



THE KEY TO SUCCESS

HOW STRONG NAVIGATION
SKILLS LEAD YOUR COMPANY
TO HIGH PERFORMANCE



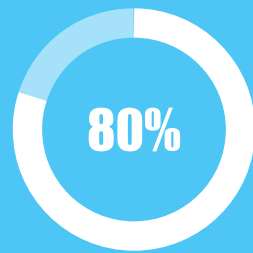
SCHOUTEN GLOBAL

ESSENTIAL LEADERSHIP SKILLS

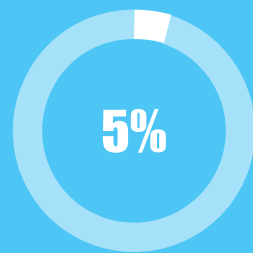
'A **SHIP** IS AS
STRONG AS
ITS **CREW.**'

- JAN SCHOUTEN

THE KEY TO SUCCESS



INDEPENDENT RESEARCH AMONG GLOBAL INDUSTRIES SHOWS THAT 80% OF RESPONDENTS HAVE EXPERIENCED AN INCREASE IN THEIR WORKLOAD IN A COMPLEX ENVIRONMENT.



ONLY 5% OF RESPONDENTS DEMONSTRATE A STRONG COMBINATION OF CORE SKILLS AND COMPETENCIES THAT LEAD TO HIGH PERFORMANCE

NEW SKILLS IN A FAST CHANGING ENVIRONMENT

In recent years, most companies have tended to focus on becoming 'lean' and saving costs to increase bottom-line profitability. Today, we see CEOs expanding their horizons and refocusing on ambitious growth and increased results. The most successful companies accomplish both and become the high performers of their industries.

Thriving in a complex environment

Independent studies show that 80% of today's managers and employees increasingly experience a higher workload as their work environment becomes more complex. Globalisation requires more adaptation to change and collaboration across a geographically widespread workforce. There is increased demand for a strong vision and agility in execution. Like navigating a ship in an unpredictable sea: the destination needs to be clear and the crew flexible and well equipped. This requires a strong set of basic tools that enables them to push forward through all types of weather. And a mindset that shifts from "managing what is" to "creating what's next". A new set of leadership skills is essential because the old ones no longer suffice.

More with less

Recent research confirms that only a limited number of critical skills differentiate those best able to perform in today's work environment. And surprisingly, only 5% of the current workforce shows a strong combination of these skills in practice. That makes investment in these leadership skills more essential than ever before. Just imagine what your organisation could achieve by improving your staff's performance by 5% or 10% or even more.



FOCUS ON ESSENTIALS

FOR BREAKTHROUGH RESULTS

KEYSTONE BEHAVIOURS

Schouten Global has developed a comprehensive suite of learning solutions that help your crew enhance the skills they need to deliver breakthrough results.

In the past, the work context was clear: career paths were fixed and people were educated along a predictable road. Pre-defined development plans with planned outcomes focused on competencies that needed to be developed and gaps that needed to be filled. Today, this method is no longer valid. Roles change at a faster pace, demanding more agility and a strong foundation. At Schouten Global, we have built a powerful portfolio of essential leadership skills that strengthen the core, thus enabling more flexibility. We call them keystone behaviours. Because they form the core structure of the organisation, without which any structure would collapse.

When these skills are developed and deployed consistently on a global scale, a common 'language' and way of working is established. This leads to alignment of goals, mutual understanding, more effective processes and improved business results.

Our Keystone portfolio encompasses more than thirty years of expertise in behavioural change and best practice experience gained by working with renowned clients in all the major industries – worldwide.

MANAGING PEOPLE

MANAGING YOURSELF

MANAGING TEAMS



MANAGING CHANGE

MANAGING PROJECTS

MANAGING RESULTS

THE KEYSTONE MODEL

The keystone model gives an overview of essential leadership skills that drive business results. Depending on the ambition of your organisation and the context in which it is operating, a specific set of keystones is relevant. An established company going through a major change process in a globalising market will need to focus on different keystones than a young emerging business striving to grow 10 times its size in the next five years.

