



## WHAT IS PRECISION Q+A?

Precision Q+A – the world’s most complete and practical question-driven collaboration framework – is a proven method for asking savvy questions and matching them with clear, concise answers. It is a powerful tool for listening and thinking deeper, communicating efficiently, and enjoying exceptional collaborations with your customers, colleagues, and executives.

## LEARNING OPTIONS

*Your Best Thinking with Precision Q+A* is a 4-hour learning program that can be delivered as a workshop for intact teams, or as a coaching program for individuals. It moves quickly, is extremely interactive, and 98% of attendees report they would recommend it to others. Eighty-five percent of our clients choose this program.

Our exceptional instructors can accommodate any group size you desire. Our standard audience size is anywhere from 6-35 people, but we also regularly service groups of 40-200 people.

Online Workshop
<p>Although our typical workshop start and end times are listed below, note that we can begin earlier/later as desired. For very large team summits or offsites, we can also customize workshop duration to meet your unique needs.</p> <ol style="list-style-type: none"> <li>1. Opening Session with Practice (10-11:30 am).</li> <li>2. Small-Group Workout (30 minutes). <ul style="list-style-type: none"> <li>▪ Participants build strength quickly under the guidance of an experienced coach.</li> </ul> </li> <li>3. Application on Real Work (30 minutes). <ul style="list-style-type: none"> <li>▪ Participants independently apply Precision Q+A to real issues, refining their thinking fast.</li> </ul> </li> <li>4. Closing Session with Practice (1:30-3 pm).</li> </ol>
Onsite Workshop
<p>We begin your workshop at your chosen time and we travel to your location. The room you choose should have A/V equipment for slide projection.</p> <p>If you schedule your workshop to start in the morning, you add in whatever amount of time you want for a lunch break. For example, if you begin at 10 am and want 30 minutes for lunch, your 4-hour workshop will end at 2:30 pm. Alternatively, if you begin at 1 pm, because there is no lunch break, your 4-hour workshop will end at 5 pm.</p>
Hybrid Workshop
<p>We begin your workshop at your chosen time and we travel to your location. The room you choose should have A/V equipment for slide projection.</p> <p>If you choose, we can employ an additional online coach for hybrid workshops where more than three participants will be online – enabling your online participants to have an equal learning experience to those who are onsite.</p>

For hybrid workshops, you must use an online environment that supports breakouts. Also, when you schedule your workshop, let us know the number of online vs. in-class participants you expect. We will confirm this number again three days prior to your event.

#### Private Coaching

If you want to learn Precision Q+A as an individual, our private coaching package is the way to go. Coaching addresses the same content as the workshop. The one-on-one format, however, allows us to personalize your learning.

We will schedule you for your choice of three, one-hour coaching sessions or two, ninety-minute coaching sessions. You also get to choose to work with one of our Master Coaches (ideal for entry-level through Director) or Executive Coaches (ideal for Sr. Director through C-level). The bios of our coaches are provided at the end of this document.

#### Keynotes & All-Hands Events

Our all-hands events and keynotes are ideal for very large team summits. We customize duration, content and format to meet your unique needs.

### LEARNING OUTCOMES

*Your Best Thinking with Precision Q+A* transforms how you communicate, analyze issues, and solve business problems. By the end of this learning program, you will be able to:

- Communicate clearly and concisely, even when navigating complexity.
- Ask thoughtful and incisive questions and think on your feet more effectively.
- Engage in Q+A with social intelligence to connect better and build positive team relationships.
- Refine your ideas before important meetings, readying yourself to present your best thinking.
- Accelerate team meetings, problem solving, and learning.

Highly interactive and structured to provide immediate value, this learning program includes at least 6 minutes of practice for every 3 minutes of presentation. Participants will advance real projects during class, while building skill.

### THE VALUE

1. Communication: "Precision Q+A enables people to communicate clearly, concisely, and credibly in any type of situation."
2. Listening, Thinking & Collaboration: "Our work is complex and fast-paced. Precision Q+A taught us how to ask savvy questions that get to the heart of the matter and raise the quality of our team's listening, thinking and collaboration."
3. Meetings: "Precision Q+A helped us bolster the impact of our meetings by giving our team a shared Q+A framework that ensures we cover more ground in less time, and enables people to stand out in their Q+A interactions up and across the leadership chain."
4. Reviews: "My team now understands how to rigorously test and refine their thinking before important reviews with executives and customers."
5. Overall: "This is the most important learning a person can do for success in knowledge work."

### ABOUT ENLIVENWORK

All of us can enrich our questions, learning and thinking in ways we may have never imagined, yet very few of us were ever taught how. EnlivenWork's mission is to unlock this powerful potential inside organizations globally. EnlivenWork is the developer of the world's most complete and practical question framework, emerging from 25 years of research in accelerated learning at Stanford University. Teaching this framework

globally since 1995, we have discovered that people gain insight into their thought process when they learn the 7 Categories of Questions. The byproduct of this increased awareness is the ability to ask precise questions that get to the heart of business issues fast, and the ability to communicate clearly and concisely.

