

# CREATING A BREAKTHROUGH CULTURE

USING RAPPORT LEADERSHIP INTERNATIONAL



## As you go through this guide,

- Constantly think about what you learned in class and how to tie those leadership competencies to a performance behavior. In other words, link the things you learned in class, with how you will apply it, and how it will help your business.
- Ask yourself, "What are my business goals and needs?" Then, "What do I need to do more of, or differently, to achieve the goal?" In other words, "Which leadership behavior is necessary?"
- Ask yourself, "How would I like my people to perform differently?"
- Ask yourself, "How do I create a team that parallels the one we created at my Rapport class? How do I create the atmosphere from class?"
- This book gives you examples of how to apply and reinforce the training for greatest cultural impact.

**ENJOY THIS GUIDE, THEN SHARE IT WITH OTHER GRADUATES IN  
YOUR ORGANIZATION!**

# CONTENTS

## CULTURE AND UNDERSTANDING YOURS 5

- The Performance Aligned Leadership Model (P.A.L.M.™) 7
- The Seven Levels of Performance Behavior 8
- The Importance of Culture and How It Directly Impacts Your Business Goals 10
- Why Change Your Culture? 10

## OUR CLASSES AND LEADERSHIP COMPETENCIES 11

- Intensive Classes 13

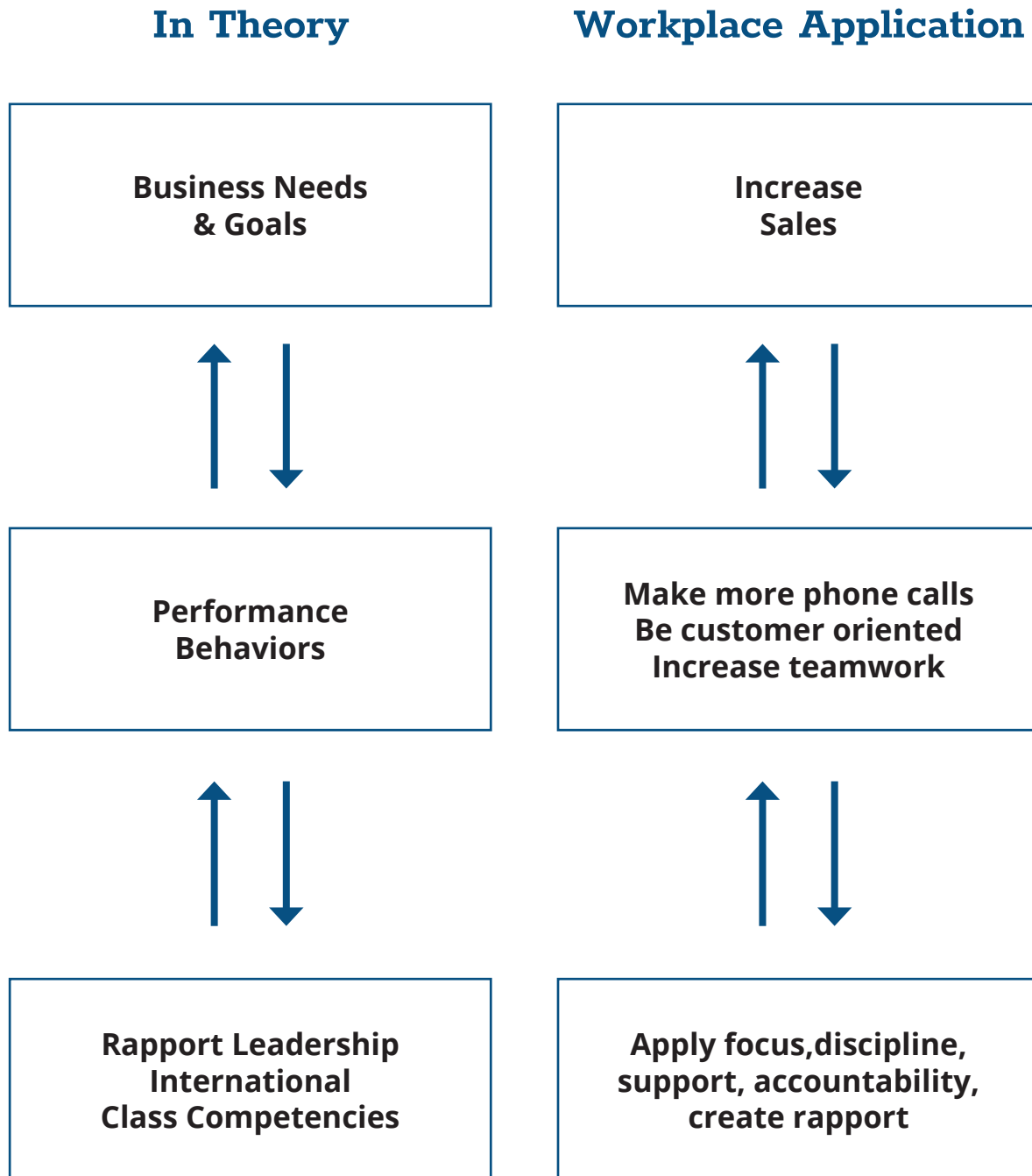
## ROLLING OUT RAPPORT IN YOUR ORGANIZATION 14

- Who, What, When, Why, and How 17
- Sharing your Experience 19
- How to Send Someone 21
- Powerpacks 22
- How to Debrief Someone 22
- Using Coaching 24
- Use Custom Training Performance 24
- Cultural Change and Why to take All the Classes 25

