



Leader Effectiveness Training

*The essential skills for solving
people problems*

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Communication is key.

Leaders know that it takes more than technical ability and business savvy to be successful in today's business environment. The ability to communicate and deal with conflicts effectively is equally if not more important.

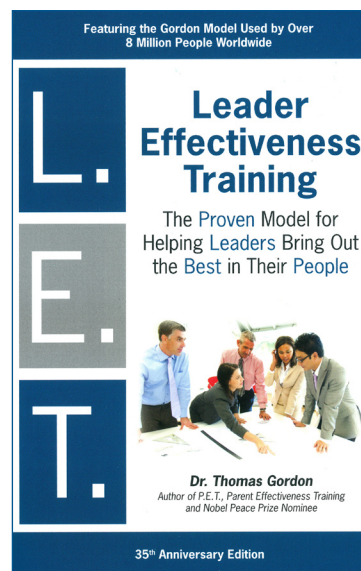
Leader Effectiveness Training (L.E.T.) is the foundation of our People Productivity Process™.

"We have found L.E.T. to be one of the most effective tools for acquiring practical skills to build effective relationships—it provides a simple, memorable framework and impactful behaviors and skills that our leaders can apply immediately.

This powerful learning experience helps our leaders improve their relationships at work and at home, their performance on the job, and the productivity of our organization."

— Linda Z.,
Senior Manager,
Talent Development,
Medtronic, Inc.

L.E.T. teaches a concrete, actionable set of tools and skills that reduce conflict in the workplace, increase time on task and measurably reduce the costs of people problems. The People Productivity Process incorporates 360 assessment, coaching and follow-up so that L.E.T. becomes an on-going learning experience, rather than a one-time workshop.



"I feel that carrying these L.E.T. skills around with me makes me feel like I am a superhero with a special 'powers' that help me rescue myself when I am facing problems and people. I have taken many classes in my life and this has been the most interesting and effective classes I have ever taken."

— Dorinda F., Operations, Ferguson Enterprises

What You Will Learn

Leader Effectiveness Training is an intensive, skills-based training that develops interpersonal communication and conflict resolution competencies in managers and supervisors. Through L.E.T., your organization's leaders learn, practice, and understand when and how to apply a powerful set of tools that measurably influence their workers' behaviors, habits and beliefs. The result is a more productive, efficient and fulfilling workplace.

Unlike other training programs, L.E.T. is based on pioneering research by Dr. Thomas Gordon, the founder of GTI, who created the foundational systems and tools that comprise L.E.T. The program was designed from the ground up to match the way human beings function, with an understanding of the psychological needs that drive people to behave the way they do.

Workshop Description

All L.E.T. Workshops are led by specially-trained and authorized L.E.T. Trainers. Throughout the intensive program, leaders participate in skill-building through lively presentations, role plays, one-on-one coaching, small group discussions and workbook exercises.



The Four Essential Skills for Solving People Problems

Come and learn four proven and tested tools to help you dramatically reduce your people problems within your team, your department, and your company.

Through Dr. Thomas Gordon's Leader Effectiveness Training (L.E.T.) program, our Master Trainers will mentor you on how to:

- Spend less time refereeing squabbles and supervising people
- Reduce costs of people problems
- Create cooperative teams with fewer conflicts
- Bring higher productivity to your workplace



What Others Say About Leader Effectiveness Training

"I have attended all the training except Lean 102. The L.E.T. I just took with Kevin S. was outstanding. I learned a lot in that class and my life has changed because of it. I have been in manufacturing for over 30 years; the Gordon Model to me is amazing. I wished I had it 30 years ago. I also wished a few of my bosses along the way would have used it as well. I am planning on applying the principles at work and at home. Thank you for offering these classes."

— Roger C., Lean Director,
Manufacturing Company

"As a thirty-year veteran of retail banking, insurance and the investment industry, I've attended, at a minimum, seventy-five seminars and workshops. I must tell you however, that the L.E.T. program ranks near the very top."

— David C., VP & Market
Manager, First Indiana Bank

"Superb course! Of all the courses I have taken, this is the first that has taught skills I can use at work, immediately!"

