

Leadership and Management Development Programs by David Lee

David Lee · HumanNature@Work · 207-571-9898

Introduction

These are some of the most requested programs by David Lee. Most can be adapted to any format, from a 60-minute keynote to a multi-day intensive.

If you have a specific topic of interest not listed below, or desire a modification of one of the topics, please feel to contact us at: info@HumanNatureAtWork.com or call 207-571-9898.

About David Lee



About David Lee: David Lee, the founder of HumanNature@Work, helps employers improve employee engagement, customer service, and morale, through his work as a trainer, consultant, and coach.

He is an internationally recognized authority on organizational and managerial practices that optimize employee performance. David is the author of *Managing Employee Stress and Safety* and *Storytelling Techniques for Training*. He has also authored nearly one hundred articles and book chapters on employee and organizational performance that have been published in North America, Europe, India, Australia, and China. He has worked in the healthcare field as a clinician, supervisor, and trainer, and in the corporate world as a manager and trainer.

In addition to his own work with both high performance and struggling organizations, David Lee draws from a broad range of disciplines, including neuroscience, stress research, accelerated learning, organizational development, evolutionary psychology, anthropology, and peak performance technologies. Much of his work involves synthesizing scientific research on human nature and then translating these principles into practical strategies for optimizing individual and organizational performance.

Taking this research which typically doesn't find its way into the business world, David translates these principles of human nature into leadership and managerial practices that optimize employee performance.

Using the popular TV show *The Dog Whisperer* as an analogy for the difference understanding human nature makes, David's work helps leaders and managers become "Employee Whisperers."

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PROGRAMS ON ENGAGING EMPLOYEES

How to Bring Out The Best in The New Generation of Younger Workers

If you find yourself scratching your head when you think about your younger workers, this program is for you. In it, you'll learn how this new generation of workers – often called Gen Y, Gen Why, Nexters, or Millennials – think, view work, and... what they look for in a job. You will also learn what mistakes to avoid if you want to engage this demographic, and what practices bring out the best in them.

Understanding this information is especially important as Baby Boomers retire, leaving behind a serious labor shortage. Your ability to attract, retain, and engage this group of workers will play a major role in your company's survival.

Based on current research as well as interviews with Gen Y employees and their supervisors, this program will provide you both insights and strategies for bringing out the best in this new crop of workers. This program provides both a practical conceptual framework to help you make sense out of some of the more puzzling and/or frustrating attitudes and actions of this demographic, and practical strategies for engaging them. It also concludes with a surprise gift Gen Y employees give the alert employer.

Topics include:

- Societal factors that shape this group's world view and attitudes, and how knowing these can help you be more effective with Gen Y and...reduce your stress level
- How these themes translate into how many Gen Y employees think, act, and relate to others
- Excerpts from interview recordings with Gen Y employees (*a guaranteed eye opener*)
- How to use generational categories and generalizations as a "relationship enhancement tool" and not a negative, pigeon-holing, self-fulfilling prophecy that creates more workplace tension

- The key principle about Gen Y employees that can open the door to your bringing out the best in ALL of your employees
- How to turn some of the characteristics that supervisors find most frustrating about this group into a true value-generating asset
- What Gen Y employees say about how to bring out the best in them... and what NOT to do. (excerpts from recorded interviews)
- What supervisors who work well with Gen Y do (based on interviews)
- What current research says about what Gen Y employees are looking for in an employer
- Dozens of practical strategies for engaging your Gen Y employees

PROGRAMS FOR LEADERS

Recession Proofing Your Workforce How to Inspire a “Warrior Spirit” by Building Individual and Organizational Resilience

In this program, we will explore how to create a resilient workforce that can remain upbeat and determined in the face of these difficult economic times.

Resilient employees:

- Handle pressure better.
- Face challenges more easily.
- Maintain a positive attitude despite facing difficult circumstances
- Respond to change with optimism, rather than fear and negativity.

In the words of Harvard Business School’s Rosabeth Moss Kantor, to be successful in today’s economy, companies need to be: “Fast, flexible, friendly, and focused.” This is only possible with resilient employees, who demonstrate what Southwest Airlines calls “The Warrior Spirit.”

Because resilient people handle the pressures and demands of work life without getting stressed out—and eventually burned out, resilient employees:

- Are far more productive

- Maintain higher levels of motivation
- Provide better customer service
- Incur less healthcare costs
- Incur less worker's compensation costs

In this program, we will draw from research on how to build resilience as well as examples of companies like Southwest Airlines who are experts at creating an environment that leads to employee and organizational resilience

In this program, participants will learn:

1. How employee stress affects the sources of competitive advantage in today's marketplace
2. How emotions affect every aspect of employee performance...and therefore why you NEED to be an expert at creating a positive emotional climate
3. Two powerful, no-cost ways of creating a more positive emotional climate and building a "Winner's Mentality"
4. Six factors that determine whether employees feel overwhelmed or invigorated by challenge and difficulty
5. What management practices lead to a "Can do" resilient workforce that possesses a Warrior Spirit

Creating a Workforce of Champions Secrets of the Best Managers and Companies

Why is it that some organizations have energized, "can do", hard-working employees who think and act like business owners; while other organizations have employees who constantly complain, seem to think only of themselves, and have a "what have you done for me lately" attitude?

