



The Dale Carnegie Course®:
Effective Communications and
Human Relations

Submitted by:

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Table of Contents

Executive Summary	3
Performance Change Pathway™	4-6
The Dale Carnegie Course®: <i>Effective Communications and Human Relations</i>	7-19
How Do We Do What We Do? How Do We Get to WOW?	20
Investment Summary	21
Why Choose Dale Carnegie?	22

Executive Summary

Building off the successful Dale Carnegie program delivered in before Covid-19, David Oliver and the University of Houston team seeks to continue to develop the team. The Office of Facilities Planning and Construction has competing and different priority metrics. This can lead to silos in communication. With an excess of one billion in capital projects in the next decade the team needs to overcome:

- Turnover – Some was planned
- Procedures
- Clarity of Responsibility
- Boundaries
- Lack of Direction
- Communication – Where do I fit in?
- Leadership development – from within

Improving in these areas will increase employee retention and reduce the cost of hiring. Developing the leadership team from within will foster a culture of inclusiveness and engagement. The team will see future opportunities, contribute across groups, and reduce the “Us vs Them” mentality that creates conflict. The team will be able to see the bigger picture and have clarity in their role and responsibility. Each team member can feel a sense of pride knowing they are part of a team that values and appreciates them for who they are and not what they do.

To do this, leadership is working on developing the leadership team they have assembled over the past 2 years. The Covid-19 delayed the continued development so leadership is working to Improve Self Confidence, Communication Skills, People Skills, Leadership Skills and Reduce Stress and Improve Attitude. By leveraging these improved skills, the directors and leaders will help the Facilities Planning and Construction team members:

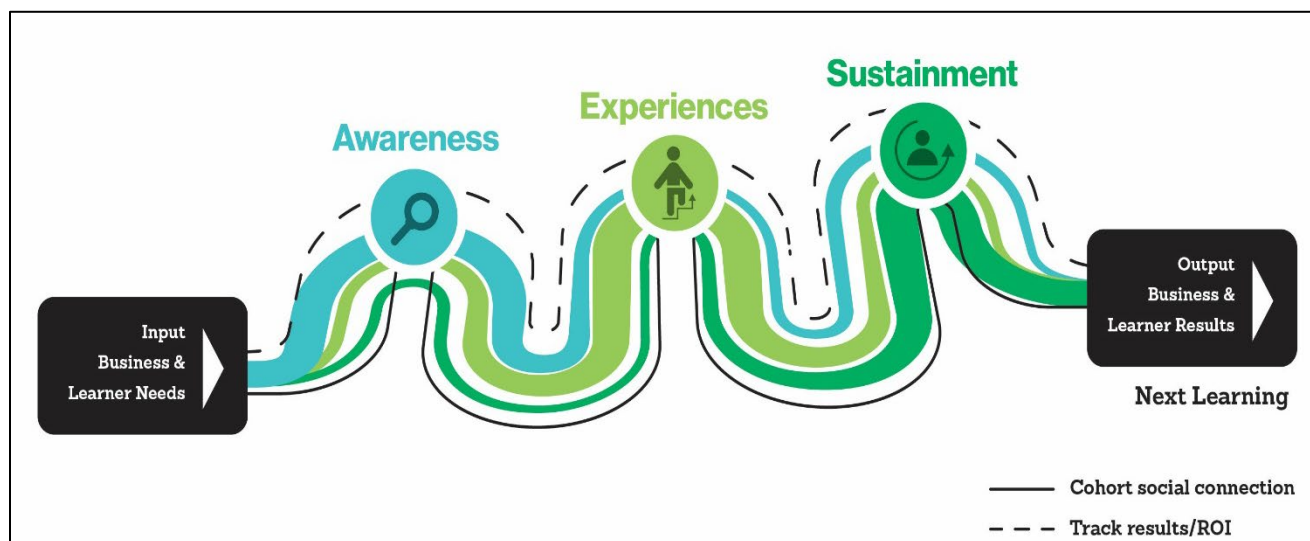
- Adapt to and lead change and innovation
- Communicate and collaborate more effectively across the organization
- Coach and hold others accountable for successful execution
- Position themselves as internal customer partners instead of transactional service providers
- To maximize the overall employee experience and develop potential / future leaders

These efforts should complement the existing mentoring and career path as implemented within the UH Leadership. Based on our conversation, we are confident Dale Carnegie Training of Houston & Austin can support The University of Houston and the Facilities Planning and Construction leadership team in meeting its objectives.

Performance Change Pathway™

Dale Carnegie's unique design and delivery framework is referred to as the Performance Change Pathway™. We focus on transformational performance changes in individuals and organizations, and we believe that all learning is a journey.

To engage in their learning, participants need a pathway to navigate their individual journey. The Performance Change Pathway™ is a structured learning and development process that ensures participants have a consistent experience.



The Performance Change Pathway™ encompasses five key components: Input, Awareness, Experience, Sustainment, and Output. We believe these components are essential to the design and delivery of our programs and they formulate a continuous learning path for participants.

