

# Empowering A Performance-Based Workforce...



- M*ake Things Happen
- A*chieve Personal Significance
- X* Out the Negatives
- I*nternalize Right Principles
- M*arch to a Mission
- I*ntegrate All of Life
- Z*ero In on Caring for People
- E*nergize Internally
- R*ealign Rigorously
- S*tay the Course

*Maximizing Performance and Productivity!*

# The Success of Any Organization Requires Quality, Reliable and Productive People!

## Fundamental Philosophy

For an organization to enhance performance and productivity, teams of people must be established and then managed to succeed. For a team to succeed, the selected individuals that comprise the team must be of good character, reliable and committed to individual and team success. This fundamental understanding and acceptance is the key to organizational success.

## Fundamental Observation

- ✓ It does not matter what product or service an organization provides
- ✓ It does not matter what rules, policies, procedures and guidelines are established
- ✓ It does not matter what educational skills or knowledge are required

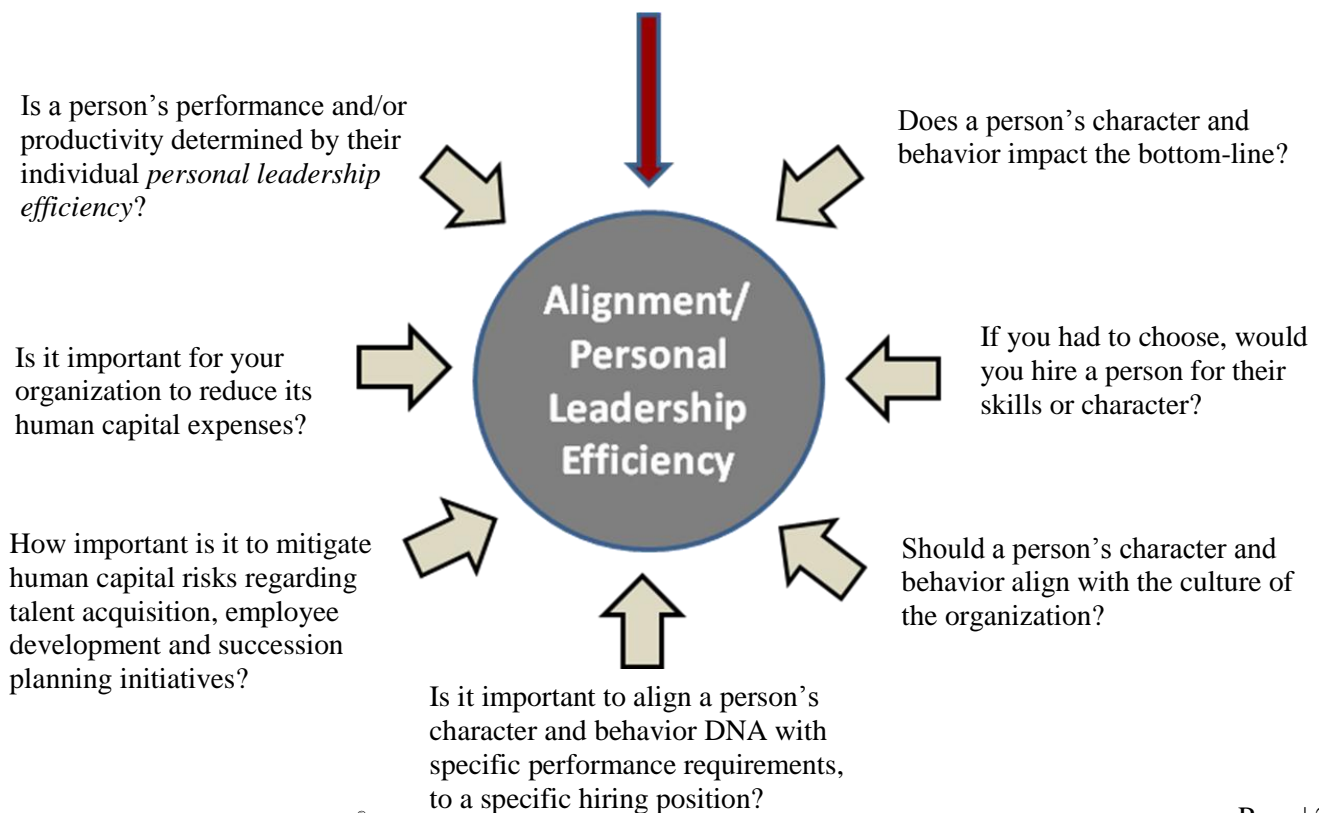
If individuals that comprise a team are not “personally effective” or do not align with the other members of their team, the level of success for any organization will be marginalized. Rules, policies, procedures and guidelines that are established by any organization, as well as requirements for on-going educational learning **will only be maximized**, when an individual takes personal responsibility to address and enhance their “**personal leadership efficiencies**.”

