



Our elearning offer

Global Integration – are specialists in leading transformation, building people capabilities and embedding change in the globally integrated organization – global working, virtual teams and matrix management.

For the first time we can make our unique ideas, tools and techniques available online.



These developments reflect the latest thinking in online engagement and participant centered design so our learning is...

Bite sized

Based around engaging videos (2 to 4 minutes), animations, high quality pdf booklets and other learning resources.

Mobile

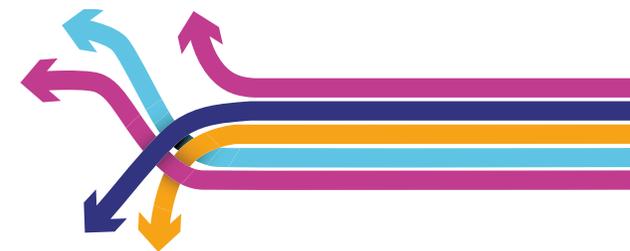
Participants can view interactive content when they need it and on the move on their phones and tablets.

Social

Participants can share and reinforce each other's learning and share peer-to-peer resources.

Dynamic

Delivering a web-like experience rather than the outdated, more static elearning packages.





Our elearning offer

Based around our unique 6Cs model, our elearning format enables you to share best practice and practical tools across a distributed workforce in a cost effective way; either entirely online or as part of a blended learning experience.

We can tailor a specific program to your needs from a range of over 70 validated tools and resources – you just choose the ones that are relevant to your audience. Our elearning tool can be branded and linked to your learning management system.

To find out more about our online and blended learning in matrix management, virtual teams and global working please contact us now.



ELEARNING

Asset list

Each section has a number of specific, bite-sized presenter-led and animated videos plus some pdf booklets on key tools.

Use the descriptions in the following pages to identify which are relevant to your target population.

PLEASE NOTE: Some assets work as part of a structured modular course and should be purchased as a package. These are indicated with our link symbol. Assets within a section that refer to each other or are linked should be selected together as a series.



Application worksheet



Presenter-led video



PDF tool



Animated video



Other resources



Linked assets

CONTEXT 1



Understand the rationale, challenges and the change journey when moving to more complex matrix, virtual and global ways of working.

- Speed up the rate of change and implementation
- Avoid common costly mistakes
- Increase acceptance and engagement in the change

1	Key reasons to have a matrix	Explanation of why organizations choose to use a matrix.		<input type="checkbox"/>
2	The power shift to horizontal working – from virtual to matrix	The implications of power shifting from the traditional 'vertical' silos of function and geography towards more 'horizontal' business processes across the organisation.		<input type="checkbox"/>
3	The endless journey of reorganizations	Showing how many organizations fall into the trap of constant reorganization and how to avoid it.	 	<input type="checkbox"/>
4	Where does the matrix add value – Global group, matrix middle, locally loyal	Identifies the three critical groups in a matrix implementation and how to avoid a common mistake in taking the matrix too far.	 	<input type="checkbox"/>
5	The journey to more structure	Explains how, as work becomes more integrated, teams tend to move from ad hoc collaboration to dotted lines and then to dual solid lines.		<input type="checkbox"/>
6	Draw your matrix	Draw the matrix as you see it, and find some questions and tips to help you understand your matrix.		<input type="checkbox"/>
7	The 4 waves of change – 4S model	Demonstrates how introducing a matrix organisation requires the successful completion of four key waves of change – strategy, structure, systems and skills.	 	<input type="checkbox"/>
8	Organization structures – the steps to a matrix	Shows how organizations evolve to become more integrated over time.		<input type="checkbox"/>
9	What is different about virtual team	Identifies the range of factors that make virtual team working different and that need different types of solutions.	 	<input type="checkbox"/>
10	Context – Other great resources	Curated lists of videos, articles and other resources on the themes in this section.		<input type="checkbox"/>

CLARITY 2



Improve goal, decision and accountability clarity and alignment. Build the capability and confidence to cope with high levels of ambiguity, dilemmas and conflict.

