



Breaking Through the Bull: Leading a High-Performance Team or Organization

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Jim Clemmer's newest workshop, drawing from his highly acclaimed new book, **Moose on the Table: A Novel Approach to Communications @ Work** will show you how to take your team, workplace or organization to higher levels of success.

Many teams and organizations regularly miss their performance targets. If you're not happy with your team or organization's performance, you're likely experiencing many of these problems.

Failure to Communicate – People are reluctant to openly discuss concerns, issues or problems. E-mail is reducing personal communication and your people are drowning in data while losing sight of the big picture.

Leadership Lip Service – There's a lot of talk about leadership at all levels, but action and follow-through is weak.

Toxic Teams and Poisonous Cultures – Blame, accountability gaps, and negativity create trust issues, reducing morale and productivity.

Avoidance and Denial – Problems fester and grow as key issues are ignored. Projects miss deadlines, and change efforts fail to take hold.

Disengagement and Demoralization – Apathy and indifference are creating a culture of reduced customer service, innovation, quality, and productivity, as absenteeism increases and retention slips.



Let's Get Practical

For over 25 years, Jim Clemmer's *practical leadership* approaches have been inspiring action and achieving results. His 2,000 plus presentations and workshops/retreats, six best-selling books, columns, and newsletters are helping hundreds of thousands of people worldwide because they are inspiring, instructive, and refreshingly fun. And most of all... *because they work!*

Jim is constantly distilling his exhaustive research, extensive experience, and collection of best practices into easily understood, highly energizing, and *practical* applications. His workshops are so effective because they inspire action and provide

"how-to" steps that — when used as directed — dramatically boost results.



Learn How to Reduce Your Moose at Jim Clemmer's Powerful New Workshop

"The energy and enthusiasm Jim brought to his presentation was greatly appreciated. The insights and techniques you have shared will help us on our continued journey to zero injuries and performance excellence in safety, productivity and quality. The concept of 'moose on the table' will encourage us to identify uncomfortable issues and become more courageous in our personal leadership approach."

Jim Carter, President and Chief Operating Officer, Syncrude Canada Ltd.

Create a More Balanced Organization – Rebalance the technical, management, and leadership components in your team, and stop letting the 'urgent' crowd out the 'important'.

Boost Leadership Development – Multiply leadership initiative, increase emotional intelligence, and foster inspired efforts throughout your organization.

Bolster Upward Leadership – Find ways to influence management above your team, work with ineffective bosses, and lead change from lower organizational levels.



Develop a High-Performance Culture – Draw from world-class best practices, Jim's extensive research, and The CLEMMER Group's vast experience to align and integrate your improvement programs and practices.

Build Trust and Teamwork – Energize and strengthen your teams to identify and reduce the barriers to higher-performance.

Improve Change Leadership – Mobilize people at all levels, and in all roles, to champion change and increase proactive and continuous improvement.

Strengthen Communication Strategies – Get e-mail back under control, boost openness, and get directly at key performance issues.

Set Clearer Priorities and Follow-Through – Develop high-leverage strategic objectives, increase implementation, and use ongoing feedback for course correction as you move your organization towards higher-performance.

Enhance Motivation and Engagement – Energize and engage team members to propel themselves, and your organization forward.

What's with "Moose on the Table"?



"Jim writes and speaks from a solid base of successful, personal experience. He has effectively led and managed a rapidly growing business organization. Jim balances his practical experience with extensive and rigorous research. This powerful combination is energized with Jim's enthusiastic and engaging presentation skills."

Jack Zenger, Co-Founder of Zenger Miller (now part of AchieveGlobal), author of seven leadership books, and member of American Human Resources Development Hall of Fame

For ten years, The CLEMMER Group has successfully used the powerful *Moose-on-the-Table* metaphor to help management teams identify and address issues getting in the way of

higher-performance.

Many teams find it much easier to avoid tough conversations than do anything about them. But rarely do

problems get better when left unaddressed. Rather, the moose grow larger, breed, and increase in size and complexity.

SIGNS OF MOOSE-ON-THE-TABLE ISSUES INCLUDE:

- Real discussions happening in the hallways after the meeting.
- People agree — then go and do their own thing.
- Big problems or issues are minimized and touchy issues avoided.
- Helplessness, cynicism, and apathy.
- Growing turf protection and silos or walls between departments.
- Blame storming, fault finding, and sniping (often wrapped in "humorous" zingers).
- Commitments continuously not kept and deadlines missed.
- Meetings waste time, drain energy, and frustrate participants.
- Lobbying, politicking, and decision-making outside the team meetings.