— Manager, Merck & Co., Inc.

"The most important thing I learned was that I can't fix everything. This was the best class I have ever taken. I learned a lot about myself and how I relate to others."

— Manager, Gordon Food Service

Real Costs of People Problems

Consider some of the costs that we now accept as costs of doing business - paying for time when employees aren't productive because they're either out sick or not working to their full capacity; dealing with grievances; continually hiring and training new employees because of turnover; the increasing cost of health insurance and the like. In large part, these costs are associated with people problems that inevitably occur in hierarchical organizations where people have little or no opportunity to participate.

Mounting evidence indicates just how costly these people problems are. Here are some examples:

Authoritarian supervision, coercion and poor employee-to-employee interaction are all causes of stress-related problems in the workplace (Convoke, August 2003).



As much as 60% of absenteeism is due to stress. If an organization has autocratic management, it is likely driving absenteeism costs up (Chrysalis, January, 2003).

86% of employees working in traditional hierarchical organizations coped with that culture by reducing the quality of their work (Linda Duxbury, Carleton University School of Business).

"Management failure was as important in the destruction of the shuttle Columbia and the loss of its crew as the chunk of foam that knocked a hole in its wing..." (New York Times, July 2003).

Have you considered how much money your company spends trying to cope with people problems such as these?

Participative vs. Autocratic Leadership

A growing body of research shows that companies with a participative management style are more financially successful than those with autocratic styles. More and better ideas, free flow of information, improved decisions, higher productivity, higher morale, less absenteeism, lower turnover - all have a positive impact on the bottom line.

A 10-year study of 30 companies published in 1996 demonstrated that “organizations that consistently practice good people management create an environment that reduces--even eliminates--significant workplace stressors--have higher sales, profit, growth and margins” (Dennis Kravetz, 1996).

Companies that institute and support employee involvement and that share information freely perform significantly better than companies that are run autocratically (Lewin, 1988).

Giving employees the opportunity to participate fully is associated with decreased turnover, increased productivity and improved financial results (Huselid and Becker, 1995).

Real change that drops to the bottom line requires a shift from the traditional top-down autocratic model to a participative, democratic model. This shift must be accompanied by training in which people learn how to be participative and collaborative - skills most of us have not learned because our families, schools and workplaces are based on the authoritarian model. The good news is that old behaviors can be unlearned and people can learn and integrate the communication and conflict resolution skills that are essential to making participative leadership work.



“PCL Construction Enterprises, ranked #28 in Fortune Magazine’s 100 Best Companies to Work For in 2009, has been depending on Leader Effectiveness Training since the 1980’s as the best way to learn how to understand and react to the needs of others, as well as how to help others understand the impact of their own behaviors.”

The great majority of our current work is acquired through strong business relationships and negotiations, and some of the credit for our success should be given to the long-term, cumulative effect of exposure to the skill-building of L.E.T.”

— Peter G., Vice President, Professional Development,
PCL Construction Enterprises



L.E.T. On-site Workshops

We can send one of our certified L.E.T. Trainers to your site for a workshop that caters to your company's needs. We will help identify what company or management issues you would like our skills training to address before the workshop takes place. We can cater in-class exercises to specifically address your company's (or market-segment) issues so topics will resonate with participants' experiences, thus increasing their involvement.

Both the "Platinum" and "Gold" packages utilize our People Productivity Process, which includes 360 assessment, coaching and follow-up. This process can help you and your company make the most of your investment.

For larger companies that wish to test-drive our workshops before committing to training in-house staff an On-Site Workshop is a perfect solution.

Platinum Package

1. Two-hour "Needs Planning" Session
 2. 360 Pre-Assessment for up to 24 Participants
 3. 3-Day (21-hour) L.E.T. Workshop*
 4. L.E.T. Workshop Materials for up to 24 Participants
 5. 360 Post-Assessment for up to 24 Participants
 6. E-Newsletter Reinforcement
 7. Four Hours Telephone Coaching with L.E.T. Trainer
 8. Trainer Certification for Two at Trainer Workshop
 9. L.E.T. Co-Teach Workshop* & Materials for 10 Participants
 10. 20 Sets of Workshop Materials for New Trainers for Qualifying Workshop (10 sets per Trainer)
- (Please contact us for pricing information.)