In this seminar, you'll find out why. You'll find out how to use the research done on the best companies and the best managers to create a workforce of true champions. In this program, participants will learn:

- What factors determine whether an employee will be a “problem child” or a superstar
- Why supervisors make a bigger difference than senior management in affecting employee loyalty and productivity
- What every manager should know about human nature... if they want to bring out the best in their employees.
- The critical human drive that - if thwarted - will affect every aspect of an employee’s performance... even their maturity level!
- The key drivers of productivity and commitment, and how to use this information to map out your strategy
- The 3 management blunders your organization is probably making - and which cost you dearly in terms of employee commitment, respect, and performance.
- What employee perception of management makes a 300% difference in the bottom line...and how to earn that perception.

Changing Minds, Capturing Hearts, And Moving Bodies

How To Help People See New Possibilities, Ignite Passion, And Spring Into Action

In the article *How Extraordinary Leaders Double Profits*, Jack Zenger and his colleagues report the findings of a major research project on the competencies that set great leaders apart:

“Interestingly enough, there is one pivotal competency that is most powerful in distinguishing the top 10th percentile (of profit-generating managers) from the rest: inspiring and motivating others to high performance.”

Source: Jack Zenger, Joe Folkman and Scott K. Edinger in *How Extraordinary Leaders Double Profits*, Chief Learning Officer, July 2009.

In this program, participants will learn communication approaches that will enable them to:

- Keep employee morale high in these difficult times

- Keep people focused on doing their jobs well and making a contribution, rather than on their 401k or the uncertain future
- Rally people around the company's vision, so they feel and act like small business owners—with that "Whatever it takes to get the job done, I'm doing it" attitude
- Foster a "Warrior's Spirit"—the term used by Southwest Airlines—in your people so they have a "Bring it on!" attitude when faced with challenge
- Reduce negativity and fear
- Deliver difficult news in a way that leaves people determined vs. depressed
- Overcome other's limiting beliefs—i.e. "That's not possible", "I could never do that", "That'll never work"—without resorting to browbeating or other combative approaches
- Communicate in a more inspiring way—whether one on one or in a group
- Stimulate greater interest and involvement in team or company-wide meetings

What All Great Leaders Know: The Power of the Story

Great leaders share a skill in common with great speakers and trainers: they are great storytellers. Stories communicate with a power no PowerPoint presentation, spreadsheet, pie chart, or business-speak laden pep talk can match.

Stories teach, inspire, and bring out in others the very behaviors and attitudes they describe.

As Chip and Dan Heath describe in *Made to Stick: Why Some Ideas Survive and Others Die*, stories stimulate change because they provide both *inspiration* and *stimulation*. Because the listener becomes immersed in a compelling story, it becomes like an "Attitudinal and Behavioral Simulator"—giving the listener the chance to "try out" new attitudes, perspectives, and behaviors.

Smart companies like Southwest Airlines, FedEx, and Ritz Carlton use stories to:

- Communicate their Employer Brand
- Reinforce organizational values
- Provide a “Behavioral Vision” that clearly communicates what behavioral norms they wish people to demonstrate (e.g. what ways people can demonstrate helpfulness, show respect, etc.)
- Inspire pride in new hire orientation
- Provide managers with inspiring, concrete examples of desired behaviors and attitudes they can use in their coaching sessions
- Keep employee morale high during difficult times

In this program, you will learn how to turn experiences from everyday life into powerful stories you can use to:

- Make complex ideas understandable
- Make abstract ideas and statistics come alive
- Make ideas and recommendations far more compelling
- Form a stronger emotional bond with listeners, which dramatically increases their interest in your message
- Challenge limiting beliefs without triggering defensiveness or resistance
- Capture and hold the attention of an audience, whether a single person or a large group
- Inspire others to call forth their best

SKILL DEVELOPMENT PROGRAMS

Let's Talk for a Change **How to Facilitate Honest, Open, Non-Defensive Discussions** **About Difficult Issue**

Whether you want to improve morale, resolve employee relation issues, or correct performance problems, your success depends upon your skill at bringing up issues constructively and then steering them in a productive direction.

