANAGEMENT (3 LESSONS)

#### Green and Clean: Holding Each Other Accountable for Results

Dr. Stephen R. Covey shows how to help every team member feel accountable for results; and how to grow team members' capacities in the process.

**Focus:**

- Demonstrate accountability for results.
- Grow and develop individual skills and talents.

#### Max & Max: The Art of De-motivation

This humorous lesson looks at what happens when people—and dogs—are conditioned to give less than their best by leaders who limit them.

**Focus:**

- Leverage the potential of each team member.
- Create a climate where everyone wants to do his or her best.

#### Win-Win Agreements: Steps to Effective Performance Management

"Win-Win Agreements" that benefit both employees and the organization can transform your performance management processes. Business Consultant Fatima Doman teaches the steps to an effective "win-win" agreement.

**Focus:**

- Develop shared expectations for performance.
- How individuals can manage their own performance without the need for intervention.

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### PERSONAL PRODUCTIVITY (7 LESSONS)

#### **Big Rocks: The Key to Getting the Most Important Things Done**

Balancing the demands of work, family, service, and spirituality (personal well-being) can be daunting. This lesson shows how to ensure that your top priorities get your best time and effort.

**Focus:**

- Determine (spend time on) what is important.
- Effectively balance demands of your personal and work life.

#### **Circle of Influence: Focusing Your Energy Where It Counts**

In tough times, we might feel helpless to direct our destiny. This lesson explains how to make your worries shrink and your "Circle of Influence" grow.

**Focus:**

- Take initiative to improve challenging situations.
- Expand the influence of the team.

#### **Circles: Understanding the Stress Cycle**

If you're always short of time and feel you're going around in circles, you may be caught in a "stress cycle." In this lesson, a story about "Mark" helps you understand the roots of debilitating stress and what to do about it.

**Focus:**

- Achieve your highest priorities.
- Handle stress productively.

#### **Sharpen the Saw: Continuously Improving Your Life and Work**

Just as a saw becomes dull from use until it's sharpened, so to do our minds and bodies need continuous renewal. This lesson provides practical ways to keep yourself "sharp" and ready to accomplish personal and professional goals.

**Focus:**

- Balance work and life priorities more productively.
- Improve individual and team capabilities.

#### **Survival/Revival: Avoid Burnout by Investing in Yourself**

This inspiring lesson illustrates the consequences of "burnout" and the benefits of taking time for yourself as an antidote to burnout.

**Focus:**

- Be conscious of pressure points in daily life.
- Overcome stress through self-renewal.

#### **The Time Matrix: How to Manage Your Time Effectively**

We all choose how to spend every moment of our lives—on important things or on merely urgent things. Learn how to invest your time where it really counts.

**Focus:**

- Develop a culture of planning, preparation, and prevention.
- Eliminate distractions from top priorities.

#### **Weekly Planning: Three Steps to Improving Your Personal Productivity**

This lesson explains how a simple process for planning each week can make all the difference in your effectiveness. Learn the three steps of weekly planning.

**Focus:**

- Gain control of your calendar of activities and tasks.
- Ensure that top priorities get the highest and best effort.

### PROBLEM SOLVING (3 LESSONS)

#### **Muhammad Yunus: How to Change the World**

This lesson spotlights Nobel Peace Prize winner Muhammad Yunus, founder of the micro-credit movement that lifted millions out of poverty. His story inspires others to find unique ways to solve tough problems.

**Focus:**

- Come up with innovative solutions to problems.
- Make a meaningful contribution.

#### **See-Do-Get: Change Your Mindset, Change Your Results**

The difference between success and failure is often in how we see the problem. This lesson teaches us to challenge our assumptions and think more productively.

**Focus:**

- Deal successfully with change and ambiguity.
- Identify hidden assumptions and question them.

#### **Preventive Policing: Prevent Crises Before They Arise**

In Richmond, British Columbia, the police work as hard to prevent crime as to solve it. This lesson uses their example to better explain how to stop crises from developing.

**Focus:**

- Anticipate and prevent crises.
- Attack problems at their roots.



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### STRATEGIC LEADERSHIP (5 LESSONS)

#### Copa Airlines: Create a Clear and Compelling Strategy

Getting every team member engaged in the work of the team can be a challenge. This lesson uses the success of Copa Airlines to demonstrate how employees can be involved in business goals – and feel responsible for the success of the business strategy.

**Focus:**

- Align individual work to overall strategy.
- Take responsibility for results.

#### Law of the Harvest: Principles of Long-Term Success

This lesson applies the timeless example of the farm to the challenge of achieving great results for both long and short term success.

**Focus:**

- Focus on the end result.
- Become principle-oriented.

#### Race to the Pole: How to (and How Not to) Lead a Team to Victory

This lesson uses the epic 1911 race between two teams to reach the South Pole first to demonstrate how to create a winning team—and how not to.

**Focus:**

- Concentrate on actions most likely to produce results.
- Develop a team spirit.

#### The Goose and the Golden Egg: Balancing Short- and Long-Term Thinking

What do highly effective teams and individuals do differently to make themselves stand apart from others? This lesson provides insights into tangible actions leaders can take to obtain results *now* that will ensure they can keep getting good results *tomorrow*.

**Focus:**

- Think beyond the short term.
- Avoid sacrificing the future for immediate gains.

#### Wooden: What Great Leaders Are Made Of

With a string of victories unequaled in decades, John Wooden of UCLA has been called the "greatest basketball coach of all time." This lesson examines Wooden's principles of great leadership.