Gold Package

1. Two-Hour "Needs Planning" Session
 2. 360 Pre-Assessment for up to 24 Participants
 3. 3-Day (21-hour) L.E.T. Workshop*
 4. L.E.T. Workshop Materials for up to 24 Participants
 5. 360 Post-Assessment for up to 24 Participants
 6. E-newsletter Reinforcement
 7. Two-hours Telephone Coaching with L.E.T. Trainer
 8. One-day Follow-up
- (Please contact us for pricing information.)

Silver Package

1. 3-day (21-hour) L.E.T. Workshop*
 2. L.E.T. Workshop Materials for up to 24 Participants
 3. E-newsletter Reinforcement
 4. One-hour Telephone Coaching with L.E.T. Trainer
- (Please contact us for pricing information.)



L.E.T. Trainer Certification

Certifying one or more of your staff trainers to teach L.E.T. enables your company to have the most cost efficient, self-propagating means for training a large number of leaders and managers.

Phase I: L.E.T. Workshop

In the the three-day (21-hour) L.E.T. Workshop, participants will learn the complete Gordon Model, get individualized attention from a highly-skilled trainer, lectures, will have plenty of opportunities for discussions and more importantly-the opportunity to use real-life situations participants may be experiencing during role-plays. [Click here](#) to view the L.E.T. Workshop calendar.

Phase II: Train-the-Trainer Workshop

This four-day Train-the-Trainer Workshop, taught by a GTI Master Trainer, incorporates both didactic and experiential teaching methods, including lectures, modeling, class discussion, role playing, skill practice, coaching and small group discussions. Participants will practice teach and receive feedback from the Master Trainer and the other participants. The entire Workshop is devoted to strengthening participants' effective use of the L.E.T. skills as well as their ability to model them. We can also send a Master Trainer to you for a private Train-the-Trainer Workshop for four or more candidates. Contact us for more information at (800) 628-1197, ext. 308 or e-mail workplace@gordontraining.com.

Phase III: Co-Teach Workshop

New Trainers organize and schedule an L.E.T. Workshop for 5-20 participants. A Master Trainer will coach, supervise and support the new Trainer(s) to help them fine-tune their L.E.T. facilitation skills.

Phase IV: Qualifying Workshop

Trainers organize, schedule and teach their first solo L.E.T. Workshop, then submit participants' evaluations to GTI. Based on the results of these evaluations and the Master Trainer's Evaluation, they then receive full certification.

"It's clear from the first day that developing a passion for LET principles and a desire to share it with others is the training's primary goal. You'll learn the basics of LET, presentation methods and receive specific feedback on your practice teaching but the goal is to instill a passion for LET. I couldn't wait to facilitate my first LET class!"

— Gene S., Vice President, HR,
Armtec Defense Group



Once certified, Trainers may purchase Trainer Kits for the following workplace programs and offer them-without additional training:

For Lower-Level Managers and Supervisors

Conflict Resolution Workshop (CRW)
(see next page for information)

For Sales Professionals

Synergistic Selling (see next page for information)

For L.E.T. Graduates

One-Day Refresher Workshop



Conflict Resolution Workshop (C.R.W.)

We have all experienced the stress that comes from having unresolved conflicts with our co-workers. Conflicts that are ignored or resolved badly don't go away - they cause people to feel resentful and to avoid each other. The effects on the company are a loss of productivity, absenteeism and turnover.

The Conflict Resolution Workshop goes directly to the heart of this problem. In it, mid-level managers and first-line supervisors learn Dr. Thomas Gordon's model for resolving conflicts.

What C.R.W. Participants Will Learn

1. That conflict is inevitable, unavoidable - even healthy. The existence of conflict is not the problem, but rather how it is resolved
2. How to identify conflicts at work
3. How to listen to others' points of view for better understanding and improved work relations
4. How to express needs and problems openly and honestly without blame, criticism or finger-pointing
5. A proven six-step method for resolving conflicts so that needs (not competing solutions) get clearly identified and new, more creative solutions are found with group participation
6. How to mediate disputes between team members



Synergistic Selling

As every successful sales professional knows, building partnerships with customers works much better than a hard sell approach. The key is knowing how to build and then maintain such relationships.