Input: The Performance Change Pathway™ starts with the participant and business need or input. Within this phase, we acknowledge these needs and encourage positive reinforcements for participants, managers, and business owners, highlighting strengths to create a tailored learning path for participants. We help identify the real issues and understand what gaps need to be bridged. This helps us assess the relevant approaches that work best for both the participant and business.

The path begins with a strategic conversation to understand where you are today, where you want to be, and what needs to change to get there. These discussions establish the priority for the integration of people and business strategy.

A series of touch points builds engagement and sets the foundation for expectations, buy-in, and commitment. Participants and managers work together to create targeted learning goals and identify outcomes.

- Self-Assessments
- 360 Feedback
- Email Notifications
- Social Connections
- Alignment with Manager
- Videos

Awareness: We introduce participants to the learning process through a series of touch points designed to arouse an eagerness to set and achieve their goals. Participants, along with their managers, set expectations for themselves to close the gap from where they are to where they want to be. In the awareness phase, we set the stage for the emotional shift that is needed to impact behavior change. Participants begin to analyze their support system, understand what to expect from the training experience, and prepare to join a cohort with other program participants.

The awareness stage is an important step in building confidence and a positive attitude for behavior change and prepares them for the next step. In short, the Dale Carnegie Experience is unique and encourages participants to stretch their comfort zones.

Experience: The moment participants enter the Dale Carnegie Experience; they will recognize our approach is unique. This phase is the participant experience. We believe that changing a habit or behavior creates a performance change. Transformation occurs when we facilitate an experience in which participants have the space and capacity to change who they are, what they do, and what they get.

Dale Carnegie trainers take participants through our Cycle of Performance Change process to create an environment that allows transformation to happen. To adopt the attitude and behavior change needed, participants in this process will not only practice the skills needed but also actively participate in a facilitated experiential learning environment. It is not about the trainer pushing or forcing a change in the participant; instead, it is about enabling people to transform themselves.

In every Dale Carnegie program, participants are constantly reflecting on how utilizing the skill or tool would positively impact themselves and their organization as well. From the very beginning, participants are encouraged to identify the changes they desire and, more specifically, the behaviors they are seeking to change or improve. Participants are asked to imagine the specific results they will achieve because of these new behaviors.

Dale Carnegie believed that “Every participant must leave with a sense of victory.” Therefore, the trainer will focus on the individual’s progress toward his or her goals with feedback that is specific to personal growth. This positive group dynamic and coaching builds the individual’s confidence and allows him or her to take the risks that are necessary for growth.

Dale Carnegie’s Human Relations Principles, coupled with our unique delivery methodology, allow participants to recognize their potential and drive dramatic changes in performance.

Each program includes active participation, practical application, a goal-oriented focus, and in-the-moment coaching.

- Human Relations Principles
- Unique Delivery Methodology
- Cycle of Performance Improvement
- Practical Assignments
- On-Demand Reinforcements
- Social Connection

Sustainment: We are proud to have facilitated the Dale Carnegie Experience for more than nine million participants around the globe. We want them to feel connected and confident that they can continue to develop new skills.

Let us face it, if participants leave a program with a good feeling but do not do anything differently, then the training was not successful. That is why we build sustainment into our programs, with an emphasis on ensuring that participants can translate what they learned into real-world results. We do not believe the pathway is complete until participants are using what they learned without having to think about it.

The sustainment phase is a reinforcement in which participants are on a continuous Performance Change Pathway™ through post assessments, recommended learning paths, application assignments, and feedback opportunities.

If we give participants a clear, unbiased learning path, they will find their own connections between their current world and sustainability. Our programs connect participants to resources, opportunities, and a global community for continuous growth.

Concentration on continuous learning lengthens the life cycle of the performance change.

Reinforcements support application of new skills and provide refreshers to enhance recall of the learning. A prescribed learning path builds upon newly acquired skills.

- Live Online
- Carnegie Cloud
- Follow-up with Immediate Manager
- 360 Follow-up
- Individual Learning Maps
- Social Connections
- Free Downloads
- Videos
- Apps

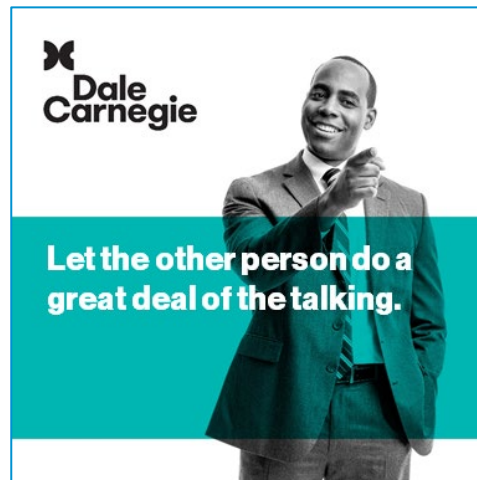
The Dale Carnegie Course®: *Effective Communications and Human Relations*

Program Overview

Underlying Dale Carnegie programs are the thirty human relations principles – the distilled wisdom of Dale Carnegie's famous book *"How to Win Friends and Influence People,"* one of the most popular business books of all time.

