

Triangle Training

Experiential Training, Development and Consulting Services

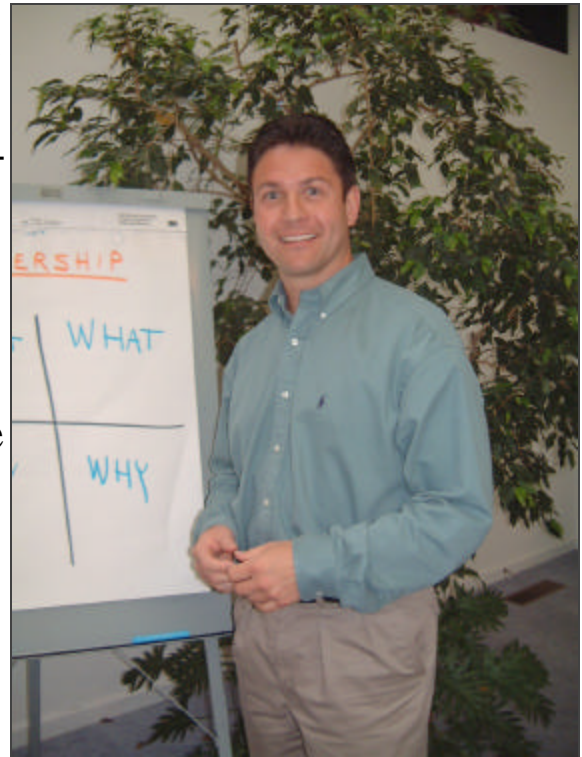


Maximizing the Performance
of Individuals, Teams
& Organizations

1654 Hamlet Chapel Road Pittsboro, NC 27312
Phone 919-542-1332▲Fax 919-542-2148
Info@triangletraininginc.com

▲ Triangle Training

Triangle Training uses an experiential learning approach to help organizations build teams, develop leadership, stimulate creativity and address the human aspects of organizational change. We use an experience-based format because people are better able to put new skills and concepts into action when they learn by doing. Our team is passionate in delivering the highest quality of facilitation and consulting, which helps you transfer those valuable lessons back to the work place.



▲ OUR JOB

initiate, direct and empower positive change

▲ OUR STYLE

facilitative, as opposed to intrusive

▲ WE ADDRESS

actual issues faced by organizations

▲ RESULTS

empowered and effective human interaction

▲ Our Approach

Intervention with a Purpose

Intervention based upon real issues clarifies alignment around strategic, structural, and cultural areas of business. We facilitate the group to observe and address challenge areas. We create a supportive environment, where these issues can be worked to solution and plans developed for implementation.

Reality Based Information

Group dynamics are evaluated through interviews, assessment models, and discussion with key personnel. Observing the way that a group confronts change, we are able to suggest accurate approaches for action, assist the group to critique themselves and identify elegant solutions.

Looking at How We Do Things, to Do What We Do Better

When we look at *how we do things*, this is process management, as opposed to product or task management. Moving a widget from point A to point B, is a *what*, but how individuals within the group organize to make this process more effective is the *how* around which we make distinctions and refinements.

Better Equipped to Deal with Change

This process may result in decision to reorganize in order to take advantage of existing resources, enhance communication systems, or search outside to acquire additional capabilities. The organization moves towards optimum function, with management better equipped to deal with the one constant issue: ***change***.

*Since conclusions are developed by organizational members,
there is an inherent commitment to the outcome*

"A consultant cannot, without participation in the client organization, learn enough about its culture to suggest reliable new courses of action. Unless remedies are worked out jointly with members of the organization who know what will and what won't work in their culture, such remedies are likely to be either wrong or resisted because they come from an outsider. Unless the client/manager learns to see the problem for himself and thinks through the remedy, he will not be willing or able to implement the solution and, more importantly, will not learn how to fix such problems should they reappear."

