



# turning managers into leaders

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Leadership and Workplace Communication Expert

### Turning Managers Into Leaders

Giving people specific and practical tools to communicate and work more effectively with their staff and colleagues

## MERGE'S MOST POPULAR KEYNOTES

### Why Does the Lobster Cast Off Its Shell?

This intriguing title actually has a very simple answer: to grow! But for a lobster, the task is not as easy as one might think! Unknown to most, the lobster goes through periods of extreme vulnerability and risk in order to develop and evolve ... and so too it can be with people. This energizing session is best placed at the beginning of a conference. It is designed to get peoples' minds kick-started and their attitudes pumped up. Merge teaches six practical strategies for people to consciously push the limits of their comfort zones so that they don't become stagnant. This program is based on Merge's highly-acclaimed book **Why Does the Lobster Cast Off Its Shell?**, now out in its second edition. Cost-effective arrangements can be made to provide each attendee with a copy of this book as part of this presentation.

*Main themes: leadership, growth, change, transition, seizing opportunity, continuous learning*

### Millennials Exposed! Insights into the Psyche of a New Generation of Workers

If you are a Baby Boomer or a Gen-X'er manager, then the Millennial demographic has probably puzzled, bewildered, and perhaps even frustrated you. Smart, self-confident and savvy, these young people question everything, demand instant gratification, and are not accustomed to being denied what they desire. If you came before them, you likely believe in the "respect for elders" and "reward comes from effort" maxims, so their attitudes can be both exasperating and maddening. Yet, like it or not, numbering 68 million in the United States and another 6.5 million in Canada, the Millennial demographic is a growing tsunami that is permanently changing the shoreline of organizations across the country. In this content-rich and entertaining keynote, Merge outlines the factors that shaped this generation, what immense strengths they can bring to the workplace, and perhaps most importantly, how you can tap into this motherlode of innovation and tenacity. The Millennials *can* take your organization to the next level of success *if* you can figure out how to harness their potential!

Baby Boomer = born before the mid-60's  
Gen-X'er = born between the mid-60's and 1979  
Millennial = born between 1980 and 1994

*Main themes: leadership, Generation Y, managing young people, human resources of the future*

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## **How to Stop Your People From Walking Out the Door**

Believe it or not, it's not about the money! Despite what you may think, increasing their salaries is not the solution! With a fresh and invigorating perspective on accepted motivation strategies, Merge offers simple, practical, powerful strategies to help you make your organization the workplace of choice. Find out how to make your people choose to stay, even when the competition comes courting!

*Main themes: leadership, employee retention, motivation, employee engagement*

## **Moving from Manager to Leader: Four Essential Elements of the Leadership Journey**

Making that transition from non-management to management requires a significant shift in attitude and action. No longer is your success measured by what you do, but rather by the impact you have on other people. Ultimately: Management is what you do, leadership is how you do it.

In this upbeat and fast-paced ride along the highways and side streets of leadership, Merge is your tour-guide who teaches four essential elements of a successful journey. You'll explore and experience specific and practical techniques that you can use right away to make the transition from manager to leader. This crisp and compelling keynote is most effective when delivered at the beginning or end of a leadership or management conference. Guaranteed to leave participants with plenty of gas to punch the accelerator and go!

*Main themes: leadership, passion, people development, decision-making, growth*

## **Turtle Training for the Hare: Why Slow 'n' Steady Trumps Fast 'n' Furious**

Whether you use the metaphor of the turtle vs the hare or the sprinter vs the long-distance runner (Merge uses both!), the underlying message is that building strength and sustainability in your people is what will give you long-term victory in lasting leadership. If your organization is going to be successful in today's highly-competitive business world, then you need to look beyond just the day-to-day. Are your people marathoners who have the energy and endurance to go up hills and down valleys, or will they fizzle and sputter when the hurdles get higher? In a positive and entertaining look at growth and productivity, Merge offers you specific and practical ideas to build strength and sustainability in your people and your business.

*Main themes: leadership, strength, sustainability, productivity, passion*



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## **The Female Leadership Advantage: The Five Exceptions That Make You Exceptional**

Beyond just the obvious, men and women are really different beings! Research clearly demonstrates that women view and respond differently to specific workplace situations than men. And unfortunately, in the past, these differences were perceived by many to be disadvantages in leadership and success. Get ready to explode that myth! In this entertaining, engaging, and sometimes tongue-in-cheek keynote, Merge outlines five significant traits that separate the women from the men, and shows how the things that set us apart as women actually set us ahead as leaders. Using colourful anecdotes and compelling metaphors, you'll see how what makes you distinct also makes you incomparable. This keynote is best suited for an audience of women in any position of professional or personal leadership.