These time-tested principles will help your employees build relationships by focusing on the needs, concerns, and interest of the other person. For more than one hundred years, the focus of our programs has been on improving relationships by focusing attention on others and fostering trust and integrity.

Organizations know that stronger business results are tied to the quality of "the human asset." It is people who provide the edge to increase customer satisfaction, expand market share, and build corporate value. Yet, how can organizations prepare employees to deliver peak performance? The Dale Carnegie Course approach uses team dynamics and intra-group activities to help people master the capabilities demanded in today's business environment. Participants learn how to strengthen interpersonal relations, manage stress, and handle fast-changing workplace conditions. They are better able to perform as persuasive communicators, creative problem-solvers, and focused leaders.



Program Objectives

1. Build Greater Self-Confidence
2. Strengthen People Skills
3. Enhance Communication Skills
4. Develop Leadership Skills
5. Reduce Stress and Improve our Attitude

The Dale Carnegie Course® will draw out your employees' natural strengths, helping them build the courage and confidence they need to take command of their role and achieve the unexpected.

We show your employees how to work smarter at every step by gaining the trust and respect of the people around them, creating a culture that works harder for you at all levels of your organization.

The Dale Carnegie Course®: *Effective Communications and Human Relations*

Session 1A: Build a Foundation for Success

Learning Objectives

- Learn methods to connect with others
- Familiarize ourselves with the Five Drivers of Success
- Expand our capacity to achieve our vision by committing to breakthroughs

Individual and organizational success does not happen by chance. It happens intentionally. By defining the kind of person, we want to be and intentionally working toward that goal, we become more effective in both the workplace and our personal lives.

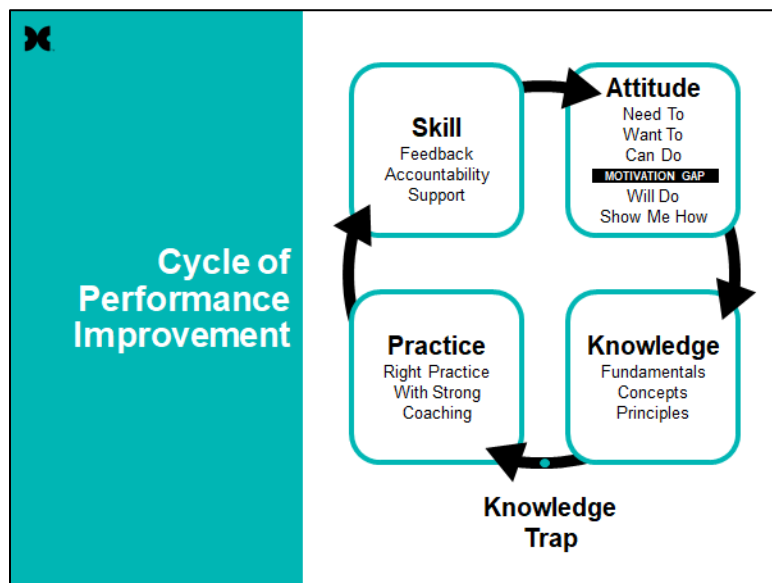
In this session, we will learn more about Dale Carnegie Training® and to the Five Drivers for Success. Effective leaders have a clear picture of where they are going and what interim goals must be achieved to get there, and they commit to achieving these goals.

Session 1B: Recall and Use Names

Learning Objectives

- Focus on people as individuals
- Create positive first impressions
- Use methods for remembering names

When we remember people's names, we help them and ourselves be more confident. Many people struggle with this important people skill. In this session, we will learn a fun, yet effective way, to recall a person's name, thereby enhancing this important first step in building professional and personal relationships.



Session 2A: Build on Memory Skills and Enhance Relationships

Learning Objectives

- Apply a process for memory improvement
- Become familiar with the principles for improving human relations
- Identify opportunities for improving business relationships

Building greater self-confidence and strengthening people skills are two of the Five Drivers for Success. The ability to establish and maintain relationships enables us to learn from others and achieve results we could not accomplish alone. In this session, we will learn the fundamental principles required to build a network of friends and professional associates.