## ANCHORING THE TRAINING INTO YOUR CULTURE 26

- What Are Your Company's Goals and What Will It Take to Attain Them? 26
- Identify Your Most Important Leadership Behaviors and Performance Needs 26
- How Can Rapport Help? 27
- Class Anchors and Language 27
- Use Your Leadership Training Advisor (LTA)! 29
- Going On-Team 29
- Coaching 29
- Custom Performance Training 30
- Tools to Infiltrate Your Culture with What You Learned 31

# DRIVING LEADERSHIP BEHAVIORS INTO YOUR CULTURE



# 1 CULTURE AND UNDERSTANDING YOURS

Culture is created in a multitude of ways — conscious and unconscious, big and small, at all levels of leadership and by all employees. In many companies there are multiple cultures within one organization (departments, divisions, work groups, social networks, geographic locations, etc.). When it's created correctly, every person in the company contributes to the culture simply by being who they are, and by how they behave. When people share a common goal, when they truly believe in a company and want it to succeed, when they create collaborative trust-based relationships, they experience organizational health.

By understanding and embracing the organization's values, vision and mission, they exhibit effective leadership behaviors, which turns the flywheel and creates a high-performance culture. All the people moving in the same direction with a common goal — this is how companies build successful cultures and successful businesses.

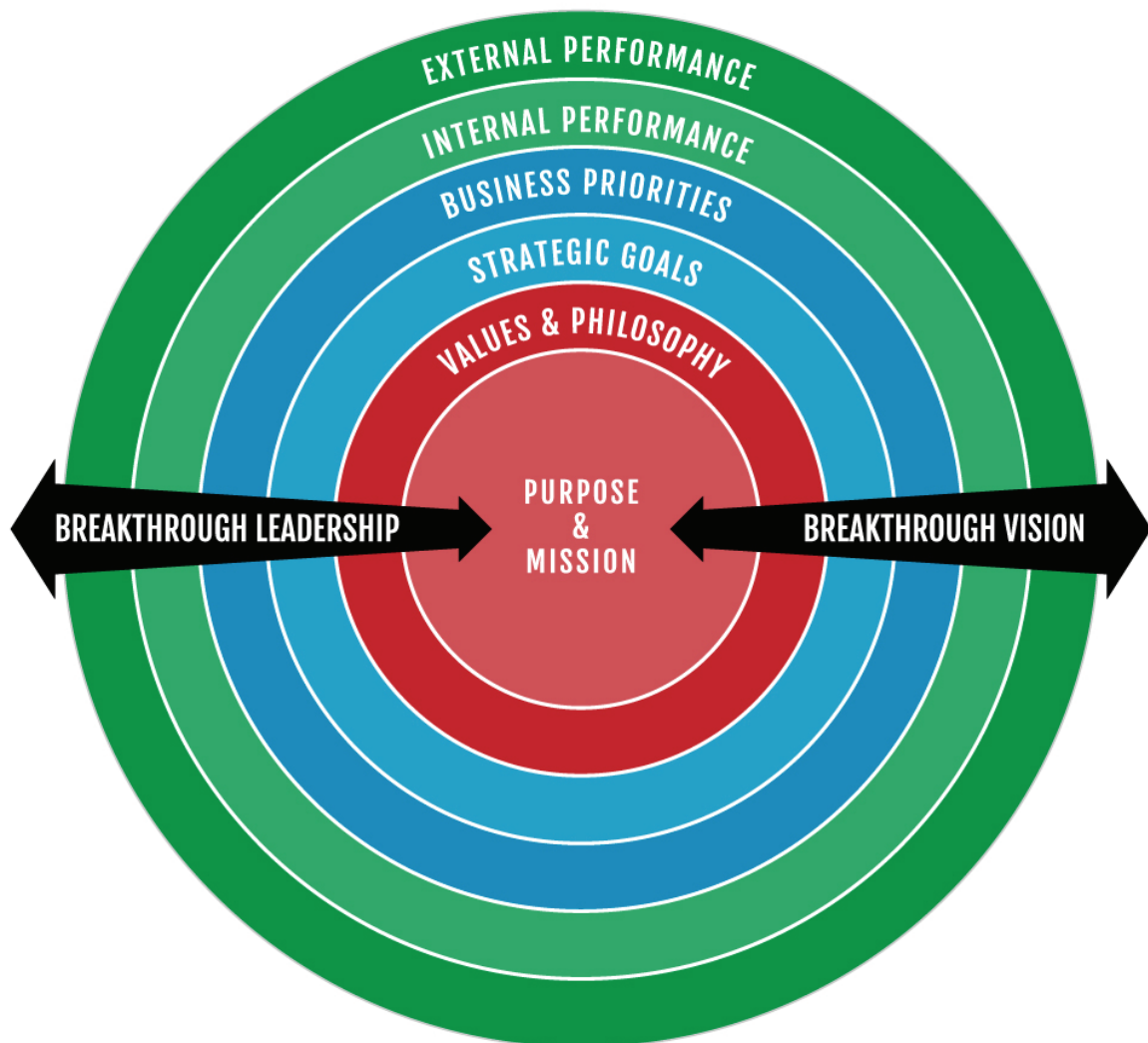
Companies and markets are dynamic, therefore every company is in a state of constant growth and change. To keep up, companies must align their cultures with the goals they set for staying competitive. This requires leaders and employees to step out of their comfort zones — abandoning the “we do it this way around here” philosophy. Growth is change, and it simply will not happen without a shift in culture that changes the way employees work, act, innovate, talk, learn and collaborate.

## WHAT IS CULTURE MADE OF?

The elements of culture are the attitudes, beliefs, actions, values and the language a company uses.

The history, traditions, procedures, policies, goals, strategies and even some external forces also contribute to creating a culture.

