



TSM ACADEMY



Course Catalog

Daikin Comfort Technologies Territory Sales Manager Oath

I understand that it is my job to drive overall profitability, savings and the best solutions for End users, HVAC Entrepreneurs, My Distributor, Manufacturers and Strategic Partners.

I understand that my long term success is tied to the success of the End User, HVAC Entrepreneurs, My Distributor, Manufacturer and Strategic Partners.

I understand that it is ultimately up to me to grow my territory.

I hold myself to a high moral standard and will be honest and truthful in all situations. Every action I take will be above reproach.

I will not be ashamed to say "I know not," nor will I fail to call in my colleagues when the skills of another are needed.

I will not pass the burden of responsibility to my fellow colleagues, but instead will see all situations through to the end and their proper resolution.

I will respect the privacy of End Users, HVAC Entrepreneurs, My Distributor, Manufacturers and Strategic Partners. I will not use privileged information to defame or slander any of these entities I represent but to serve and to drive overall profitability.

I will be swift to sever the relationships that are harmful to End Users, HVAC Entrepreneurs, My Distributor, Manufacturers and Strategic Partners.

I will practice good stewardship of the resources available to me in order to drive overall profitability for End Users, HVAC Entrepreneurs, My Distributor, Manufacturers, and Strategic Partners.

I will practice Leadership skills which will help to develop the individuals around me.

If I do not violate this oath, may I enjoy life and art, may I be respected by my family, friends and peers while I live and be remembered with affection thereafter. May I always act so as to preserve the finest traditions of my calling and may I long experience the joy of helping others achieve what they have always wanted.

Welcome to Territory Sales Management

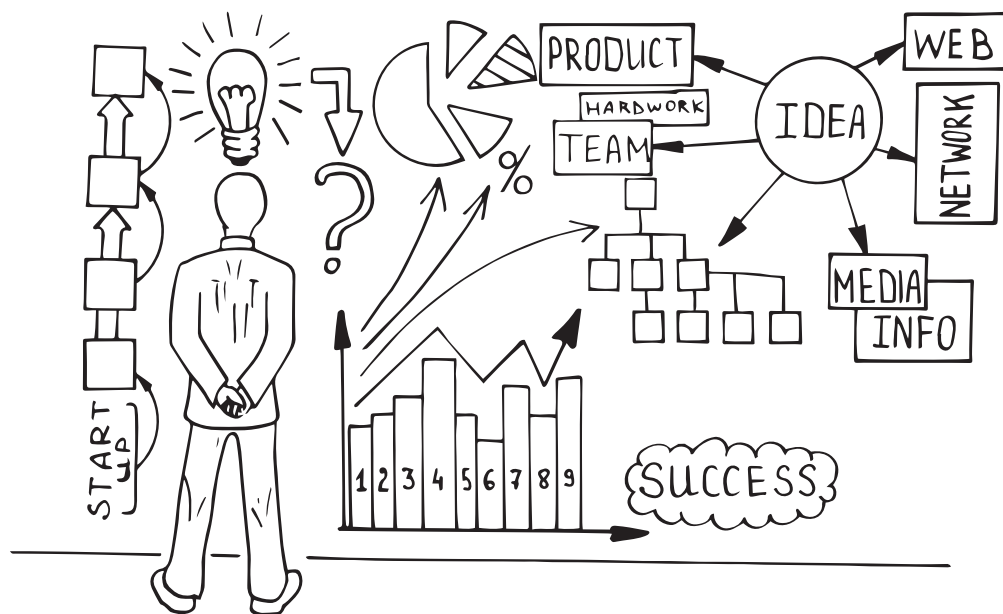


Benjamin S. Middleton

Daikin Comfort Technologies National Sales Training Manager

CONTENTS

TSM Academy	1
Business Acumen	4
Sales Excellence Training - TSMs	7
8 Track	9
Leadership Training	10



TSM ACADEMY

TSM ACADEMY

COD Onboarding

This foundational COD Onboarding workshop is designed to introduce participants to following key COD support functions:

- Daikin Sales Excellence Methodology
- Dealer credit policy
- CRM
- Business development
- Pricing
- A+ Program
- PLP Program
- Operations

TSM 101

Course objectives include an introduction and understanding of the following topics:

- Sales Excellence Methodology (Opportunity Planning)
- Side Discharge Install and Commissioning
- Sales Skills
- PAP
- Strategic Alliance Groups
- ProParts/Clean Comfort
- Product Information
- Core Technologies and Strengths



T-COD

Welcome aboard! This COD Onboarding workshop identifies how to use the tools available to a Daikin Company Owned Distributor Territory Sales Manager. The course will cover how to implement the Daikin Sales Excellence methodology, credit card policies, how to generate and adjust pricing for a dealer, the details of onboarding a new dealer, and who to contact at the corporate level for additional support. The workshop reveals how to effectively use the PAP system to gain new business and increase overall share of wallet, and how to run reports in our customer relationship management system.

Duration: 1 1/2 Days

Who Should Attend:

COD Territory Sales Managers new to Daikin, Goodman, and/or Amana brand

T-101

TSM 101 is an intensive course designed to equip Territory Sales Managers (TSMs) representing Daikin, Goodman, and/or Amana brands with the essential knowledge and skills to excel in their roles. Central to TSM 101 is the Daikin Sales Excellence Methodology, where participants will be introduced to the Daikin Sales Excellence core concepts, such as the Account Growth Phase, Territory Plans, Dealer Success Planning, Opportunity Planning, and Dealer Meeting Plans. Further, the course focuses on Side Discharge Installation and Commissioning, and participants will also attend sessions on Product Information, Brand Distinctions, the Business Cycle, and Core Technologies and Strengths.

The course offers a holistic approach to understanding product offerings through Comprehensive Product Information sessions, fostering a deepened comprehension of the diverse array of products available. Moreover, the program places a significant emphasis on honing sales skills, integrating courses such as Internet Sales and Capacity Planning to equip participants with the necessary tools to excel in driving sales, ensuring a well-rounded skill set for success in the field.

Duration: 3 Days

Who Should Attend:

TSMs new to the industry or to Daikin, Goodman, and/or Amana brand

Course Catalog

TSM201

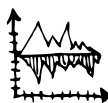
Course objectives include an introduction and understanding of the following topics:

- Sales Excellence Reinforcement (Account Planning)
- Sales Skills
- Marketing Strategies
- Vendor Relationships
- Product Updates

TSM 301

Course objectives include an introduction and understanding of the following topics:

- Sales Excellence Reinforcement
- Business Planning
- Marketing
- Flawless Consulting
- Strategic Alliance Partners
- Creating and Dealer Success Plan



T-201

TSM 201 is a dynamic workshop tailored to equip participants with robust Marketing and Sales Strategies tailored specifically for the Daikin, Goodman, and/or Amana brand product lines. Here, we will reinforce the Sales Excellence program by reviewing the fundamentals and focusing the “how-to” for Account Planning. The workshop emphasizes the pivotal role of digital marketing in today’s business environment, and participants gain insights into leveraging digital tools and HVAC software effectively.

TSM 201 goes beyond theoretical concepts, as participants learn to forge strategic alliances with vendors, tapping into valuable resources and expertise to enhance their sales and marketing efforts. With a focus on collaboration and innovation, the workshop empowers attendees to leverage industry partnerships for mutual success. By merging traditional sales tactics with cutting-edge digital strategies, TSM 201 equips participants with a holistic approach to marketing, sales, and being a digital dealer..

Duration: 3 1/2 Days

Who Should Attend:

TSMs who have already completed TSM 101 and have a minimum of 1 year as a Daikin, Goodman, and/or Amana TSM

T-301

TSM 301 is an intensive course designed to empower participants in developing their territories through strategic alliances. With a focus on collaboration, we will reinforce the Daikin Sales Excellence program by reviewing the fundamentals and focusing on the “how-to” for Dealer Success Management. Participants have the opportunity to bring up to two dealers of their choice. The program offers a unique opportunity for both TSMs and their chosen dealers to attend either the “Business Planning Boot Camp” or the “Marketing Summit,” tailoring the learning experience to their specific needs and interests.

