

MANAGER DEVELOPMENT

Becoming an Effective
Manager Isn't Easy
or Overnight



“ To say she hit a home run is an understatement.

Mike Kahn, The Lucas Group

Cecilia Gorman

Cecilia is the owner of **Creative + Talent + Partners**, a training and development firm serving advertising agencies and other creatively-minded companies. She is the co-founder of **Empowership**, a year-long remote-access training and mentorship program for women.

She has worked at agencies large and small in Orange County, CA, spending the bulk of her career at Y&R Advertising where she was VP of Creative Services. She led Global Creative Operations at Oakley and was head of HR and Training as VP of Organizational Leadership at Innocean USA.

Cecilia specializes in developing new and struggling managers and the teams they lead. Though one-on-one coaching, group workshops and remote webinars, she works to build the strengths and skills of both emerging and established managers.

A partial client list includes CBS, Volcom, Lakeshore Learning, Oakley, Garage Team Mazda, J. Walter Thompson, wPromote, RPA, and Universal Electronics.



“ Name the date Cecilia will be speaking and I will be there.

Aly Rising, Oakley Inc.

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The Art of Tough Conversations: Giving and Receiving Feedback with Greater Confidence

The desire to avoid tough conversations is natural. Managers don't want to come across as a jerk or hurt someone's feelings. Or maybe they have so much anxiety behind what they want to say, they can't muster up just how to initiate the conversation. It isn't always easy to say what needs to be said, especially in the workplace, but managers avoiding key conversations can hinder productivity, effectiveness, and retention.

In this interactive workshop, Cecilia Gorman goes deep into the art of having tough conversations, showing participants how to not only survive them, but successfully maneuver the process. Through role play, discussion, and application worksheets, participants learn the important facets of communication challenges, and how to give feedback that is both honest and productive.

In addition to initiating tough conversations, participants learn how to receive difficult feedback. From understanding how our bodies physiologically react to feedback, to learning and avoiding shutdown triggers, to navigating emotions that arise mid-conversation, Cecilia shows how to truly deliver (and receive!) constructive criticism and move forward with progress.

Perfect for professionals at all levels, this workshop is sure to open the lines of communication and build a foundation for stronger work relationships.

Key Learning Points

The three types of feedback, when to use them, and how to distinguish between them

Tips for managing emotions that arise when receiving tough feedback

Tools to keep communication productive and readily heard



New managers and experienced managers alike found the training incredibly valuable.

Andy Levine, CEO Development Counsellors Inc.

Communication Impact with DISC

What if you could tap into your strengths and dramatically accelerate your results? What if you could discover others' motivations and default behaviors and greatly improve communication and relationships?

In this Communication Impact Workshop, you'll learn how. Prior to the workshop, attendees take a 7-minute Maxwell DISC Profile Assessment, receive personalized results and enter the room ready to learn more about how communication styles impact relationships and effectiveness.

Getting along better with others is often a result of better understanding others - what motivates them, what irritates them, what drives them. Everyone we encounter is motivated differently, communicates differently and views tasks and relationships differently. The Maxwell DISC Profile Assessment and Communication Impact Workshop helps attendees learn the indicators of those behaviors and actions that often result in miscommunication and frustration.

Through this session, attendees walk away with tools to help leverage their natural strengths to better connect with and influence those they interact with.

Key Learning Points

Identify your DISC style, and strengths and limitations as a communicator

Understand how others are wired differently in each of the 4 communication styles

Learn effective strategies for handling conflict and personality clashes

Build stronger teams that know how to recognize, appreciate and flex with varying communication styles

On Becoming Great: What High-Impact Teams Do Differently

Leaders have the power to make or break a company. Not only are they responsible for making good business decisions, they shape the work experience for the rest of the employees in the organization. For such an important role, people often receive surprisingly little training.

In this interactive workshop, we teach attendees the components of great leadership. We'll cover what it takes to cultivate a strong team culture, what it takes to communicate effectively, ways to ignite collaboration, including how their leadership style can foster a great team environment.

Ideal for mid- to senior-level leaders, this workshop helps managers make the transition from tactical actions to inspirational influence.

Key Learning Points

How to cultivate a personal leadership style

Why self-awareness is essential for leaders and ways to grow self-awareness in a manager and their team

Three connecting tools essential for building strong relationships on a team

Key aspects of managing and ways to put them to more effective use

Unleashing Leaders at Every Level

In this session, we remind employees of their own role in creating momentum and progress in their careers. Cecilia Gorman breaks down the key factors in leading at any level and helps attendees realize their potential is within reach.