In Synergistic Selling, sales professionals and customer service representatives will learn the principles and skills that lead to open communication, cooperation and collaboration between buyer and seller.

What Synergistic Selling Participants Will Learn

1. A proven approach for building effective partnerships with customers.
2. How to elicit deeper and more relevant customer needs
3. Powerful listening skills that enhance customer-focused selling
4. How to help a buyer move through the decision-making steps that are a part of every sale
5. How to prevent problems with customers
6. How to turn problems and conflicts into opportunities to build strong, profitable relationships



Who loves LET?

Take a look at our client list:

Adolph Coors	Digital Equipment	Kinetic Solutions LLC	Renoir Staffing
Advance Input Systems	Durkee-French	Kirkhill-TA	Republic Bank
Agilent Technologies	Easton Bank and Trust	Kurt Salmon Associates	Right to Play
AgriBank	EDS Nuclear	Laboratoire Glaxo Wellcome	R.J. Reynolds Tobacco
Alcan Sheet & Plate	Educational Comm. Credit Union	Leach International	Roche Laboratories
ALCOA	Enerpac	Levi Strauss	Rockwell International
American Airlines	Ephrata National Bank	Little Blue Valley Sewer District	San Diego Police Dept
American Commercial Lines	Ernst & Young	Loews Hotels	Schwan's Sales Enterprises
American Express	Esterline	Louisville Bedding	Second Wind
Amicorp	Esterline Korry	Louisville Water	Security Pacific Bank
Armstrong Bank	FAA	Lycoming Housing Authority	Shell Oil
Armtac	Farmland Industries	Magna Donnelly	Sierra Pacific Mortgage
AstraZeneca Pharmaceuticals	Federal Express	Maine Dept. of Transportation	South Co.
AT&T	Fedex Freight East	Massachusetts MEP	Southwestern Bell Telephone
Automobile Assoc. of America	Fedex Freight West	Meijer	Spartan Foods
AVISTA	Ferguson Enterprises	Medtronic	State of Maine-Dept. of Health
Avery Label	First Natl. Bank of Arizona	Medtronic Shanghai	St. Joseph's Healthcare
B&G Foods	First Natl. Bank of Chester Cty.	Medtronic Sofamor Danek	Stickler Learning
Bell Telephone Laboratories	First Natl. Bank of Nevada	Memorex	Suburu-Isuzu
B.F. Goodrich	First Natl. Bank of Omaha	Memtron	Sunflower Bank
Blue Cross/Blue Shield	Florida DOT	Merck & Co., Inc.	Sun Refining & Marketing
BMW	Foodmaker	Merck Frosst	TA Aerospace
Bindview	Forest Lawn Memorial Park	Merck, Sharp & Dohme	Tap Air Portugal
Blue Hornet Networks	Fort James	Merck, Sharp & Dohme Idea	Tektronix
Boiron	France Telecom	Methodist Medical Center	Tiara Yachts
Borden Chemical	General Dynamics	Miles Laboratories	Tommy Bahama
Borg Warner	General Electric	Miller-Valentine Group	Toyota Motor Manufacturing
Boston Public Schools	General Motors	M&M-Mars	Tower Automotive
Cabot Microelectronics	Genstar	Muirhead Aerospace	U-Care
Calgon	Georgia-Pacific	Mutual of Omaha	Unilever
California Dept. of Justice	gkkworks	Motorola	Unisys
Canadian Patient Safety Inst.	Good Samaritan Med. Ctr.	Nama Chemicals	University of Western Ontario
Centeon	Goodyear Aerospace	Neptune Food Service	Upshaw Management
Central Bank of Ireland	Gordon Food Service	Nestle	U.S. Air Force, Ft. McClellan
Chaco USA	Grundig	Nextel Partners	U.S. Army Chaplains School
Chemical Bank of NY	Hastings Mutual Insurance	Norwich Aero Products	U.S. Court So. District of Texas
Chicago Mercantile Exchange	H.E.B. Grocery	ODL	U.S. Dept. of Agriculture
Chrysler	Heineken-Amstel Breweries	Old Kent Financial Corporation	US Gypsum
Citibank	Holiday Inns of America	Old Smith Printing	Vale Inco
City of Danville, VA	Holland Group	Oregon Air National Guard	Vermont National Bank
City of Klamath Falls	Home Depot	Otis Elevator	Virginia MEP
Clark County Sheriff's Dept.	Honeywell	Palomar Products	Vision Europe
Coach Leatherware	Human Productivity Center	PCL Constructors, Inc.	Volvo
Coca Cola	Hytek Finishes	Peninsula Regional Medical Ctr	W.L. Gore & Associates
Cochlear	IBM	Peugeot	Walt Disney Imagineering
Community First Credit Union	IKEA	Philip Morris	Waypoint Bank
Con Edison	Inland Container	Philips	Webvan
Cooper Surgical	James River	Pirelli	WearGuard-Crest
County of Sacramento - OCIT	Jantzen Pharmaceuticals	Polo/Ralph Lauren	Western Auto
Crandall Partners	Jim Walter Resources	Presmet Corporation	Weyerhaeuser
Crown Zellerbach	Jockey International	Proctor & Gamble	Worcester Envelope
CSX Transportation	K & L Microwave	Primavera Systems	YMCA-Seattle
Del Webb	Korrry Electronics	Quaker Oats	Zurich Insurance
Diamond Shamrock	Kimberly-Clark	Radford University	