Additionally, dealers gain exclusive access to participate in one of our Strategic Alliance members’ dealer events, where industry experts share the latest trends and the best practices driving dealer success. Through a blend of theoretical concepts and practical applications, participants learn the principles of flawless consulting, focusing on establishing trust, effective communication, problem-solving, and delivering valuable solutions to clients. The course offers sessions with contractors to discuss real-time industry concerns, such as coordination, resource allocation, quality assurance, and ensuring smooth and successful project outcomes.

Duration: 3 1/2 Days

Who Should Attend:

TSMs who have completed TSM 101 and 201 training and have a minimum of 2 years working as a Daikin, Goodman, and/or Amana brand TSM. Due to the changing nature of this workshop, participants are encouraged to attend on an annual basis with new dealers and participate in both the Marketing Summit and Business Planning Bootcamp.

TSM ACADEMY

TSM 401

Course objectives include an introduction and understanding of the following topics:

- Sales Excellence (Territory Planning)
- People-Centered Management
- A Customer-Centric Focus
- Market Share and Strategizing
- Product Updates
- Precise Business Building
- Territory Plan Preparation

T-401

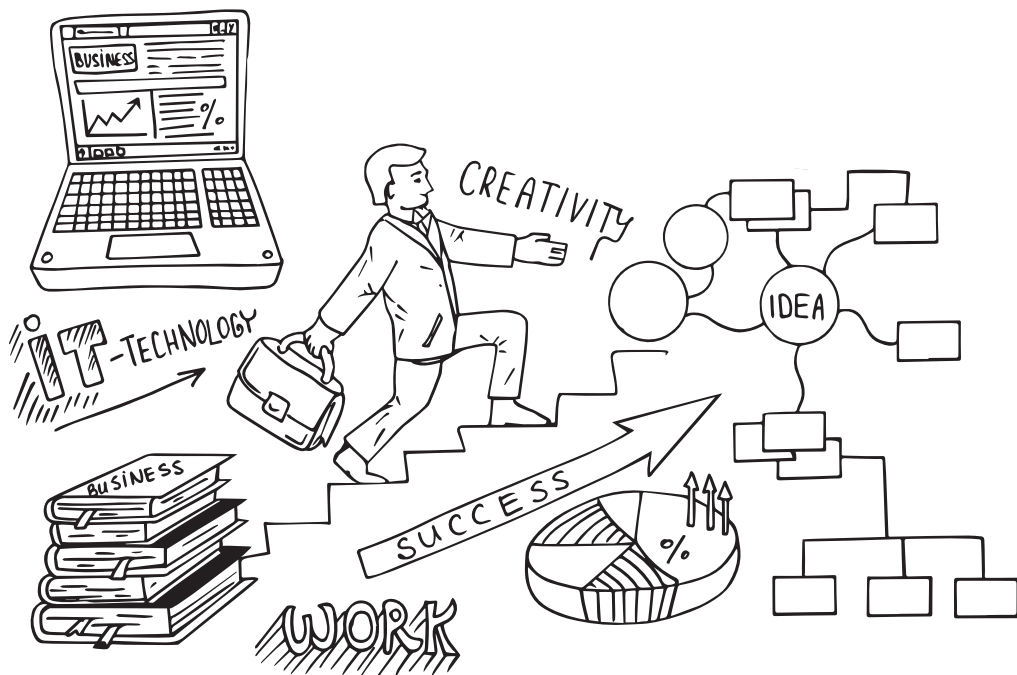
TSM 401 stands as our premier graduate-level workshop, designed to equip students with the skills and knowledge necessary for effective people-centered management. Emphasizing a customer-centric approach, participants delve into strategies aimed at understanding and meeting the needs of consumers while maximizing market share. The course also explores the intricacies of business building, providing insights into how to identify opportunities for growth and navigate challenges effectively. Participants synthesize their insights into a thesis, enlightening our leadership on the formidable barriers impeding sales expansion in the field.