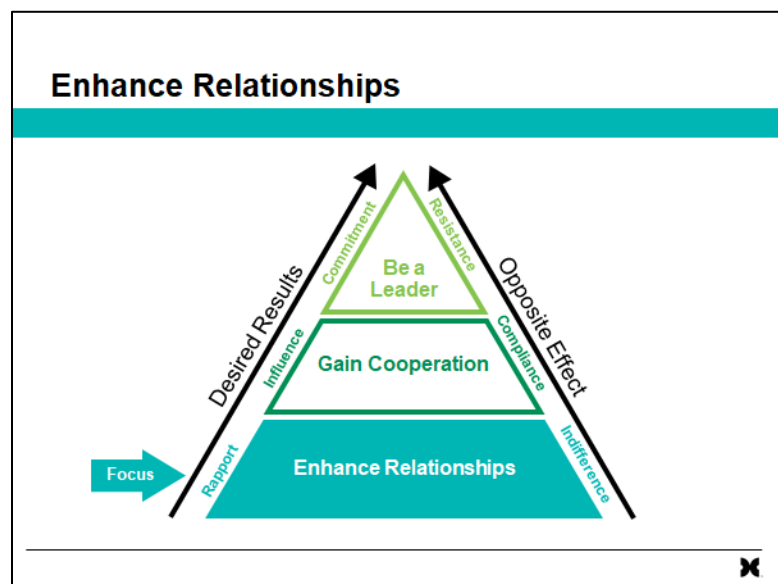
Session 2B: Increase Self-Confidence

Learning Objectives

- Use our experiences to communicate more confidently
- Communicate with clarity and conciseness
- Discover how past experiences influence behavior

Being creatures of habit, we tend to stay within our comfort zones. Our comfort zones create barriers to our growth. As we attempt to make progress in our lives, this tendency can inhibit the realization of our visions. Participating in this session helps us break through those barriers.

Learning from our past experiences can increase our self-confidence. When we establish a solid foundation with others and increase our self-confidence, we can significantly advance toward our visions. In this session, you will benefit from experiences that you have earned the right to communicate.



Session 3A: Put Enthusiasm to Work

Learning Objectives

- Plan and prepare to reach breakthrough enthusiasm goals
- Demonstrate how changing our attitudes can alter behaviors
- Understand how enthusiasm helps us achieve our visions

Enthusiasm is the engine that fuels the ability to achieve a breakthrough. It enables us to exceed our own expectations, stoking the fires of self-confidence. Communicating ideas with enthusiasm often enhances our effectiveness as leaders.

In this session, we learn how to become significantly more enthusiastic in the pursuit of our goals. The group will also examine the significance of recognizing our achievements and the value of sharing our successes.

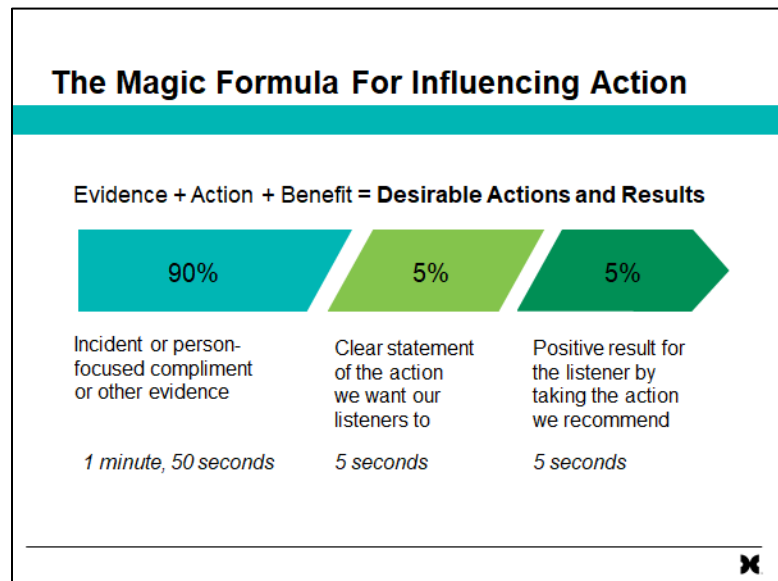
Session 3B: Recognize Achievements

Learning Objectives

- Improve attitudes by acknowledging our successes
- Focus on our strengths and the strengths of others
- Enhance our professional communication skills

Achievements are viewed as patterns of success. When setting breakthrough goals, we build on previous achievements. These reference points provide evidence that we can continue to achieve great things.

In preparation for this session, we will inventory our achievements and reflect on their importance in our lives. We will report to each other on a particular achievement that is especially meaningful to us. Acknowledging our past achievements is the first step in setting and achieving breakthrough goals.



Session 4A: Put Stress in Perspective

Learning Objectives

- Recognize the impact negative stress has on our results and effectiveness
- Commit to using concepts and principles to better handle stress
- Discover more effective ways for business professionals to prepare for and address challenges

Medical experts have known for years the serious ramifications of not dealing with stress effectively. It is vital that we channel our energies to diminish the impact of stress in every aspect of our lives. By committing to and practicing Dale Carnegie's proven principles for more effectively controlling worry, we put ourselves in a position to decrease stress not only for ourselves, but also for our associates. In this session, we will commit to reducing stress more proactively in our lives.

