

THE BIOGRAPHY

Harvey A. Goldstein Ph.D.,
President of The HalenGroup Inc.

Dr. Harvey Goldstein brings his expertise in human behavior to the strategic facilitation of difficult situations and difficult people. His executive coaching experiences crosses a wide spectrum of professionals including elite athletes, CEOs, nationally prominent politicians and corporate executive teams.



As a licensed clinical psychologist he began his professional career studying the effects of stress on adult learning and adult development. This work led to the development of a competency-based negotiation training model. His consultation and training has been successfully applied in numerous high-risk situations such as hostage negotiations, labor management disputes and complex international financial transactions.

As a leader in the police psychology realm Dr. Goldstein founded the Law Enforcement Behavioral Science Association, and the Police Psychology Section of the American Psychological Association. Among his pioneering efforts were attention to the effects of shift work on police personnel and the establishment of a mandatory policy for traumatic incident debriefing, the first in the nation. Dr. Goldstein had served as an expert witness in high profile trials and before Congress on behavioral aspects of crisis management.

Dr. Goldstein has most recently focused on work with senior level executives, assisting them in leadership competencies for high performing teams. As Director of The HalenGroup Inc. (a behavioral science and organizational development consulting firm), he has consulting and training relationships with Fortune 500 companies such as American Express, Citicorp, Time Warner, Florida Power and Light and IBM.

These activities include strategic planning, executive team development and management programs emphasizing emotional and behavioral intelligence. Dr. Goldstein is an internationally recognized speaker for conventions and sales meetings. Recent past assignments have included motivational seminars for the world champion New York Yankees, The M2 Executive Magazine Forum and The Public Risk Management Association.

He maintains ongoing training and consulting relationships with the Drug Enforcement Administration, Secret Service, FBI, the State Department and the New York City Transit Authority.

Dr. Goldstein has appeared as an expert on numerous network and local television and radio programs discussing behavioral science in the workplace. These include "60 Minutes", CBS Evening News, PBS and National Public Radio, ABC's "Nightline" and most recently an HBO production for Court TV. He has held adjunct teaching and lecture assignments at New York University, Johns Hopkins, University of Virginia, Columbia University, the University of Denver and the University of Maryland.

TRAINING ORIENTATION

Executive Skills For a Global Workplace

Last year U.S. organizations in both the private and public sector spent approximately \$70 billion on training. A recent study and survey suggests that much of this training is deemed ineffective in improving performance.

The indications are that it is not the content or substance of the coursework or the intellectual capacity of the participants but rather the integration of the learning process and delivery that are key variables.

Workshops and seminars that really make a discernible difference to the work habits of participants tend to provide an experience that incorporates new learnings while validating individual past behavioral patterns that participants know have worked for them.



The HalenGroup, Inc. delivers high quality competency based programs that are anchored in "best behavioral practices." The challenge of global leadership skills is that they embody the "behavioral intelligence" necessary to navigate through diverse and difficult emotional and social situations. Every performance study ever conducted confirms that it is practice that makes skills better. Therefore the highlighted skills have to be complementary to past experience yet applicable to everyday life for observation and practice.

Your talented, bright, and technically competent employees probably didn't learn in business or graduate school what Aristotle referred to as "The hard work of the will." He said;

*"Anyone can become angry - that is easy. But to be angry with the right person, to the right degree at the right time, for right purpose, and in the right way, -this is not easy."
Aristotle*

The programs described on these pages are essential to selecting a judicious approach (whether it be anger or caring, questioning or conciliation) to decision making and influencing of people. It is this "behavioral intelligence" that is at the core of any effective interactional curriculum.

People who truly understand the bottom line recognize that time is our mostly costly and precious commodity. Good financials are only as good as the quality of the agreement devised.

That means that a successful relationship goes beyond a money mentality and fully appreciates all interests, is open to viable options, and continually seeks and provides clarity of intent. This saves crucial time, energy and ultimately money.



SEMINARS

Executive Skills For a Global Workplace

Executive Negotiation:

Whenever people communicate in an attempt to reach agreement or gain cooperation, a form of negotiation takes place. In the broadest sense this is the "art of exploring possibilities for mutual gain."



Most people spend a significant portion of their day attempting to elicit information from others to meet their goals. Meeting your own self interest and satisfying others means creating a constructive atmosphere where options can be crafted. This requires demonstrating facilitative skills and considerable powers of assessment in reading the other side.

