



McClarie Group
turning potential into power

Programs & Services



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About McClarie Group

Charmaine McClarie is the founder and president of McClarie Group and an internationally known expert in the fields of leadership, communication and personal branding.

McClarie has helped CEOs communicate the big picture about themselves and their organizations. Under Charmaine's guidance hundreds of executives have quickly moved up the corporate ladder in Fortune 500 companies like YUM Brands, The GAP Inc., Hewlett-Packard, Intel, Johnson & Johnson and Tyson Foods.

The *New York Times*, *London Financial Times*, *Forbes* and *People* magazine have all turned to Charmaine McClarie for her opinion on leadership and communication. McClarie shares with you her proven Executive Success Principles® that ensure that people are seen and heard as leaders in their organizations and industries.



OUR METHOD

To be a partner in the enterprise, working to create compelling strategies and practical solutions that benefit both the individual and the organization. We work to promote the strategies, vision and values of the organization. Equally, we help the individual enhance strengths, overcome obstacles and fulfill potential.



What Clients Say

Great franchisees. Great brands.™

dineEquity™

"McClarie Group helps good employees become outstanding and that affects the bottom line." Julia Stewart, Chairman of the Board and CEO, *dineEquity*



"Charmaine, I wanted to take a moment to officially say thank you for your uncanny ability to help me look beyond the surface, to focus on results versus tasks. You have challenged me to examine assumptions I had about myself as well as assumptions others had about me. It has really been beneficial to me. This has not only been valuable for me, it has also helped me extract better performance from my team and colleagues."

Kevin Houston, Senior Director, Product Innovation, *Burger King Brands*



"The Executive Success Principles® have helped to increase my own effectiveness as an executive. I am able to spread this knowledge and effectiveness to my team and individuals I am mentoring as part of their development plan. The concepts and the tool provide the right amount of structure through individual self study and exercises—followed by mentor review, feedback and discussion. I plan to incorporate ESP as an ongoing component of my mentoring program." Catherine Corley, Vice President of Marketing, *Sam's Club*



"Working with McClarie Group has given our executives an entirely new standard for communication excellence."

Bob Ryan, Vice President, Human Resources, *Bombardier Recreational Products*

Skadden

"Effective and thorough. Results."

Karen Corman, Partner, Employment Specialist, *Skadden, Arps*

Givaudan®

"McClarie Group communicates a compelling strategic vision of the future corporation and then gets you moving toward it."

Tom Burrows, Senior Vice President Sales & Marketing, *Givaudan Flavors Inc.*



"We work extensively with McClarie Group and see great results."

Anne Byerlein, Chief People Officer, *YUM! Brands Inc.*



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Overview: Keynotes & Programs

FLAGSHIP PROGRAM

Executive Success Principles®

EXECUTIVE COACHING

Focus Program

Bridge Program

Leader Program

Talent Accelerator Program

LEADERSHIP DEVELOPMENT

Are you a Secret or a Success?

Risk Isn't One Size Fits All

Moving Through Conflict to Successful Outcomes

COMMUNICATION

Speak up. Stand out. Be Heard!

Media Training

PERSONAL BRANDING

Personal Branding: What's Real, What's Useful & What's Neither

McClarie Group Keynotes and Programs employ Charmaine's six well-known and respected Executive Success Principles®:

- 1. Communicate the vision®**
- 2. Speak in headlines®**
- 3. Three "must-make" points®**
- 4. Create witnesses®**
- 5. Don't audition for the part®**
- 6. Embody your message®**



Executive Success Principles® Programs

Be *seen and heard as a leader* in your organization
and *recognized* for what you do well.

McClarie Group offers three programs focused on the *Executive Success Principles*®:

- Communicate the vision®
- Speak in headlines®
- The three "must-make" points®
- Create witnesses®
- Don't audition for the part®
- Embody your message®

ESP Learning Tools

- Individual Learning and Coaching

ESP Workshop for Organizations

- Guided Group Learning

ESP Workshop Train the Trainer

- Corporate Trainer Development and Licencing

The *Executive Success Principles*® approach gets good people promoted.



Executive Success Principles® Programs

The ESP® Learning Tool

Access one of the most effective ways to be seen as a **leader** and **strategic thinker** and never be left in the shadows again!