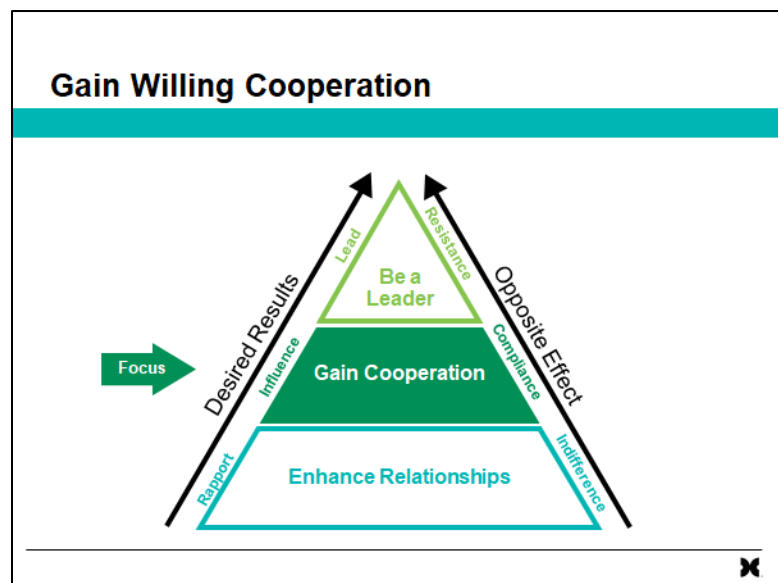
Session 4B: Enhance Relationships and Motivate Others

Learning Objectives

- Persuasively communicate concisely so people act
- See how consistent application of the Human Relations Principles improves results
- Discover how relationships help us advance toward our goals

To be successful, it helps to build strong relationships and gain the willing cooperation of others. When we build strong relationships that we can count on, our organizational objectives will be achieved more quickly, with better quality. Challenges become manageable and people are more engaged.

By strategically reviewing and applying Dale Carnegie's principles to enhance relationships and gain the willing cooperation of others, we become the catalysts who create beneficial outcomes for our associates, clients, managers, and ourselves. To ensure we become persons of influence and persuasion, we will apply a formula to our communication that enables us to motivate and inspire others to take positive action.



Session 5A: Energize Our Communication

Learning Objectives

- Recognize that including action in our communications release's nervous energy
- Become more natural when communicating with others
- Become more animated to energize and engage others

Have you ever noticed yourself being completely riveted when someone is telling you a story? Chances are the speaker can make you feel what he or she felt, to connect you directly to the point of the story. When we use our moments in the spotlight to relive an experience for our listeners just like it happened, we capture and hold their attention.

Identify a specific incident in your life that includes a lot of action. When you tell this story, do not hold back. Use action verbs and body language and project your voice. You will be amazed at the feeling of excitement you create when you communicate this way. Imagine the impact you can have.

Session 5B: Unleash Our Full Potential

Learning Objectives


- Display increased levels of courage, confidence, and conviction
- Effectively tap our reserve power
- Develop a greater freedom of self-expression

Communicating with more power and excitement changes a boring meeting into a dynamic, profitable one. In this session, you will learn techniques to inspire and motivate team members. Unleashing your full potential as a communicator is not just about performing better. It is about breaking out of a stagnant comfort zone to communicate who you really are.

Make Our Ideas Clear

LIONS Approach

- L** Language *easily understood*
- I** Illustrations *to clarify*
- O** Organize *thoughts*
- N** Narrow *subject to key points*
- S** Summarize *key points*



Session 6A: Make Our Ideas Clear

Learning Objectives

- Demonstrate clarity when giving directions
- Learn to present information in a logical sequence
- Reinforce the value of demonstrations when explaining information

Our communication is not always understood the way we would like it to be. Some of the language we use might be easily understood within our own organization but could be confusing for those outside our organization or industry. It is important to use every means at our disposal to be sure our meaning is clear.

Using exhibits and visuals helps ensure that we connect with our listeners. Organizing our thoughts and refraining from trying to cover every aspect of a topic allows our listeners to keep up with us and follow along. People like order and clarity.

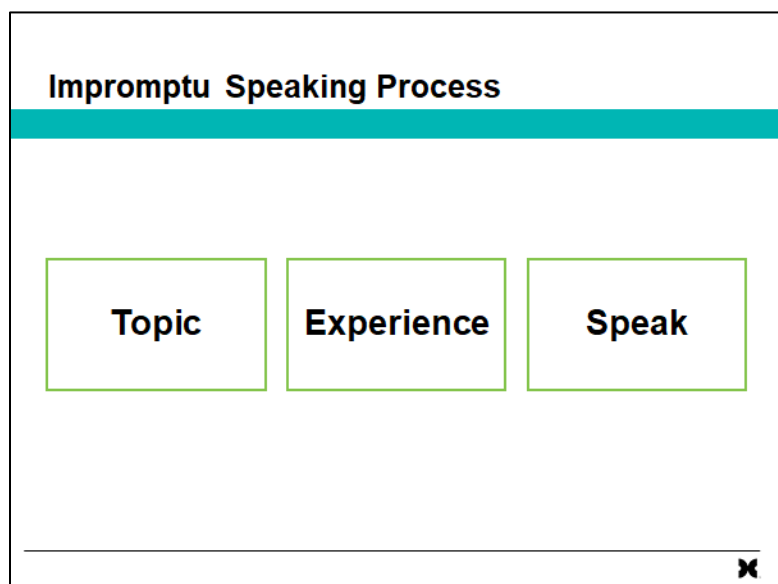
Session 6B: Think on Our Feet

Learning Objectives

- Communicate effectively in impromptu situations
- Apply methods that assist in communicating with clarity and conviction
- Recognize the value of presenting our ideas with confidence

When we speak, it is important to be able to express our opinions clearly, concisely, and convincingly, especially in unexpected or impromptu situations. When we are spontaneously asked to address a topic, we will need courage, confidence, the ability to organize thoughts quickly and the ability to express them in a coherent and persuasive way.