## Fundamental Conclusion

Organizations today need to make a major paradigm shift toward providing the key individuals that comprise their teams, which are the represented composite of the organization as a whole, with relevant and timely *character-based* “**Personal Leadership Solutions**.”

## MAXIMIZING Human Capital Assets

It's All About Alignment and Personal Leadership Efficiency!



## What Hinders Performance and Productivity / What Empowers Performance and Productivity?

Human capital is the most important asset to any organization when the leadership and employees are aligned with the mission and vision and committed to operate at a high level of performance and productivity.



### What Hinders Performance and Productivity

#### Leaders

- Lack of results
- Unrealistic expectations
- Lack of planning
- Changing of priorities
- Lack of commitment
- Right fit
- Unclear of the “big picture”
- Lack of team work
- Micro management
- Not listening
- Ownership / Accountability
- Lack of leadership skills
- Poor character
- Not being supported by team
- Too far removed from day-to-day
- Unwillingness to empower others
- Personal / family issues
- Not taking ownership for team
- Team conflicts
- Poor communication
- Entitlement

#### Employees

- Unclear expectations
- Lack of leadership
- Why it is important
- Motivation
- Unable to perform
- Lack of measure
- Unreliable
- Feels not valued
- Victim mentality
- Lack of personal leadership
- Poor character
- Not aware of the “big picture”
- Understanding of their role
- Under expectations
- Lack of training
- Lack of recognition
- Personal / family issues
- Lack of coaching / development



### What Empowers Performance and Productivity.....



#### Leaders

- Vision
- Passion
- Personal leadership skills
- Effective use of power
- Mentor / coach
- Recognition
- Great character
- Embraces empowerment
- Organizational skills
- Rewards contribution
- Defines roles / responsibilities
- Manages challenges
- Feels valued
- Elicits feedback
- Good relationship skills
- Encourages contribution
- Cause / mission focused
- Goal oriented
- Balanced life
- Desire to succeed
- Committed to develop others
- Knowledgeable
- Clear communication
- Resolves conflicts

#### Employees

- Receives recognition
- Supported by leadership
- Feels valued
- Advance career track
- Makes a contribution
- Empowered
- Passionate
- Clarity of goals
- Mentor / coach relationship
- Great character
- Clear planning / direction
- Understands vision
- Likes work environment (culture)
- Organizational skills
- Clarity in roles / responsibility
- Positive reinforcement
- Fits with others
- Cause / mission mindedness

**People Need A Dependable Track To Run On...  
A Planned Approach To Deal With Business And Life's Challenges!**

# Developing And Sustaining A Character-Driven Performance Culture...

Many successful organizations know from experience that their total expenditures on human capital are often their greatest investment. In order to maximize that investment and gain the best possible returns, those organizations are intentional, even aggressive, about including character-based development strategies in their business processes. At the same time, organizations that ignore or minimize their efforts to deal with certain negative character and behavior traits are bound to experience business losses. These losses can often be in catastrophic degrees, especially when the failures are at the higher levels of leadership. An organization's ability to understand how certain attributes are linked to such negative outcomes is vital to operating successfully.

Over the past several years we have seen a great deal of destabilization across many of our industry markets and government institutions. Almost every day the news reports of another company, group, or individual who has failed. When these failures occur we see the devastating impact on the lives of many people. Over the past decade many studies and papers have been written researching the connection between corporate values, character and its impact on performance and productivity.

## In the End It Came Down To Character and Behavior!



A person's ability to govern themselves in an ethical and trustworthy manner is directly associated to their *attitudes, beliefs and commitments*, which comprise the foundational source of their *character*. We also believe that most of the expenses and risks associated with the human capital of any organization can be directly tied to a person's character and behavior. As such, if an organization can staff or cultivate a culture of leaders and employees to a higher standard of character they will perform at a greater level of efficiency and productivity, while minimizing overall human capital cost and risks.

Our team of experts has invested over a decade researching and developing several proprietary human capital technologies and solutions, to support organizations who desire to establish cultures of strong character and values. Many organizations today realize the direct impact a person's character and behavior has on achieving their financial and business objectives, as well as the bottom-line results that will satisfy their customers and stakeholders.