Using actionable, self-directed lessons applicable to business (and life), audience members learn more about how they can exude leadership in their daily work. Cecilia walks them through simple, digestible tips on both what to do and what not to do to help drive a career forward. From swift decision making, to course correction after mistakes, to maintaining enthusiasm for their industry, audience members get a much-needed refresher on leading with purpose.

Perfect for any employee who wants to understand what it takes to develop into an impactful leader - at any position they are in. We'll work on creating a culture steeped in the mindset of leaders at every level. Attendees will leave feeling inspired, reinvigorated, and excited to put these leadership lessons into use.

Key Learning Points

How to develop a "leaders at every level" mindset founded on self-belief

Ways to face challenges head on with purpose via procrastination

Why difficult people and uncomfortable situations are the greatest learning opportunity

Harnessing the power in owning up to problems and facing them swiftly

How to purposefully craft a leadership legacy

“ This presentation was hands down the best I've attended in my professional career.

Justin Benjamin, Global Team Blue

Own It! Self-Directed Career Strategies to Help You Get Ahead

Career advancement is challenging for everyone, but busy professionals face even greater hurdles. In this inspiring keynote, Cecilia Gorman shares how employees can take more ownership over their careers, better promote themselves and their achievements, and continue moving forward without adding time or stress.

The needle on a person's potential only moves if they are the one grabbing it by the horns and pulling. That's why getting ahead starts with adopting a mindset of ownership. Cecilia explains the power of personal ownership, and how each one of us must initiate the forward momentum of our careers rather than wait for someone else to do it for us.

Cecilia digs deep on 3 key aspects of career growth, such as maintaining stellar performance, continuous learning, and deliberate networking. With purpose and intention at its core, the lessons in this session teach the most effective ways you can develop influence and boost your career stock without additional time or stress. Attendees receive a Career Ownership Checklist to gauge and track actions toward success.

Attendees walk away feeling both prepared and inspired to get out there and own it!

Key Learning Points

How to conquer the #1 roadblock to owning career progression

Methods to be proactive and intentional in developing internal and external networks

Ways to effectively promote achievements to bolster visibility and reputation

(this session is customizable for a female-focused audience)

Unconscious Bias: What Managers Need to Know

The truth is that human beings are hardwired to make assumptions about people and environment; it's an evolutionary survival skill. But what served us well as hunter-gatherers can be extremely damaging in a modern and diverse environment, such as the workplace. Left unchecked, biases affect everything from collaboration, to innovation, to engagement and retention. They are often the hidden reason a company culture never reaches its full potential.

In this insightful workshop, Cecilia Gorman explains how to recognize and overcome the unconscious bias that is an ingrained part of everyone's decision-making process. By raising awareness around commonly held workplace biases and situations that tend to increase bias tendencies, workshop participants will learn to make better decisions based on what they know, rather than what they feel. The results of this simple change are truly transformative.

Whether your staff is struggling with teamwork and communication, or you want to be proactive about taking your diversity and inclusion efforts to the next level, this session is for you. Participants not only gain a new perspective on diversity, they walk away with bias-busting action steps to incorporate into daily routines that will build a truly inclusive culture.

Key Learning Points

How and why unconscious bias exists in our brain

Communication tactics that promote diversity of thought and unlock greater contribution from all employees

Methods to help managers reduce bias in hiring, promoting, and retaining talent

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Cecilia is one of the best presenters I've seen in all my years in the ad business.

Bob Linden (former SVP, 4A's Learning & Development), Filament, Inc.

Team Mastery Session

True connection on a team starts with relationship. Without relationship, communication, trust and outcomes suffer. In this dynamic group session we use The Leadership Game, a training tool that gives any team the opportunity to communicate on a deeper level, to discuss and debate leadership and communication ideas and to grow in camaraderie and understanding as a team.

Never before has a team-building tool been able to accomplish so much in so little time. In a two-hour session, your team covers topics that will help move the needle on their effectiveness. From personal leadership to organizational leadership to being a leader or a follower to better communication throughout a company, this session promotes impactful conversations your team may have never had the opportunity to discuss before. Some clients choose to conduct a session every quarter as a check up on building a strong and passionate team dynamic.

Both heart-warming and transformational, this is your work-hack for achieving a higher level of authenticity and transparency in your personnel in a short amount of time. The Leadership Game gives the opportunity to get to know team members on a deeper level, to discuss and debate leadership and communication ideas and to grow in understanding as a team.