### BREAKTHROUGH CULTURE MODEL™



# THE PERFORMANCE ALIGNED LEADERSHIP MODEL (P.A.L.M.™)

At Rapport, we created the PALM™ to illustrate leadership behaviors and their impact on results. We use the hand as a metaphor. When your fingers are spread wide apart, the hand symbolizes an organization or a team out of alignment. Each person or department is going in a separate direction, focused on his or her own agenda. These silos produce the gaps that create inefficiencies and a diversion of energy, creating a negative impact on the business culture.

When you bring the fingers together, creating a palm (P.A.L.M.™) with your hand, the organization and the team are in alignment. Each person and department now moves in the same direction as a cohesive team, with a common focus and vision and with collaborative, trust-based relationships that eliminate the gaps. This creates team synergy for sustainable growth and exponential results.

The PALM™ represents seven levels of performance behaviors that exist in an organization. Each level is important and influences every other level. Results, especially sustainable results, are directly influenced by the execution of each of the levels. The three foundational levels of trust, communication and collaboration, and roles and responsibilities form the heart of great results. Organizations go out of alignment and produce inconsistent and poor results when they ineffectively execute the PALM™ performance behaviors. Many things fall through the cracks including: customers, revenue, employees, morale, service, communication and business goals. When the performance behaviors of a team and culture align, the organization reaps the rewards of greater profitability and bottom-line results.



# THE SEVEN LEVELS OF PERFORMANCE BEHAVIORS

## 1. TRUST

Trust forms the foundation for a strong, cohesive team and organization. Trust is not a thing, people build, create, and sustain it through actions, commitments, values, consistent behaviors, competencies and a belief in others. A strong foundation of trust enhances communication and collaboration, and consequently builds and strengthens the trust. Trust produces effective communication by encouraging open dialogue, increasing the willingness to give and receive feedback and strengthening the confidence to ask questions. It influences effective collaboration by encouraging divisions and departments to work together for a common goal. Brainstorming, feedback and teamwork replace finger pointing.

## 2. COMMUNICATION & COLLABORATION

Effective communication and collaboration enable individuals to understand their roles and responsibilities in the organization. Communication forms the lifeline of any organization, from executing the smallest task to implementing the largest project. It provides individuals with what to do, how to do it and why it needs to be done. True collaboration demands a balance between fulfilling your roles and responsibilities while supporting others in their roles and responsibilities. High-trust, collaborative interactions drive healthy relationships and effective social networks within a business culture. In order to execute and align an organization's roles and responsibilities, both communication and collaboration must exist.

## 3. ROLES & RESPONSIBILITIES

Individuals commit to organizations when they understand their roles and responsibilities and see how they fit into the big picture. By understanding the purpose of the organization, as well as the what's, how's and why's, each team member will understand how their daily tasks support the organization's strategic direction. Individuals and teams become self-motivated which increases productivity, performance and profitability to executing his/her roles and responsibilities, the team creates accountability and alignment, generating positive results sustained over time. Consistent accountability and alignment will produce exponential growth and results.



#### **4. COMMITMENT**

Individuals demonstrate commitment when they willingly own their actions and results. Shared expertise, creativity and innovation are all outflows of a committed team member. Commitment produces focused action as team members are motivated and inspired to achieve organizational goals.

#### **5. FOCUSED ACTION**

Focused Action involves moving in a forward direction consistent with the organization's vision. Focused Action trades busy work for enhanced productivity. Planning and prioritizing actions allows people to take the right actions at the right times. When all team members execute with Focused Action, they easily hold themselves and their teammates accountable.

#### **6. ACCOUNTABILITY**

Accountability starts with personal responsibility. When one commits to executing with Focused Action, accountability begins to take care of itself. When everyone commits to executing his/her roles and responsibilities, the team creates accountability and alignment, generating positive results sustained over time. Consistent accountability and alignment will produce exponential growth and results.

#### **7. RESULTS**

Every organization achieves results. The question is, do your results meet and exceed expectations, objectives and strategic initiatives? By aligning performance behaviors, you will achieve sustainable results and surpass targeted goals. Aligning performance is not a destination, as cultures are constantly morphing and changing, it represents a continuous leadership process that must be executed daily. The strength and success of your culture is in the PALM™ of your hands!

# THE IMPORTANCE OF CULTURE AND HOW IT DIRECTLY IMPACTS THE ACHIEVEMENT OF YOUR BUSINESS GOALS

When a company's culture and business strategy stay out-of-line, the company falls short of desired goals. As an organization looks to grow and prosper, the leaders set goals and share their plans with high expectations. They forget, however, that performance behaviors and beliefs must be adjusted, even their language and attitudes must change to accommodate the business objectives. That is, the business culture evolves. Many organizations know what they want; the challenge remains getting people to think and do things differently. They bring in consultants who make them aware of the gaps and shortfalls, yet the challenge of changing the thinking and behaviors rests on the leaders to figure out.

## WHY CHANGE YOUR CULTURE?

For a company to achieve its goals and move in the direction of the vision, the culture (attitudes, beliefs, actions, values and language a company uses) must align with the desired results. A team does not realize its strength and synergy when individuals, teams and departments go in their own directions. Things ultimately fall through the cracks, people create inefficiencies, customers get reduced service, quality diminishes, and sustainable results evaporate.

Knowing this, one of the most difficult things a company can undertake remains changing a business culture. Rather than changing one individual (yourself, for example), you ask a whole organization of people to move in the same direction. Just as individuals have comfort zones, companies also have comfort zones.