- Improve goal clarity and reduce miss-directed effort
- Improve engagement by giving people the tools to create their own clarity and increase confidence with ambiguity
- Speed up critical and difficult decisions

11	Introduction to managing clarity and ambiguity	Introducing six principles for managing clarity and getting more comfortable with ambiguity.		<input type="checkbox"/>
12	How clarity differs at different levels – the clarity curve	Demonstrates how clarity differs at different levels of the organisation and how this can have serious implications on how different groups perceive each other.		<input type="checkbox"/>
13	Check the clarity of your goals	Outlines some different methods that organisations use to ensure goal clarity and helps check how clear you are about your organisation's goals.		<input type="checkbox"/>
14	Islands of clarity – clarify your own goals and role	Introducing a systematic process you can use to create more clarity in your goals and role.		<input type="checkbox"/>
15	Clarifying decision rights	Defining a model you can use to clarify decision rights in your team or organisation.		<input type="checkbox"/>
16	Managing accountability without control	Explores the consequences of different levels of accountability and control and how this has an impact on matrix working.		<input type="checkbox"/>
17	ARCI	Using ARCI analysis (accountable, responsible, consulted or informed) to clarify accountabilities and responsibilities in your matrix.		<input type="checkbox"/>
18	Aligning with others	A process you can use with your team to make sure functional and business goals are aligned.		<input type="checkbox"/>
19	Aligned, different, conflicting	Identify where your goals are aligned, different or in conflict when working with colleagues.		<input type="checkbox"/>
20	Managing trade-offs	A systematic process for managing trade-offs at work.		<input type="checkbox"/>
21	Dealing with dilemmas – the 5 Choices / PickApart	A process tool for making complex decisions and dealing with dilemmas.		<input type="checkbox"/>
22	Dealing with conflict	Understanding a four stage process that you can use to manage conflict at work.		<input type="checkbox"/>
23	Clarity – other great resources	Curated lists of videos, articles and other resources on the themes in this section.		<input type="checkbox"/>

COOPERATION 3



Simplify and accelerate cooperation in complex organisations, reduce the cost of unnecessary meetings and improve the relevance of cooperation.

- Choose the simplest way of working to achieve your goals
- Speed up delivery of activities and reduce costs by up to 20%
- Reduce the number and improve the quality of your face-to-face and virtual meetings

24	Introduction to cooperation – the 4 modes of Cooperation	Identifies four distinct modes of cooperation. Choosing the right mode of working to achieve each of your tasks can speed up and simplify cooperation.	 	<input type="checkbox"/>
25	Size matters – the magic numbers of community	Demonstrates some critical numbers in organizing people and how to apply them as principles for building better cooperation.	 	<input type="checkbox"/>
26	Simplifying cooperation – Star groups and spaghetti teams	How to radically simplify and speed up cooperation by using more streamlined ways of team and small group working.	  	<input type="checkbox"/>
27	Applying star and spaghetti thinking to your meetings	Apply the star and spaghetti tool to your meetings to cut out unnecessary topics and focus on issues of relevance to everybody.	  	<input type="checkbox"/>
28	Reduce the number and improve the quality of your meetings	Introducing the six steps to fewer, better face to face and virtual meetings.	 	<input type="checkbox"/>
29	Better meetings campaign booklet	Six practical steps to reduce the number and improve the quality of your face-to-face and virtual meetings and you save a day per week of unnecessary meetings, webinars and conference calls.	 	<input type="checkbox"/>
30	Improving the relevance of what we share – Panning for gold	A tool to help you focus the content of your meetings and calls on topics that are of relevance to everyone.	  	<input type="checkbox"/>
31	Related communication tools	Identifying the communication tools that work best for each of the four modes of cooperation – networks, communities, teams and groups.	 Requires component no 24 	<input type="checkbox"/>
32	Managing effective communities	Key principles for running effective communities at work		<input type="checkbox"/>
33	Working across time zones	Our top six tips on working across time zones.		<input type="checkbox"/>
34	Cooperation – other great resources	Curated lists of videos, articles and other resources on the themes in this section.		<input type="checkbox"/>

CONTROL 4



Find the right balance of trust and control for your team or organisation. Build trust and develop and empower people virtually.