In this session, we will practice a process designed to make us more effective communicators during challenging situations where we are called on with little notice.



Session 7A: Gain the Willing Cooperation of Others

Learning Objectives

- Influence people through trust and respect
- Achieve cooperation versus compliance
- Discover the power of finding points of agreement

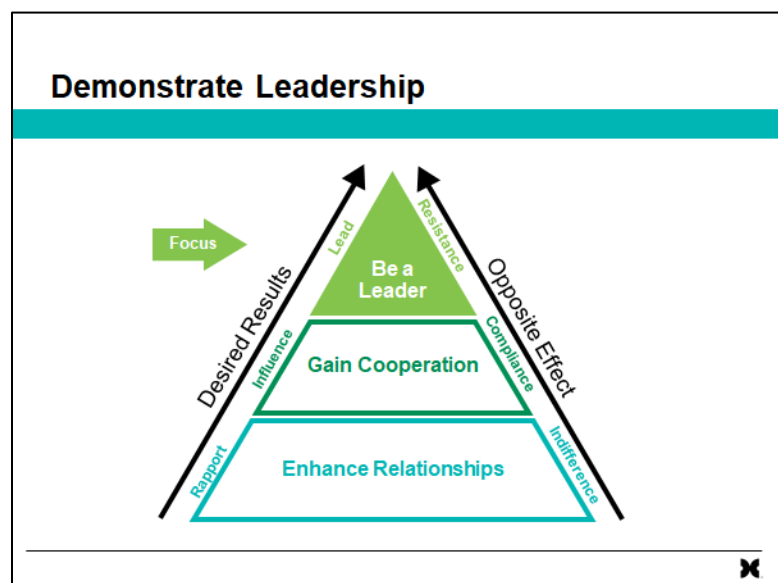
Effective leadership expands our sphere of influence and creates synergy as people work together. Here is your opportunity to tell us what you did to gain the willing cooperation of others in your workplace. Use the Magic Formula to inspire us to take a positive action and tell us one specific benefit we will receive if we follow your advice.

Session 7B: Commit to Influence Others

Learning Objectives

- Understand the principles to demonstrate leadership
- Explore methods to minimize resistance
- Discover how to coach for improved performance

Once we have established the ability to build trust and rapport and gain willing cooperation, we proceed to develop our skills as leaders. Even if we do not have the title of manager, supervisor, executive, etc., chances are we still need to influence people to act and think differently. In this session we will learn the Human Relations Principles that help change people's attitudes without giving offense or arousing resentment. To ensure we transform our intentions of helping others change for the better into realities, we also commit to applying Dale Carnegie's Leadership Principles. The Demonstrate Leadership Principles provide tools to coach others to improve their performance.



Session 8A: Build Others through Recognition

Learning Objectives

- Concentrate on the strengths of others
- Develop skills in giving and receiving positive feedback
- Discover the value of sincere appreciation

In our interactions with others, we often miss opportunities to show genuine appreciation. Recognizing the strengths of others requires a conscious effort and it does not take much time. Once we commit to doing it, it becomes second nature. In this session, we discover the power of recognition. We will discuss the “how to” strategies that have the greatest impact on strengthening our relationships.

By better understanding the power of building others through recognition, we can increase morale and create a positive culture.

Session 8B: Realize the Power of Enthusiasm

Learning Objectives

- Realize that we are responsible for our attitudes
- Use positive “self-talks” to increase our confidence
- Discover the benefits of being proactive

As we pursue our own vision, it is important to proactively increase our enthusiasm. Why? Because we are constantly barraged by obstacles, barriers, and distractions. Without a great excitement or interest in our causes and goals, our potential will never be realized. To enhance our likelihood of success, we will report on our commitment to be significantly more enthusiastic.



Session 9A: Demonstrate Leadership

Learning Objectives

- Positively influence the attitudes of others
- Use positive approaches when coaching people
- Deal with challenging situations more effectively

When we demonstrate leadership, we have a unique opportunity to impact the attitudes and behaviors of our associates. Our ability to influence the attitudes and behaviors of others is often limited by our approach. When we choose a positive approach, it enhances the likelihood of a positive result.