This program will provide you with practical ideas and techniques for bringing up important issues and sensitive subjects in a way that increases the other person's willingness to discuss them maturely and hear your point of view. It will also help you keep the conversation on track, moving toward a productive conclusion. (This program can also be tailored to frontline employees and customer service professionals). In this program, participants will learn:

- Common mistakes to avoid, especially when you or the other person are coming into the conversation with negative preconceptions or polarized positions
- The two "make or break moments of truth" that will determine whether the conversation goes well or not
- How to prepare for a difficult discussion, so you enter it with a productive emotional state and mind-set
- How the human brain reacts to threat, and how this affects your and the other person's ability to process information, think logically, respond maturely, and demonstrate Emotional Intelligence
- Why the above neurological phenomenon makes it imperative that you learn how to create "Emotional Safety" before and during the conversation...and how to do that
- The 4 keys to diffusing defensiveness
- The Declaration/Invitation technique for bringing up difficult issues and setting the stage for a productive dialogue

- Fourteen principles for effectively bringing up and discussing difficult issues
- Why the “sandwich technique” of giving feedback so often taught in supervisor seminars usually does not have the desired effect.
- How and when to escalate the “firmness factor” when giving corrective feedback to employees who refuse to acknowledge there is a problem
- Perhaps the two most important language patterns for managers to learn, if they want to make it safe for employees to speak up and honestly talk about what’s bothering them, rather than remain mute and then resort to “payback” behaviors or spreading negativity
- The counterintuitive process for de-escalating a confrontation or misunderstanding
- How to “turn around” a conversation that is becoming unproductive

Constructive Feedback

How to Give It So People Want to Hear It and Use It

Knowing how to give constructive feedback plays a huge role in a manager’s success. It directly affects your ability to:

1. Get your employees to recognize what they need to change and actually WANT to change it
2. Tweak your high performer’s work without making them feel you don’t recognize all the good work they do
3. Get through to people who are “touchy”, “know it alls”, or “legends in their own mind”
4. Present negative feedback in way that don’t trigger defensiveness, but instead, a determination to do better
5. Make performance reviews a positive experience and a tool for “growing” your employees – rather than something both parties dread

In this program, you will learn how to give feedback effectively. While the techniques and principles will help you be a better manager, you can also apply them to conversations with your peers, your boss, and in your personal life.

In this program, participants will learn:

- How to end difficult discussions on a positive upbeat note, so the feedback recipient leaves determined to do a better job... not hurt and resentful
- How to offer constructive criticism to the high performing, conscientious employee so she experiences it as a positive experience
- How to frame feedback in the most positive way possible, while still getting your point across with no sugar coating or "happy face" on something that is not OK
- The technique that turns managers from being nothing more than just a "boss" to becoming a valued coach and mentor whom employees want to hear from
- How to be honest and a straight shooter, without being "brutally honest" – people respect the former and despise the latter
- How to use branding psychology to assess how your employees feel about your feedback
- What to say when your employee thinks he's smarter than you
- How to get rebellious, "don't tell me what to do" people to listen
- How to deal with crying, anger, and other emotional responses
- How to challenge excuse-makers and blamers without turning the discussion into an argument
- How to deal with big egos
- What to do with the touchy person who gets easily offended
- When it's time to shut down a conversation... and when you shouldn't.
- What to do before the conversation that will dramatically increase your odds of success
- How to minimize the need for corrective feedback in the first place... and save you and your team a lot of grief
- The two most important moments of truth when giving corrective feedback – doing these right will pay you big rewards
- Why cheerleading and "I know you can do it" approaches backfire
- The temptation you must avoid if you want employees to listen and use your feedback
- What feedback methods and word choices even smart, well-intentioned bosses do that crush employee motivation

- The 2 mistakes really smart managers are vulnerable to making – and when they do, it destroys their ability to get their feedback heard
- The feedback technique you learn in many seminars that most employees despise
- The number one mistake supervisors make around corrective feedback... and which makes their job MUCH more difficult
- Options you have when the person doesn't "get it"
- How to decide when "agreeing to disagree" is acceptable... and when it's not

Being More Than Just a Boss: Coaching Skills for Supervisors

Supervisors who only know how to boss tend to have employees who act like rebellious teenagers, passive-aggressive malcontents, or "just tell me what to do" Dawn of the Dead zombies. Supervisors who excel at coaching are more likely to have employees who want to do their best, who show initiative, work more autonomously, and are just plain more productive. Supervisors who excel at coaching also have far fewer performance management problems and employee relations issues.

In this program, supervisors will learn how to:

- Bring up performance issues productively
- Tailor their goals and expectations to fit each employee's behavioral and learning style
- Phrase problems in ways that reduce defensiveness and increase receptivity
- Avoid common mistakes that lead to unnecessary conflict and resistance
- Create an environment where employees are more willing to honestly acknowledge their mistakes and "growth opportunities"
- Give difficult feedback in a way that is motivating and encouraging
- Guide the coaching process step by step to a productive conclusion
- Identify when to transition from coaching to performance management

How to Put the “Super” in Supervisor

This seminar is for first time supervisors or supervisors who haven't received formal training. One of the key goals of this program is to help supervisors understand the huge impact they have on the employee issues that frustrate many supervisors: employees not meeting their expectations, not showing initiative, getting defensive when the supervisor tries to coach them, and being negative. The seminar then outlines what the research and best practices have to say about supervisor behaviors and actions which bring out the best in people, and those that bring out the worst. The seminar is also designed to provide the supervisor with a “game plan” for future professional development, based on their responses to the self-assessment and our discussions.