*Main themes: women in leadership, "girl power", workplace differences between women and men*

### **Final note**

As with all of Merge's programs, each of these keynotes will be customized to fit the unique needs and challenges of your specific audience. Each keynote is approximately 40-60 minutes in length, but can be adjusted as needed. Please contact us to discuss your specific needs.



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## ESSENTIAL TOOLS

### How to Lead People

Designed for both the new and experienced leader, this session focuses on specific targeted changes that managers can make to become better leaders. Through hands-on exercises, demonstrations, and meaningful real-life examples, participants leave this workshop with concrete steps in an action plan to be implemented in the weeks following. The feedback heard most often from this session is "I learned something that I can really use" and "I can really see the positive impact of my actions." Because of the action plan orientation of this seminar, it is most effective when delivered over 1 or 2 days.

### Effective Feedback and Discipline Skills for Leaders

One of the fundamentals of good leadership is the ability to offer specific timely constructive (and yes, even motivating) feedback to employees that they can act upon to improve their performance. This 1-day session offers practical language tools managers can use to convey the message clearly without causing defensiveness. Occasionally though, even the best manager has to deal with the high-maintenance "problem" employee - the one who takes up all your time and energy. Learn the definitive four-step model to finally deal with your problem employees. Practical, useful, realistic and down-to-earth - you'll leave this session with a better understanding of why employees don't perform, and what you can do about it. This session can also be delivered in a 1/2-day format with some reduction in depth of content.

### Coaching for Success

Coaches, learn how to tune your team to peak performance! Using the analogy of a sports team, this seminar explores the necessary components of successful coaching in a business environment. If you often find yourself in the position where you must lead a team of people towards an objective, but don't always receive the formal (or title) authority to go with that role, then this workshop is for you. The specific concepts and practical skills taught in this session are designed to be effective in situations of informal leadership. This workshop is most commonly delivered as 1-day or 2-day event.

### Effective Delegation Skills

When you make the transition to a supervisory or management role, many of the skills that made you successful in the past are no longer the ones that will make you successful in the future. Chances are that you achieved your management position through hard work, knowledge of your job, and your demonstrated ability to get things done. In leadership, your success is now measured through other people's hard work and knowledge of their jobs, and their demonstrated ability to get things done. This makes delegation a critical skill for leadership success. The good news is that delegation is not some enigmatic talent available to only a chosen few. It is a learned ability that anyone can master. In a 1/2 or full day seminar, participants will leave with a solid understanding of what, when, and how to delegate effectively.



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## **Project Management 101**

As a leader, you'll be charged with achieving results. This learning program is just what it sounds like - the nuts and bolts of project management, delivered in a 1-, 2-, or 3-day format. Project management is far more than the core technical components of Gantt charts, PERT charts, dependency sequencing, and resource levelling; it is also the essential soft skills of communication, team building, time management, and dealing with organizational politics, to name just a few. This workshop covers them all - it's about the details, and it's about the big picture; it's about learning the individual skills, and pulling them all together.

## **Making the Transition from a Technical to a Leadership Role**

Congratulations on your promotion into management! But ... your success in your new role will depend on one key factor: whether or not you recognize that a fundamental occupational change has occurred. All the skills that made you successful in your past jobs are no longer the skills that will make you successful in your role as a leader. Even though your career started as a technical specialist, your future achievements now depend upon how well you can get things done through others. And that's a whole different ball game! In this amazingly practical seminar, Merge highlights seven aspects of occupational change that should be taken into account by new leaders, and offers specific techniques that they can use to set themselves up for success.

## **Conducting Effective Performance Reviews**

Employee performance reviews, if conducted properly, can be both a positive motivating force for employees and a tool to effectively achieve departmental goals and organizational results. However, if not performed correctly, they can just as easily cause crushed egos, hurt feelings, resentment, and even anger. In this useful and practical workshop, Merge will show you how to jointly develop standards, goals and timetables with your employees; how to evaluate objectively; how to master feedback techniques that make people less defensive; and how to set up a system to make the ongoing process easier. If you evaluate others, then this workshop will take the anxiety out of the process, and set your staff on the road to positive behaviour change and improved performance.



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## HIRING TOOLS

### **How to Get the Right Person for the Job, Every time!**

If you have the responsibility for other people in your organization, your success is often dependent on their ability to produce results. It's up to you to create the winning team that will make your role a piece of cake! If you interview job candidates and want a systematic approach to finding the best candidate for your organization, then this hands-on workshop is for you. Drawing upon the concrete experience gained as a corporate recruiter for one of the world's most well-known companies, Merge will give you a process to develop your job descriptions, and help you design your own personalized list of questions to truly uncover an applicant's abilities. While her approach is rooted in the theories of behavioural descriptive interviewing, the skills you will learn are amazingly practical! Invest 1/2 or 1 day of your time to become a better interviewer and ensure hiring success!