*“Leadership is the potent combination of Character and Strategy.  
But if you must be without one, be without Strategy.”*

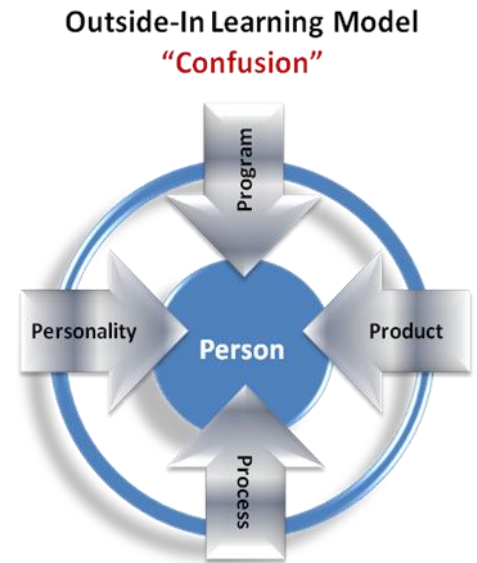
**General H. Norman Schwarzkopf**

# Mobilizing And Sustaining A Performance-Driven Workforce...

The marketplace does not need another leadership training program that simply is based upon a personality, program, product or process. The market is so cluttered with “professionals” that have the secrets to help organizations empower their people. Yet few, if any, start with a fundamental foundation that a person’s individual *character competencies* and *behavioral traits* are VITAL to mobilizing a person to achieve and sustain a certain level of performance and productivity.

The standard leadership training programs being invested in, by thousands of organizations, are what we refer to as an **“Outside-In Learning Model.”** This type learning model does not address or focus, first and foremost, on a person’s character and behavioral DNA.

If a person is having difficulties and/or personal challenges, it will have an impact on their professional performance and productivity. Therefore, until a person is working at an efficient operating level other leadership programs (i.e. sales/management training, conflict resolution, negotiating, communication skills, etc.) will simply add to the confusion and lack of performance that could be achieved.



- ✓ Leadership and employee training are critical and important regarding all of the topic matters listed above and more. However, it is imperative that human capital solutions are provided that look beyond just Intelligence Quotient (IQ) and Emotional Quotient (EQ), but delve deep into the understanding of the importance Character Quotient (CQ) has, as it relates to maximizing the performance and productivity of an individual’s overall contribution toward the business objectives desired by a leadership team.

## What’s Missing? Human Capital DNA Factor



**Personal Leadership Effectiveness = Organizational Effectiveness**

## What Is Intelligence Quotient (IQ)?

IQ is the acronym for intelligence quotient, and refers to a score given for several standardized intelligence tests. The first of these was developed by French psychologist Alfred Binet in 1905. He constructed the IQ test, as it would later be called, to determine which children might need additional help in scholarly pursuits. Today, the IQ test is commonly based on some model of the Stanford Binet Intelligence scale.



Not all intelligence can be measured by an IQ test. In fact, primarily, an IQ test measures mathematical and spatial reasoning, logical ability, and language understanding. Thus a person who is speaking English as a second language might score poorly on the language comprehension aspects of a test, and an IQ test would not be an adequate measurement of intelligence. Further an IQ test does not measure things like life experience, wisdom, or personal qualities like being a reliable friend, a devoted spouse or a good employee. So it is not a predictor of a person's quality or worth, though it has occasionally been used as such.

### What Constitutes A Person's IQ?

The term IQ, or Intelligence Quotient, generally describes a score on a test that rates the subject's cognitive ability as compared to the general population. IQ tests use a standardized scale with 100 as the median score. On most tests, a score between 90 and 110, or the median plus or minus 10, indicates average intelligence. A score above 130 indicates exceptional intelligence and a score below 70 may indicate mental retardation. Like their predecessors, modern tests do take in to account the age of a child when determining an IQ score. Children are graded relative to the population at their developmental level.

What is this cognitive ability being measured? Simply put, IQ tests are designed to measure a person's general ability to solve problems and understand concepts. This includes reasoning ability, problem-solving ability and the ability to perceive relationships between things and ability to store and retrieve information.

IQ tests measure this general intellectual ability in a number of different ways. They may test:

- **Spatial ability:** the ability to visualize manipulation of shapes
- **Mathematical ability:** the ability to solve problems and use logic
- **Language ability:** This could include the ability to complete sentences or recognize words when letters have been rearranged or removed.
- **Memory ability:** the ability to recall things presented either visually or aurally

Questions in each of these categories test for a specific cognitive ability, but many psychologists hold that they also indicate general intellectual ability. Most people perform better on one type of question than on others, but experts have determined that for the most part people who excel in one category do similarly well in the other categories, and if someone does poorly in any one category, he also does poorly in the others. Based on this, these experts theorize there is one general element of intellectual ability that determines other specific cognitive abilities. Ideally, an IQ test measures this general factor of intelligence. The best tests, therefore, feature questions from many categories of intellectual ability so that the test isn't weighted toward one specific skill.

Because IQ tests measure your ability to understand ideas and not the quantity of your knowledge, learning new information does not automatically increase your IQ. Learning may exercise your mind, however, which could help you to develop greater cognitive skills, but scientists do not fully understand this relationship. The connection between learning and mental ability is still largely unknown, as are the workings of the brain and the nature of intellectual ability. Intellectual ability does seem to depend more on genetic factors than on environmental factors, but most experts agree that environment plays some significant role in its development.