- Improve trust in virtual teams and organisations to improve engagement, performance and retention
- Continuously improve people performance in a complex environment
- Identify and reduce unnecessary control mechanisms

35	Balance of trust and control	Identifies the factors that can influence the balance of trust and control in a team or organisation and the need for trust and empowerment in a matrix.		<input type="checkbox"/>
36	The components of trust	Identifies the key components in building trust at work.		<input type="checkbox"/>
37	The three phases of trust	Practical model and tips on how to build, maintain and repair trust in a virtual environment.		<input type="checkbox"/>
38	The three step process for continuous empowerment	An overview of a three step process for continually creating empowerment and autonomy. The next tools will go into more detail about the elements of this process.		<input type="checkbox"/>
39	Managing escalation	Use escalation to identify gaps in your people's capability or confidence levels, or inappropriate control levels.		<input type="checkbox"/>
40	Are you an accidental micromanager	Identifies the traps that hard-working, well-meaning managers can fall into that can begin the journey to becoming an accidental micromanager. Assess yourself against these factors.		<input type="checkbox"/>
41	Phone coaching	Introducing a process and series of questions for practising nondirective coaching that you can also use when you are not face-to-face.		<input type="checkbox"/>
42	Agreeing the right level of support and control – the Waterline	Explaining a tool for finding and maintaining the right level of support, control and involvement in issues in your team.		<input type="checkbox"/>
43	Community Level Agreement	Structure a conversation about how individuals and teams can work together more effectively.		<input type="checkbox"/>
44	Filling your goodwill tank	Ideas on how you can create a positive balance of goodwill with your colleagues.		<input type="checkbox"/>
45	Control – other great resources	Curated lists of videos, articles and other resources on the themes in this section.		<input type="checkbox"/>

COMMUNICATION 5



Choose and use the right communications technologies and create communication and engagement in your dispersed team or organization.

- Improve the adoption and quality of use of your communications technology investments
- Improve the participation and engagement of your remote people and reduce the need to travel
- Improve the conduct of your virtual meetings

46	How far is remote	Illustrates how quickly remoteness becomes an issue in communication.	 	<input type="checkbox"/>
47	Choosing the right technology for the right task	Video that identifies the advantages and disadvantages of different types of communication technology and how to choose the right technology for the right communication task.	  	<input type="checkbox"/>
48	The integrated communication plan	Create an integrated communication plan using the right technology for a range of communication tasks.	 	<input type="checkbox"/>
49	Focusing your communication – know, do, feel	Plan the impact you want your communication to have on the individual receiving it.		<input type="checkbox"/>
50	Encourage participation in your virtual meetings – the virtual meeting table	Introduces a tool for evaluating and improving participation and engagement in your virtual meetings.	 	<input type="checkbox"/>
51	Technology etiquettes	Etiquettes, tips and guidelines for using common communication technologies at work		<input type="checkbox"/>
52	The heartbeat of communication	Successful virtual teams establish a heartbeat of communication that holds the team together when they are working apart. Identify the factors that determine the right rhythm for your goals and team.	 	<input type="checkbox"/>
53	Communication – other great resources	Curated lists of videos, articles and other resources on the themes in this section.		<input type="checkbox"/>

COMMUNITY 6



Find the right balance of trust and control for your team or organisation. Build trust and develop and empower people virtually.

- Improve trust in virtual teams and organisations to improve engagement, performance and retention
- Continuously improve people performance in a complex environment
- Identify and reduce unnecessary control mechanisms