The heuristics of effective negotiation can be experienced everyday through observation and analysis. Enhancing the skills and gaining knowledge of the principles that determine competency and power in negotiations can be learned and practiced. Every expert on negotiation, recognizes that the most important aspect of any negotiation is the behavior of the other party.

Preparation and planning guidelines for negotiation is emphasized by real case simulation and videotape coaching. Personal feedback focuses on the behavioral elements one must observe and be responsive and adaptive in order to be a more effective negotiator.

The objectives of the "Executive Negotiation Skills" seminar:

1. To provide the participant with heuristics in the application of the principles, and skill set, consistently identified in behavioral studies as contributing to high performance negotiating.
2. To provide the participant with video and live demonstrations to apply core skills and principles of effective negotiation as instructional modeling.
3. To provide an experience for participants to practice business relevant scenarios for analysis and constructive critique.
4. To provide the participant with a selection of specific tactics to improve their individual and collective range of options and contingencies in a negotiation.
5. To provide the participant with an individual assessment of their preference in thinking style and how it affects negotiation behavior.
6. To provide a state of the art multidisciplinary understanding of the human dynamics in the negotiation process.
7. To provide specific detailed information on structural elements that comprise the negotiation process from planning and preparation to closing.



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Dispute and Conflict Management:

The program on management of conflict and dispute resolution is designed to increase the participant's understanding of cooperative and collaborative processes and ways they are strengthened.

The participants learn to address typically troublesome situations and profiles of difficult people.

Each participant is led through a process of understanding their own personal disruptive triggers and plan for experimenting with alternative behaviors.

The universe of human behaviors narrows the range of possible responses to conflictual behavior. Effective framing of facilitative responses provides some degree of predictability in the positive direction of the dispute.

The focus is on employing strategically constructive ways to approach difficult people and uncomfortable situations.

Typologies of classically difficult people (hostile-aggressive, silent unresponsive, know it all etc.) are used to hone skills in dealing with patterns of conflict.

A model for analysis of conflict is presented as a game plan to practice the utility of alternative behaviors.

Resilience; Mastering change and Adversity:

Mastering Organizational Change

Once an organization has developed a new strategy or vision, the easiest part of changing the organization is complete. Easing employee resistance to change requires the implementation of both personal and organizational measures to gain commitment of the employee population.

Dealing with people in the best of times is draining of psychic energy. When people become frustrated they resort to less helpful methods of intervention.

Behavioral coping patterns and characteristics associated with resilience are presented to increase the capacity of participants to thrive under stress. Effective implementation of change is often based on providing a "readiness" through participant exploration of patterns of resilience versus patterns of helplessness.

The organizations attention to the implications of impending changes on work tasks, structure, policies, and leadership is assessed. Participants are given exercises to provide adaptive strategies to these defined organizational areas to gain a sense of input and control over changes.

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Influence Management:

In business and in life, merit and good work is often not sufficient to accomplish your objectives. Sometimes you don't have the authority or clout to make things happen.



Power is defined as the ability to get things done. Influence is acting on the opportunity to affect the direction you favor. Even when you have formal authority, there is no guarantee you will get people to comply with your wishes.

This workshop is designed to provide the participant with an understanding of the factors necessary to effectively influence others in organizational settings. The participant learns to work within a framework that identifies, prepares, and evaluates "target sponsors." The basic human elements that are taken into account when influencing someone are explored.

Participants will have the opportunity to gain an increased awareness of their preferred influence styles and exposed to a variety of approaches to expand their repertoire.

Steps for preparation and execution of a personal influence plan are presented.

Emotional Intelligence/Behavioral Competencies:

A growing spate of recent studies suggests that the people who rise to the top of their professions aren't just good at their jobs, they are optimistic navigators who are resilient to change and adversity. They read people and themselves better than most. These people have a capacity to self regulate negative feelings such as anger and insecurity and reframe them in more positive ways. Their capacity to read "tells" about others motivations and increases the success in influence and negotiation situations.



While technical skills are a minimum standard, behavioral competence gets the job done when other have to be collaborated with or influenced. The good news is that these skills are enhanced by training and practice.

The Halengroup offers a variety of programs aimed at raising the "batting averages" of individuals and groups who seek to gain an edge to their actionable insights.

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Multicultural Collaboration:

In today's global workplace, employees from diverse cultures are being thrust together to perform as partners and teammates. Organizations are quickly learning that time and money are at stake without properly clarifying and facilitating cross-cultural perspectives.

Effective training designed to close potential communication gaps requires both preparation and orientation to a facilitative process. This includes an understanding of culture specific relationships.

For instance, to what extent is disclosure of feelings encouraged?