Additionally, we focus on the Daikin Sales Excellence program by reviewing the fundamentals and focusing on Territory Planning, where participants gain expertise in territory preparation, learning to analyze markets and tailor strategies to specific geographic regions, thereby enhancing their ability to expand business operations strategically. Focusing on fostering a customer-centric culture, TSM 401 emphasizes the importance of aligning business strategies with consumers' evolving needs and preferences, while participants develop the critical thinking and analytical skills necessary to excel in managing territories and navigating diverse business environments effectively.

Duration: 3 1/2 Days

Who Should Attend:

ASMs and TSMs who have completed TSM 101, 201, and 301



Course Catalog

BUSINESS ACUMEN

Business Planning Bootcamp

Course objectives include:

- Gaining essential skills to manage finances effectively
- Saving money on hiring an external bookkeeper
- Making confident business decisions that drive business growth
- Understanding complex financial concepts in simple, digestible terms

Daikin & Amana Elite Training Summit

Course objectives include:

- What it means to be an entrepreneur
- Developing strategies for converting sales calls into profitable sales
- Understanding the best way to reach customers

BA-BPB

What if you could have the time, money, and freedom that you've always wanted? Join us for an exclusive opportunity to dissect your unique business and create a roadmap to a higher quality of life! In the first half of this one-day workshop, you will create a detailed review of your company's capabilities, financial position, and the markets that you serve. After lunch, you will dive into the day-to-day operations of your company to establish specific Key Performance Indicators (KPIs) for your business.

Facilitated by experienced HVAC Trainers, you and your peers will discuss the impact these KPIs have on your daily operations, address current challenges, and examine how adjusting small processes and behaviors can have a huge impact on your overall productivity. Lastly, now that you have dissected your business, established your KPIs, and realized the impact they have on your company's success, you will set up these KPIs to track on a daily, monthly, and annual basis. The goal is to leave this class with an established plan and a detailed process to facilitate success.

Duration: 1 Day

Who Should Attend:

TSMs who are looking to help their customers move their business to the next level.

BA-ETS

In this interactive workshop, participants will delve into the intricacies of entrepreneurship, gaining an extensive understanding of what it truly means to be an entrepreneur. The focus will extend beyond theoretical concepts, as attendees actively engage in honing their skills to master the art of converting phone calls into valuable appointments. Then, through hands-on exercises and practical insights, participants will work on developing a strategic approach that not only secures appointments, but also transforms them into profitable sales. This workshop aims to empower individuals with the knowledge and tactics essential for navigating the entrepreneurial landscape, ensuring they not only establish meaningful connections, but also drive tangible business success.

Duration: 2 1/2 Days

Who Should Attend:

TSMs who are looking to help their customers move their business to the next level.

Marketing Summit

Course objectives include:

- Identifying your brand
- Understanding what your customers want
- Understanding the best way to reach customers
- Establishing a budget and creating a plan



BA-MS

Marketing can be confusing and expensive. Getting your message out to your market is harder today than ever before because of the numerous channels available to consumers. More than ever before, we are living in an experiential marketplace and need to understand the experience our customers are looking for.

Marketing Summit participants will work with experts to develop a marketing strategy for their company, including customer profile, branding, media, and messaging strategies for the services they provide. Once the overall strategy is developed, participants will identify the advertising resources that are available to them and decide on the resources that fit best into their budget.

All of this will be put into action as the Marketing Summit experts help to define the customer journey and how it fits into the overall customer experience.

Duration: 1 Day

Who Should Attend:

TSMs who are looking to help their customers move their business to the next level.