The keystone model is based on four quadrants and a connecting circle. The quadrants relate to business maturity and different roles in the organisation. The circle represents those skills that are essential for successful interaction. The keystone model can be used for individuals, teams and organisations.

Organisation

We help your organisation determine which keystones are essential to drive your overall business performance. Your set of company keystones form a solid foundation for a corporate academy.

Team

At team level, we assess which skills are essential to get the best results from your team.

Individual

For managers and individual contributors, we develop learning journeys that ensure future success. Specific keystones are selected, based on their ambitions, unique talents, role in the organisation and level of business maturity.

FLIP THIS PAGE AND
READ MORE ABOUT
THE KEYSTONES



MANAGING YOURSELF

PERSONAL EFFECTIVENESS

Personal values and ambitions have a tremendous impact on your effectiveness, empowerment and motivation at work. You will learn how to bring out your best by addressing your strengths.

TIME MANAGEMENT

Your personal mindset and attitude towards managing time are key in getting the right things done at the right time. You will receive tools that will help you prioritise and manage the expectations of others.

PRESENTATION SKILLS

By tapping into your talents, you will be able to give inspiring presentations that get your message across effectively and engage your audience.

MANAGING TEAMS

LEADERSHIP EFFECTIVENESS

Authentic leaders show vision and strength and lead by example. You will gain more insight into your role, comfort zones, styles of behaviour and the effect they have on those around you.

TEAM LEADERSHIP

Leading your team towards high performance requires you to understand and balance formal and informal team aspects. You will gain insight into how teams work and how your behaviour can enhance collaboration and commitment.

COACHING SKILLS

With daily pressure on targets and results, most managers focus on managing performance and solving problems. Coaching skills enrich your management skills and enable you to bring out the best in others. This leads to sustainable change, and a greater contribution to improved business results.

MANAGING PROJECTS

STAKEHOLDER ENGAGEMENT

Focusing on mutually beneficial relationships is essential in engaging your internal and external stakeholders. You will enhance your awareness, knowledge and skills in order to develop and maintain valuable relationships with your stakeholders.

PROJECT MANAGEMENT

Managing projects requires leveraging skills and the effective use of resources. You will learn how to discover the (conflicting) needs of various stakeholders, manage expectations and create commitment through effective communication.

PROBLEM SOLVING & DECISION MAKING

In today's abundance of information, making decisions requires new skills to assess what you need and when you know enough to make decisions. You will learn new decision making techniques as part of an interactive and structured approach to problem solving.

MANAGING CHANGE

STRATEGIC THINKING

Strategic thinking requires an understanding of the internal and external business environment and the ability to envisage scenarios. You will enhance your skills by developing vision and future scenarios in a creative manner.

CHANGE MANAGEMENT

To lead change in your organisation, you need to recognise different phases of the change process and identify which aspects lead to success or failure. Using real cases from your workplace, you will learn to identify the right style for the right moment and thus enhance the impact of your change management in complex situations.

INFLUENCING SKILLS

You can have excellent ideas, but if nobody 'buys' them, you will not make progress. You will develop tools and techniques that will help you to present ideas with confidence and make it attractive for stakeholders to collaborate with you.

MANAGING INTERACTION

COLLABORATION SKILLS

Effective collaboration leads to better results for your project, team or organisation. You will learn how being a self regulating, transparent and accountable team member will improve your ability to contribute effectively to a successful team performance.

COMMUNICATION SKILLS

You will explore different communication styles and how you can adapt these to the person and the situation whilst remaining authentic and reaching a positive outcome for you and the organisation.

NEGOTIATION SKILLS

Our approach to good negotiation skills isn't about winning and losing. It is about enlarging the field and learning to 'play the game' more effectively.

KEYSTONE:
NOUN, KI:STƏVN

THE CENTRAL SUPPORTING
ELEMENT OF A LARGER STRUCTURE,
WITHOUT WHICH THE WHOLE
STRUCTURE WOULD COLLAPSE.