About the Book

Drawing from thirty years of working with management and teams, Jim's sixth book uses a fictional "edutaining case study" to vividly illustrate the personal, team, and organizational leadership principles and practices found in his work. Early feedback has been extremely positive.

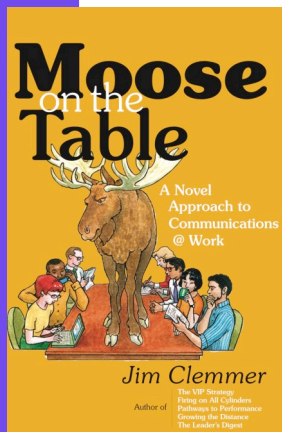
In one instance, the President of the company that printed the book, read a sample copy left on his desk. The following Monday, he asked permission to print additional copies for his

entire management team before an upcoming

planning retreat!

Building on the playful metaphor that's proved so memorable and effective with many CLEMMER Group Clients, Jim artfully weaves difficult personal, team, and organizational issues with lighthearted humor to make the key lessons resonate with the reader. *Moose on the Table* is especially written for busy people who find personal growth, organizational change, and leadership books a little too dry.

This *Breaking Through the Bull* Workshop will loosely follow the flow of *Moose on the Table*, and reveal how Jim brought the story to life, as it invigorates and inspires participants to action.



Chapter Titles

1. Running on Empty
2. The Call of the Riled
3. The Dread POETS Society
4. Of Moose and Managers
5. Elf Perception
6. Heart Failure
7. The Mighty Maynard
8. Moose Tracks
9. That Slinking Feeling
10. Facing the Bull
11. Two Steps Forward, Four Hooves Back
12. The Last Re-snort
13. To Boldly Grow
14. Taming of the Zoo
15. In the Winner's Cycle
16. Hat Tricks

Workshop Options

Educational Workshop or Moose Hunting Workshop

Customizing any *Breaking Through the Bull* Workshop starts with defining the key objectives and outcomes of the session.

Educational Workshops are for larger groups who don't all report to a single supervisor, manager, or executive. This can range up to audience sizes of hundreds of participants. The main focus of a workshop is individual learning and personal action planning.

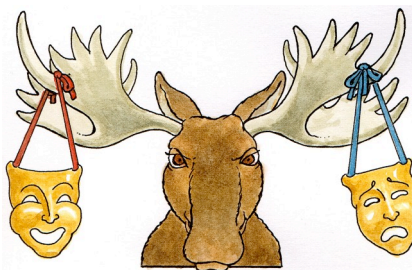
A variation of this workshop is to have a few people from the same team (or even the entire intact team of five to ten members) together at a series of roundtables within the larger workshop. In this configuration, participants learn, assess, prioritize, and plan as a team.

A Moose Hunting Workshop creates an environment where participants feel safe naming and addressing moose issues or problems. The process may involve pre-workshop assessments through focus groups, interviews, surveys, or confidential e-mail input. Or the process may allow participants at the workshop to anonymously identify moose issues or problems, participate in ranking and weighting, before brainstorming ways to reduce the moose.

Moose Hunting Within Other Workshops

Most of Jim's workshops contain references to his *Moose-on-the-Table* concept. The *Moose-on-the-Table* section can be extended to include moose hunting exercises.

Within most workshops, participants would identify moose issues that need to be addressed back in their workplaces or with other members of their intact teams (who may not be at the session). [Click here to view Jim's Practical Workshops](#) and see how



Moose-on-the-Table activities are often a key part of this session.

Another Option – Blending Staff and/or Various Management Levels

This may start as a half or one-day workshop for staff and management combining organization or team assessments, identifying *Moose-on-the-Table* issues to be addressed, and possibly brainstorming solutions. Using this approach, everyone gets the same message, develops a common language, and gets involved in the improvement process (which dramatically

increases commitment to change). Jim then facilitates a senior management team priority and action planning session during the last part of the workshop (often the afternoon of the second day) to make decisions and begin implementation. Sometimes the progression starts with a half-day with everyone, continuing with a day including all management, and a final half-day with just the senior intact management team of five to ten.

