



Symphony®

AUDIENCE

Managers, team leaders, and individual contributors across the organization. Supports a broad range of initiatives including management development, planning, change management, quality, product launch, sales, market segmentation, etc.

Orchestrate the Exceptional Team

Overview

Symphony®, from BTS, leads to faster goal achievement, quicker identification and resolution of performance problems and improved managerial competence. Introduced across an organization, it leverages a common language and comprehensive framework to achieve increased organizational and individual productivity. *Symphony* extends Peter Drucker's metaphor of the "Manager as Symphony Conductor" through dynamic, group learning exercises that address both typical cases and actual current issues in each manager's workgroup.

Key Results

As a consequence of the understanding and skills gained from *Symphony*, managers resolve individual and team performance challenges more effectively. Implications for the business frequently include:

- better goal alignment through all levels of the business
- improved team performance
- improved individual performance
- improved employee and manager morale
- faster resolution of business problems
- better matching of individuals to jobs

Critical Applications

Managers can put *Symphony* to work immediately. The model for understanding and resolving performance problems is often used to:

- establish new or revised expectations for ongoing or project work
- resolve current individual or team performance challenges
- improve coaching
- improve alignment between levels of the organization
- improve alignment between cross-functional teams
- evaluate resource needs
- evaluate employee-job match
- improve employee motivation

Learning Outcomes

Participants in the program gain the ability to:

- understand a comprehensive model for diagnosing and improving performance
- apply the model to specific performance challenges in their work situations
- describe the primary areas of management responsibility—and employee accountability—for achieving results
- make better and faster decisions about resource allocations
- set clearer expectations and provide more effective feedback

[CONTINUED]

Symphony

Program Description

Symphony uses graphically rich learning maps and card-sorts to leverage the powerful metaphor and model of a symphony. Participants first assess the gaps between current and desired performance, which may be caused by issues such as competitive pressures, rapid change, demanding performance targets, and changing customers. Participants use the *Symphony* model to plan and manage performance improvement. The model identifies six key Performance Influences (Expectations, Feedback, Resources, Training and Development, Job Assignment and Selection, and Motivation) and provides response strategies for each Influence. Custom case studies reinforce the *Symphony* model, and a final exercise engages the participants in understanding organizational vision and setting S.M.A.R.T. and aligned goals.

Back on the job, managers and performers use coaching tools, best practices, Internet support, and ongoing assessment to reinforce and extend *Symphony's* use in a just-in-time world: *Peak Performer* is a web-based tool used to assess performance interventions and develop action plans. *Competencies* comprise a set of 35 competencies with 10-point Gutman scales. *Surveys* are online instruments that measure organizational and managerial leadership and coaching skills. *The Reporting System* provides both individual and team behavioral styles instruments.

Implementation/Customization

Implementation of the learning component is typically one day including debrief. Workshop size can range from six to 300 participants. This program requires one master facilitator, and, due to the highly interactive design of this program, each table also requires one table facilitator. The table facilitator role may be performed by a training or HR professional, or the role may be performed by managers who have been coached to do so.

Case examples, learning maps, terminology, and software are customized to your unique market, product, or service. A program to insure learner intentionality and performance support, critical components of *The Advantage Way*SM methodology for delivering powerful business results, is considered part of the implementation and is adapted for each client using many of the tools described above. *Symphony* is the centerpiece of BTS's *Performance Mastery System*TM, a suite of integrated products, tools, and processes designed to create sustained alignment and engagement.