In this program, participants will:

- Identify their competency level in the core supervisory competencies
- Learn what practices bring out the worst in employees
- Learn what practices bring out the best in employees
- Learn how supervisor behavior profoundly influences employee productivity, initiative, and even maturity
- Develop an action plan based on specific practices they can do to immediately improve employee morale and performance
- Brainstorm with colleagues about how to deal with specific problematic situations. (no role playing will be required)

PROGRAMS ON BUILDING EMOTIONAL INTELLIGENCE AND AN UNDERSTANDING OF HUMAN NATURE

How to Bring Out The Best in The New Generation of Younger Workers

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- How to use generational categories and generalizations as a "relationship enhancement tool" and not a negative, pigeon-holing, self-fulfilling prophecy that creates more workplace tension

- The key principle about Gen Y employees that can open the door to your bringing out the best in ALL of your employees.
- How to turn some of the characteristics that supervisors find most frustrating about this group into a true value-generating asset.
- What Gen Y employees say about how to bring out the best in them... and what NOT to do. (excerpts from recorded interviews)
- What supervisors who work well with Gen Y do. (based on interviews)
- What current research says about what Gen Y employees are looking for in an employer.
- Dozens of practical strategies for engaging your Gen Y employees.

Now I Know Why They're Acting That Way!
How to Understand and Work Effectively With People
Having Different Personality Styles

At the root of many customer and co-worker misunderstandings and conflicts are personality style differences. What we often imagine is another person trying to be difficult, is really our inability to communicate and interact with them in a way that works for their personality style.

The more skilled we are in recognizing and adapting to different personality styles, the more effectively we can establish rapport and work harmoniously with a broad spectrum of people. Because it reduces conflict, becoming skilled in this area reduces the stress and frustration, thereby increasing job satisfaction.

In this seminar, we will use one of the most popular personality style models used in business – the DISC profile. The DISC profile will enable you to recognize your interpersonal blind spots that create unnecessary conflict. It will also help you identify what approaches work best with different personality types.

This program is also a great framework for teambuilding retreats, and for helping customer service professionals increase their ability to connect with a wider range of customers.

In this program, participants will:

- Develop greater insight into their personality style and how it affects their effectiveness at work, and their ability to bring out the best in others
- Identify blind spots that have been getting in the way of their becoming more influential, and how to remove these obstacles.
- Learn how to create greater rapport and communicate more effectively with people possessing personality styles very different from their own.
- Reduce tension and negativity often found in teams with people possessing very different styles.

What Every Manager Should Know About Human Nature

When you understand human nature, it's like having the "Owners Manual to Maximum Employee Performance." It allows you to bring out the best in your people and... avoid the management mistakes that damage morale and performance. Unfortunately, many common management practices go against human nature. Notes best selling author Peter Senge: "Our prevailing system of management is fundamentally inconsistent with human nature." Because of this, most workers operate at a fraction of their true potential.

The more you understand human nature, the more everyone wins. You win, because you become more successful and have fewer managerial headaches. Your employees win, because you become more adept at unleashing their true potential. Your employer wins, because they have a more productive, motivated workforce.

The more you understand human nature, the more skilled you become at:

- motivating others
- turning around negativity
- encouraging employees to show initiative
- get people to listen to your point of view
- get buy in for your decisions
- get your employees to use their own problem solving abilities

In this program, you'll learn things you're unlikely to find in other business seminars. This program takes cutting edge research on human nature and translates it into practical principles and practices you can apply every day on the job.

In this program, participants will learn:

- The most important hard-wired human drive for managers to understand. How well you work with this drive will influence your employees' ability to handle demanding work loads without burning out. It will also influence their ability to embrace change, their ability to problem solve... it even affects their maturity level!
- How Dr. Ivan Pavlov's famous research has HUGE implications for managers wanting to increase their ability to optimize employee performance.
- How to use the same knowledge to increase your employees' ability to hear feedback without getting defensive.
- Why becoming an expert at optimizing employee emotional states is important.
- How to use "Maslow's Hierarchy of Grumbles" – *yes, he did write about that!* – to reduce employee negativity and increase "workforce maturity".
- The Law of Reciprocity and how working with this – instead of against it – will help you increase employee engagement (remember, Gallup's research revealed that only 26% of employees report being highly engaged.).
- What every manager should know about which doctors get sued ... and what this means in terms of employee engagement, morale, and "payback" behavior.
- What brain research says about how stress can lead to "Us versus Them" attitudes which lead to conflict between departments, management and labor, etc.
- The 3 factors that affect how well people handle change and the unknown. (By the way, research shows that companies that manage change well were SEVEN times more profitable than those that didn't.)
- How stress affects the human brain, triggering hard-wired, primitive mental programs which can turn a considerate, eager to please adult into a primitive, "go for the throat", aggressive, insensitive, "It's all about me and my survival," control freak.