THE MOST VALUABLE TOOL

TO KEEP YOU ON TRACK



COMPELLING POWER OF THE COMPASS

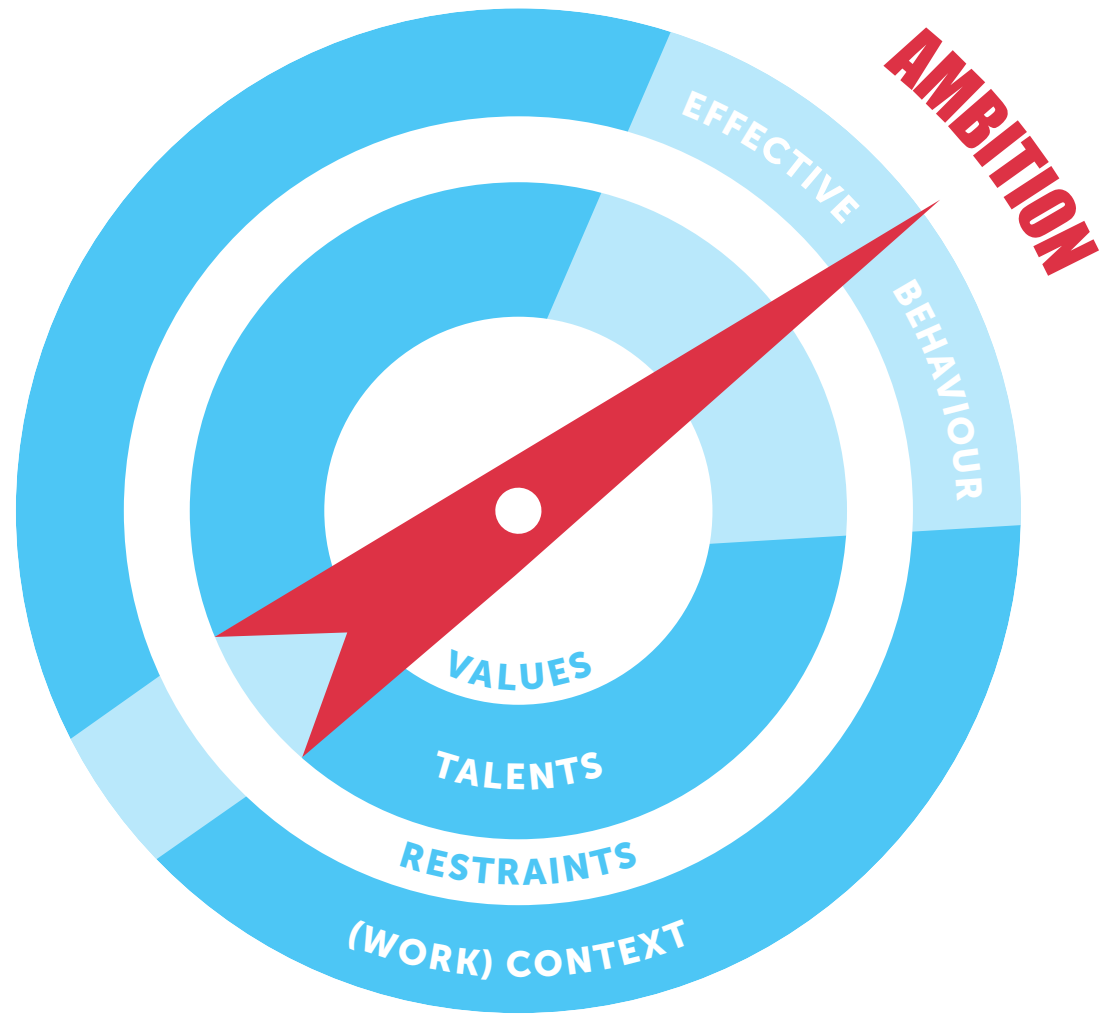
In today's volatile world, it is more crucial than ever to have strong navigation skills to run a business. Successful companies embrace their true values and focus on a compelling vision. They know where they are going and especially why.

Their people are conscious of what drives them and they are challenged to stretch their capabilities. There is room for entrepreneurship and they dare to be different. Individuals become high performers because they maximise their unique talents. Together they form an unbeatable team in their profession. Is that how your company operates?

Stretch, learn, grow!