### **PRECISION Q+A CLIENTS**

We've been in business for 20 years and do zero marketing – word of mouth recommendations from satisfied clients is our only advertising. 98% of people who take our workshop report they would recommend it to others. Our clients include Adobe, Amnesty International, Autodesk, Bank of America, Biogen, BlueCross BlueShield, Capital Group, Carnegie Mellon University, CB Richard Ellis, Chick-Fil-A, Citi, Coca-Cola, Cornell University, DeliveryHero, Dell, Dolby, eBay, Enovix, Gates Foundation, Generac, Google, Halliburton, Harvard Business School, Henry Ford Health System, HopeLab, HP, Johns Hopkins University, Klarna, Lenovo, LORD Corporation, M&T Bank, Maxeon, Microsoft, Nordstrom, Omron, OnSemiconductor, OTTO, Roche, Salesforce, ServiceNow, Shell, Sila Nanotechnologies, Silvaco, Simplehuman, Starbucks, TomTom, United Airlines, University of Michigan, US Dept of Health & Human Services, US Dept of Labor, Veeva, Verra Mobility, VIAVI, Visa, Vulcan, Zalando, and countless more.

### **INSTRUCTORS & COACHES**

**Clare Dolan**, EnlivenWork's co-founder & COO, is a Silicon Valley executive with extensive global leadership experience. She is a highly sought-after executive advisor and instructor, with a successful track record advising tech and venture capital firms all over the world. Prior to founding EnlivenWork, Clare held a variety of business development and operations roles at Oracle Corporation, where she reported directly to the company's CEO. She holds a B.A. from Stanford University, an M.A. from the University of San Francisco, and has developed learning and certification programs that have reached millions globally.

**Monica Worline, PhD** is EnlivenWork's co-founder and CEO, is an organizational psychologist who teaches business leaders how to tap into courageous thinking, curiosity, and compassion to bring their best work to life. Monica is the co-developer of Precision Q+A and the author of the award-winning book *Awakening Compassion at Work*. Monica holds a lectureship at the Ross School of Business at the University of Michigan and is the Faculty Director of the Center for Positive Organizations. She has a PhD from the University of Michigan and a B.A. from Stanford University.

**Bob Stocking** is EnlivenWork's Director of RBSE Services. He has two decades of experience as a coach and facilitator, including teaching Precision Q+A to tens of thousands of people in 27 countries, including every role from CEO to entry-level employee, engineer to salesperson, attorney to designer, and strategist to implementer. He has taught at leading companies in the high tech, ecommerce, healthcare, energy, finance, and retail industries; and at local, state, and federal government agencies. Bob earned his B.A. and M.A. at Stanford University.

**Jae Choi** is EnlivenWork's Instructor and Coach based in the Asia Pacific region. Prior to joining the EnlivenWork team, Jae was EVP of Strategy and People Development for 10 years at Doosan in Seoul, South Korea. He was also a Partner at McKinsey for 11 years, consulting clients across the Asia Pacific region. Jae holds a B.S. and M.A. from Stanford University, and a M.B.A from Northwestern University.

**Stacey Dickinson** is an EnlivenWork Instructor and Coach with 30 years experience in both technical and collaboration-skills training. Based in the greater Seattle area, Stacey has been teaching Precision Q+A since 2005. Prior to joining the EnlivenWork team, Stacey was a Training Manager in Microsoft's Product Group, where she oversaw all training for Program and Product Managers. She was also a Master Consultant at The Steve Trautman Company, ensuring effective knowledge transfer for businesses to retain critical know-how, data, and technical expertise. Stacey holds a B.S. in Business Education from the University of Wyoming.

**Danny Ryan** is EnlivenWork's Instructor and Coach based in San Francisco, CA. He has taught and coached thousands of people worldwide on Precision Q+A, equipping them to think incisively, communicate clearly, and foster cultures of candor. Danny was formerly an electrical engineer before he transitioned into coaching and learning design – combining technical expertise with a passion for helping people grow. He has worked for decades inside global tech firms like Cypress Semiconductor and Autodesk, expanding the leadership and problem-solving capabilities of engineers and business leaders. Danny holds degrees in Engineering and Mathematics and a Master's in Applied Microelectronics from Trinity College Dublin.

**Michelle MacMahon** is an EnlivenWork's Instructor and Coach based in Dublin, Ireland. She has 30 years of experience working in people-centered roles such as HR, recruitment, sales, and learning and development. Partnering with companies internationally, Michelle guides leaders to sharpen their analytical thinking and emotional intelligence, helping them to excel and thrive on the job. Michelle holds a Ph.D. in Organizational Behavior from Trinity College Dublin, where she also served as a professor and research fellow, and a Practitioner Diploma in Executive Coaching from the Academy of Executive Coaching.