PERSONAL DEVELOPMENT

Bring It On! **Enjoy Less Stress and Greater Serenity** **By Cultivating Resilience**

Your level of resilience directly affects your degree of career success and job satisfaction. Having resilient employees is also in an employer's best interest, because resilient employees:

- Are far more productive.
- Stay motivated, despite facing challenging circumstances and demanding jobs.
- Provide better customer service.
- Incur less healthcare costs.
- Incur less worker's compensation costs.

Thus, when employees become more resilient, everyone benefits.

Resilience is the ability to respond effectively to the pressures, demands, and uncertainties of life. Resilience is also the ability to be at your best in the midst of challenging circumstances. People who are resilient are able to handle the demands of today's work world more easily and effectively, and more likely to respond to employee and customer challenges more calmly and productively. They're also less likely to burn out on the job and have accidents and injuries.

In this program, you will learn practical principles and techniques for building greater resilience. You will also learn techniques from elite athletes about how to perform at your best, despite the pressures and demands of today's "do more with less" workplace.

This program is far different from traditional "stress management" programs focusing on relaxation techniques. It synthesizes current research, cutting

edge techniques, and time tested principles. The result is a comprehensive program designed for today's modern world.

In this program, you will learn how to:

- Maintain peak performance despite the demands, pressures, and difficult people each work day brings.
- Deal with difficult situations and people without losing your cool.
- Create a "life ecosystem" that nourishes and revitalizes you.
- Enjoy greater energy, passion, and vitality.
- Recognize – and eliminate – ways you create stress in your life.
- Respond to change and uncertainty with greater flexibility, adaptability, and optimism.
- "Keep your well filled" so you can remain upbeat despite demanding workloads.
- "Keep your well filled" so you can inspire others to be their best.

WHAT OTHER PEOPLE SAY ABOUT DAVID LEE'S WORK

I learned more in this seminar than in four others I took from (a well-known national seminar company).

Jennifer Sgroi, Stonyfield Farm Yogurt, New Hampshire

I've now worked with over 150 presenters since you last were a part of MEBSR's Spring Conference, and still you stand out as the best person we've ever had come and present on how we best work with one another, increase productivity and thrive.

Sanna McKim, Executive Director, Maine Businesses for Social Responsibility, Maine

David Lee facilitated our senior leadership retreat recently. I was most impressed with how well and how quickly David engaged with the team, and the members with him. It provided for a very smooth and effective transition into what was an open, honest and valuable discussion. David's facilitation skills put people at ease and at the same time allowed for broad participation. At the end of the day, there was unanimous agreement to bring him back for our next retreat!

Jim Donovan, CEO and President of Lincoln County Healthcare, ME

Weeks after David Lee spoke to our college, people are still talking about the message he sent. One employee thanked our President and said it was a gift to employees to hear David speak. David took the time to get to know US before he stepped foot on campus. We didn't expect the level of service that he provided. He interviewed people, sent out surveys and dug deep to find out exactly what our college needed to go from good to great. He then customized a program that fit what we needed and has been great with follow-up and feedback. It's clear he truly cares. David does more than give a great speech a laudation, he transforms the culture.

Deb Carlson, PhD, Director of Institutional Research and Communication, Nebraska Methodist College: The Josie Harper Campus, NE

The value David provided our organization went far beyond the actual classroom experience. In addition to the wealth of information he provided during class, David provided a broad support system to further the development of our senior management team.

Specific elements included working with the team to articulate a behavioral vision, one-on-one coaching, individualized professional development plans, and a variety of other support services that enabled us to build a culture of teamwork, accountability, and excellent customer service. Great work David; I look forward to the next chapter!

Eric Henry, Executive Director, Texas Municipal Retirement System, Austin, TX

Thank you for doing such an outstanding job keynoting our conference. As you could tell by the response, participants loved both the content and the delivery of your presentation.

Dr. Ian Gawler, Director, The Gawler Foundation, Victoria, Australia

Your presentation on Constructive Conversations got rave reviews and I hope we can bring you back to Granite State College again soon!

Beth Dalzell, Granite State College, NH

Your program on Constructive Conversations was THE most memorable seminar I've ever attended, and I've been to a lot of training and a lot of school. It amazed me how you engaged the audience for four hours without PowerPoint.