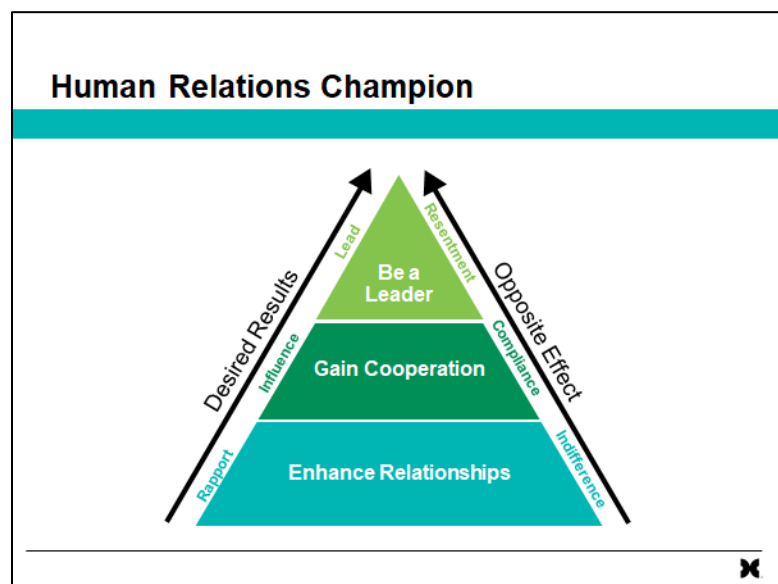
In this session, we will report on an experience in which we demonstrated leadership by applying the Demonstrate Leadership principles.

Session 9B: Develop More Flexibility

Learning Objectives

- Implement a wider range of communication skills
- Understand the power of risk-taking
- Become more open-minded to change and opportunity

This session will help each of us develop more flexibility. With increased flexibility, we put ourselves in a better position to adapt to the changing conditions of our fast-paced lives and to approach opportunities in our lives with more vigor and commitment.



Session 10A: Disagree Agreeably

Learning Objectives

- Demonstrate a process to organize our thoughts in impromptu situations
- Communicate our ideas effectively even when we disagree
- Strengthen our personal opinions with evidence

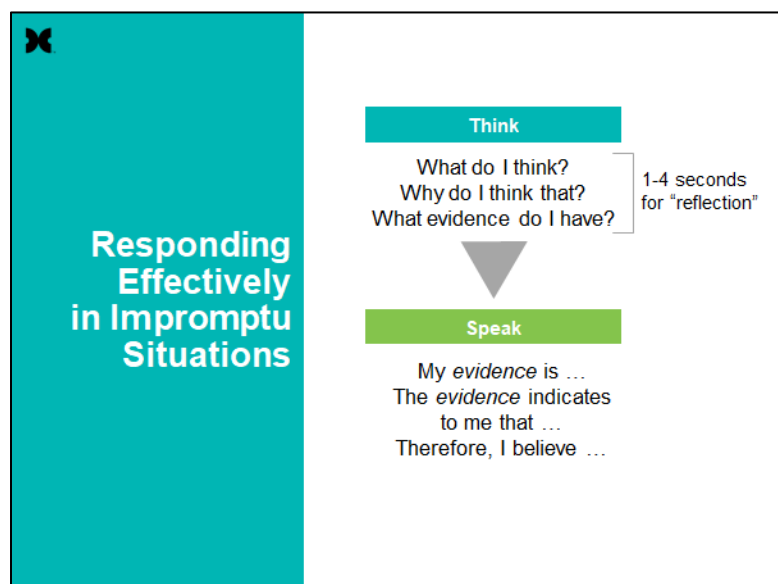
The unexpected presents significant opportunities to make unique contributions. As these opportunities occur, we have the choice to speak up or remain silent. Voicing our opinions is inherently risky yet remaining silent also comes with a cost. Our silence prevents others from benefiting from our ideas and experiences. In this session, we will learn a process to organize our thoughts and practice stating our opinions when we disagree with other people.

Session 10B: Manage Our Stress

Learning Objectives

- Increase our ability to control worry and stress
- Learn from others how to confront our fears
- Recognize that we can triumph over adversity

We have a choice in how we respond to stressful situations. Our choices affect our performance, health, and happiness. In this session, we will have the opportunity to report on the positive choices we have made in addressing and overcoming stress. We will inspire others by communicating how concentrated efforts can help us better address stress in our lives.



Session 11A: Be a Human Relations Champion

Learning Objectives

- Form a habit of applying principles to win friends and influence people
- Inspire others to achieve similar results through application of the principles
- Champion human relations to increase productivity and efficiency

Consider the many times you have applied Dale Carnegie's Human Relations Principles recently. When we focus on building relationships, we will recognize opportunities to positively impact the culture in our organization.

In this session, we will relate an experience just as it happened the day it occurred. Communicate clearly what you suggest your listeners should do and the benefit of taking this specific action.

By championing human relations, we can become change agents for those people with whom we interact frequently.

Session 11B: Inspire Others

Learning Objectives

- Communicate with strong and powerful feelings
- Connect with others on an emotional level
- Inspire others to think and act differently

By relating our most profound life stories, we can do more than interest our listeners; we can inspire them to do the things that must be done if our listeners and organizations are going to achieve their full potential. Share an incident that had an emotional impact on you. You might identify an individual you work with or have worked with and tell us specifically how that person has inspired you. Let your emotions shine through your story. Inspire us!