## What Is Emotional Intelligence (EQ)?

EQ actually stands for Emotional Intelligence Quotient. Much like an intelligence quotient, or IQ, an EQ is said to be a measure of a person's emotional intelligence. However, there is much debate surrounding the legitimacy of a definition of emotional intelligence quotient, primarily because there is no standard against which it can be measured.

When we speak of a person's intelligence, we usually think of his or her knowledge or capacity to acquire knowledge. However, there are many different facets of intelligence, including problem solving, artistic intelligence, reasoning ability and creative intelligence. Emotional intelligence is one form of intelligence that extends to and affects all human beings.

### ...Composition of EQ...

<b>Self-Awareness:</b> A person's ability to accurately perceive their own emotions and stay aware of them as they happen. This includes keeping on top of how a person tends to respond to specific situations and people.	<b>Social Awareness:</b> A person's ability to accurately pick up on emotions in other people and understand what is really going on. This often means understanding what other people are thinking and feeling even if they don't feel the same way.
<b>Self-Management:</b> A person's ability to use awareness of their emotions to stay flexible and positively direct their behavior. This means managing their emotional reactions to all situations and people.	<b>Relationship Management:</b> A person's ability to use their awareness of their emotions and the emotions of others to manage interactions successfully. This includes clear communication and effectively handling conflict.

Emotions, as most of us know, are a powerful tool in motivating actions. When someone does something that we don't quite understand, they might tell us to "walk a mile in my shoes." This is because emotion very often overrides reason and causes outsiders to think that one is acting in irrational ways. A person with adequate emotional intelligence takes into account the existence and power of emotions and sees the necessity in situations that others may find unreasonable.

Emotional intelligence refers to the effectiveness of an individual's response to his or her own feelings or emotions and to those of others. A person with high emotional intelligence is very adept at understanding and properly responding in an appropriate way to the nuances of social situations. An emotionally intelligent person can use his or her understanding of emotion in harmony with good reasoning skills to make reasonable decisions while maintaining good relationships.

One of the leading researchers in emotional intelligence theory, Daniel Goleman, cited an excerpt from Aristotle's *Nicomachean Ethics* as an example of the implications of emotional intelligence in his popular 1995 book *Emotional Intelligence*. Aristotle said: "Anyone can become angry - that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way - this is not easy."

Emotional intelligence, like other aspects of intelligence, lies on a broad spectrum, with a large margin for normal levels of emotional intelligence. Similar to a test for a person's intelligence quotient (IQ), the level or score of emotional intelligence can be determined and analyzed for individual people. These tests aim to show how a person responds to the feelings of others, as well as how he understands his own, how he deals with social situations and the appropriateness of his response through a series of questions that mimic real life circumstances.

Regardless of the actual scientific basis of measuring EQ, the concept is used in many different settings. One particularly popular setting that employs attempts at measuring EQ is the corporate world. Many businesses utilize EQ tests to help their employees determine and measure their emotional responses to various situations. While most corporate EQ tests are administered on the basis that a person's EQ can be modified or increased, there is dispute about whether emotional intelligence is standard or can be changed.

### Looking Beyond IQ or EQ...To CQ



## ⇒ The Missing Human Capital DNA Factor: **Character Quotient (CQ)**

Leaders today need to “get under the hood” of the people they lead and conduct an **assessment** of their character competencies and behavioral traits and then provide a sustainable **development** learning process that maximizes each individual’s passion, experience, gifts and talents.

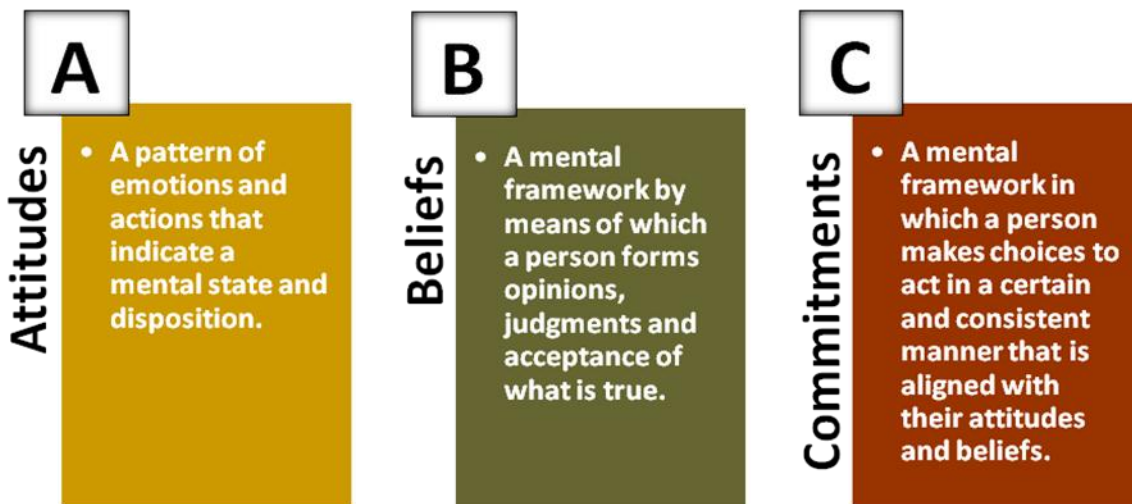
In today’s competitive, multi-cultural workforce environment, traditional human capital development is simply ineffective. A person’s IQ (Intelligence Quotient) or EQ (Emotional Quotient) are important...but what is missing?