Or how does hierarchy limit the ability of the parties to make decisions?

Other standard cultural variables to consider include: views of competition and cooperation, dimensions for problem solving, views of time, variations in non-verbal communication, impact of larger social structures (religious and legal), the role of third parties, and use of physical space.

Task Oriented Team Development:

Team performance is most often predicated on effectively managing interdependent functions and needs in pursuit of identified strategic goals. The Task Oriented Team Development process involves the learning and application of competencies through group tasks that are discerned through an interview and assessment process.



The competencies for high performing teams require clarity on four assessed levels (mission and goal, role and responsibilities, information and procedures, and interpersonal styles). Practice of team behavioral competencies is highlighted as the team works on identified work products and strategic dialogue.

Each participant receives individual assessment on their thinking style to be presented in aggregate data to the whole group as a stimulus for constructive appraisal. All programs include follow-up activities that are designed to evaluate progress on agreed upon improvement measures.

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Critical Incident and Trauma Training:

The HalenGroup has been at the forefront of critical incident debriefing and training of organizational personnel to prepare and deal with traumatic incidents. This includes the establishment of psychological services or employee assistance programs as well as direct intervention to a variety of public and private sector clients. These include consulting relationships with federal and local law enforcement, fire departments, international airlines, law firms, and hospitals.

The scope and purpose of this training is defined by organizational need. The basic curriculum covers the reasons that normalization and tools for recovery are vital to both human and organizational concerns. The nature of trauma is described in terms of the symptoms associated with the "normal response to the abnormal situation". These include physical, cognitive, emotional and behavioral signs. Victimization, organizational impact, and the healing process is addressed as indicated.

Violence in the Workplace:

FBI statistics indicate that the fastest growing form of murder in the U.S. is workplace homicide. In addition to the obvious safety concern there is the legal vulnerability for employers.

This workshop reviews the steps necessary for organizations to minimize violence.

A review of critical behavioral research on profiles of past incidents and perpetrators is presented along with supervisory guidance on techniques and protocol to deal with anger and impulse control issues. Security concerns, interventions, and resources are discussed.



Strategic Planning Facilitation:

Organizations often require the presence of a neutral party and/or facilitator to create and reinforce groundrules for effective group process and decisionmaking.

The facilitator provides a framework for making communications and interests between participants clear. The facilitator synthesizes group concerns and promotes dialogue necessary for stated objectives to be addressed.

The customized framework for strategic planning is often based on the developmental stage of the organizational group. Groups have different performance levels which call for different interventions.

The orientation insures the integrity of a process valuing open and honest inquiry, inclusion of all participants along with the dispatch necessary to moving issues forward.

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Strategic Interviewing Techniques:

This training emphasizes the rules of thumb that are known and proven to be effective in eliciting information from people. The principles focus on behaviorally based techniques of questioning and observable cues to evaluate individuals. These techniques have been customized for personnel selection decisions, threat assessment, and performance.

Sessions typically include techniques for effective feedback and coaching.

Leadership Skills and Development:

In today's global workplace, employees from diverse cultures are being thrust together to perform as partners and teammates. Organizations are quickly learning that time and money are at stake without properly clarifying and facilitating cross-cultural perspectives.

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Women in the Workplace:

Does sexual stereotyping still hinder the upward mobility of women in today's workplace? It seems that despite clear gains in economic and employment status that women are still finding it difficult to associate "feminine" behavior with success in the upper echelons of the workplace.

Bias toward these behaviors begins in infancy and continues to persist even in the most enlightened of corporate cultures.

An exploration into the behavioral effects and influences of gender.



SEMINARS

Executive Skills For a Global Workplace

Paths to Innovative Thinking:

This workshop is designed to catalyze groups who require a challenge to their behavioral templates. It first presents the latest and most comprehensive review of what we know stimulates alternative perspectives that lead to innovation. It then puts into motion selected and customized facilitated exercises that address the issues at hand. Whether it be a need for a new business strategy or thinking about a difficult criminal case, Paths to Innovative Thinking will shake the participants out of their traditional ways of perceiving and collaborating.



The workshop is offered in a variety of time increments.

High Performance Selling:

The primary stage of this process is organized around the diagnostic assessment and analysis of the target audience and its requirements to reach the desired performance standard. This includes a profile of both group and individual behavioral strengths and deficits.