WHO IS THE LEADERSHIP GAME FOR?

The Leadership Game is ideal for any group where performance is critical to business success: individual departments, project teams, management or sales teams, and even executive leadership. Ideally, managers participate with their employees and executives lead by example by being the first to team to conduct a session.

Your staff will engage with each other in a way that fosters honesty, empathy, candor, discussion and growth. In this authentic and interactive session, your team will boost their connection, communication and overall effectiveness in a way that's truly transformational for the entire organization.

Participants will experience:

- + A truly unique team-bonding session that will impact attendees both personally and professionally
- + Numerous opportunities to praise, support and appreciate team members
- + Conversations about leadership and communication that give everyone a voice to contribute and be heard
- + Learn more about the session here: <https://creativetalentpartners.com/team-coaching/>

Cultivating a Culture of Trust

Trust is the foundation of every good relationship. When people trust one another, it opens the door for a higher level of functioning and growth, both as individuals and as a group. (Luckily, we don't need to fall backwards off a platform at a woodland retreat to know that.) But building this kind of trust in the workplace doesn't happen overnight, or by accident. When people who are diverse in thought, background, and tenure come together, building trust can take time and come with hiccups.

In this eye-opening workshop, Cecilia Gorman helps teams cultivate a trusting environment where people feel empowered to collaborate and deliver at a higher level. Workshop participants learn about the power of trust, and why it should be extended to colleagues before it is "earned." Cecilia focuses on the role of accountability and ownership in fostering a culture of trust where people are able to become the best version of themselves.

By sharing insightful methods for building, maintaining, and restoring trust after it has been broken, Cecilia helps organizations bridge the trust gap from where they are and where they want to be. Whether your team is going through changes and you want to increase buy-in of new processes and managers, or you've simply never addressed trust in the workplace, this workshop is for you. Participants leave with a higher level of respect one another and greater effectiveness as a team.

Key Learning Points

Why trust is the cornerstone of leadership

The four stages of The Trust Cycle

Optimizing trust development especially when it's been broken

Actionable methods for becoming a respected and trustworthy leader

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**“Leaders breed the culture they deserve –
empowering or disempowering – but guess which
one most people want to work for!”**

Richard Lowe

Everyone Communicates, Few Connect: What the Most Effective People Do Differently

You talk to people all the time, but do you truly connect with them? A connection moves beyond expected small talk and niceties, and forms when people authentically relate in a way that builds rapport and deepens relationships. It's hard to define exactly what forms a true connection in various situations, but it's something you can feel. When you connect—one-on-one, in groups, or with an audience—your ability to communicate improves, and your influence skyrockets.

Based on John C. Maxwell's book, Cecilia Gorman leads this lively and interactive workshop that demonstrates how connecting is an essential aspect of becoming a successful leader. Participants will begin thinking about communication from a new perspective, opening the door for greater openness and trust. Cecilia will share tactics for connecting in a fast-paced world, and how participants can capitalize on the cornerstone of business connections—valuing others.

Come see firsthand why the world-renowned practices in this workshop have helped people around the globe build more meaningful relationships and advance their careers!

Key Learning Points

Action steps for connecting with others in an authentic way

How to use physical presence, relationship basics and energy as connecting tools

What to do when a connection goes south



What a great presentation! Your energy is infectious. The information is instantly usable.

Jody Parrish, SPHR, SHRM-SCP

The Empowered Communicator

Public speaking shouldn't be scary. Yet, studies show a huge population puts speaking in front of an audience right up here with death and divorce as their top most dreaded activity.

In this seminar, we teach the skills needed to empower even the most untrained public speaker. We work our way from head-to-toe, exploring how our brain, eyes, facial expressions, posture, stance, hands and foot movement can be powerful tools when presenting.

You'll learn lessons and applicable tips on curbing nervousness, mastering body language, and how to prepare and deliver a presentation with greater ease.

In Part One, Participants will walk away with:

- A mind, body, words analysis of the components of public speaking
- How physiology can help or hinder you while presenting
- Introduction to common hiccups in speaking and how to avoid or overcome them

In Part Two, Participants will walk away with:

- The experience of presenting a topic in front of an audience
- Practice giving and receiving feedback
- Insights into the habits, mannerisms and vocal hiccups that may be limiting your presentation style

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We're using her tips, insight and permission to coach one another on a daily basis, that's some killer ROI.

– *Kerry Krasts, Creative Director, MeringCarson*