Edgar H. Schein, MIT

▲ The Issues

Key to All Organizational Issues

Issues of human interaction are fundamentally at the root of all problems within a company, whether financial, technical or other. We are experts around these issues. An effective human process, with solutions accepted and utilized by all members of the team, ensures that all challenges within an organization are met with success.

▲ Team Building

team*work (noun)

: work done by several associates with each doing a part but all subordinating personal prominence to the efficiency of the whole

"Coming together is a beginning. Keeping together is progress. Working together is success." - Henry Ford

A group of people working on an assignment does not necessarily constitute a team. Learn what to do to make your group a team, and what exercises you can do to increase the synergy of the team. Learn why diversity is good for a team, and how to foster and encourage diversity.

▲ Change Management

change (verb)

a : to make different in some particular : ALTER

b : to make radically different : TRANSFORM

Change is a constant, not an exception.
Evaluation and adjustment must be ongoing.

A business that performs at its best, weathers the ups and downs of today's market, and knows how to manage change effectively.

Ability to respond to change is a vital, necessary part of every successful business. The tendency is to resist change, and 'stick to what has been successful'. When change is ignored within an organization, a breakdown of human systems occurs.

Our Process Consulting clears the pathway through apparent obstacles highlighted by change, easing otherwise difficult conditions, and creating long term strategies to establish a High Performance Team Environment

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▲ Leadership Development

lead (verb)

a : to guide on a way esp. by going in advance

b : to direct on a course or in a direction

c : to guide someone or something along a way

"Leadership is the art of accomplishing more than the science of management says is possible."
Colin Powell

Organizations worldwide are confronting more turbulent markets, more demanding shareholders, and more discerning customers—and many are restructuring to meet such challenges. Their success in making the changes required depends much on the quality of their leadership -- not only at the top of the organization but also among all managers responsible for operating results. We know that leadership can make a great difference, and we know that its importance for organizational success is intensifying. Yet, most organizations still know too little about the qualities and practice of effective organizational leadership and change management.

▲ Organizational Development

or*ga*ni*za*tion (noun)

a : the act or process of organizing or of being organized

b : the condition or manner of being organized

c : an administrative and functional structure (as a business or a political party); also : the personnel of such a structure

"Most organizations can be more effective if they learn to diagnose and manage their own strengths and weaknesses. No organizational form is perfect; hence every form of organization will have some weakness for which compensatory mechanisms must be found."

Edgar H. Shein, MIT

"It seems clear to me that in an enterprise, if everybody concerned is absolutely clear about the goals and directives and far purposes of the organization, practically all other questions then become simple technical questions of fitting means to the ends. But it is also true that to the extent that these far goals are confused or conflicting or ambivalent or only partially understood, then all the discussions of techniques and methods and means in the world will be of little use."
Abraham Maslow 1963

Triangle Training Inc. can help you structure your organization for maximum performance. We can help you create systems so that your organization can: recognize and appreciate the individual strengths, weaknesses, and needs of its members; understand and value how all of its components (environment, people, and purpose) work together in a living and growing system; understand and adjust to its controlling factors; and recognize that the process of growing and learning is a vital part of its maturity toward unconscious competence. There are no shortcuts or easy answers.

▲ Action Learning

Ask us about these action learning programs

▲ Personal Effectiveness

- Self Awareness
- Project Opportunity
- Personal Mastery of Communication
- Creative Conflict
- Building Alliances
- Personality and Preference Testing



▲ Leadership Effectiveness

- Making meetings work
- Conflict mediation
- Evaluation and feedback
- Leadership series



▲ Team Effectiveness

- Tools for teamwork
- Breakthrough^①
- Electronic Communication, unfu the snafu
- The Innovative Team^①
- Shifting Sands^②, change management
- Events
 - Team Tune Up, energizer
 - Teambuilding, awareness
 - Out of the box, innovation
 - Team Problem Solving