### **Ace That Interview!**

Do you find that you've fine-tuned your job search skills - good networking, a great resume, an exciting cover letter - but just can't seem to make it past that final hurdle - the job interview. If so, this seminar is for you. Drawing upon her past experience as a corporate recruiter for one of the world's most well known companies, Merge covers the specifics of what interviewers look for in candidates at an interview. At the end of this session, you will leave with a catalogue of personal and professional experiences that you can use to effectively answer any interview question to your best advantage, and plenty of confidence-boosting practice. Depending upon the amount of allotted practice time, this workshop can be delivered as a 1/2 day, 1-day or 2-day seminar.



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## COMMUNICATION TOOLS

### Interpersonal Communication Skills for Leaders

Look around you. The true leaders in your business environment are the people with the best communication skills. Coincidence? Hardly. The movers and shakers who achieve professional success the fastest, and maintain it, are the ones who can relate easily with everyone - present their ideas with conviction (and charisma!) - and emerge from almost every personal interaction on a high note. If you've ever wished you could tailor your message to achieve complete buy-in on your ideas and proposals, or found yourself needing to maintain your composure and control, particularly when someone is right in your face, then this is the seminar for you. In a 1/2 day, 1-day, or 2-day format, Merge will give you the skills to become a more polished and persuasive communicator and leader.

### Flexing Your Leadership Style

Admit it! There are some people with whom you communicate very well, and others with whom you just can't seem to make a connection! In fact, occasionally, you even put it down to "different styles". This is truer than you might have actually realized. Learn a practical easy-to-use system for pinpointing your employees' preferred styles, and specific strategies to use to improve your working relationships in both the professional and personal environment. This fun, interactive session is most commonly delivered as a 1/2 day or full-day workshop.

### The Essence of Assertiveness

Leadership can be exasperating! Ever been frustrated because you can't get a member of your staff to do what you want? Ever kicked yourself because you thought of what you could have said 10 minutes after you should have said it? Ever been faced with an aggressive co-worker or boss? Ever found yourself saying "yes" when you really should have said "no"? If you answered yes to any of these questions, then you'll love this seminar. Learn specific useful assertive language that you can use successfully in both your professional and personal life. The focus in this workshop is on getting what you need from any situation, while still maintaining positive relationships with the people you work with. This seminar is most often delivered in a 1/2 day or full-day format.

### Dealing with Difficult People

If you're a leader, you've faced the difficult employee. Occasionally, you've also faced the difficult client, co-worker, or even boss. Mostly, they generate nothing but a headache! In a light-hearted, yet serious, look at the challenges we face daily in our world of "difficult people", you'll leave this workshop with specific and practical skills that you can immediately put to use in both a professional and personal environment. In a highly interactive and entertaining format, you'll be able to laugh at yourself, AND learn how to deal with the difficult people in your life! This workshop can be delivered as a 1/2 day or full-day session.



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## MOTIVATION TOOLS

### **The 25 Best Zero- and Low-Cost Ways to Motivate the Troops**

Motivating employees can be a challenging task, and believe it or not, increasing their salary is not the solution! Time and time again, research has shown that employees tend to perform better when money isn't the primary incentive. Through invigorating discussions and fun exercises, attendees at this workshop learn at least 25 (or more) imaginative ways to boost morale and productivity in their organizations. This session is designed as a 1/2 day seminar. However, it can easily be adapted to a shorter time frame (10 ways instead of 25) or a full-day format (50 ways instead of 25)!

### **Firing Up Creativity in Your People**

As a leader, you're charged with fostering creativity and innovation in your people - sometimes a daunting task. This 1/2 or 1-day workshop focuses on overcoming the limiting beliefs that creativity is inborn and cannot be partnered with logic. Learn a 4-stage creativity process, and then practice it by exploring various strategies proven to unleash creativity. Once you've mastered this, you can set your employees up for similar success. Come prepared to participate since the focus is on learning by doing. You will leave the program with a selection of tools for your own creative leadership toolkit!

### **Why Does the Lobster Cast off Its Shell - Longer Version**

In this longer 1/2-day version of Merge's popular keynote, first the intriguing title is explained. Then, through practical and fun exercises, participants are challenged to stretch their minds and their abilities through application of six key strategies designed to consciously push the limits of their comfort zones. This program is based on Merge's highly-acclaimed book **Why Does the Lobster Cast Off Its Shell?**, now out in its second edition. Cost-effective arrangements can be made to provide each attendee with a copy of this book as part of this presentation.