Operational Accountability for TSMs

Course objectives include:

- Theoretical production analysis
- Understanding the Daikin Chart of Accounts
- Business models
- Calculating and understanding basic KPIs
- Interconnectedness of sales cycles

BA-0A

Studying current business models allows for a contextual understanding of market dynamics and potential areas for innovation. The Operational Accountability course advises on theoretical production analysis, which involves a full examination of production processes, identifying key variables and their interdependencies to optimize efficiency. In tandem, understanding the Daikin Chart of Accounts provides participants a structured financial framework for analyzing and interpreting financial data, facilitating informed decision-making within the organization. Furthermore, as part of the training process, TSMs will acquire the skills to calculate basic Key Performance Indicators (KPIs), gaining insights into performance metrics that reflect the health and effectiveness of their operations, and crucially, understanding the implications behind these metrics for strategic decision-making.

Duration: 2 Days

Who Should Attend:

TSMs who are looking to help their customers move their business to the next level.

Course Catalog

Profit on Purpose

Course objectives include:

- Understanding entrepreneurship
- Business strategy
- Call conversion
- Customer relations
- Interconnectedness of sales cycles

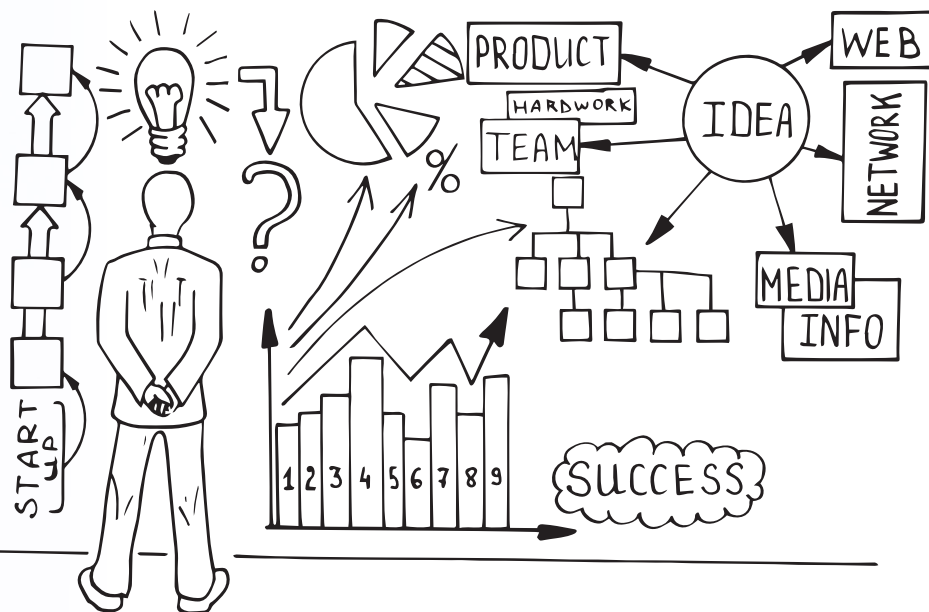
BA-PP

Being an entrepreneur involves embracing a multifaceted role where one not only envisions innovative ideas, but also actively engages in the strategic orchestration of business growth. In this course, participants will delve into the realm of entrepreneurship and the pivotal task of developing a comprehensive strategy to make the phone ring, transforming mere inquiries into valuable opportunities. The course also informs how entrepreneurs can convert these phone calls into meaningful appointments, showcasing their ability to communicate value propositions effectively and leverage these appointments into profitable sales. The course then continues this nuanced process, which demands a keen understanding of customer needs, persuasive negotiation skills, and an unwavering commitment to delivering exceptional products or services. In essence, the entrepreneurial journey involves a dynamic dance between ideation, strategic execution, and the art of converting opportunities into sustainable success.

Duration: 1 1/2 Days

Who Should Attend:

TSMs who are looking to help their customers move their business to the next level.



TSM ACADEMY

SALES EXCELLENCE TRAINING - TSMs

New Business Conversations: Deep Dive

ST-NBC

Course objectives include:

- Practicing effective communication strategies
- Uncovering and capitalizing on opportunities
- Creating a prospecting plan

A business conversation is an exchange of information, ideas, or negotiations between individuals or entities within a professional context, typically aimed at achieving mutual understand or advancing business objectives. Moreover, it is important as effective business conversations facilitate clear communication, foster collaboration, and contribute to building relationships, thereby enhancing organizational efficiency and success.