**Focus:**

- Develop the leadership qualities of character and genuine concern for people.
- Pay the "price" of excellence.

### TALENT DEVELOPMENT (4 LESSONS)

#### Teacher: Seeing the Potential in Others

This lesson uses the example of two disabled women who refused to believe in their limitations and together made great and enduring contributions to the world.

**Focus:**

- Create a climate where everyone wants to give their best.
- Leverage the potential of each team member.

#### Emma Brandon: Empowering Ourselves to Succeed

Named "Britain's Best Boss," Emma Brandon is an ordinary nursing supervisor who empowered her staff to give their highest and best efforts. This lesson recounts the process she used with her team to achieve remarkable results.

**Focus:**

- Help team members see/move beyond the ordinary.
- Understand the talents and capacities of others.

#### Light the Fire: Coaching Others to Ignite Their Potential

Good coaching means more than just passing on critical skills—it's also helping others to see their own potential. This lesson provides insights into other successful leaders who ignited self-confidence and purpose in others.

**Focus:**

- Build the confidence of others.
- Influence to persevere when uncertainty impedes motivation.

#### Whole-Person Paradigm: Unleashing the Full Capacity of People

Most people have much more talent to contribute than their jobs require. This lesson explains how to unleash the unlimited capacity of every person on the team.

**Focus:**

- Capitalize on the talents and skills of the entire team.
- Empower one another to give their best to the team.

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### TEAM BUILDING (3 LESSONS)

#### Everest: Reaching the Summit as a Team

The heroic story of the first blind man to summit Mt. Everest is actually the story of his team—the unique discipline that led to success on the world's toughest climb. This lesson describes the process team members used to support not just one individual member of the team, but the shared goals of the entire team.

**Focus:**

- Engage team passion and sense of purpose.
- Develop team routines and processes to ensure excellence.

#### Speed Up Your Team: Continuously Improving Team Processes

A discouraged team of surgeons learns from an unexpected source how to transform their work processes and save lives.

**Focus:**

- Adopt a continuous-improvement mentality.
- Learn quickly how to solve new problems.

#### Mauritius: Build a Great Team by Leveraging Diversity

The island nation of Mauritius is home to an incredibly diverse population, yet they have built a harmonious culture that benefits from the best they all have to give. This lesson provides valuable insight into the unifying strength and achievements that are possible by valuing (and using) the talents of each team member.

**Focus:**

- Support equal and fair treatment for every team member.
- Value diverse perspectives.

### TRUST AND INTEGRITY (5 LESSONS)

#### Investment Advice: How to Destroy Your Credibility

This somewhat humorous lesson illustrates the high risk to your credibility of living by anything less than the highest standards of business ethics.

**Focus:**

- Act in line with organizational values.
- Act with fairness and integrity.

#### The 13 Behaviors: Building High-Trust Relationships

More important than "Who do you trust?" is "Who trusts you?" Author Stephen M. R. Covey pinpoints 13 Behaviors that build trusting relationships.

**Focus:**

- Build trust by demonstrating high levels of integrity.
- Restore trust by being truthful and righting wrongs.

#### The 4 Cores: Building Personal Credibility

If you can't trust yourself, you can't expect others to trust you. This lesson illustrates how trust begins with "4 Cores of Credibility."

**Focus:**

- Demonstrate good will and integrity.
- Develop a track record of consistently good results.

#### The Case for Trust: The One Thing That Makes All the Difference

The current crisis of trust has increased costs for us all. This lesson explains how to earn "trust dividends" from increasing trustworthiness.

**Focus:**

- Demonstrate integrity when confronted by ethical dilemmas.
- Extend trust to others.

#### The High Cost of Low Trust: The Impact of Ethics in the Workplace

This lesson counts up the immense cost of a lack of integrity in the workplace, inspiring a closer look at organizational ethics and behavior.

**Focus:**

- "Walk their talk" in living up to their values.
- Show empathy and respect for others.

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## DEVELOPMENT AREAS AND LESSON SUMMARIES

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### VISION AND PURPOSE (5 LESSONS)

#### 80th Birthday: Develop a Powerful Personal Mission

Dr. Stephen R. Covey explains the benefit of having a clear mission in life: we can make better daily decisions that move us in the right direction.

**Focus:**

- Think beyond the short term.
- Stay true to your personal mission.

#### Contribution: Define Your Own Great Purpose at Work

Everyone wants to make a meaningful contribution. This engaging lesson inspires you to define the contribution you can make to the success of your team and your organization.

**Focus:**

- Generate a team mission.
- Define individual contributions to the team mission.

#### Discovery of a Character: Find Passion and Purpose in Your Work

Money problems caused the great English writer Charles Dickens to lose heart—until he rediscovered the reason for his life's work. This lesson prompts you to ask and answer the question – “How do I find passion and purpose in my work?”

**Focus:**

- Engage passion and sense of purpose.
- Embrace the team mission.

#### Live, Love, Learn, Leave a Legacy: Identifying Your Values

Great teams live by a strong set of values. This lesson will help you define the values that enable you to succeed individually and as a team.

**Focus:**

- Define a set of core values.
- "Walk the talk."

#### Masterpiece: Paint a Picture of Your Best Life

What if you could draw a picture of your life? Would it be great—or just average? This lesson can inspire anyone to create a great life for themselves.

**Focus:**

- Define what they want from their careers.
- Maximize their opportunities.

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Each influential lesson teaches the basics of great leadership, effectiveness, and productivity—each designed to help you learn at your own pace and at a time that's convenient for you.

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