Celebrate Achievements

- What breakthroughs have I experienced?
- What am I doing differently as a result of something I learned?
- What have I done that I am proud of?
- What progress have I made toward my vision?



Session 12A: Celebrate Achievements and Renew Our Vision

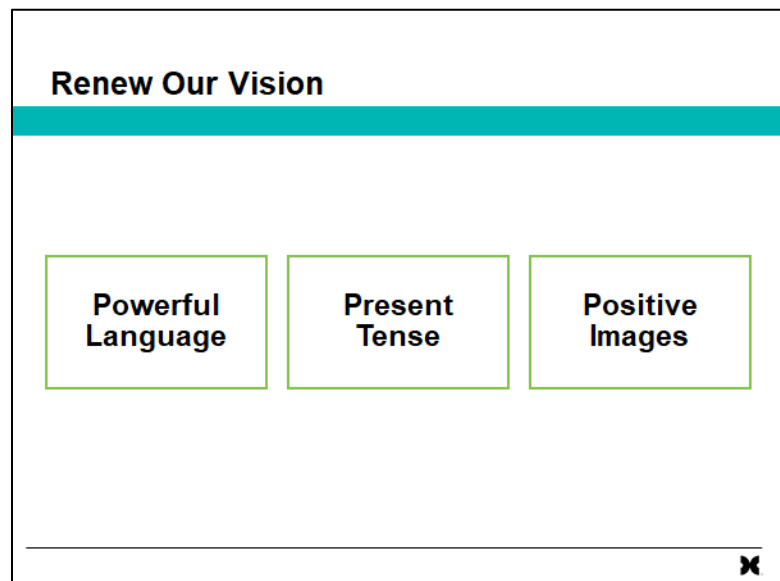
Learning Objectives

- Recognize breakthroughs resulting from this program
- Inspire and motivate others by communicating our visions
- Commit to continuous improvement

As we achieve a new level in our development, we can reflect on our progress toward our goals and renew our commitment to the future.

Reflecting on progress toward our vision gives us evidence of growth and confidence in our potential. Renewing our vision and commitments sets a direction and path for continued growth. This is your opportunity to reflect. How have you done so far? Then, immediately identify a specific incident that best communicates the major benefit you gained from being an active participant in this program. Remember to use the Magic Formula.

You will also present a renewed vision for your future. This process of reflection and renewal will inspire you to vigorously pursue your dreams and to further enhance professional relationships.



How Do We Do What We Do?

How Do We Get to WOW?

Over one hundred years ago, our founder, Dale Carnegie, set down the principles of success in any endeavor – How to Win Friends and Influence People. Those principles, updated for the 21st century, are the foundation of what we do. We help people achieve success by utilizing these core concepts of human behavior and thereby unleashing the leader in each of us. Our “product” is a confident, empowered, inspired and enthusiastic individual who is ready to achieve excellence. That is our:



Wow is a transformational experience that is achieved through our unique methodology. Wow impacts emotions and shifts thinking so we are more intentional about performance change.

Investment

University of Houston Effective Communications and Human Relations Program

Deliverable		Investment	Qty	Amount
12 Week Dale Carnegie Effective Communications and Human Relations Program for up to thirty participants			1	
Includes				
	eVolve Learning Platform (1 Year Access)			Included
	Trainer Fees			Included
	Participant Manual			Included
	eBooks (3)			Included
	Resource Guide			Included
	Value Added Material on eVolve (Whitepapers and videos)			Included
Total Investment				

Dale Carnegie Voice of the Customer Surveys

Dale Carnegie is constantly monitoring and measuring the effectiveness of our programs and training solutions and our effectiveness in meeting our client's expectations. Our Voice of the Customer (VOC) evaluation includes both a Net Promoter Score for client satisfaction as well as Reaction, Learning and Behavior questions from the Kirkpatrick Model (new world version). The data from these evaluations is strategically used in our decisions around product quality and trainer delivery for future programs.

Within 48 hours of completing the training program, each participant will be emailed a link to respond to our survey. The survey will take 2 – 5 minutes. The best practice is no more than 5 minutes. This system is completely online to ensure the integrity of the data and real-time reporting. Dale Carnegie will share the results of the survey(s) with your organization.

Why Choose Dale Carnegie?

To capture the kind of lasting, profitable results that will drive long-term growth for your company, you have to make sure everyone on your team is competent, passionate, and committed. At Dale Carnegie, we invigorate your employees by drawing out their natural strengths, building the courage and confidence they need to take command of their role and achieve the unexpected.

As we help them excel, your employees will gain the trust and respect of the people around them, creating a culture that works harder for you at all levels of your organization. With more support, your team can take the lead in putting their ideas into action more efficiently, increasing their performance, along with your company's, by working smarter at every step.

For more than one hundred years, we have helped companies of all sizes generate revenue, increase productivity, and reduce costs by revealing their bright and resourceful workforce. Together, we will set your team in motion and help your entire organization reach new heights, powered by the unique talents of your employees.

**The Bottom Line...
Dale Carnegie Delivers Results!**

dalecarnegie.com

