



# Los Angeles

THE INSTITUTE FOR MANAGEMENT STUDIES, 6580 S McCarran Blvd., Suite B, Reno, NV 89509

SUBJECT	<b>GET THE MOST FROM YOUR 'B' AND 'C' PLAYERS WHILE DEVELOPING YOUR HIGH-PERFORMERS</b>		
FACULTY	MR. BILL HAWKINS		
LOCATION	Millennium Biltmore Hotel 506 S Grand Avenue, Los Angeles, CA 90071 (213) 624-1011	DATE	Tuesday, November 10, 2009
		REGISTRATION	8:30 AM
		SESSION	9:00 AM - 4:00 PM

## TIME TOPICS

15%	<b>Earning the right to be their Coach</b>
	<ul style="list-style-type: none"> <li>• What do employees want from the boss?</li> <li>• Six characteristics of a coach</li> </ul>
20%	<b>Developing your "High Potentials"</b>
	<ul style="list-style-type: none"> <li>• Career development</li> <li>• Skill development</li> </ul>
15%	<b>Teaching smart people to learn (tools and techniques)</b>
	<ul style="list-style-type: none"> <li>• Coaching technical experts</li> <li>• Interpreting soft data</li> </ul>
20%	<b>Getting the most from your B and C players</b>
	<ul style="list-style-type: none"> <li>• Managing expectations (yours and theirs)</li> <li>• Providing effective feedback</li> </ul>
15%	<b>Motivating high potentials and the rest of the team</b>
	<ul style="list-style-type: none"> <li>• Two primary needs that must be met</li> <li>• A blind side for most coaches</li> </ul>
15%	<b>Putting it into Practice</b>
	<ul style="list-style-type: none"> <li>• Where do you spend your time?</li> <li>• Customizing the messages</li> </ul>

## SEMINAR DESCRIPTION

This program will focus on strategies and tactics for coaching two key employee groups found in every organization: the 'high-potentials' and the 'B and C' players. High potential employees have different needs than the B and C players on your team. This session will focus on how to coach, motivate and develop each individual on your team for maximum effectiveness. Participants will learn systems and methods to develop high potentials for current and future success. We will also analyze coaching techniques designed to get the most from B and C players. Attendees will learn how to apply these concepts to engage and motivate every member of your team.

## FOR RESERVATIONS

**Michael Alley**  
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## FACULTY



**MR. BILL HAWKINS** is an expert in leadership effectiveness. In association with Marshall Goldsmith Partners, the Alliance for Strategic Leadership and Innovative Resources Consultant Group, he has worked with over twenty Fortune 500 companies in seventeen countries. Mr. Hawkins began his career working for a division of Johnson & Johnson in sales, marketing, and product management positions. He then joined Boston Scientific Corporation as Director and then Vice President of Sales and Marketing. For the last fifteen years Mr. Hawkins has worked with organizations to identify and develop high potential leaders. During this time he has designed and facilitated leadership-training workshops with leading organizations on five continents. He also coaches leaders individually to increase personal effectiveness. Clients served include Acushnet, American Express, Ashland Corporation, AT&T, BellSouth, Bloomberg, Boston Scientific, Budget Rent a Car, CalPERS, Cashman Equipment, Cox Enterprises, C R Bard, CSFB Bank, DirecTV, Dreyer's Grand Ice Cream, Exelon, Federal Reserve Bank, Guidant, Hitachi (America), Internal Revenue Service, Johnson & Johnson, Labatt Breweries, Kodak, Mead Johnson, MGM -Mirage Hotels, Motorola, New York Stock Exchange, Nortel, Northrop Grumman, Oracle, Pfizer, PNC Bank, Raytheon, SmithKline Beecham, SUN Microsystems, Union Pacific Railroad, Washington Mutual Financial Services, and Weyerhaeuser. With his blend of consulting and management experience, Bill brings a breadth of understanding and insight to "real world" situations. Aside from his work with major corporations, Mr. Hawkins has donated his services to the International Red Cross / Red Crescent, the New York Association for New Americans, and the Girl Scouts of the USA. He holds a BS from Drake University, and an MBA from Indiana University. He is member of the Learning Network, the Peter Drucker Foundation "Thought Leaders Forum", and is listed in Who's Who in International Business. Mr. Hawkins is a contributing author in the Peter Drucker Foundation book *The Organization of the Future*, Jossey-Bass 1997. He is also a contributing author in *Coaching for Leadership*, Jossey-Bass, 2000 and *Change Champion's Fieldguide*, Best Practice Publications, 2003.

## GUIDE TO PARTICIPANT SELECTION

SENIOR EXECUTIVE  
(Pres, Exec & Sr. VP)

EXECUTIVE  
(VP & General Mgr)

SENIOR MANAGER  
(Div. & Reg. Mgrs)

MIDDLE MANAGER  
& SUPERINTENDENTS

2	3	3	3	3	3	3	3	3	2	3	3	2
1	2	2	2	2	3	2	2	2	2	2	2	2
1	1	1	1	1	2	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1	1
Admin	Distrib	Engr	Finc	H.R.	Legal	Mktg	IT	Ops	Plng	Pchsg	R&D	Sales

APPLICABILITY

"1" indicates primary target audience

"2" indicates a good fit if the level of material is appropriate

"3" indicates (in the opinion of the Institute and faculty) limited applicability.

## FOCUS

PRIMARY

### LEADERSHIP DEVELOPMENT:

Adaptability, Communication, Developmental Perspective, Empathy, Interpersonal Relations, Judgment, Motivation

SECONDARY

### EXECUTING/CONTROLLING/EVALUATING:

Decision Making, Use of Authority, Delegation, Direction, Coordination, Guidance, Discipline, Follow Up

TERTIARY

### PLANNING/ORGANIZING:

Problem Identification, Analysis, Evaluating Alternative Solutions, Developing Specific Plans, Generate and Obtain Plan Support

LEVEL

Introductory  Intermediate  Advanced