



Organizational Consulting
Coaching
Training
Facilitation



Producing Individual and
Organizational Success

● **Mission and Focus**

Delia and Associates is a practical, people-focused firm that produces strategic, organizational development results with leaders, teams and individuals. Because we are goal-oriented, we work best with those who are motivated to act and are committed to follow-through.

● **What We Do**

We work across all levels of the organization with corporate, government and non-profit clients to provide customized organizational consulting, executive and team coaching and a broad selection of leadership and management skills training to meet specific client needs. We have a proven track record of increasing clients' capabilities and performance.



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Leadership Development & Coaching

Coaching is an interactive, professional partnership focused on helping individuals to develop additional skills in their current or new position or to prepare them for future growth in the organization. Coaching is a confidential activity - what is shared with a coach is not shared beyond the coaching relationship. Optimally the manager of the person being coached is included in the process to aid in reinforcing changed behavior and to provide opportunities and resources that enhance new skill development. Coaching can be particularly helpful for supporting new executives and managers during their transition into a new role.



Solution-Based Services:

- Help in identifying key goals and objectives and developing personal action plans.
- Serve as a confidential sounding board for ideas, issues or concerns.
- Provide impartial feedback and consultation to help increase awareness and improve professional and/or interpersonal skills.
- Administer and interpret personality assessment instruments to help understand personal styles/preferences.
- Administer and interpret 360 feedback instruments to better understand how the individual's performance is experienced and viewed by others.
- Help keep the person being coached stay on track.

Strategic Planning

Every group and organization must be responsive to a changing environment and needs to have a big picture, long-term view of itself – what it does, why it does it and where it needs to go. Strategic planning is a structured, facilitated, group approach to analyzing an organization’s current situation and setting future goals that are consistent with its mission and values. The ability to continually plan and adapt strategically determines long-term success in responding to change.

Solution-Based Services:

- Facilitate executive meetings, retreats and offsites that focus on the questions: *Where are we? Where do we want to be?*
- Develop mission, vision, values statements.
- Identify strengths, limitations, opportunities and threats as well as key events or other issues that must be considered.
- Facilitate gap analysis to compare actual performance with potential performance.
- Identify key stakeholders – internal and external – and their expectations.
- Determine desirable business goals.
- Create action plans that address key goals.
- Determine how to measure progress and evaluate success.

Change Management

Managing the human side of change is fundamental to meeting objectives and realizing the benefits. When change is not managed properly, employees become increasingly consumed with the change being introduced and get stuck in resistance, or focus on ways to workaround the changes. As a result productivity and morale declines.

Understanding the stages of change is a critical first step in the change management process, and it begins with an awareness of how individuals respond as they begin their personal transition. This understanding helps to create realistic expectations about how quickly change can be implemented with a committed workforce. If leaders see change as something that employees simply need to “get over,” the organization will falter or lose momentum.

Effective leaders understand that managing change effectively is an inclusive process that offers employees a greater sense of control and ownership. The successful result is improved speed of adoption and greater proficiency of all employees at doing their jobs in new ways.

Solution-Based Services:

- Provide confidential consultation to executives and managers to determine reasons for the change and to help plan for it.
- Provide training to help managers and their employees understand the common stages of change and to anticipate personal reactions to it. The objective is to make a case for urgency, reduce resistance, and generate support and enthusiasm.
- Develop realistic implementation plans to help managers and employees manage change well by involving people in the change process.

Culture Change/Core Values Development

Core values define what is important. The process for developing and/or clarifying core values should be a leadership priority and not just be a bottom-up, consensus-driven initiative. Leaders need to drive this process and they should be most responsible for ensuring that the core values are considered in all strategic and operational decision-making. The development of core values should result in more than just nice, clever posters displayed in the workplace or on the website. Once identified they should be used to create specific standards (behaviors), along with associated policies and practices that can be followed consistently by each member of the organization.

Solution-Based Services:

- Design and lead a multi-level approach involving executives, senior managers, and first-line managers.
- Facilitate meetings with executives to review existing values, and uncover unidentified values that should be considered.
- Facilitate meetings with senior managers to review existing standards, and identify new standards that can be used to guide the culture so that the core values become a real and significant part of the way the organization operates.
- Facilitate meetings with first-line managers to identify examples of existing and/or proposed practices and policies that are consistent with the standards.
- Facilitate meetings with executives, senior managers, and first-line managers to determine what is needed to help reinforce the standards and practices.

Fast Start Team Development

Teamwork doesn't happen overnight nor does it happen by accident. Every project team, executive team, or Board of Directors experiences common stages of team development with many predictable and manageable "getting started" issues. Working together early on to address these core team issues will improve the working relationships within the team and determine its overall success. Team building is a key component of the "real work" and should not be treated like a separate activity. Effective team development ensures that the right things happen by design, not by chance.

Solution-Based Services:

- Provide confidential consultation and coaching to executive or team leaders about the basic elements of effective team building.
- Facilitate team meetings to help get through the "storming" stage successfully.
- Guide the team in defining its purpose, roles, responsibilities and reaching agreement on ground rules.
- Supply the team with assessment instruments and other tools to help understand personal styles and differences and their impact on the dynamics within the team.
- Coach the team to develop decision-making and problems solving skills and team processes to help prevent and resolve conflict.
- Guide the team to set goals and develop action plans in order to implement strategic plans.