The backbone of the *Executive Success Principles*® is the self-directed learning tool consisting of the ESP Audio Series CD and the ESP Learning Guide. Individuals listen to the audio segment for each Principle, then go to work in the Learning Guide, practicing specific skills and planning the use of each skill in targeted, real life/real time situations. Learning takes place inside the book, and is then applied immediately in the “laboratory” of the learner’s organization.

While the comparatively low cost of the *Executive Success Principles*® learning tool makes it an ideal means of moving employees forward early in their careers, our experience has been that it is also effectively used at any level of the organization. One CEO client always travels with hers!

Individual Learning and Coaching

- ESP Workbook
- ESP Audio CD
- 90 minute personalized consulting time

The Executive Success Principles® Workshop

You have identified your high potential employees. How can you quickly realize that potential by turning them into powerful communicators and strategic thinkers who will amplify the effectiveness of your team? The McClarie Group *Executive Success Principles*® Workshop is the answer: a two half-day workshop delivered to 5-10 participants. Each participant receives an ESP Audio Series CD and the *ESP*® Learning Guide, attends the two experiential small group workshops and participates in additional self-directed group sessions set up during the first workshop.

The *ESP*® Workshop emphasizes strategic thinking, powerful communication, effective navigation within the organization, motivated leadership and alignment to the organization’s mission and vision. Integrate McClarie Group's *Executive Success Principles*® into your organization and you will have promotable individuals who are ready for almost every assignment.

Guided Group Learning

- Participant Learning Materials
- Group Orientation Session
- Group Strategy Session

The McClarie Group Train the Trainer Program

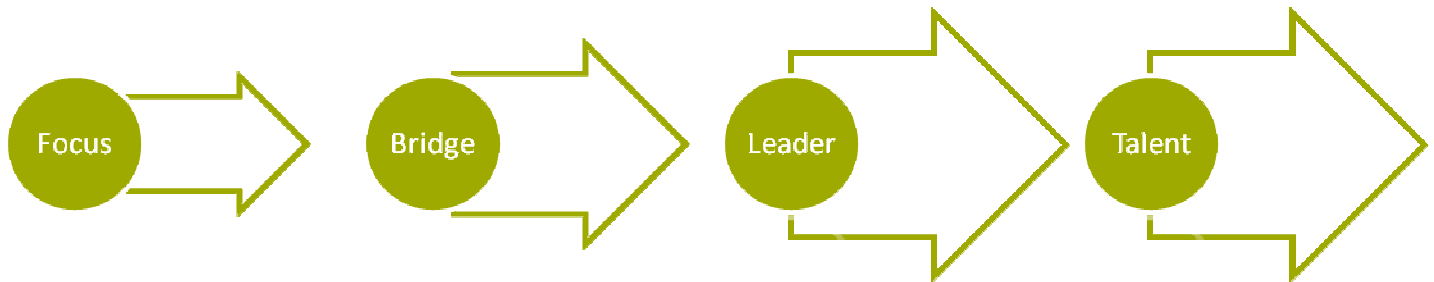
McClarie Group’s Train the Trainer Program is an ideal way to incorporate the *Executive Success Principles*® into your organization when and where you see fit, at any time. Enjoy the power of completely integrating the program with your organization’s mission, culture and strategic plan. The Train the Trainer program includes a 4-day training seminar covering program content, delivery techniques, presentation practice, live demonstrations, video presentations, and one-on-one feedback sessions.

Corporate Trainer Development and Licensing

- 4-Day Seminar
- Trainer Certification
- Corporate Pricing on Learning Materials



Executive Coaching Programs



Focus Program

This program begins with a 360 degree feedback measurement. The candidate receives a two hour initial face-to-face coaching session to review results, select area(s) of development, receive-on-the-spot coaching and create a development action plan, and two hours of phone follow-up coaching and future development recommendations.

Bridge Program

This program begins with a 360 degree feedback measurement. The candidate receives three months of coaching. Three face-to-face two hour coaching sessions, one hour phone conferences, weekly for the first month and bi-weekly thereafter through month three and one mini-survey follow-up measurement. Coach conducts "check-in" with up to three key stakeholders.

Leader Program

This program begins and ends with 360 degree measurements. The candidate receives six months of face-to-face and telephone coaching and one mini-survey follow-up measurement. Coach conducts up to six interviews with key stakeholders and provides a report of the results. Coach conducts telephone "check-in" with key stakeholders. Coach provides an end-of-project summary.