*Rapport's powerful training overcomes this challenge by moving individuals and cultures out of comfort zones and into the leadership behaviors that drive success. The reason we are bold, intense and demand full participation is because it works.*

# 2 OUR CLASSES AND LEADERSHIP COMPETENCIES

Rapport's training gives everyone in a company a common language and a common set of behaviors, experiences, attitudes and beliefs about what is important to people personally, and ultimately to the organization. Graduates take what we teach back to their companies, and they create their culture, not Rapport's. And most importantly, our training is performance-based, meaning people get to practice the behaviors that result in sustainable change, and ultimately growth, in an organization.

We believe a company's most important asset lies in its people, and further, they ARE the company. A company full of people who truly care about the company and the people they work with become critical to a company's success.

More than leadership skills, these competencies form the backbone of a culture and prove essential to helping an organization operate efficiently and effectively in achieving goals.

**IN ORDER TO IMPROVE A CULTURE, WE GET TO  
IMPROVE THE PERSON AND THEN THE ORGANIZATION.  
ONE PERSON CANNOT SUCCESSFULLY CHANGE A  
CULTURE. IT REQUIRES SYNERGY, ALIGNMENT AND A  
STRONG COALITION. IN FACT, EITHER YOU CREATE THE  
CULTURE OR THE CULTURE WILL CREATE YOU.**



# INTENSIVE CLASSES

## Leadership Breakthrough One • Leadership Breakthrough Two Power Communication • Eagle Quest • Life Mastery

The core competencies gained in **Leadership Breakthrough One** are threaded and reinforced throughout Rapport's set of classes.

In **Leadership Breakthrough Two**, **Power Communication**, **Eagle Quest** and **Life Mastery**, students have many opportunities to practice the competencies gained in Leadership Breakthrough One, as well as add new skills, tools and information. Each student experiences each Rapport exercise and process differently, yet as a team, they come together by creating a common experience, a common language and a way to work toward a common goal.

It happens in every Rapport class. Imagine what can happen with a group of people who interact and influence each other every day. Rapport training is not an event. It is a process that creates a shift in thinking that shifts behavior, which moves the culture.

COURSE	COMPENTENCIES LEARNED
LEADERSHIP BREAKTHROUGH 1	Teamwork & Support • Focus & Taking Action • Passion & Enthusiasm • Feedback & Accountability
LEADERSHIP BREAKTHROUGH 2	High Performance Team • Trust & Respect • Focus & Taking Action • Decision-Making & Responsibility • Roles in a Team
POWER COMMUNICATION	Identifying Communication Styles • Creating Rapport • Listening to Understand • Reframing for a New Approach • Producing Win/Win Outcomes
EAGLE QUEST	Team Accountability & Responsibility • Courage & Overcoming Limits • Leading with Vision • Aligning Team Strengths • Focus & Motivation
LIFE MASTERY	Create a Life Action Plan • Live from Abundance • Create Balance & Focus • Identify Priorities • Think from Your Goals

# 3 ROLLING OUT RAPPORT IN YOUR ORGANIZATION

Before embarking on a training program — Rapport's or any other — it is vital that you have a clear understanding of the business and performance behaviors that you'd like to change and build in your organization. Know what your vision is, what your goals are and what your desired performance outcomes are. These things will dictate who you send to training and when. Each company operates differently so strategies vary.

Rolling out the training is an on-going process. Sending everyone to one class will not permanently change your culture. Culture must be worked at consistently and deliberately every single day within an organization. Remember, the attitudes, beliefs, actions, values and language a company uses make up the aspects of culture. Everything counts when changing a culture: every action, application, attitude, word and decision. Every person must live the culture by setting the example. It all counts.

With that in mind, use these approaches to roll out Rapport training and create a breakthrough culture:

**When something is difficult to move, it requires bold action, bold training and bold steps. If you truly want to improve your business culture:**

- Commit the required resources to make it happen.
- Be passionate about creating change.
- Personally engage in the change effort.
- Create a sense of urgency.
- Ask for everyone's agreement of full participation. (Heard that before?)
- Build a strong leadership team that will guide your organization toward its vision.

## What the Leader Must Do

Executive leaders must clearly articulate and live the vision and ideal culture of an organization. People look to the executive team for LEADERSHIP, direction and guidance. Rapport recommends sending your executive team and/or senior management through the training as quickly as possible. By doing this, you create a common language, understanding and experience.

Expectations and accountability increase as people share a common set of leadership skills and tools that they know how to apply. This creates momentum and energy around the cultural change that the executive team identifies.

As a leader, you must personally continue your leadership journey and anchor in what you've learned. Again, you must continue to make links between what you learned in class, how it will be used at work, and how it will help you reach your goals. If you have questions about how to apply one of the competencies you learned in class, please call your Leadership Training Advisor (LTA) and they will help you.

## Ideas for Rolling It Our in Your Company

While your executive team goes through Rapport classes, assess what makes sense for the rest of your company.

Some ideas:

**Identify other “influential key people” (in addition to the executive management teams) to go through the training.** Influencers aren't always “titled” people; they may be influential because they have a lot of customer contact, they significantly impact the culture, they insure the quality of your product, or because they help drive the strategy of your business. These people will influence the cultural change at all levels of the organization because people respect and trust them. The change begins to take place at all levels of the company simultaneously, not just from “the top down.”

Having networks of people at all levels of the organization, the training continues to create the common language and experience that reinforce the training every time someone graduates from class.

For companies in the midst of a cultural change, consider these two powerful options once a group completes Leadership Breakthrough One: a private (for your company only), Power Communication, and/or a private Leadership Breakthrough Two. The private classes allow your people to work on their particular team dynamics, and for many groups, represents the first time they function as a high-performance team.