Ingrid Lederman, DDJ Capital Management, LLC, Waltham, MA

Having seen a lot of speakers, I can't tell you just how impressed I was by David. I even waited in line to talk with him... I learned a great deal and laughed my butt off in the process... When we have someone who is so genuine and so well prepared, we owe it to each other to spread the word.... I take it very seriously when I recommend someone else's work and... he's great!

Naomi Judd

I was inspired by David's presentation. As onboarding new ladies and gentlemen at the Ritz-Carlton, Hotel Company LLC is one of the cornerstones of our success, I cannot agree more with his statement that, 'Everything you do in onboarding matters'.

Diana Oreck, Vice President Global Learning & Leadership Center, Ritz Carlton, Maryland

David Lee's presentation From Me to We was one of the best seminars I have attended. In just 4 hours I learned about a number of quick and simple programs to implement at our workplace to make some positive morale changes. David's style is fast, informative and very timely in this fast paced world of work. I will be sharing his audio tapes with our entire management team. Thank you David!

Sheila Williams, New Balance, Skowhegan, ME

I would just like to say what an amazing program Constructive Communications is. David Lee is both dynamic and informative. This is by far the best course I have taken in my 25+ years in the private and hospital environment. I have never been so impressed by a speaker, as well as the content of his program. I would recommend this program to EVERYONE, as we all need to learn to communicate more effectively with each other. Thank you David for my very useful new tools!

Lauri Winter, Exeter Hospital, NH

To attend a 7:00 a.m. presentation at the SHRM Conference in beautiful San Diego, one has to have a lot of confidence in the presenter and the material being presented. David Lee's onboarding presentation was well worth the lost sleep. He has convinced me of the short- and long-term value of a well-designed onboarding program...and has given me real tools that will work for my organization. David has brilliantly linked the strategically designed onboarding experience to the long-term investment of employee engagement. His enthusiasm is contagious, his ideas are genius! Thank you!

Reneé Clodfelter, University of Wisconsin, WI

David Lee's presentation was outstanding. Not only was he entertaining and funny, his message was hard hitting. I've already begun to employ your recommendations and have started to write NB Power's story. Thanks David.

Joanne Callahan, Chief Learning Officer, NB Power - Top 100 Employer Canada 2009, New Brunswick, Canada

I just want to thank you for such a great presentation! I got feedback that this was the best conference that we ever had. (Management at the venue) e-mailed me asking for your contact information. Apparently the staff that was working that day loved your message and they want to hear more. So - don't be surprised if you hear from them!

Anne Charles, Maine Municipal Association, Maine

Finally, a moment to reflect on the weekend. David, you lit them on fire!!!! I cannot tell you what a difference you made with this very unique group—you helped us to turn the tide and it was an incredibly productive weekend—and it has shaped our attitude and focus for the next few years.

You helped us collectively grab our minds and put them together in such a way that we were able to miraculously define our immediate VISION without so much as an hour of brainstorming. It just happened. It would have taken 2 or 3 board meetings to do what you helped us do.

I am still in disbelief, and am really impressed with your attitude David. You have such a special gift, and you just drove it home with everyone. I will never ever forget your time with us.

Josh Libby, President of the National Cued Speech Association, Washington, DC

When our Human Resources Affiliate was charged with the responsibility to recommend a keynote speaker on a topic related to change management for the New Hampshire Association of Counties Annual Conference David Lee's name came immediately to mind.

The thought of developing a keynote presentation as well as useful breakout sessions that appealed to elected officials, departmental managers, supervisors and employees from diverse departments presented a formidable task. However, David did not disappoint. In fact, he developed and delivered an inspiring, can do, engaging presentation that was interactive, provided useful tips and flowed easily throughout the day.

Norm O'Neil, New Hampshire Association of Counties, NH

David, I can't thank you enough for the breath of fresh air that you provided us all last week. I only wish that every one of our supervisors could have attended. Your teaching style was just right for the audience, with a perfect blend of humor and effective hands-on tips that everyone could put to immediate use. Thanks also for your other email with follow-up tips

Sara E. Butturini, Human Resources Manager, Millipore Corporation, Massachusetts

Thanks for the absolutely great program *Becoming a People Whisperer!* I learned a lot—and I think so did everyone else. I particularly liked learning about the power of analogies in communication. I will use them in speeches I give.

Charles Chip Morrison, President, Androscoggin County Chamber of Commerce, ME

It was a sheer delight to sit back and listen, learn and laugh as David weaved his extensive knowledge of the material with his abundant practical wisdom generously sprinkled with personal reflections, stories and his own wholesome humor. David brings a rare blend of practical knowledge and genuine humanity to his presentations. One cannot help but leave his sessions smarter, and a better human being, as he has a way of touching one's heart as well as one's head.

Bill Gaertner, MD, Wisconsin

I want to thank you for speaking at your Annual Corporators' Dinner. The feedback we received has been nothing but very complimentary. You certainly presented a lot of material in a short period of time succinctly and with good humor. It is clear you enjoy your work!