Organizational Communication

Effective communication practices along with the appropriate use of technologies are essential to all organizations, but they are most important in knowledge-intensive organizations and sectors. Open and honest communication among team members is a key component of successful group process and teamwork. The real challenges occur when people need to have the “difficult conversation.” Critical communication skills involve careful listening, positive delivery of feedback, and an understanding of the basic processes of communication. Everyone has to take responsibility for the communication process. Improved communication leads to better working relationships and morale, fewer grievances and increased productivity.

Solution-Based Services:

- Perform a needs assessment which may include interviews, surveys, and group work to determine appropriate strategies for addressing communication issues.
- Provide confidential consultation and coaching to the manager, supervisor or team leader.
- Facilitate group activities focused on improving communication.
- Supply the group with assessment instruments and other tools to help understand personal styles and differences and their impact on the dynamics within the group.
- Design and deliver customized training on relevant communication topics to increase awareness and build skills.

Organizational Design & Restructuring

Organizational restructuring may be necessary due to adverse economic conditions; yet, when managed proactively it offers an organization a real opportunity to create a re-energized, leaner and more productive workforce. Restructuring also provides employees the chance to develop new skills. For some it is also an occasion to drop negative attitudes and to re-commit to the mission of the organization with an invigorated, positive perspective.

Designing or restructuring an organization, regardless of size, requires analysis of several key factors such as people, systems, strategy, reporting structure, and processes, to ensure that they are aligned with the organization's business priorities and shared values.

Solution-Based Services:

- Provide confidential consultation to executives and managers to determine overall strategy and business objectives.
- Identify and review roles, formal reporting relationships, and processes.
- Create and review structural change options.
- Review policies to determine if they are in alignment and supportive of the organization's objectives, values, and design.
- Develop an implementation plan to successfully execute any changes.



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Business Process Improvement

The purpose of business process improvement is to improve bottom-line results and increase or maintain quality and customer satisfaction. In today's business environment, the objective is to find ways to work smarter. It often begins with process mapping and the analysis of work flow to uncover structural or organizational problems, poor controls, and employee/staffing issues. The focus is on working with employees (and sometimes customers) within a work unit to incorporate and/or develop appropriate best practices. Business process problems are best solved by involving those stakeholders with a direct interest.

Solution-Based Services:

- Design and facilitate group meeting(s) to flow chart the current business process by determining the boundaries (start and end points); listing and sequencing the steps; and identifying the inputs, outputs and controls.
- Assess the business process to determine if is working the way it is intended, and if not, collaborate with the group to identify the steps to add, remove or modify that will result in improvements.
- Develop action plans or implementation plans as necessary, particularly if process improvements involve significant change to the organization.

Diversity, Equity, Inclusion Strategic Implementation

The objective is to create an integrative, iterative and immersive change process that will result in shared understanding along with sustainable behaviors and practices that embody diversity, equity and inclusion. Too often well-intentioned training efforts designed to address these sensitive topics have not fully succeeded because significant action was not organized and coordinated at multiple levels. This strategic approach is focused on developing a clear roadmap for incremental, and realistic, culture change that involves everyone.



Solution-Based Services:

- Design and facilitate a multi-phased approach involving senior leadership, employee committee and HR and/or Equity Officer.
- Coordinate the approach to frame the problem, describe the opportunities and motivate all listeners to begin the process by first being open to learning more.
- Develop and facilitate a customized approach/process that will be most effective for the current organizational culture and will result in broad-based buy-in to the initiative.
- Develop and facilitate an appropriate process for creating informal, comfortable and regular opportunities for people to authentically connect, find common ground and share experiences.

Succession Planning

Many demographic studies predict a large gap when it comes to replacing baby boomers in executive, managerial and other key positions. Despite a difficult economy, competition for talented employees will eventually increase. Early succession planning is necessary to ensure that the availability of ready leadership talent keeps pace with organizational changes, growth and turnover. Best practices are applied to support the ongoing development of appropriate skills and the identification and promotion of new talent so that continuity can be ensured and the organization can continue to evolve.

Solution-Based Services:

- Collaborate with executives and managers to identify expected vacancies and timeframes and develop a succession planning strategy.
- Develop screening tools and processes to identify skills and competencies for new leaders.
- Identify potential candidates for leadership positions based on leadership predictors for the organization.
- Develop training/development plans for new and prospective leaders.
- Develop communication strategies for the organization to help support the succession planning strategies.



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Construction Partnering

Successful construction partnering is a process that brings together the owner, architect, general contractor, engineers, construction managers, subcontractors and often key suppliers to form a team that is accountable to one another. The focus is on defining what success means for each party involved in the project and on reaching agreement on ways to support each other. The benefits include more timely completion of projects, increased productivity, lower costs, and reduced incidence of lawsuits. Many partnering efforts fail or fall short because of insufficient follow-up and accountability. An effective process involves addressing communication and trust issues head-on and forming agreements that will be respected, and not ignored. A more open sharing of information among partners builds trust, which leads to a higher level of overall performance and profitability.