## KEEP UP THE MOMENTUM!

As in business, when you slow down, momentum falters. When you slow down the rollout of Rapport training, you slow down the results of the training. Keep a steady stream of people going and you'll see fresh energy and change being manifested.

## CREATE CRITICAL MASS!

At Rapport, we recommend sending a minimum of 20 to 30 percent of employees in your organization to insure you create a critical mass at any one location, group or store. This varies depending on the people you send, their position in the company, the size of the company and the goals you set.

Again, you must commit to doing what it takes to meet the goals you set.



# WHO, WHAT, WHEN, HOW AND WHY

## **Who to Send**

Send your leadership team first, then all levels of influencers who will be crucial to driving change. Always send your rising stars and people in key positions of any work group or location. Many organizations invest in all of their team members, as they know a small investment now will return dividends later.

## **What Are the Next Steps?**

Continue to look for who should go and why. Know the core competencies taught in each class and draw parallels to your performance needs, business goals and long-term strategies. Partner with Rapport to strategically influence your culture and your leadership and social networks.

## **When Should People Go?**

Roll out Leadership Breakthrough One as quickly as possible. Simultaneously get people from all levels in the organization through. For example, a company with a senior and middle management team totaling 30, is best served by rolling out Leadership Breakthrough One in 90 to 120 days.

## **How to Anchor It In**

Anchor in what you've learned by applying the tools, language and experiences to your business culture. Look for opportunities to create a common language.

## **Why Our Training Works**

Creating individual behavioral change, especially sustainable change, is the most difficult aspect of most training programs. Many of them provide great information, models and theories. Through these training programs you may understand, learn and gain this knowledge, yet simply learning something new generally does not correlate to a change in performance. We are all creatures of habit and therefore the tendency to take the path of least resistance and fall back into our comfort zones is great.

Rapport Leadership International has created a series of training and development courses that implement proven practices for creating true performance change. Our processes and delivery are the catalysts for changing behavior.

The following six practices are the reason why Rapport's training has an immediate and ongoing impact on behavior, productivity and performance.

## **1. SELF-AWARENESS**

Learning begins when individuals become aware of their own strengths, opportunities for growth and self-limiting behaviors. Rapport provides the opportunity for participants to “look in the mirror” and assess their performance. During the class, time is given for reflection, exercise debriefing and journaling. Ongoing processes ask the participant what is being learned and how to apply the training in their lives. Bottom-line, people must be self-aware in order to make meaningful and lasting changes.

## **2. PRACTICE / EXPERIENCE**

Just as in sports, athletes practice skills and techniques in order to improve performance. Through practice and experience, performance is enhanced and continues to improve over time. Everything Rapport teaches about leadership is learned through an experiential process and correlates directly to a leadership attribute and behavior.

Rather than just discussing or lecturing on a variety of leadership traits, all participants of Rapport training experience and practice leadership behaviors such as accountability, communication, enthusiasm, focus, passion, taking action, teamwork and trust. It is through this experience that performance is enhanced.

## **3. FEEDBACK / COACHING**

Providing feedback and coaching to an individual gives insight into their behavior. Rapport’s classes are dedicated to giving individual attention and coaching to every participant. For this reason, class sizes remain small. At Rapport, our trainers are coaches. In every course they offer feedback and coaching that is honest, direct, instant and one-on-one. This feedback is designed to empower the participant and move them forward to their own next level of performance. Great coaches in sports, business and training have the power to unleash the potential of individuals by seeing things that they may not see for themselves

## **4. MOTIVATION**

The key to motivation is not necessarily to motivate the participant, rather it is to allow a student to discover, uncover and tap into his or her own internal motivators. At Rapport, our processes allow students to identify what is important to them. Our graduates walk away inspired, focused and internally driven.

## **5. ANCHORS**

Anchors are words, phrases or movements used as a prompt to recall a behavior, an emotion or a past experience. At Rapport, we use anchors so that after the training participants have quick, easy ways to recall and apply specific leadership competencies. For example, when a student completes a training process that anchors in taking action, this anchor can be readily accessed and applied in any business meeting, decision-making process or important project.

## **6. INTENSE EXPERIENCE**

In Rapport classes, students experience a range of emotion. Quite simply, the emotions mean our exercises are connecting on a deep level to something that is meaningful to our participants. From this comes the recognition of what was, and what can be in the future.

## SHARING YOUR EXPERIENCE

Remember that as a nominator, you have an important responsibility to live the training, prepare people well for the training and follow up with them when they return. Here's how to share.

Contrary to popular belief, Rapport would love for you to share your training with as many people as possible. It helps you recall the training and anchors it in for you.

Some people have a hard time putting their training experience into words. This is understandable as the learning in our classes comes from the experience, and everyone experiences each class differently. Here's how to explain it:

*Rapport Leadership International did not invent leadership training and development, we simply changed the way it is taught. In two-and-a-half days, you will experience a series of challenges and processes designed to allow you to live and practice leadership. Rather than talking about teamwork and support, you'll practice and experience teamwork and support. Rather than talking about the importance of passion and enthusiasm, you'll experience it. The same goes for focus, taking action, feedback, accountability, etc. All these leadership behaviors will be lived and practiced in class so you can immediately apply them in your personal and business life.*

Rest assured that explaining each process is not where the learning takes place. Once again, learning comes from the experience of practicing your enthusiasm. It is in the doing that we learn.

Likewise, everyone defines leadership differently based on his or her roles and responsibilities in life. Therefore, the meaning you get from each exercise, the learning you get from each process, will be individual. A person must take the Rapport training to understand the Rapport training. They must see it, or EXPERIENCE it, for themselves. It's like telling someone about a great movie you saw — they have to see it for themselves to understand it.