Talent Accelerator Program

This program makes use of the Talent Accelerator tool in conjunction with 360 degree measurements. The candidate receives six one-on-one telephone coaching sessions, one in-person coaching/evaluation session, and a year-long subscription to the Talent Accelerator. The Talent Accelerator is a comprehensive web-based personal and professional development tool that helps candidates understand their opportunity areas and assists them in implementing a plan for their professional development. The tool includes a continuously updated competency-based resource library (articles, websites, research, pod-casts), a planning "wizard" for assessment interpretation, feedback reports, automated reminders on development plans, and a developmental journal.

95% of our clients are promoted within **1 year** of our initial engagement.



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Our Leader Executive Coaching Program

The Program

This program begins with a thorough analysis of previous performance reviews, 360 degree feedback assessments and other pertinent assessments and tools. Following this you will receive six months of face-to-face consultations and telephone coaching: six two-hour face-to-face meetings and a series of one-hour phone conferences, bi-weekly throughout the six months. I will also conduct interviews with up to 4 key stakeholders.

I will conclude the program with a 360 degree feedback assessment and a detailed end-of-project summary.

The Method

Through questions, conversations, videotaped feedback and visualizations I will help you hone strengths and develop workplace strategies that will benefit you and your organization. Similarly, once we have identified areas where change and development are needed, I will work cooperatively with you to develop ways to facilitate these changes. Sometimes you may already be more effective in the eyes of colleagues and management than you realize. In these cases, it is a matter of helping you become aware of positive feedback you may be overlooking. I will also work supportively to increase your confidence and effectiveness.

Through our coaching programs, executives:

- Develop team leadership skills
- Construct a compelling strategic vision for the business
- Effectively communicate to others across functions and to all levels of the organization
- Develop team concepts that will inspire others to align themselves to the vision
- Understand the interdependence of cross-functional areas and enable the candidate to communicate that vision to others
- Identify misplaced priorities



Leadership Development Programs

Are You a Secret or a Success?

You're smart, you work hard and still you are a "well kept secret". Does that sound familiar? If you want to be seen and heard as a leader in your organization and be recognized for what you do well, you need to attend this dynamic, highly interactive session. In this session you will learn the strategies that are the heart of Charmaine McClarie's *Executive Success Principles*® and, most of all, you will learn to use them with skill and savvy. Topics covered in this keynote or program include:

- Your self-awareness in the corporate environment
- How you see yourself and, when necessary, how to change how you see yourself
- Relationship power: identify what it is, who has it, and how to get it
- Communicate successfully up and down the food chain
- Going beyond the rules: the unwritten rules of success

Are you a Secret or a Success?

Moving from Conflict to Successful Outcomes

Risk Isn't One Size Fits All

Moving Through Conflict to Successful Outcomes

Conflict is an inevitable part of the environment we work in. If we don't deal with this well we will leave the table with less than the best outcome for each of the parties involved. To be successful in today's fast-paced environment we must learn how to make positive changes through conflict resolution. The aim is not only to get the other party to change their behavior in desirable ways, but to create positive outcomes that add value to the business in ways that are recognized by both parties. Our overall goals are 1) to develop attitudes and tools that prepare us for conflict before it arises and 2) to develop real-time conflict-solving skills.

Risk Isn't One Size Fits All

This keynote speech and program begins by helping participants to understand their attitudes toward risk. There is bad risk, as in risky behavior; there is acceptable but consequential risk and there is "smart risk," which is the risk we must take, the price of admission (with great dividends) to become fully effective in our professional and personal lives. This session develops ideas and concepts related to smart risk:

- Risk and decision-making: who makes decisions at work and at home, and who doesn't
- The risk of showing up and the risk of failing to show up (the risk of not risking)
- How to tell the difference between "comfy" and stuck
- Leveraging smart risk to create your own voice: defining yourself to propel yourself forward
- Leveraging smart risk to create a living legacy



Communication Programs

Speak Up. Stand Out. Be Heard!

Communicating is more than words and phrases. It is the ability to project competence and professionalism; voice opinions confidently; speak up in meetings; move plans and projects forward; and to present ideas "up the ladder" in a way that garners attention and respect.