This training is heavily weighted on skill practice. Real world scenarios, objections, and roadblocks will be provided, and responses discussed, then practiced multiple times in a safe environment. Participants will learn and practice effective questions to uncover dealer challenges, how to respond to objections, and how to move the conversation to the next appointment. At the end of the two days, TSMs should have a prospecting plan in place for the next 30 days, be prepared to implement the tools they have learned, and be comfortable using those to pursue new business in the field.

Duration: 2 Days

Who Should Attend:

TSMs who are looking to help their customers move their business to the next level.

Outside Sales Training: Effective Selling

ST-OST

Course objectives include:

- Answering the question, "Why should I buy from you?"
- Dealer segmentation
- Identifying opportunities
- Utilizing available resources

"Why should I buy from you?" This course answers this question, and participants will learn that it is crucial to articulate unique value propositions that set their products or services apart from competitors, emphasizing factors like quality, innovation, or exceptional customer service. In terms of dealer segmentation, understanding both traditional and non-traditional dealer channels allows for tailored approaches, acknowledging diverse market needs. Furthermore, identifying opportunities with existing dealers involves proactive communication, feedback loops, and adapting strategies based on market shifts. Utilizing all available resources, such as Partner Acceleration Programs (PAP), dealer programs, and strategic vendors, participants can maximize a broad support system, fostering a mutually beneficial relationship with dealers and enhancing overall market presence.

Duration: 6 Hours

Who Should Attend:

Operations Manager, Sales Manager, Regional Manager, Regional Sales Director, Area Sales Manager, Territory Sales Manager, Branch Manager

Course Catalog

Sales Excellence Training - TSMs

Course objectives include:

- Understanding COD Sales Excellence Methodologies
- Achieving more consistency in approaching interactions
- Working across dealer divisions

SE-SET

COD Sales Excellence Methodologies represent a comprehensive framework crafted to enhance and expedite sales performance, fostering a heightened level of cohesion in our strategic planning and engagements with dealers spanning various divisions. Tailored to elevate the overall effectiveness of sales endeavors, these methodologies provide a structured approach that empowers participants to successfully navigate dealer interactions with precision and agility. By instilling a unified and strategic mindset, the COD Sales Excellence Methodologies aim to drive superior outcomes, ensuring a synchronized and optimized sales process that aligns seamlessly with diverse needs.

Duration: 2 Days

Who Should Attend:

Operations Manager, Sales Manager, Regional Manager, Regional Sales Director, Area Sales Manager, Territory Sales Manager, Branch Manager

Sales Leadership - Sales Excellence Training

Course objectives include:

- Understanding a consistency within sales management
- Manage the business of sales across the organization
- Coaching models
- Enabling and equipping Sales Managers with necessary tools to be successful

SE-SET

In this extensive course, participants will gain a deep understanding of a unified approach and a structured sales management cadence essential for effectively overseeing the sales operations throughout the entire organization. The curriculum elaborates on a coaching model that not only emphasizes specific skills to empower Sales Managers to deliver targeted feedback, but also aims at achieving excellence in the art of selling. Furthermore, the program explores the intricacies of equipping Sales Managers with the tools to model, reinforce, and coach Sales Excellence. By providing a strategic framework and honing specific coaching techniques, this course equips participants with the knowledge and skills needed to foster a culture of continuous improvement and success.

Duration: 3 Days

Who Should Attend:

Operations Manager, Sales Manager, Regional Manager, Regional Sales Director, Area Sales Manager

Commercial Bootcamp

Course objectives include:

- Integrating up-to-the-minute technology
- Introduction to elements of Commercial Applications
- Introduction to Daikin systems and digital tools
- Introduction to Order Services and Pricing

B0-CB

This is a thorough foundation-level training on products and sales tools used in commercial HVAC projects is essential for professionals in the industry to effectively navigate the complexities of their field. Moreover, understanding the intricacies of various HVAC products enhances the ability to address client concerns and offer tailored solutions that meet specific project requirements. By integrating product knowledge with sales tools, individuals can effectively leverage technology to streamline sales processes, improve customer engagement, and ultimately drive business growth in the competitive commercial HVAC market.