The training objectives are to provide organizational development recommendations with specific attention to following areas:

1. Management consensus and focus for achieving program objectives
2. Modification of existing policy and practice to align management support with sales initiative
3. Skill set curriculum necessary for target group to achieve sales goals
4. Draft of benchmark criteria for measurement of program progress
5. Other activities centers on the delivery of identified behavioral competencies for the group and individual skill development. This is launched through a strategic dialogue session in which previous findings are discussed and responded to. The customized workshops are typically organized to maximize skill transfer and complementarity to on the job cases. The initial workshops are followed up by individual coaching and feedback sessions, which optimize the personal development process.

The support linkages necessary for training support and reinforcement is also addressed. This includes the provision to strategically ally with branch personnel and other lead sponsors to increase target client acquisition. It also formalizes benchmark measurements that will insure program consistency and continuity with current or modified sales incentive programs. Finally this provides for the planning of on-going sales curriculum and support through evaluation and feedback on program.

This process is incremental in nature, drawing specificity from review of each phase to plan for the ensuing activities. It is possible to speculate on what the findings may yield and the core of any sound sales curriculum may look like. The "buy in" is instrumental in creating the readiness for group motivation and individual skill acquisition.

CLIENT SERVICES

Executive Skills For a Global Workplace

Keynote; The Magic of Motivation.

Motivational talks are frequently assailed as being empty of substantive value for the audience, a temporary high, a kind of empty calorie predicated on cheerleading of noble human qualities and characteristics aided by testimonials of individual triumph and perseverance. What positive benefit, if any, accrues from hearing inspirational messages? While there is no empirical research to suggest direct performance improvement for everyone as a result of feeling uplifted, there is science to this art of motivating human behavior.

The magic of motivation is that people identify with a message that actually serves as a catalyst for behavior. Without ensuing action there is no discernable benefit. The meaningfulness of motivation occurs when the emotion of the message translates into a behavioral movement that is recognizable from a static pattern.

The HalenGroup Inc. specializes in training that is anchored in human behavioral competencies in four distinct areas that apply to human motivation. Influence and negotiation, conflict and dispute resolution, teaming, coaching and personal resilience. The motivational talks are customized to include the behavioral aspects of these topics that the audience most needs emphasized. Naturally the delivery of the message is often as important as the message in reaching the individual in ways that cause for reflection and subsequent action. The message is distinctly behavioral in that there is more than faith, belief and positiveness. There are specific actions that are addressed that aid the listener to summon the "spirit that moves us."

Consulting; Strategic Management.

Consultative services extend to a wide range of organizational, personal or interactional issues. Typically problems with communication or team dynamics require an honest broker with an eye toward constructive measures.

The services are generally utilized to provide an organized development assessment of a difficult situation. Interventions, guidance, leadership behavior and structures for process change are offered. Specific Executive Coaching on behavioral performance measures is targeted.

Expert Testimony.

Dr. Goldstein has provided expert testimony in a variety of legal cases that call for behavioral science expertise. These include situations that call for explanations of traumatic incident stress. Specifically the behavior associated with autonomic reactions to life or death circumstances.



He has testified as an expert before Congress on effects of shift work on law enforcement personnel as well as issues associated with the crisis management review in the aftermath of the siege at Waco, Texas.

CLIENT SERVICES

Executive Skills For a Global Workplace

"Expert testimony" Continued from page 1

He has also participated in providing workshops for the NATO scientific affairs meeting, bar associations, the ACLU, grand juries, and has consulted on several high profile homicide and capital cases.

Executive Coaching; Building a Better Team, one Person at a Time.

This process begins with data gathering and a diagnostic assessment designed to elicit sufficient material to understand and address those selected behaviors that have been deemed inappropriate and/or contributing to ineffective performance.

Typically, performance issues that are amenable to modification can be re-mediated in a focused short-term model.

Based on preliminary information it is estimated that this would include 5-6 face-to-face meetings of approximately two hour duration each in two to three month period. These meetings will be supplemented by behavioral assignments and interim phone consultations as deemed necessary. The following are generally anticipated process steps.

Session # 1:

- ❖ Determine client's perceptual viewpoint, relevant history, and capacity to meet expected behavioral adjustments.
- ❖ Interview others to derive specific examples to use as controls and to ascertain baseline behavior prior to coaching intervention.
- ❖ Assess modes of interaction and materials that will most favorably affect a positive out-come.
- ❖ Determination of any possible instrumentation that might aid in the coaching and learning process.