### The **Missing Piece** to the Human Capital Puzzle to Maximize Performance And Productivity Is to **Assess** and **Develop** A Person’s **Character Quotient!**

CQ is a third dimension of understanding the DNA of human capital. CQ represents the elements of a person’s profile revealing their underlying **attitudes**, **beliefs** and **commitments** that shape their behavior. CQ is the foundational character base from which strong emotional intelligence should spring.



A person’s character and behavioral DNA is comprised of certain **Attitudes**, **Beliefs** and **Commitments** that are vital to how they maximize their personal and professional growth. Like a computer, human beings need an “*operating system*” that provides a practical methodology to enable them to leverage their unique gifts.



**Understanding the Character Quotient of a Human Being Is The Key to Maximizing Performance and Productivity!**



# Assessing and Developing Character Competencies and Behavior Traits...**CRITICAL!**

Organizations that properly *assess* and *develop* the character competencies and behavioral traits of their human capital assets will enhance their overall team performance and productivity! The insights gained regarding an individual's Attitudes, Beliefs, and Commitments are...



- ✓ **Attitude** (makes a **BIG** difference regarding performance and productivity)
- ✓ **Personal motivation habits** (purpose driven, goal-oriented, timeliness, responsible versus irresponsible)
- ✓ **Self-esteem issues** (the more a person is encouraged and believes in their capabilities...the greater their overall productivity and performance)
- ✓ **Ethics and integrity** (basic honesty can go a long way, doing the right thing for the right reason and making good decisions - - **TRUST!**)
- ✓ **Communication skills** (listening, resolving conflicts, respect for others)
- ✓ **Life balance issues** (personal and professional...critical in the marketplace today)
- ✓ **Teamwork efficiencies** (how to contribute to the overall good of the team and organization)
- ✓ **Dealing with worry, fears and challenges** (overcoming barriers and obstacles)
- ✓ **Handling stress and change** (fatigue and burnout lead to poor productivity and performance)
- ✓ **Staying focused and committed** (realigning when necessary, understanding the cost of quitting)

## Character Foundation Attitudes – Beliefs - Commitments

### Character Foundation...

- Universal/Values-Based Principles
- Learning Model (*Learn – Apply – Coach*)
- *Researched, Tested and Delivered in over 50 Countries (Since 1996)*
- *Multi-Cultural Application*
- *Proprietary Human Capital Technology Solutions*
- ***Relevant to Today's Human Capital Needs!***

### 10 Timeless Universal Character Principles



- Make Things Happen*
- Achieve Personal Significance*
- X Out the Negatives*
- Internalize Right Principles*
- March to a Mission*
- Integrate All of Life*
- Zero In on Caring for People*
- Energize Internally*
- Realign Rigorously*
- Stay the Course*