Ken Reed, President and CEO, Kennebunk Savings Bank, Maine

David, I wanted to thank you for being part our show in Las Vegas. The feedback I have received about your sessions was fantastic!!!!!! Three cheers to you.

Julie McNeney, COO, International Council on Active Aging, Vancouver, BC

Your presentation on resiliency is extraordinary. I left with a specific action plan for improving the quality of my daily life. Your kindness, your knowledge, and your energy combined for a helpful and inspirational workshop.

Brenda Foster, Director of Communications, Healthwise, Idaho

Without you realizing, David woos you into learning by appealing to what you naturally know to be true by your own experience. He's incredibly down to earth and balances stories, humor, statistics and research to engage his audience in a time defying way. His programs will benefit anyone looking to gain awareness, passion and spirit in the workplace (and beyond). I was so riveted and inspired that when David said he was wrapping up his program, I was dumbfounded by how much time had passed. I was convinced my watch was mistakenly an hour ahead. Thank you, David, for following your passion & curiosity from which we greatly benefit.

Krista Irmischer, Human Resources Manager, Jøtul North America, Maine

What makes David unique is his ability to take analytical information, creatively apply it to real life workplace situations, and then deliver it in a really fun way.

Fran Liataud, DialogueWorks, Maine

David's unique blend of humor and professionalism provides an engaging forum to absorb the content of his presentation. David does not hesitate to encourage participation and captures the audiences attention consistently throughout the seminar. I left the seminar feeling that this experience was well worth the time and money.

Dennis Hebert, Jr., President, Merrimack Valley Chapter of the NH Credit Union League, New Hampshire

David's presentation style is unparalleled! The substantive and timely content of his subject materials is immediately adaptable to the workplace making his seminars an invaluable aid to an employer seeking to be an Employer of Choice.
Lynn M. Lombard, VP, MMG Insurance Company, Maine

I can honestly say that your sessions were highlights for me at the conference. Since then I have perused your website and read many of the articles posted on there. Again, thank you and kudos to you for the great presentation!
Rob Huppée, Amica Mature Lifestyles Inc., Vancouver, British Columbia

There is a definite positive correlation being shown in our staff satisfaction surveys between those managers who are taking the leadership role seriously (in part through implementing David Lee's strategies and suggestions) and the increasing workplace morale in their areas of influence.
Jasmine Potter, Royal Hobart Hospital, Hobart, Tasmania

I want to say a big thank you for the wonderful job you did in your presentations during our Quality Leadership Conference. You are a talented individual; thank you for sharing your gifts with Fairview.
Tom Hanson, Fairview Healthcare System, Minnesota

David, not only did I find your presentation very clear on concepts and theories, but more importantly, your program includes practical suggestions and multiple workshop handouts that participants can take back to their workplaces to implement those concepts and theories in a practical way.
Don Steig, HRH of Northern New England, Maine

Your presentation at the 2010 Human Resources Convention - *Help Your Leadership Team Become Employee Whisperers* - was REFRESHING and IMPORTANT! Refreshing because you kept the topic of leadership current, the content was backed by solid research and you delivered the message with emotion and conviction.

Important because every member of a leadership team needs to understand how human nature and employee engagement are related. I returned from the convention and immediately shared your information with our leadership team. Thank you for a great presentation.
Atoka Dumont, Volk Packaging Corporation, ME

Whenever I attend a seminar, if I leave with 2 or 3 solid items to implement back at our office, I feel the day has been worthwhile. I left David Lee's half-day course with more than 20 solid, common-sense, no-cost items that I am eager to implement. And the best part is that it is clear that implementing them will have a measurable impact for our firm! This half-day course was an excellent use of time.
Eric S. Wood, President, EnviroSense, Inc., New Hampshire

David has an uncanny ability to not only capture the attention of his audience, but also maintain a consistent level of interest in his students... Although I recognized and easily understood most of the concepts that David presented in his class, his perspective (which I value immensely due to his knowledge and intellect) and innovative style of teaching sparked my curiosity and interest, and more importantly, triggered my brain to ask more questions, deeper questions... David

also has that rare ability to teach effectively to individuals that are at different levels of comprehension and understanding, and exhibit different styles of learning. ... Lastly, I would like to add a very important detail regarding David's style of teaching and his personality. His wit and great sense of humor were very appreciated in the class by all. He has what I like to call 'intelligent' humor which is a gift.

Aditi N. Thakur, Accenture, Colorado

Your seminar Constructive Conversations was fabulous! I got so much out of it.

Jayne Allison, GPC Biotech, Waltham, Massachusetts

David is dynamic and entertaining... and effective at making a strong connection with his audience. He uses personal examples which allows him to make even the most sophisticated concepts understandable.