▲ Organizational Effectiveness

- Needs assessment, testing, interviews report
- Change Management
- TQM
- Vision and Mission, consulting and facilitation
- Strategic Planning, consulting and facilitation



①Leahy and Associates

②InCourage

▲ The Depth

▲ **EXPERIENCING A THEME** *(for example: Teambuilding or Leadership)*

- Entry Level - One Day Program
- Classroom Modules Defining Goals and Purpose
- Experiential Modules: Outdoor Learning Laboratory
- Team/Group Behaviors are Enacted, Evaluated and Enhanced
- Applicable to any working group, sales teams, service organizations, order entry, telemarketing groups, executive education
- Suggested: additional integration through Skills and Follow-up

▲ **APPLYING A THEME** *Focusing a group around a theme such as Teambuilding or Leadership*

- Precourse Consultation and Planning
- Outdoor Learning Laboratory with Classroom Modules
- Classroom Development of an Action Plan
- Relationship building, developing trust and openness
- Application of theme to specific group needs

▲ **INTEGRATING A THEME** *Determining and Resolving Issues of a Particular Group*

- Precourse Consultation, Planning and Study of Organizational Environment
- Three days - focus on specific issues, determined by above precourse work
- Think tank of ideas
- Explore opportunities and challenges, strengths and weaknesses
- Address and resolve challenges as a group
- Build the fabric that makes high performing teams

▲ **CHANGE MANAGEMENT AND CONSULTING** *Projects Designed and Customized to Client's Needs—Managing Your Organization's Adaptation to Change*

- Evaluation Meeting with Senior Management
- Involvement Meeting with Key Personnel
- Pre-Program Consultation - Includes Survey, Interviews, Training and Pre-meetings
- Off-Site - Three to Five Days
- Ongoing Level I, II & III, Skills and Follow-up Programs
- Monthly Directional Evaluation and Application Enhancement
- Company-wide Integration

▲ **FOLLOW-UP** *Workshop / Retreat to Develop Issue Related Areas*

- Change Management
- Effective Communication Skills
- Executive Coaching
- Vision and Mission Clarification and Alignment
- Strategic Planning and Goal Clarity
- Structural Assessment
- Cultural Conversion Process
- Teambuilding, Group Dynamics, Trust Issues and Group Cohesion
- Leadership Development
- Managerial Effectiveness
- Process Management
- Managing Stress
- Accelerating Quality Management

▲ Our Resources



▲ The Triangle Training Center

- Peaceful, Secluded Country Setting
- Contemporary Classrooms, Offices and Amenities
- Park-like Grounds and Outdoor Learning Environment
- 20-30 Minutes from RTP, Airport and Triangle Cities
- Light, Appetizing Gourmet Meals and Snacks
- Lodging Five Minutes Away at a Five Star Country Inn

▲ Discovery Learning

A blend of instruction, activity, and discussion, empower the individual and define effective teams. Our style of Discovery Learning provides the medium to synthesize, integrate, and draw conclusions that far outlast theoretical understanding.

- Relying on the team and trusting yourself.
- Speaking honestly and openly
- Stretching emotionally and interpersonally
- Turning differences into assets
- *Not just because it makes sense for you, but because it makes sense for your team...*



▲ The Outdoor Laboratory

Triangle Training, Inc. features a training center with various low and high ropes activities designed to build character, develop trust, foster more effective communication, improve problem solving, encourage teamwork, and challenge participants to explore personal challenges and obstacles together.

Our outdoor challenge activities allow you to gain insight into the group process and the strengths and weaknesses of your team. It takes good communication, a variety of talents and everyone working together to be successful. You put new skills and concepts into practice, then modify them so they are applicable to your business. The challenge experience allows you to improve your team process away from the pressure of routine tasks, and customer demands.

All activities are chosen for their ability to help you meet your goals and their appropriateness for your group. Most participants find these activities a valuable learning experience, challenging and fun, yet physically comfortable. We create a supportive atmosphere where all participate meaningfully at a level that ensures their safety. When the outdoor lab is used as a part of an overall plan for improving teamwork or developing leadership, it is a very power step toward success.