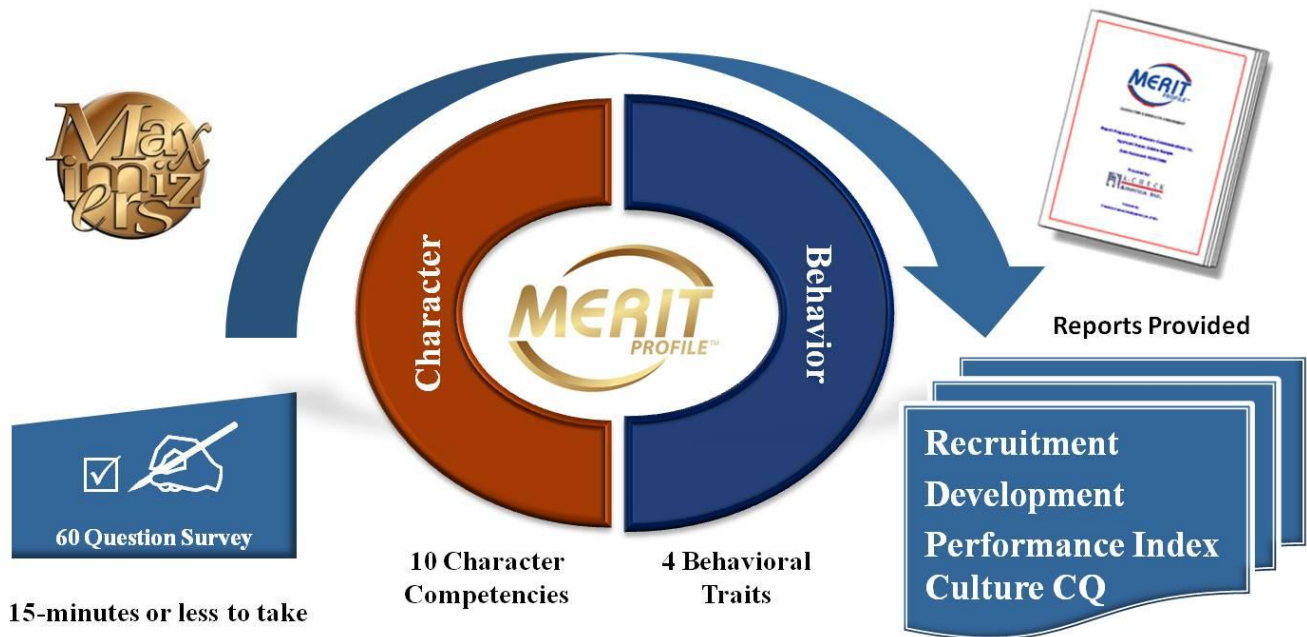
***Life\*Time Operating System™***

## MERIT Profile™

### Assessing Character and Behavior

Traditional assessments (*personality, behavior, competency or skill*) are not typically tied to employee development, which therefore limits significantly the use of the tool. The [MERIT Profile](#) is an on-line character and behavioral assessment tool that provides a leader with valuable insights to help each person maximize their potential.

- ✓ When a leader can gain valuable insights to the strengths and weaknesses of a team member and have a concise and reliable understanding of their character competencies and behavioral traits, then an effective development process can be executed.



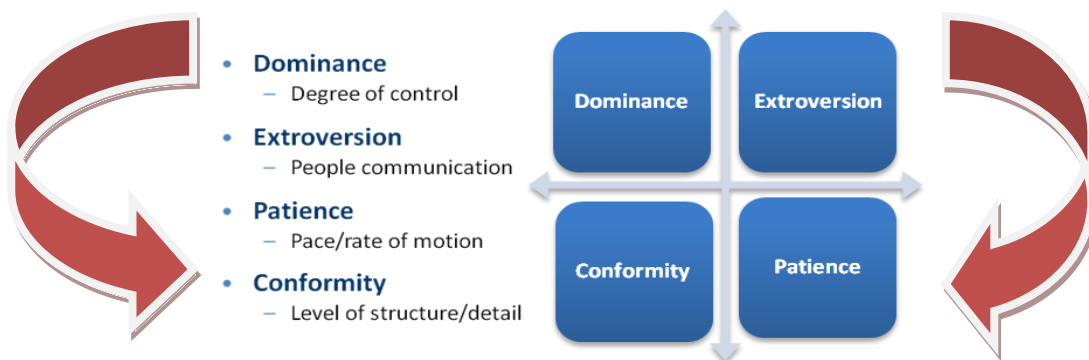
#### ✓ 10 Character Competencies (MAXIMIZERS™ Principles)

- ✓ Researched, tested, validated in 50 countries since 1996
- ✓ Multi-cultural application / Common language

#### ✓ 4 Behavior Traits

- ✓ Proven behavioral assessment application
- ✓ 10+ year successful track record
- ✓ 144 Behavioral Profile Constructs