54	Coping with Divided loyalties	Demonstrates how and why people can feel pulled in different directions in a complex organisation.	  	<input type="checkbox"/>
55	The keys to community	Identifies which factors can pull people's loyalties and sense of community in different directions and how to engage these factors to build stronger teams and organizations.	  	<input type="checkbox"/>
56	Managing visibility – PIE	Identifies the three key elements of staying visible when working remotely.	 	<input type="checkbox"/>
57	Internal marketing pyramid	A process for applying classic marketing techniques to internal team branding.	 	<input type="checkbox"/>
58	Network mapping and analysis	Explains a tool and process for constructing a network or stakeholder map and analyzing it to identify opportunities to improve.	 	<input type="checkbox"/>
59	The five step structure to influence without authority	An introduction to our five step process for exercising influence without authority.	 	<input type="checkbox"/>
60	Influencing goals checklist	Introducing a checklist for being clear about what you are trying to achieve in your influencing.	  	<input type="checkbox"/>
61	Influencing context map	Identify and capture what you know and don't know about the individuals you are trying to influence.	 	<input type="checkbox"/>
62	Currencies of influence	Understand the "currencies of influence" that you have available to exercise influence without authority in your job.	  	<input type="checkbox"/>

COMMUNITY 6



Find the right balance of trust and control for your team or organisation. Build trust and develop and empower people virtually.

- Improve trust in virtual teams and organisations to improve engagement, performance and retention
- Continuously improve people performance in a complex environment
- Identify and reduce unnecessary control mechanisms

63	Sources of power	Identify the key sources of power and influence you can use to get things done and how a complex working environment has an impact on the effectiveness of these.	 	<input type="checkbox"/>
64	Push and pull	Understand push and pull influencing styles, a core concept in improving your ability to influence others.	  	<input type="checkbox"/>
65	The importance of community in great teams – the community iceberg	Exercise to identify the factors that make a great team.	 	<input type="checkbox"/>
66	Celebrating Remotely	Some ideas and tips on how you can celebrate success when you can't get face-to-face.		<input type="checkbox"/>
67	Power interest grid	A tool to help you prioritize which stakeholders you should spend your time on and understand what strategy you should use to manage each of them.		<input type="checkbox"/>
68	The Onion of Culture	Introduces a tool for understanding the differences between the outer and inner layers of culture and some typical errors we make in moving between these layers.	 	<input type="checkbox"/>
69	Culture Abacus	Explains a tool and some examples for understanding the five major areas where national culture has an impact on work behaviours. Enables you to build a cultural profile of your own and others' cultures.	 	<input type="checkbox"/>
70	Reconciling cultural differences	Describes your options when you identify a significant gap between your own and your target culture on one of the dimensions.		<input type="checkbox"/>
71	Community – other great resources	Curated lists of videos, articles and other resources on the themes in this section.		<input type="checkbox"/>



Return on investment

Because you can choose only the elearning assets you need, pricing is flexible and depends on a number of factors

- The number and type of elearning assets you need – more than 70 are available
- The number of people you want to be able to use them – substantial volume discounts are available
- How long you want each participant to have access – 60 days is our standard, but longer access is available
- Any additional cost for LMS integration, reporting or site branding you request

Elearning or blended delivery offers significant cost savings by reducing travel, expenses and time away from the office.

The tools in this series enable:

- Faster and more effective cooperation – speed up delivery of activities by up to 20%
- Reductions in the cost of unnecessary meetings, cooperation and travel
- Improved engagement through building skills and confidence to work in complex environments
- More effective change management in moving to matrix, virtual and global working

We are happy to work with you on specific actions and changes you want to drive in your team or organization.

Participants using these tools typically achieve payback when they;

- avoid one short-haul business trip
- accelerate a critical project by a few days
- cancel one unnecessary meeting

Why Global Integration?



Specialists in the globally integrated organization

Leading transformation – The Four waves of change

Provision of consulting, facilitation and coaching services to support executives who are leading the transformation.

Building people capabilities – The Six C's

We develop learning programs for people working in matrix, virtual and global organizations, based around our unique six C's framework. We deliver globally, face-to-face, blended or online.

Embedding change

- Embedding new ways of working
- Changing habits and practices

Since 1994 we have trained over 100,000 people in these areas and consulted with over 300 of the world's leading companies in more than 40 countries, including:



Thought leaders and innovators in our field



Delivering tangible business benefits



Credible people, products and clients



Delivering globally face-to-face and through technology



Easy to work with

See more at www.global-integration.com