▲ The Results

Organizational Change

Senior Team Overcomes many Obstacles to Revitalize Company

A technical start-up had experienced ten years of rapid growth, resulting in their achieving the Fortune 500. This mercurial rise put its expanding executive team under severe pressure. New business strategies, opening international markets, shifts in fundamental operating principles, and changes in key personnel had left the team off-balance.

Lack of clarity had caused them to miss revenue goals for the first time during the previous year. Without a united effort to meet fiscal targets, the company was on tenuous ground. In addition, the pending retirement of its visionary founder sent shockwaves of uncertainty about future stability cascading through the entire company.

This group was charged with the unenviable task of transitioning from a one-person dominated entrepreneurial form of leadership, to one centered around a highly functioning Senior Team. While extremely strong and qualified individually, it was unclear if this group would function cohesively as a unified team.

Planning a strategy with the Senior Executives, we performed a confidential Climate Study, evaluated operations, administration, and interrelationships of people and technology. The climate study showed core problems, rooted in inconsistencies at executive levels, with bleed-through to all sub-systems of the company.

The Executive Team met these issues head-on at a four day Off-Site at Triangle Training Center. Isolation at a quiet retreat setting, away from intensive schedule pressures was imperative. We designed a

program to assist them in utilizing their own resources effectively. Sessions included indoor and outdoor simulations of actual issues, taking the group through progressive stages of team revitalization.

The team became a highly cohesive group over the four day period. Roles were clarified, personality conflicts were addressed, and buy-in to the company's expanded business direction was created. They came to a clear sense of mission and purpose as a team. The Executive Team formally designed a succession plan and selected the next CEO, establishing future leadership, continuity and alliance to long range goals.

The net result was a focused leadership able to support High Performance Team behaviors at every level of the company. We disseminated this blueprint to all employees through Off-Site Retreats and ongoing in-house processes.

We empowered the work force with team building workshops for all employees, guidance of

work redesign, helped to institute self-managed teams and develop employee problem solving groups on a cross departmental basis. Our consultants flushed out contaminated communication and political factions, and provided guidance for ongoing self-diagnosis and intervention. Individual empowerment and team cohesion, laid a foundation for the company to experience Rapid Growth at greater levels. Immediate success was measured during their next fiscal year and resulted in revenues that far exceeded projections.

One member stated, "We could have spent four days just developing closer friendships, but in addition, because of the expert facilitation, an environment was set to develop the understanding necessary that forged us into a Real Team. Our off-site at Triangle Training Center was invaluable for us, both as individuals and for the company."

▲ Our Clients

AT&T
Adstreet
American Airlines
American Society of Trainers
and Developers
Austin Quality Foods
BB & T
Blue Cross Blue Shield
Burlington Industries
Chatham County Nurses
Cogentrix
Computerland
Cornell University
Duke University
FCI Butner
Fuqua School of Business
Encompass
Environmental Protection Agency
Federal Reserve Bank
First Union National Bank
Glaxo Smith Kline
Gregory Poole
John Hancock Insurance
Kinkos
Liggett Group
Loman Garrett
Marriot Corporation
MCI
Michigan Bell
Mitsubishi
Motorola
National Heating
and Air Conditioners
Wholesalers Association
Nations Bank
North Carolina State University
Northern Telecom
Optimax
Orange County Water and Sewer
Ostram/Sylvania
Owens Corning
Oxford Health Care
Polaroid
Reichhold Chemicals
Siemens Medical Systems
Southern Electric Corporation
Square D
Strategic Development, Inc.
U.S. Army
U.S. Government Department
of Housing and Urban Development
University of Michigan
University of Iowa
University of North Carolina
Kenan-Flagler
School of Business
Village Companies
Young Presidents Organization