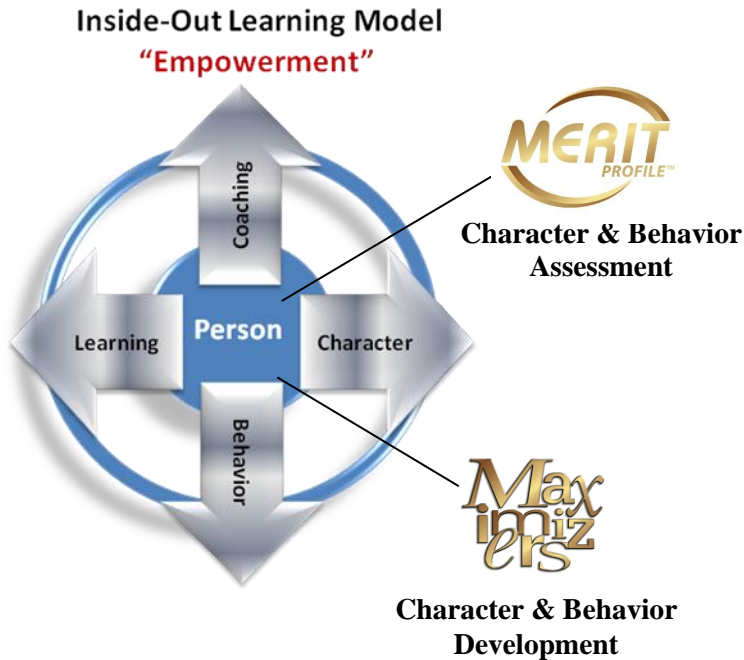
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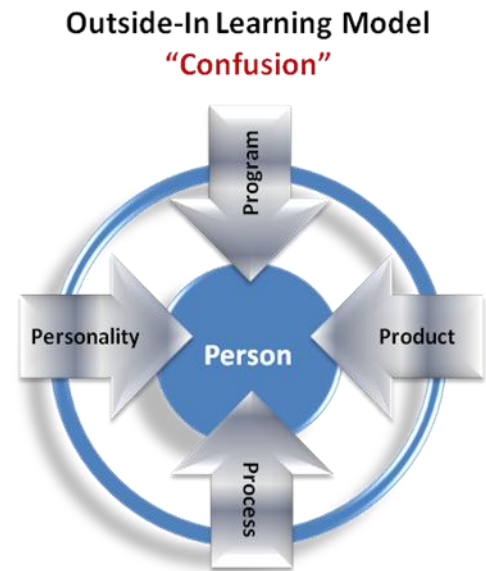
## Assessing and Developing a Person's Character and Behavior Is Critical

Organizations today need a “character-based” leadership training/coaching program (**Inside-Out Learning Model**) that can be cost-effectively delivered to managers, supervisors and the entire employee population with the primary purpose to enhance individual and overall team performance and productivity.

### Maximizing Human Capital Assets



### Minimizing Human Capital Assets



The real secret to **“Empowering A Workforce”** is to first and foremost gain a valuable understanding of an individual’s *character competencies* and *behavioral traits* (*MERIT Profile™*) then provide an on-going learning and coaching model that assesses and develops the strengths of an individual and provides valuable insights regarding areas that need to be developed. This valuable process is critical towards preparing future leaders within an organization.



**MERIT Profile Reports.** The MERIT Profile is provided in a 6-page report for Hiring Managers ([View Example](#)), and a 13-page development report that was designed to assist an individual with life skills in personal and professional development through leadership training, self-study, or with a manager or professional coach ([View Example](#)). The MERIT Profile can be utilized for three distinctive purposes Talent Acquisition, Employee Development and Succession Planning.





## Character - MAXIMIZERS Principles™



## Common Language To Help Empower And Mobilize A Multi-Cultural Workforce

**Make Things Happen...** *how to change habits and your personal discipline.*

**Achieve Personal Significance...** *how to build a strong self-image.*

**X-Out The Negatives...** *how to deal with fears, problems, and other difficulties.*

**Internalize Right Principles...** *how to live a value-driven lifestyle.*

**March To A Mission...** *how to build a sense of personal mission and purpose.*

**Integrate All Of Life...** *how to develop balance in attitudes, priorities, and goals.*

**Zero In On Caring For People...** *how to listen, confront, empathize, and coach.*

**Energize Internally...** *how to live a character-based lifestyle.*

**Realign Rigorously...** *how to make mid-course corrections and handle change.*

**Stay the Course...** *how to stay focused and not quit on the important issues.*

## Maximizing Employee Resources...Implementing Transformation

# Investing In Your Human Capital Assets Will Have A Significant Long-Term ROI Return!

The MAXIMIZERS principles provide a foundational grid, a holistic model that considers the needs of the individual and their relationship to the organization from a 360° perspective. The premise being that people are the DNA of any organization and the healthier and more productive they become impacts how an organization will realize maximum performance and return on their valuable human capital assets.



## ➤ Attitude Principles

### ⇒ **Make Things Happen**

*Teaches pro-active habit development and personal discipline*

This principle deals with eliminating a victim mentality and taking responsibility for developing the kind of discipline and new habits that lead to healthy thinking and performance. This principle gives a person an understanding that they are in control of their own attitudes and actions.

### ⇒ **Achieve Personal Significance**

*Teaches how to build a strong self-image*

This principle deals with the development of a healthy self-concept. The process of seeing your innate value and significance is balanced with the development of humility and the proper handling of criticism. Many personal conflicts and stress come from the improper view of oneself, which leads to an individual not maximizing his or her personal potential.

### ⇒ **X-Out The Negatives**

*Teaches how to deal with fears, problems and other difficulties*

This principle addresses what a positive attitude is and how to cultivate it in multiple areas of life. Negative situations can cause stress that can demoralize an individual's performance. Stress and negative situations managed properly can be turned into positive experiences as long as one can identify the weaknesses exposed and then strive to overcome them.

## ➤ Belief Principles

### ⇒ **Internalize Right Principles**

*Teaches how to live a value-driven lifestyle that is reflected in work and at home*

Learning to build a value system around foundational principles is crucial. Without such alignment the constant cognitive dissonance of wanting to do right but not doing it becomes stressful mentally, emotionally and physically.