Whether speaking to managers, employees or large groups executives need to ensure they are heard, supported, and listened to. In this program, participants learn strategies that are the heart of Charmaine McClarie's *Executive Success Principles*® and learn to:

- Go from invisible to visible
- Communicate effectively both up and down the food chain
- Increase communicative self-awareness and build your competence, confidence, and credibility
- Be seen and heard as a leader

Media Training

Stage one: Knowing the unwritten rules of the interview process; understanding what the issues of your product or service are and how they are perceived by the business community, consumer and media; clarifying your objective; identifying no more than three must-make points; finding the emotional heart of the message; finding the motivating connection between your goals and the interviewer; developing a strategy to successfully respond to interview questions; diffusing hostile questions.

Stage two: Specific strategies for organizing a talk that makes sense when time is short; aligning your authentic personal style with your message; body language; presentation wardrobe review.

The session is videotaped. Follow-up critique of the actual videotaped presentation is included.



Personal Branding

Studies show that most people form an opinion about another's ability or competence within 30 seconds. Further, this opinion is formed largely on the basis of your general appearance and how "you sound," not on what you actually say.

According to UCLA research, when the messages delivered by the three major components of communication--appearance, voice and content--aren't congruent, 93% of the listener's response comes from how you look and sound. Breaking this down further, 55% of the response comes from the visual component – your general appearance. An additional 38% of the response comes from the vocal component – how you use your voice, your timing and delivery. Only 7% of the listener's response to your message comes from what you're actually saying!

The conclusion couldn't be any clearer. If you want to be seen and heard as a leader, you must master non-verbal aspects of communication.

Personal Branding: What's Real, What's Useful & What's Neither

'Image' and 'Personal Branding' have become trendy catch phrases. Skepticism is at least partially deserved; however, these are valid concepts that if properly understood and acted upon will lead to personal and career success.

This workshop is based in part upon Charmaine's one-on-one discussions with CEO's about the critical role that 'personal branding' plays in the promotion and derailment of careers. This program sorts out what's real in image management from what's not. It delivers proven and practical steps to develop authentic personal style and enables executives to be both seen and heard as leaders and recognized for what they do well.

93% of a person's effectiveness as a communicator is determined by style, not content.

**UCLA researcher Albert Mehrabian*



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Six Degrees of Separation: Separate Yourself from the Pack

Your professional advancement depends on your management team's recognition of your achievements. No matter how solid those achievements may be, if you blend into the corporate background that recognition isn't going to come.

Communicate often with the leader of your team. When there is an appropriate opportunity, communicate with the leader of your company as well. This isn't being "pushy". Management is always looking for the next generation of leaders; you're helping them recognize that you are such a person. That adds value to your company; that's what you're supposed to be doing.

Communicate effectively. Leaders listen to people who speak succinctly, deliberately and with confidence. Lost sales are most often the result of two things: the salesperson never closed the sale or they closed the sale then kept on talking. Make your point, then stop. What this means is simply this: *one of your primary responsibilities as a valuable member of your management team is to separate yourself from the pack.*

How should you do this?

Communicate the vision. Don't "build your case," then explain what it is. Speak first about the results, not the details of the task. Look at it this way: Do you want your assistant to tell you why and how she does her work or do you want her to tell you the outcome?

Speak in headlines. Think of your communication as a newspaper: begin with the headline.

Deliver three "must-make" points. All the information in the world isn't going to be of value unless your audience is motivated to absorb it, remember it and act on it. Convey your message in a way that gives your audience three vital motivating pieces of information: 1) Why they should listen; 2) What's in it for them; and, 3) What you want them to do about it.

Create witnesses. An outcome without a witness is not an outcome—it's just a completed task. The company needs to know that the job was done well, strategically and by a leader. People who are dedicated, talented, highly-skilled professionals are often the best-kept secrets of their departments. How do you let that secret out? When someone says you're an important part of their success

story, ask them to put it in writing; ask them to pass the message on up the food chain.

Accept the part and stop auditioning for it. Leaders don't ask for permission. You've been hired to do a job; make it clear that you have and that you're ready for a bigger role.

Embody your message. Everything about you is a part of your communication: your personal presence, your contemporary style and the power behind it. You know you have what it takes. Does your image communicate that?

Executive Success Principles[®]

Communicate the vision[®]
Speak in headlines[®]
The three "must-make" points[®]
Create witnesses[®]
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