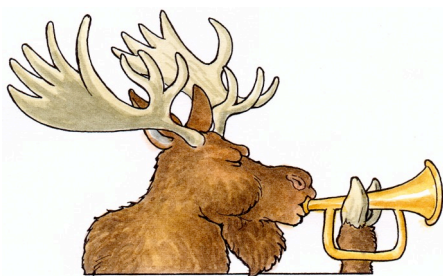
Management Team Retreat

Participants are an intact management team that already work together as a unit -- planning, making decisions, and running operations. The size of this single level management team is usually five to ten people -- all who report directly to one manager, director, or executive.

With an intact management team, moose hunting is usually part of a larger one-day workshop or two-day retreat. This puts this effort in the best context and dramatically increases the chances that the team will develop action plans to address the moose issues. [Click here to view Practical Team Retreats](#) and see how *Moose-on-the-Table* activities are often a key part of this session.

CAUTION!

Asking participants to identify Moose-on-the-Table issues, and then not addressing them effectively will only make the situation worse and reduce morale. This also raises the "snicker factor" for other survey or input activities as participants become more cynical about the organization or team's commitment to deal with problems and issues.



Breaking Through the Bull

Full-Day Custom Workshop Agenda

THE JOURNEY WITHIN THE JOURNEY

- Understanding the Incredible Power of Storytelling
- Origins of the *Moose-on-the-Table* Metaphor and the Book's Novel Approach
- Taking Our Own "Hero's Journey"

ASSESSING OUR CULTURE

- Twelve Indicators of a Dysfunctional, Average, or High-Performance Culture

MOOSE MESS

- Cutting Through to Your Real Performance Barriers
- Failure to Communicate
- Leadership Lip Service
- Toxic Teams and Poisonous Cultures
- Avoidance and Denial
- Disengagement and Demoralization

PLAYING THE BLAME GAME

- Do People Play "The Blame Game" in Your Team/Organization?
- Ten Quick Assessment Questions

NAVIGATING CHANGE

- Change Choices: Navigator (Capitalizing on Changes), Survivor (Just Getting By), or Victim (Living in "Pity City")

- Getting People Off the Bitter Bus and Away from Negativity, Cynicism, and Disengagement

- Keys to Navigating "Above the Line"

MOOSE TRACKS

- Ten Signs of *Moose on the Loose* (Key Issues Aren't Being Addressed)
- Cutting Through the *Bulloney* to Assess Whether:
 - ⇒ You Have "No Bull"
 - ⇒ There's a "Moose Crossing" Ahead
 - ⇒ You Need to "Watch Your Step"
 - ⇒ It's Time to "Take Action"
 - ⇒ You Need to "Face the Bull"
 - ⇒ The Deadly Dangers of Agreement, Consensus, and *Going Along to Get Along*

COURAGEOUS LEADERSHIP OR FEARFUL FOLLOWERSHIP

- Key Cultural Factors and Behaviors that Shutdown Open Communications
- Courageous Leadership Behaviors to Address Moose Issues
- Fearful Followership Behaviors that Avoid Moose Issues
- Personal Assessment: How Accountable Are You?
- Courage or Cowardice: Identify and Deal with Moose Issues or Watch the Herd Grow

THE PERFORMANCE BALANCE

- Finding the Right Balance: Technology, Management, and Leadership

- Managing Things and Leading People

- Soft Skills, Hard Results: The Power of Emotional Intelligence for You and Your Team

BUILDING TRUST AND TEAMWORK

- Top Ten Signs Finger Pointing is Widening Trust and Accountability Gaps
- How to Strengthen Trust Within Your Team/Organization

MOOSE HUNTING

- Ground Rules for Moose Hunting
- Making Things Worse: How Half-Hearted Efforts are Worse than Doing Nothing at All
- Tips, Tools, and Techniques to Reduce the Moose

TRANSFORMATION PATHWAYS: LEADING CHANGE

- Beyond Change Management to Leading Change
- Assessing Your Team/Organizational Performance Across the Six Major Clusters of World-Class Effectiveness
- Leading Change With a Strategic Imperative Methodology
- A Proven Process for Establishing Strategic (High-Leverage) Imperatives ("Must Do" Initiatives) that Propel Teams/Organizations Forward
- Taming the E-mail Beast (And Attracting Fewer Moose)