Feel free to talk about the competencies from class and how you will apply what you've learned. The application will vary with each person based on his/her job, skill set, attitudes and beliefs, and place in life.

Another reason people may have difficulty sharing their training experience is because it is intense and challenging and can be emotional. To create the teamwork and self-discovery for which we are known, we ask people to get outside their comfort zones. In class, students bond as they trust each other with their personal thoughts, ideas and goals. After class, students take this sense of vulnerability with them, yet are not always willing to share it.

## **The Benefits of Sharing Your Experience**

One of the greatest benefits of sharing your experience with others is that you get to anchor in the training again. After training many people are told, “You’re different.” This is a great time to acknowledge what you’ve learned and celebrate your success. Tell them about the training, being very specific about the leadership competencies you practiced and now demonstrate.

Talk about the things you are improving upon, and whether this co-worker is a Rapport graduate or not, ask them to hold you accountable. While this anchors in the training for you, it also opens a new level of dialogue between you and your co-worker, builds trust, strengthens your team, and thereby, improves the culture and the business.

## **Live the Training**

When talking about Rapport with a co-worker who has not gone, many people describe the weekend process by process. We suggest sharing what you learned by telling people the benefits you received and demonstrating new personal and professional behaviors. Hold yourself accountable to be punctual, to speak your mind, to create a team, to lead with enthusiasm. Sharing this way gets people more excited about supporting you on your journey as they see the positive changes you made.



## HOW TO SEND SOMEONE

Below are specific ideas on how to prepare a nominee for class.

### What Should I Say?

Tell your nominee that Rapport provides a series of challenges and processes that allow you to experience and practice leadership skills and behaviors instead of just talking about them. When you leave class, you immediately apply leadership skills in your business and personal life. Your purpose is to create anticipation and excitement rather than apprehension, resistance or fear.

### By all means, create anticipation.

- Answer questions.
- Be straightforward.
- Share the competencies you worked on and the ones you are improving upon. Refer back to the core competencies listed earlier in this book and go through them one by one.
- Make it clear that you are offering them an opportunity to learn, grow and change, not because they “need it,” but because you believe in them and are interested in their success. Tell them that you also want them to be part of the team that will contribute to your company’s success.
- Have a discussion about the goals, direction and vision/mission of the organization, and how this person can have a positive influence on them.
- Talk about your company’s mission statement and let your nominee know they will be creating a “co-mission statement” within their role and responsibility and how they fit into the bigger mission of the company.
- Ask them in which areas they can grow as a leader.
- Write down their goals for work.
- Tell them that the learning comes from the doing. They get to define what leadership means based on how they live their life and what they want out of it.
- Explain that the goal is to take their leadership skills to their own next level. They will build on their individual strengths, uncover their talents and break through barriers that hold them back from realizing their leadership potential.

### Other helpful tools for preparing someone:

- Go to the [Rapport website](#)
- Use the brochure
- Share an online newsletter
- Call your Leadership Training Advisor (LTA)
- Use this book

## POWERPACKS

The purpose of a power pack is to support the individual going to class. They create bonds between the nominees and the nominators as they read the cards and realize that the nominator supports them. Everything in the power pack should be encouraging, empowering and reassuring. In addition, you might put games and toys in power packs to remind students to have fun and enjoy!

If anything in a power pack creates fear or apprehension, or is distasteful in any way, leave it out. While we want people to have fun at the training, we also want them to be focused on the real benefits of the classes.

For more information on what to write on cards or put in Powerpacks, visit our website at [www.RapportLeadership.com](http://www.RapportLeadership.com).

## HOW TO DEBRIEF SOMEONE

Schedule time to sit down and allow the new graduate to share their experience. Really listen to what they say and allow them to recap the processes themselves. As they relive the emotions and feelings created in class, the training is anchored in for them.

### **Review their reports before you sit down.**

Jot down questions you have. Make a list of all the things the nominee said they would do in their reports.

### **Ask open-ended questions:**

- What impacted you during the class?
- How did that feel?
- What was it like the first day? The second day?
- How did you feel on the first night?
- How will you apply the training in your business life?
- How will you apply the training in your personal life?
- What will you do differently, or more of, as a result of your experience? Which leadership competencies (refer to the list earlier in this book) will you begin to apply right away?
- How can I support you?
- How can I hold you accountable?

### **Share your experience.**

Tell them what you thought before you went, and more importantly, share with them what you got out of it. Be specific. What do you do differently (especially at work) as a result of the training?

**Again, ask your nominee specifically what their business goals are.**  
Are they the same as before they went? Which skills do they need to reach their goals?  
What did Rapport teach that will help them?

**Let other Rapport graduates in your organization know about the new graduate and encourage them to talk about their experiences.**

**Share your experiences from other classes if they have questions.**

**Set a follow-up meeting to continue the journey and hold them accountable for the goals they set.**

**Encourage them to maximize the training and practice the skills possessed by great leaders: focus, accountability, passion, taking action, communication, teamwork, etc.**

**Send them to the Rapport website to review current and past newsletters.**

**Encourage your nominee to talk with their LTA who will answer questions and discuss a personal plan for continuing their training.**

**Share other leadership training materials you like: books, tapes, classes or organizations.**

**Share the skills you've gained.**

Many people want specifics about what they will learn, and that is great! We suggest using the lists of leadership competencies (listed earlier in this book) as a guide. Again, you can share the processes, but they will be of little value until they complete the processes themselves.

**Nominate others.**

Share your training by nominating others. In fact, it is the best way to "keep the training alive." As others go, you build a common language, a common belief system, and a shared vision for the future of your organization. By nominating, you choose to surround yourself with other team members who will hold each other accountable and reinforce what you've learned.