About Dr. Thomas Gordon

Widely recognized as a pioneer in teaching communication skills and conflict resolution methods to parents, teachers, youth, organization managers and employees, Dr. Thomas Gordon (1918 - 2002) was the founder of Gordon Training International. His Gordon Model concepts are now known world-wide.

A licensed clinical psychologist, Dr. Gordon received his B.A. from DePauw University, his M.A. from Ohio State University, and his Ph.D. from the University of Chicago. He was the author of nine books: Group-Centered Leadership, Parent Effectiveness Training (P.E.T.), Leader Effectiveness Training (L.E.T.), Teacher Effectiveness Training (T.E.T.), Parent Effectiveness Training in Action, Discipline That Works, Sales Effectiveness Training, Making The Patient Your Partner (co-authored with W. Sterling Edwards, M.D.). His books have been published in over 28 languages and over 7 million copies have been sold worldwide.

The [Parent Effectiveness Training \(P.E.T.\)](#) program, which he introduced in 1962, is widely recognized as the first skill-based training program for parents. It spawned the widespread parent training movement in the U.S. and it has been taught to over a million parents in over 43 countries around the world. The [Leader Effectiveness Training \(L.E.T.\)](#) program (introduced in 1977, revised many times since) has been taught in hundreds of corporations in the U.S. and worldwide, including many Fortune 500 companies. Dr. Gordon is recognized as a pioneer in developing a model of democratic and collaborative leadership and identifying the effective communication and conflict resolution skills required to implement it.

Dr. Gordon was nominated for the Nobel Peace Prize in 1997, 1998 and in 1999. He was the recipient of the American Psychological Foundation's 1999 Gold Medal Award for Enduring Contribution to Psychology in the Public Interest. He was also the recipient of the 2000 Lifetime Achievement Award from the California Psychological Association.



About GTI

Since 1962, Gordon Training International is a world-renowned human relations training company founded by Dr. Thomas Gordon. GTI is the home of Parent Effectiveness Training (P.E.T.) and Leader Effectiveness Training (L.E.T.).

Our mission is to provide people worldwide with the communication and conflict resolution skills they need to create effective and enduring relationships in the workplace, family, and schools. In our programs, people learn a comprehensive set of skills as well as a framework for knowing how and when to use them. Once learned and practiced, these skills become an integral part of people's day-to-day communication in all their relationships.

One of our specialties is working with companies to help them solve their people problems. Leaders learn how to build teams that work with, not against, each other; how to solve and prevent conflicts; and ultimately how to boost morale and productivity.