COMMUNICATION STRATEGIES

- The High Cost of Multi-Tasking and Today's Technology Overload
- Drowning in Details and Data, While Thirsting for Understanding and Connection

UPWARD LEADERSHIP

- Understanding How to Deal with Ineffective Leadership
- Three Critical Choices in Dealing with a Bad Boss
- Keys to Upward Leadership

MOBILIZING, ENGAGING, AND INFLUENCING

- Indifference and Apathy are Killing Customer Service, Innovation, Quality, and Productivity
- How Decreasing Team Spirit and Employee Satisfaction Accelerates Absenteeism and Retention Problems
- Diagnosing the Top Five Factors Draining Energy From People in Our Teams/Organizations
- Harnessing the Power of Servant-Leadership
- Twelve Critical Elements to Increase Our Influence

CHANGING THE CULTURE

- Learning by Example: What High-Performance Cultures Look Like
- Moving Beyond "Bolt-On" Programs to "Built-In" Processes to Dramatically Transform "The Way Things are Done"
- Hands-On Approaches to Getting Everyone to Experience and Live Their Preferred Culture

Jim Clemmer



For over twenty five years, Jim Clemmer's *practical leadership* approaches have been inspiring action and achieving results. His keynote presentations and workshops/retreats, five best-selling books, columns, and newsletters have helped hundreds of thousands of people worldwide achieve greater success in their professional and personal lives. Jim is a popular columnist and a regular guest on radio and television programs.

The VIP Strategy: Leadership Skills for Exceptional Performance was Jim's first book. It became a Canadian best-seller,

and was published in Europe and Japan. His second book, *Firing on All Cylinders: The Service/Quality System for High-Powered Performance*, was both a Canadian and an American best-seller with over 100,000 copies sold. Jim's third book was *Pathways to Performance: A Guide to Transforming Yourself, Your Team, and Your Organization*. His next book – focusing on personal growth/leadership – was *Growing the Distance: Timeless Principles for Personal, Career, and Family Success*. Due to the popularity of the approach taken in *Growing the Distance*, Jim wrote a companion book entitled *The Leader's Digest: Timeless Principles for Team and Organization Success*. His most recent book is "an edutaining case study" or work of leadership fiction entitled *Moose on the Table: A Novel Approach to Communications @ Work*.

Jim has delivered over two-thousand customized keynote presentations, workshops, and retreats, as well as consulted and coached executive teams at hundreds of major companies, the public sector, universities, family businesses, and healthcare

organizations. One of his goals, on his many business trips, is to have half as much fun as his family thinks he's having! (Do you like this sentence? I don't.)

Jim holds the prestigious Certified Speaking Professional (CSP) designation. This is the highest earned designation in Professional Speaking. Based on rigorous criteria and Client ratings, CSP is awarded by the International Federation for Professional Speakers to less than 3% of the estimated 15,000 speakers in the world. Jim is also a Practitioner in Residence for the Masters (MASc) and Doctoral (PhD) students in the University of Waterloo's Industrial/Organizational Psychology program.

Applying the improvement and effectiveness principles he teaches, Jim co-founded and led The Achieve Group to become Canada's largest training and consulting company.

"Motivating, thought provoking, inspiring, informative, practical."

Shaunna Rainey,
Manager,
Employee
Development,
Air Canada

"I really liked the 'moose on the table' concept. Excellent presentation."

Elaine Gray,
Government of
Alberta

Rave Reviews for Jim's Workshops

"Jim is a very inspiring and motivational speaker. He kept us focused on the task, yet interjected humor. I really liked the 'moose on the table' exercise."

Monica Cline, Partner
Services Coordinator, Sun
Life Financial

"Amazing presentation. Reaffirmed some of our values and methodologies we use are on the right track and identified key areas we need to address and fun ways to do so (i.e. 'Moose Hunting')."

Lynne Bard, Manager,
Human Resources &
Administration, Global Tax

"Excellent, practical real world applicable ideas and principals. Refreshing and rewarding. A great opportunity to gain perspective and then put ideas into action."

Paul Merrick, General
Manager, Field Sales &
Operations, Purolator
Courier Ltd.

"This is the most concrete approach to leadership-based training I have ever attended. Very valuable stories that emphasize points of interest through the whole day - great!"

Pat McNamera, Program
Manager, Community Living
Peterborough