Gail Pickard, Director, Midlyn Communications, Vancouver, BC

Just a note to say how wonderfully useful, entertaining, and inspirational your two morning sessions were with us. I think everyone is actually applying much of what you taught us...

Jud Hale, Sr., Editor-in-Chief, Yankee Magazine, New Hampshire

David Lee is as funny as he is resourceful. His genius is in tying personal stories into resiliency training, all the while transforming potentially painful subject matter into light-hearted wonderment through laughter. One cannot help but know, at a subconscious level, that he's using humor to talk about the unspeakable - and the gift becomes a discovery of what is true, what is right, and what is attainable for us all.

Sara Wagner, Navajo Area Indian Health Service, Arizona

David Lee has provided the employees of the City of Manchester with a breath of fresh air in his training programs. Employees always rave about the relevance of the training to their real life work situations. David also has the unique ability to allow participants to bring up other subject matters while at the same time, he works their concerns into the program that he is presenting.

Ginny Lamberton, HR Director, City of Manchester, New Hampshire

Thank you for your seminar How To Keep Your Staff Inspired, Energized, And Passionate About Their Work! This was powerful information and advice...delivered in a gentle, fun and caring way! Great job

Connie Roy-Czyzowski, VP of Human Resources, Northeast Delta Dental, New Hampshire

David Lee is a gifted, highly informative, and engaging speaker... Besides being consistently one of our top speakers, David is very easy to work with.

Dr. Ruth Buczynski, President, The National Institute for the Clinical Application of Behavioral Medicine, Connecticut

David Lee knows what makes employees tick! His presentation was filled with practical ideas in giving employees a true sense of meaning and belonging in the workplace. If you want a highly motivated workforce, put David's ideas into place.

Del Gilbert, Chief Learning Officer, St. Joseph Hospital, New Hampshire

In an era of technology-driven presentations, your ability to rely on simpler methods of story-telling and metaphors to create imagery and emphasize the key points of your message was refreshing! Our employees loved your humor and the ease with which you engaged a very diverse group of people and met their needs. We look forward to having you back on our campus!

Sara Wilson, Director, Training & Organizational Development, Southern New Hampshire University, New Hampshire

I enjoyed your Courageous Conversations workshop so much that I came back again for your Resiliency workshop! You are an enthusiastic, caring and knowledgeable teacher. I especially liked the way you really listened to the participants and were happy to answer all of our questions. I felt like you were talking directly to me.

Glenda Christiaens, Assistant Professor, Brigham Young University College of Nursing, Provo, Utah

David, I found your presentation extremely interesting, so interesting I found myself telling others outside of work about it. Your grasp of the information and enthusiasm in which you deliver it is awesome. Thanks again.

Frank Paradis, Quality Assurance Manager, Vitronics Soltec, NH

David's unique style commands interest and participation. His customized approach ensures success, and our managers have enjoyed and been challenged at each session. We have found his content and style to be so helpful that we're already working on phase two of management development training and coaching.

Maggie Bahou, Human Resources Director, NH Retirement System

It was great to have you address our top team at Norwich...Your enthusiasm is commendable and the address was certainly entertaining, thought provoking and inspirational.

Peter Johnson, Group Managing Director, Norwich Union Financial Services, Ltd, Melbourne, Australia

I wanted to let you know how much our leadership team enjoyed your presentation on employee stress and its impact on employee performance and safety. Our group is often difficult to engage, but you kept our attention and interest the entire time. Specific comments they made related to your knowledge base, your research references that brought credibility to your content, and your engaging and enthusiastic presentation style.

Randie Bowden, Director of Education/Quality, Southern Maine Medical Center, ME

You are a wealth of information and your delivery is exceptional... You have a phenomenal energy that kept everyone eager and involved.

Cindy Beaton, Vice President, Cape Air, MA

David's materials were well organized and his presentation was very practical with real life examples from his extensive experience with major organizations. This presentation was both thought-provoking and inspirational, illustrating those critical elements of an onboarding program that make a significant difference, as well as providing insight into common mistakes seen in traditional new hire programs.

David ties the employee onboarding experience to employee engagement and retention, both critical factors to developing a high performing organization of talented employees. I highly recommend this program for employers who want to effectively engage the hearts and minds of their new hires and build successful long term relationships with their workforce.

Connie Johnson, SPHR, HR Business Partner, Intuit, CA

David Lee's seminar, *Constructive Conversations: How to Foster Honest, Open, Non-Defensive Dialogue About Difficult Issues*, was one of the most worthwhile training experiences that I have had in a long time. Geared towards more experienced practitioners, it presented a whole new way to look at challenging discussions we have with employees and really changed my approach and perspective. I am looking forward to returning to work and implementing the many ideas that came out of the course, and look forward to attending future seminars from HumanNature@Work.

Cindy Joyce, Director of Human Resources, FundQuest, Boston, MA