We believe that business results improve when individual leaders become more effective. People learn more quickly and easily when they have a clear ambition in mind. When their values are aligned with those of their business. When their talents are exposed and able to grow. Our approach to learning is therefore based on the compelling power of the compass. We help establish the starting position and available equipment. We focus on those strengths and talents that allow them to achieve their goals. And improve the performance of the business. The energy released during this process helps them grow and overcome obstacles. We go deep when we need to and fly high when we can. Not only is this our belief, it has been proven by research and in practice.

We see that it works. Every day.



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THE COMPASS MODEL

A values-based approach to learning...

Our approach to learning & development is based on the compelling power of the compass. It starts with the discovery of the core, our values. During this process, we create the foundation for a compelling, intensely motivational ambition. This in turn helps fuel and accelerate the learning process. Because we can identify with our ambition, we are able to make powerful choices, leading to transformational and sustainable change.

...built on talents...

Intrinsic motivation provides the driving force needed to release active and hidden talents. Development advances with a much more positive mindset, as talents are recognised and built upon. Not only is it a much more pleasurable development process, it's been proven to accelerate learning, increase creativity, stimulate engagement, and improve the decision making process.

...by applying new proven theories...

Besides using the latest insights from positive psychology and brain-based learning, the Compass Model acknowledges the role of restraints. As we release our full potential, it is inevitable that restraints will continue to appear. But through the power of our mindset, we are now much better equipped to deal with them.

...to achieve more effective behaviour...

Learning and development happens in a context. Research shows that by creating a work environment which favourably balances resources (energy factors) against demands (stress factors), a climate can be created which not only increases the effectiveness of development, but also accelerates it.

This approach ultimately leads to sustainable individual, team and organisational results. Which, in turn, translate directly into improved business results.



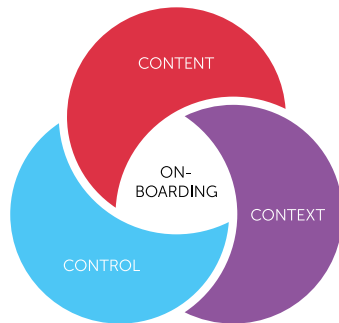
WE DELIVER

WHEREVER YOU NEED US



EXCELLENCE IN DELIVERY

Over the years, we have discovered that the success of global delivery of learning solutions not only depends on the quality of the programme but, perhaps even more importantly, on consistent delivery in a multicultural context.



Our Operational Excellence Formula takes into account all aspects that are essential for delivering global results: Content, Context and Control. We manage them through a unique selection, training, and on-boarding process (see page 16-17).

Content

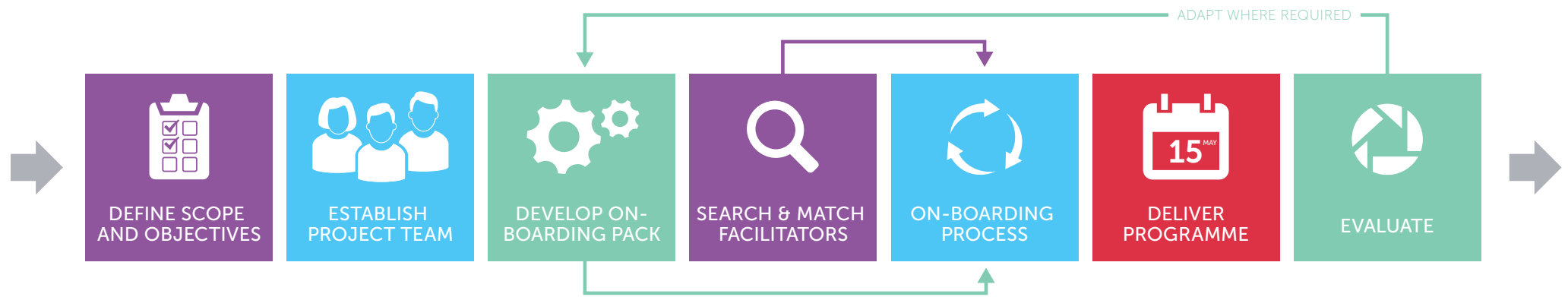
With more than 30 years of expertise in behavioural development, we have a broad and comprehensive portfolio of best practice and off-the-shelf training courses. In multiple languages and learning formats.