This training equips participants with a deep understanding of HVAC systems, components, and their functionalities. Participants will be introduced to VRV Products & Technology, VRV Design & Application, Outside Air Integration, RA/QA & Sky Air in Commercial Applications, and much more.

Duration: 3 Days

Who Should Attend:

Daikin staff, REPS, and Distributors who are new to their company, or to working on commercial applications



TSM ACADEMY

8 TRACK

8 Track Program

Course objectives include:

The program's goal is to create more engagement from every division member and solutions towards the main pain points revealed through 360 diagnostics.



BA-ETP

The business world, the customer, the employee, and organizational Leadership have evolved. Companies do not have years to plan cultural initiatives to "teach" the team members the company way, what team synergy is, or what taking care of their customers really is about. Boards and C-Suite Executives must move quickly to meet the demands of stakeholders.

The 8 Track Program fosters the concept of inclusivity, ownership, collaboration, and accountability at every level of the organization, which is the only way businesses today can thrive in this very fast-paced climate. The 8 tracks of this completely integrated program accelerate self-aware consciousness for all members of the team. Whether the present focus of concern is cultural norms, implicit assumptions, group processes, strategic architecture, task flow, or learning processes, members discover how to contribute meaningfully to organizational success.

Duration: 6 Months

Who Should Attend:

General Manager, Operations Manager, Accounting, Customer Service Representative, Dispatcher, Fleet Manager, Sales Manager, Distribution Regional Manager, Regional Sales Director, Area Sales Manager, Territory Sales Manager, Branch Manager, Counter Sales Representative

Course Catalog

LEADERSHIP TRAINING

AMP: Accelerated Management Program

Course objectives include:

- Company and industry knowledge
- Product application knowledge
- Business acumen
- Introduction to Branch Management / Territory Sales Planning
- Marketing and programs
- Branch Manager training / Territory Sales Manager training

L-AMP

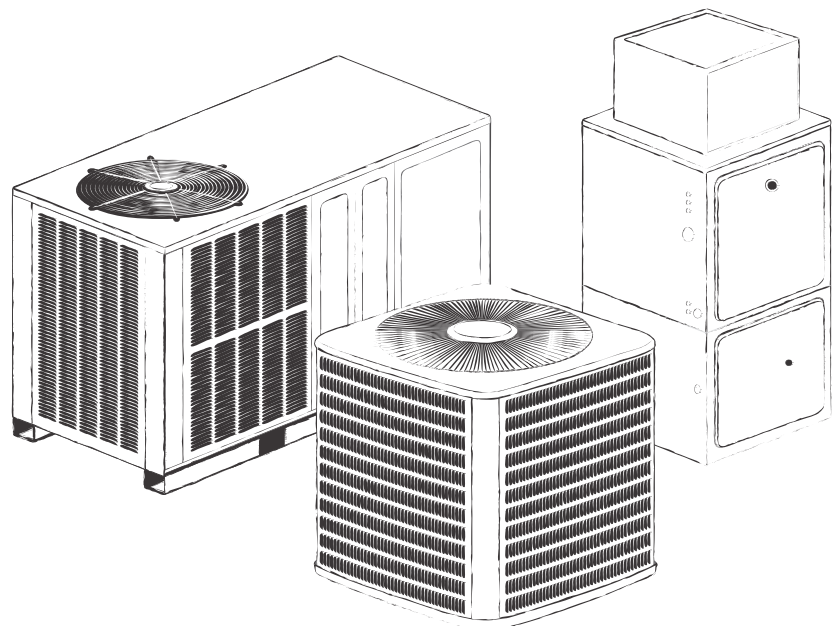
The Accelerated Management Program (AMP) is a structured and centrally managed entry-level development program which helps build our “bench strength” for future Branch Managers and Territory Sales Managers. The AMP Associate pool is sourced through college recruiting and internship programs and takes place once a year, starting in June following college graduation. AMP Associates work hands-on from the ground up in one of two given tracks, Branch Operations or Outside Sales, where they are given the opportunity to explore facets of the company that could fit their personal skills and career interests.