## **Eliminate the Wedge**

Sometimes people create gaps between those who have gone to the training and those who have not. It is not the intent of Rapport (or the training) to alienate people for any reason, especially those who have not gone to our training. Instead, we encourage you to remember that the goal of our training is to create the culture you desire. Rather than exclude people, think of ways to include them so you benefit from the ideas and knowledge they have.

For starters, sign up for our electronic newsletter. In it, you'll find processes you can run that are suitable for graduates and non-graduates alike.

## **USE COACHING**

Rapport coaching is a great way to continue your learning journey. There is an enormous amount of content delivered in Rapport classes, and Rapport coaching allows you to double back to reexamine processes and explore your goals and ideas more deeply. Your Rapport coach will help you apply what you've learned to your business and personal life, and hold you accountable for the things you say you want.

You'll also get a chance to go exploring into uncharted territory seeing which patterns — positive or negative — show up, learning to reframe old ideas, digging deeper into your motivators and walls, and learning new strategies to focus your energies on the future.

## **USE CUSTOM PERFORMANCE TRAINING**

Learn to apply the training in your business when you have Custom Performance training at your organization. This essential tool helps you make the leap from individual experiences to the collective application of the leadership competencies and skills gained.

The agenda is yours, not ours. We anchor in the training by focusing on your organizational culture, your opportunities for growth, improving your communication and strengthening teamwork. An ideal and cost-effective way to raise the skill set of the whole organization at once and it can be done with Rapport graduates and non-graduates together.



## CULTURAL CHANGE AND WHY TO TAKE ALL THE CLASSES

It takes many events, much practice, some failure and lots of desire to become a great leader. Our training is not an event. It is a process and with each class comes greater clarity and understanding of how to use and apply leadership skills.

Each Rapport Leadership class has a different focus, dynamic, structure and facilitation style, and each addresses different leadership competencies. As you continue through the training, you build on what you've already learned, as well as, apply the leadership competencies to different areas of your life or in different circumstances.

At Rapport, we often hear these two statements:

*"Leadership Breakthrough One is working for me. I'll stick with that class."*

Leadership Breakthrough One is an extremely powerful class. We agree, so was first grade. Remember how much you learned there? Each Rapport class builds and reinforces the others.

Creating a cultural shift is a process, so it is essential to continue the journey. Multiple people going to multiple classes builds on the skill sets learned. More tools, more common language, more strengths, more behavioral changes — this is how to change a culture.

*"I want to get everyone through Leadership Breakthrough One before I send them to Leadership Breakthrough Two."*

Slowing down the rollout of different Rapport classes can create huge lapses in learning. People stop learning and they may be an island — the only one who has gone to any class. Sending people to other classes creates a dynamic, exciting atmosphere where everyone learns at the same time.

Remember, you need a critical mass of people who understand the vision and want to be part of the team to create a breakthrough culture.

# 4 ANCHORING THE TRAINING INTO YOUR CULTURE

## **WHAT ARE YOUR COMPANY'S GOALS AND WHAT WILL IT TAKE TO ATTAIN THEM?**

You will know which cultural shifts to make once you know your strategic initiatives and have a plan in place that outlines your business goals and needs. For example, growing the company can mean improving sales, growing revenue, improving the bottom line, increasing market share, improving customer satisfaction, etc. There are lots of business needs beyond growth. Growth itself means that there are other needs. Anything within the strategic plan or marketing initiatives goes to the heart of internal cultural changes, global expansion, new product lines, etc.

Determine what your employees and executives need to **do** more of or differently in order to achieve these business goals and needs. How do they need to perform on a day-to-day basis? What are the leadership behaviors necessary for success?

## **IDENTIFY YOUR MOST IMPORTANT LEADERSHIP BEHAVIORS AND PERFORMANCE NEEDS**

Each team member has talents, skills, strengths and habits that help your organization achieve your goals.

**Examples of leadership behaviors and performance needs are:** individual focus, ability to demonstrate more enthusiasm, working as a team and supporting others, being passionate about the work, using creative talents, being willing to change and get outside your comfort zone, being confident and conveying ideas with conviction, being motivated to take action, having the skill to listen and empathize, having the ability to give feedback and hold others accountable.

You have business needs and goals and in order to achieve these, you need people to perform at a certain level. And as a leader, you need them to constantly build on their strengths, use their innate talents and unleash all their potential.

## HOW CAN RAPPORT HELP?

Rapport Leadership International's training is a powerful tool that improves performance to help you achieve your business goals. This tool can only be maximized through your efforts, follow-through and commitment to drive the training into your culture.

## CLASS ANCHORS AND LANGUAGE

By using the language anchors and leadership philosophies you learned in class, you will fully take advantage of Rapport training. You don't have to use them exactly as we present them, remember we want you to create your own culture. What's important is creating commonalities among your employees so they begin to grow and function as a team.

Every class Rapport teaches, without exception, forms a strong, cohesive team. The reason? The first thing we do is give the students a common language and common leadership philosophies. This creates a level playing field for the students and an environment of trust as they move through the learning together. Students open up and share their thoughts and challenges, and as team members get to know each other, they empathize and offer to help each other succeed. When the team pulls together, we can get directly to teaching leadership competencies such as focus, enthusiasm, respect, confidence, taking action, etc.

Many people hold a textbook definition of a team, until they take our training. The point of you forming a team at training is to give you the EXPERIENCE of teamwork and the EXPERIENCE of what you can create at work. Teamwork is so much more than a group of people working together, it can include support, success, openness and sharing — leadership competencies, that change behaviors, that change the culture to produce the results you want.