Jim Delia was the Partnering Facilitator for multiple award-winning projects, including the International Partnering Institute's Partnered Project of the Year.

Solution-Based Services:

- Facilitate an initial session to guide the team in defining its roles, responsibilities and reaching agreement on ground rules for handling conflicts.
- Supply the team with tools to help understand personal styles and their impact on the dynamics within the team.
- Guide the team in determining what they need from each other in order to be successful.
- Coach the team to develop decision-making and problems solving skills and team processes to help prevent and resolve conflict.
- Develop a clear, easy to measure management dashboard that indicates what needs attention, how much, and where attention must be focused.
- Help set goals and develop action plans.
- Determine how to measure progress and evaluate success.
- Facilitate follow-up and mediation sessions to discuss progress and address recurring accountability and/or communication issues.

Retreat and Meeting Facilitation

Many group meetings can get easily derailed and get caught up in minutiae. Without skilled facilitation, discussions tend to go off on tangents, too much time is spent on one topic at the expense of another, or group members can get entangled in personality conflicts. Meetings too often run into overtime and people can leave feeling that their time was wasted. Well-designed and smoothly facilitated meetings result in better thinking, enhanced participation, more creative and robust solutions to problems, and greater support for decisions.

Solution-Based Services:

- Consult with the meeting convener(s) to determine meeting objectives and desired outcomes.
- Design meeting process to achieve desired outcomes.
- Monitor the agenda and keep time.
- Keep track of any unresolved issues that need to be revisited.
- Moderate discussions, disagreements and conflicts.
- Lead problem-solving or brainstorming sessions.
- Keep participants on topic and avoid unproductive tangents.
- Help define how decisions are to be made.
- Ensure that everyone is heard and included in the process.
- Record action items and open issues for closure at the end of the meeting.



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Training Programs and Workshops

Each workshop is custom designed to meet the specific needs and time requirements of each client and audience. All programs are intended to enhance employee professional and personal performance and are presented in person, or in a virtual setting.

● Selected Topics Include:

- Building Focused Teams
- Coaching for Performance
- Conducting Effective Performance Appraisals
- Creative Problem Solving
- Dealing with Marginal Employees
- Decision Making Skills
- Effective Communication Skills
- Establishing Accountability
- How to Identify Talent and Character
- How to Keep Staff Engaged and Involved
- Interviewing Skills for Hiring Managers
- Leadership Essentials
- Leading Change
- Management Essentials
- Managing Your Change
- Managing A Remote Workforce
- Motivating Long Term Employees
- Motivating Your Workforce
- Presenting Effectively
- Providing Outstanding Customer Service
- Resilient Leadership
- Resolving Interpersonal Conflicts
- Running Effective Meetings
- Shaping and Shifting Organizational Culture
- SMART Goal Setting
- Strategies for Difficult Conversations
- Succession Planning
- Supervision and Management 101
- Understanding Power
- Time Management Essentials
- Value-Added Feedback



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Jim Delia

Principal Consultant

Jim Delia has more than 25 years of hands-on organizational development consulting, coaching and training experience helping leaders at all levels to plan and implement strategic, organizational and personal changes to improve performance and achieve better results.

Whether working one-on-one or with groups, he is an engaging, energetic, flexible and versatile organizational development professional who effectively guides, develops and inspires people to perform at a high level. He has a proven track record of repeated success evidenced by the long-term relationships and repeat engagements he has with numerous clients, including a number of family-owned businesses.

Jim customizes his services to meet the multi-faceted and dynamic needs of his clients. His unique experience and skill set was developed by working within a broad range of industries including commercial construction, healthcare and human services, medical technology, professional sports, transportation, banking, insurance, advertising and the public and non-profit sectors.

Jim has designed and delivered hundreds of high energy and motivational professional skills development training workshops. He has particular expertise in training new supervisors and line managers; and in training leaders to apply practical change management methodologies.

Jim is also a popular presenter at various in-person and virtual conferences throughout the year.

Prior to starting Delia and Associates, Jim was a Vice President, Client Services, at Right Management Consultants in San Francisco. He also held a variety of management positions focusing on human resources, organizational consulting and training. Born and raised in New York, Jim was educated in Hawaii and Boston and received his bachelor's degree from the University of California at Berkeley.

Jim is an avid San Francisco Bay sailor.



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Client Industries

We have deep expertise designing and delivering customized solutions that are specific to the needs of our clients. Our proven track record includes work in a wide range of industries including:

- Commercial Construction
- Banking and Finance
- Biotechnology
- Chambers of Commerce
- Healthcare
- Higher Education
- Insurance
- Manufacturing
- Medical Technology
- Professional Sports
- Public Transportation
- Non-profits and Associations
- City, County, State and Federal Government

Delia and Associates

2055 Lombard Street, #470202

San Francisco CA 94147

650-787-9196

Jdelia@deliaconsulting.com

Deliaconsulting.com