Context

The complexity of delivering training courses consistently on a global scale is very underestimated. Even relatively straightforward or off-the-shelf content can create complexity in a multicultural context. Therefore we have designed a process that ensures global consistency in combination with a local approach.

Control

Premium quality and logistics are crucial for excellence in delivery. Ineffective facilitators and/or poor quality materials can make or break a programme. We select, develop, and engage professional facilitators and ensure a smooth operational process – front to end.



OPERATIONAL EXCELLENCE FORMULA

Define Scope and Objectives

To ensure mutual understanding and manage the expectations of all parties involved, the scope and objectives are defined.

Establish Project Team

A Project Team will be formed, consisting of members of your organisation and Schouten Global. This team will balance three crucial aspects in successful delivery of the programme:

1. Global consistency (across units, countries, etc.)
2. Central coordination through a single point of contact
3. Local delivery in the local language (when required) within the global framework

Develop On-boarding Pack

During the next phase, we design the actual programme, including trainer tracks and training materials. In addition, the logistic requirements are developed. All relevant background information and training materials are collected in an On-boarding pack, used to brief all facilitators in a consistent manner during the On-boarding process.

Search & Match Facilitators

When all the requirements are clear, we select facilitators that match your organisational culture. All are certified trainers, experts in the subject at hand with a minimum of 5 years' training experience in multinationals.

On-boarding Process

During On-boarding Sessions, we brief and train the selected facilitators and check the cultural fit of the training design and materials.

Deliver Programme

After the On-boarding Process has been completed, the faculty staff is ready to deliver the programme according to schedule.

Evaluate and Adapt where required

After each course is delivered, we evaluate with all the parties involved. Areas for improvement are discussed with the Project Team, ensuring continuous improvement of the entire process. If structural changes are required, the on-boarding pack will be adjusted. This process complies with our ISO certification and follows the structure of the Deming cycle (Plan-Do-Check-Act).



OUR TALENT IS

MAKING TEAMS WORK

ABOUT SCHOUTEN GLOBAL

Global partner, global presence

Being 'world-class' is no longer good enough. It's now simply the minimum requirement to be able to play in today's market. Schouten Global stands alone in its ability to fuse broad strategic development resources with the expertise of over 700 professional trainers and coaches located around the globe.

Facts & figures

- ✓ Founded in 1980
- ✓ Delivery experience in over 40 countries
- ✓ Award winning for customer satisfaction and operational excellence
- ✓ Preferred supplier for successful multinationals
- ✓ 100% attention

Our services

Schouten Global offers a comprehensive suite of learning services designed to enhance the skills of your staff and improve their performance. Leading to better organisational health and improved business performance. In addition to our keystone portfolio, we offer customised services for your specific needs, (executive) coaching and consultancy for organisational development.



OUR GLOBAL NETWORK

Schouten Global collaborates with best-in-class facilitators who have been carefully selected and screened. Depending on client requirements, we carefully match facilitators with clients, based on the right profile, training topics (content), organisational culture aspects and language requirements.

From our worldwide network of facilitators you can expect:

- ✓ Proven excellence in facilitator skills, checked through peer and/or client references
- ✓ Relevant experience in training essential leadership skills such as influencing skills, communication skills, project management, etc.
- ✓ More than 5 years' experience in a business environment
- ✓ More than 5 years' experience facilitation related training in a multicultural environment
- ✓ Expertise in the subject matter
- ✓ A global mindset
- ✓ Fluency in English and at least one local language

We have delivery experience in over 40 countries. For those countries where we do not have candidates in our database, we search for new facilitators through our existing partner network. This approach has proven to be very efficient and effective over the past years.

SELECT &
COLLECT YOUR
KEYSTONES HERE



THE KEY TO SUCCESS



Visiting address

Van Heemstraweg West 5
5301 PA Zaltbommel
The Netherlands

Postal Address

P.O. Box 266
5300 AG Zaltbommel
The Netherlands

+31 (0) 418 68 85 58

info@schoutenglobal.com
www.schoutenglobal.com