Rapport classes are a microcosm for any team in any company, each consisting of different people with different strengths, talents, backgrounds, languages and philosophies. In reality, successful companies create desired cultures by identifying things that are collectively important to the group. When employees know the expectations of them and when they believe in the direction of the company and what it stands for, they will make the right choices to help their company succeed.

Great companies know this; in fact, it is why they succeed. And yet at Rapport often we hear that their team at Rapport was special and it was that group that made it happen. Every class is special, and we know we can take any random combination of students and get the same result. And your company can too. In fact, you have more people around you at work who care more about you personally and professionally than in any class of strangers at the training.

The difference is that people do not take what they've learned and use it in the office. In our classes, no one accepts good 'nuf.

Why do you accept it in your business? Running a company, a team or a household requires a tremendous amount of personal responsibility. And even if we could, we wouldn't tell you how to do it. That learning, that success, the joy of helping others is a challenge and a privilege because of the gifts and talents you possess. Rapport is only one tool and if you need it sharpened, let us know. We'll think of ways to help you continue to use it.

**Which Rapport tools and anchors can you apply in your company?**

## **Increase Your Awareness**

Take the time and effort to really anchor the training into your culture. Our training does not teach you "The Rapport Way", it gives you the tools to create your best way of doing things.

## **Finding the Common Language**

In class, students begin to use and create a common language. There are many language anchors in our training. The goal is to create a common language through which people understand the behaviors that create the business results you desire.

## **Values and Beliefs**

You took time in class to identify your core values and how you apply them. Use this same exercise in your organization by generating a list of core values. Then, create behavior statements that support each value. For example: We value growth. What does that mean? What does it sound and look like? Which behaviors do we execute in order to achieve growth?

## **Leadership Competencies**

Take key leadership competencies and anchor them into your organization. Take each competency from the earlier list and define what that meant in class. Now, take that same competency and define what it means in your business.

Start this dialogue with your coworkers so each person can share what works for them personally. Then create anchors that the group agrees with. The point is to take the training and use it to create the culture your company wants.

## **USE YOUR LEADERSHIP TRAINING ADVISOR (LTA)!**

Your LTA is a great resource for everything related to Rapport. Chances are, whatever your question, they've heard it before and can help you, or put you in contact with someone who can.

After your Rapport training experience, make sure everyone has a comprehensive debrief with an LTA. It will help them understand and anchor in the training.

Your LTA will help you develop a rollout plan. As discussed earlier, there are some do's and don'ts that will increase your return on investment.

## **GOING ON-TEAM**

Many Rapport graduates say their On-Team experience proves at least as valuable, if not more so, than their class. Going On-Team reinforces everything you've learned and reminds you to apply the skills in your own life. Guaranteed when you go On-Team, there will be a process or two you'll swear you didn't do.

As an On-Team member, you will have new personal insights, and maybe even a breakthrough or two. In addition to reliving your training, you'll build an awareness and understanding of what other peoples' walls and blocks are, and how you can better support, coach, motivate and mentor those around you.

As a leader, you'll get to view the big picture and experience what it's like to lead a team through obstacles and challenges and on to success.

Being On-Team allows you to see the process from another perspective — the Trainer's. You're encouraged to ask questions and to journal while On-Team, allowing you to grow to a whole new level.

## **COACHING**

Take advantage of having a personal coach to hold you accountable for all the incredible commitments you made in the training. Our coaches use your life and your agenda to systematically drive home the key learning and potential applications of your class. By asking questions, giving homework, offering feedback and helping you reframe, you get the chance to take your training investment to the next level.

Coaching can be done one-on-one, with a group of coworkers, or with another group of people you select. Coaching is done over the phone at your convenience.

## CUSTOM PERFORMANCE TRAINING

Rapport designs and offers custom training around your company's business and performance needs and can be done with a group of graduates or non-graduates. Ultimately, the goal is to help you get everyone in alignment with your goals.

From "refresher courses" to workshops designed to push your employees beyond what they already know, we'll take the time to understand your needs and offer solutions. Prior to the course, we make sure we familiarize ourselves with your culture, corporate lingo, and business and performance needs so we help you drive your culture.

Use custom training for its cost-effectiveness by impacting your entire organization together; instead of your employees traveling to us, we bring the class to you. The courses are delivered in a less intensive style than Leadership Breakthrough One; the purpose is different so the training approach is different.

After a custom course, your responsibility remains to reinforce the custom training and all the training in your organization. The more people understand about the company's core philosophy and how the competencies we teach are in line with it, the more they will use the tools in helping you make the cultural shift. Leaders must use the common language in meetings, openly discussing what people do differently, or more of, as a result of the training.

Done consistently, even people who have not been to the training begin to learn new attitudes, beliefs and behaviors.



## TOOLS TO INFILTRATE YOUR CULTURE WITH WHAT YOU'VE LEARNED

Here are ideas to drive the Rapport training into your culture:

- Ask your group which cultural shift they need in their area, then have them come up with ten tools to help them do it.
- Discuss one leadership competency every day.
- On a white board, link the leadership training competencies to your business goals.
- Rerun a process from the training.
- Meet with a group and choose accountability partners.
- Discuss time parasites.
- Network with other Rapport graduates.
- Make sure you get Rapport's electronic newsletter, "The Rapport Connection", and do the process suggested each month (appropriate for graduates and non- graduates). Sign up on-line or call us.
- Also see articles, client interviews and book suggestions in "The Rapport Connection."
- Use our website to find homework, tools, archived newsletters and articles.
- Start a recharge group in your area or find out more about this vibrant group in Reno:
  - Contact us about having a Refresher Intensive Training class at your company.
  - Create your own culture book using the leadership competencies from training.

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