### ⇒ **March To A Mission**

*Teaches how to build a sense of personal vision, mission and purpose for life*

This principle addresses how to achieve the goals and vision that are reflected in a person's ultimate desire. A clear sense of mission has been documented by research over the years as vital for personal wellness and preventing mental and physical illness. People lose hope when they don't have a sense of vision for their lives.

## ➤ Commitment Principles

### ⇒ **Integrate All Of Life**

*Teaches how to develop personal balance in attitudes, priorities and goals*

When individuals get out of control and lose balance they become highly susceptible to distress, anger, fear, depression and even burnout. There is a deep need to rebuild personal balance for individuals to maximize their productivity, overall performance and personal contribution to the team.

### ⇒ **Zero In On Caring For People**

*Teaches how to listen, confront, empathize and coach*

Several research studies are quite clear...poor relationships (relational conflict) are highly stressful and lead ultimately to mental, emotional and physical illness. Clearly, the development of relational skills such as listening, empathizing, resolving conflict, anger management and encouraging others is essential to total health and productivity.

### ⇒ **Energize Internally**

*Teaches how to live a character-based lifestyle*

People need to get back to this taproot principle of cultivating their character. As true character is developed an individual becomes “in sync.” Our outward behavior begins to flow from our inward character. That is true health and is the ultimate power base for real wellness.

### ⇒ **Realign Rigorously**

*Teaches how to make the necessary mid-course corrections and to deal with constant change*

Most people are constantly trying to prove the illusion that “life is supposed to be easy.” This principle teaches people how to face the difficulties of life and how to make appropriate mid-course corrections. This learning process minimizes the distress of the emotional and mental turmoil that worrying creates.

### ⇒ **Stay The Course**

*Teaches the importance of staying focused and not quitting on the important issues*

The American Management Association has indicated that the most universal principle of successful leaders is that they just don't quit. Those who succeed at healthy, dynamic whole lives fail often; but they fail forward. They learn how to stick with it and persist, focusing on the roots of building right principles into their lives.



***Character-Based Leadership Restores Trust and Confidence<sup>SM</sup>***

## Developing Authentic Leaders™

The *Developing Authentic Leaders Train-The-Trainer* platform directly provides several foundational learning programs to help build and sustain high performance/productive teams.

### Character-Based Workshops

- ❖ **Developing Authentic Leaders.** This learning program is structured as a 2-day learning workshop for owners, managers and supervisors. The subject matter will provide a participant with a valuable and positive personal and professional learning experience. The workshop will encourage each participant with the desire to learn and apply the MAXIMIZERS principles and valuable insights regarding their own personal MERIT Profile and Life\*Action Plan.
- ❖ **Achieving Authentic Success®.** This learning program is structured as a 1-day learning workshop for the general employee population. The subject matter will provide a participant with a valuable and positive personal and professional learning experience. The workshop will encourage each participant with the desire to learn and apply the MAXIMIZERS principles and valuable insights regarding their own personal MERIT Profile and Life\*Action Plan.

### Character-Based Programs

These two learning platforms are designed to enable more interactive learning and coaching as well as incorporate the organization's values, vision, and mission statements that help drive and sustain the culture. Each program can be constructed for delivery in a variety of settings (discuss with a Certified Trainer).

- ❖ **MERIT Character-Driven Leadership™ (Manager / Supervisors).** This program equips managers and supervisors with the ability to learn and apply the MAXIMIZERS principles professionally, and on a personal level.
  - ✓ Provides each participant with their own personalized MERIT Profile.
  - ✓ Coaches participants to learn and apply each of the MAXIMIZERS Principles.
  - ✓ Engages participants in small groups to work through a variety of cross-training exercises.
  - ✓ Focuses upon establishing goals and building new and lasting habits that help create positive change in a participant's performance and productivity.
- ❖ **MERIT Operating System™ (General Employee Population).** This is a tremendous tool for employee development that can be incorporated into weekly or monthly staff meetings and utilized as a gauge for quarterly and annual employee performance reviews. Improvement is always possible when a person's character and behavioral attributes can first be assessed to help quantify their strengths and weaknesses, and when that person is provided with a personal leadership development and coaching process that helps them focus on the results desired.

## Summary Comments

If you would like to learn more about our performance-based workshops and programs, as well as our train-the trainer opportunities please complete a [Client Inquiry Form](#) and a Company Representative will be in touch to discuss the various options.



## Contact Us

David Town, CHRP  
Your Leadership Matters, Inc.  
647-225-8696  
[david.town@yourleadershipmatters.ca](mailto:david.town@yourleadershipmatters.ca)  
[www.yourleadershipmatters.ca](http://www.yourleadershipmatters.ca)