Session # 2:

- ❖ Provide client with input on findings to craft coaching objectives.
- ❖ Mutually contract target behaviors with client
- ❖ Consensual validation of objectives and limits of confidentiality between client, coach and HR representative*.
- ❖ Design plan of action to execute and measure behavioral change.
- ❖ Behavioral assignment and complementary collateral material. (i.e. Articles/ books, audio or visual tapes)

CLIENT SERVICES

Executive Skills For a Global Workplace

"Executive Coaching" Continued from page 1
Sessions # 3-5:

- ❖ Feedback on assignments and adjustments, as needed.
- ❖ On-going support and recalibration of coaching approaches and assignments as needed.

Session # 6:

- ❖ Presentation on measured behavioral change with concerned parties.
- ❖ Recommendations on steps for workplace support and ongoing self-reinforcement.

*Optional at discretion of client

Sports Performance Consulting.

What principles and skills underlie optimal performance under stressful conditions? This is the basic question confronting elite athletes who recognize that there may be better ways to mentally prepare for and sustain peak performance. Dr. Goldstein's clients have included



heavyweight boxing champions,
baseball world series champions,
national shooting champion
as well as potential Olympic swimmers
and NBA basketball team.

An additional consultative service concerns recruitment and screening protocols for the organization as well as personal development and counseling and life transition assistance for individuals.

This is a partial list of The HalenGroup Inc.'s clients. Find more Client feedback on the Internet, go to www.HalenGroup.com "Clients".

> Private Sector	> Government
W T American Express	F.B.I
T CitiGroup	T Secret Service
W DuPont	T DEA (EAP)
Rockwell International	The US State Department
Prudential	T Maryland State Police
T Florida Power and Light	DC Metro Police
AOL Time Warner	Pr. George Co. Firedept.
GiftCertificates.com	IRS
T Restaurant Associates	City of NY Offc. of Law
IBM	T NY City Transit Auth.
Departures Magazine	The Country of Israel
Spiegel & McDiarmid Law Firm	T DEA (Office of Training)
BracewellPatterson Law Firm	Pr. George Co. PD, MD
M2 Executive Magazine Forum	Ocean City PD, MD
Public Risk Management Assoc.	NATO Advanced Scient. Inst.
> Non-Profit	W Bramshill Police Staff College
Alliance for Community Media	> Lecture Assignments
The NY Downtown Alliance	New York University
New York Bar Association	Johns Hopkins
> Media	University of Virginia
"60 Minutes"	Columbia University
CBS Evening News	The University of Denver
see Canadian National Broadcast	The University of Maryland
National Public Radio	> Sports
ABC's "Nightline"	The New York Yankees
see HBO Prod. for Court TV	Champion Boxer
BBC	Washington Bullets

Steve Goldberg, President Brylane Inc.

..."Harvey Goldstein is one of the most effective consultants that I have ever worked with in my career. He provided my group with a unique approach to negotiation training, and later, designed and facilitated a complete team building program for our executive team. He has an incredible insight into organization structure and individual behavior; he has truly made a difference in helping to create high performance teams"...

Nancy Robbins, Vice President, Vivre Inc.

..."I have been working with Harvey Goldstein for many years and owe much of my career success to what I learned from him.

There has not been a person I know who has not strongly benefited from the Negotiations Training that Harvey provided. Not only have I brought Dr. Goldstein in to work with all my managers, I have been proud to introduce him to my colleagues and marketing partners"...

Ms. P. Hurlock American Express

As the Director of Marketing Education for American Express, it was my pleasure to work with Dr. Harvey Goldstein for many years. His dynamic delivery style, expertise and ability to educate a tough crowd of professionals were wholeheartedly valued and appreciated.

I consider Harvey a master trainer and an inspirational speaker. He extends himself above and beyond the call of duty and is a total joy to work with. I cannot say enough about his professionalism, adaptability, helpfulness, and integrity and would recommend him to anyone seeking a high-quality instructor or facilitator.

 **Executive Training for American Express, World Wide:** Cairo, Egypt. Mexico City, Mexico. Tokyo, Japan. Geneva, Switzerland. Sao Paolo, Brazil. Buenos Aires, Argentina. London, England. Vienna, Austria.

 **Training for NATO Advanced Scient. Inst., World Wide:** Sciathos, Greece.

 **Training for Bramshill Police Staff College, World Wide:** Bramshill, England.

 **Executive Training for DuPont, World Wide:** Montreal, Canada.

Austin Zullo, Citigroup - Senior Learning Officer

Dr Goldstein is the consummate negotiations professional. His programs combine both the theoretical components of negotiating with 'real world' nuances. Participants walk away from Dr. Goldstein's programs with the knowledge and skills to successfully turn each negotiation experience into a win-win outcome. His programs draw upon current and relevant situations making the program a must for students and senior-level executives alike.