This 12-month program is designed to cover specific functional training milestones over a recommended time frame. Each milestone is supported by a combination of focused job experiences, formal training, and mentoring. The completion of each functional training milestone on the AMP Roadmap is documented by a formal review with the hiring manager, who provides coaching and feedback. Ultimately, the program provides AMP Associates with the tools needed for success within Daikin.

Duration: 12 Months

Who Should Attend:

Participants are recruited through college and internship programs.



Advantage: Engaged Communication

Course objectives include:

- Powerful communication and teamwork skills
- Understanding your own communication and conflict style
- Recognizing and accepting the communication style of others
- Comfortably managing difficult conversations
- Understanding trigger behaviors
- Enhancing listening skills
- Growing your emotional intelligence
- Gaining new perspectives that may help re-frame and create different outcomes

SE-AEC

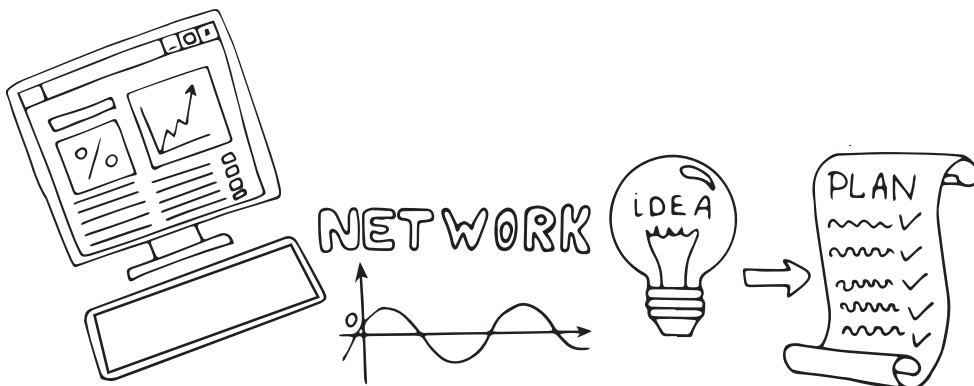
For most of us, it seems like we are constantly communicating, whether it's via email, text, phone conversations, in-person, or Zoom or Teams calls. Perhaps you hold meeting after meeting, with the goal of getting information to your team. And it's not only at work – you spend time communicating with family, spouses, friends, service employees – you name it. You would think with so many opportunities to practice; this communication thing would be easy. Wrong. That misconception is actually the biggest challenge to communication. Most of us feel we are making all the right moves, yet we aren't even playing. We have surrounded ourselves with more distractions than ever before, and nearly everything around us competes for our attention. We rarely give anything, much less our basic communication skills, the attention and focus they deserve.

The Advantage teaches you to be more self-aware of your communication style and its positive and negative impact on the teams around you. It helps you understand yourself and others as it relates to communication: How do you communicate under stress? How do you deal with conflict? What assumptions/judgments do you make? What are your core beliefs and values? How have culture, traditions, expectations, and experiences influenced these, and do you expect others to have the same beliefs and values? How do people perceive you? Do you want to be right, or do you want a solution? Once you understand yourself, then we will drill down into understanding others by creating empathy and awareness – truly putting yourself in other people's shoes and seeing things from their point of view. Only when you have self-awareness can you examine the core behaviors associated with functional and dysfunctional communication. Only when you have this clarity can you truly begin effective communication, which helps develop stronger relationships. Are you ready to get off the bench and get into the game?

Duration: 2 1/2 Days

Who Should Attend:

Owner, Principal, General Manager, Operations Manager, Accounting, Customer Service Rep, Dispatcher, Fabrication/Shop Manager, Fabrication Technician, Fleet Manager, Sales Manager, Comfort Advisor, Service Manager, Selling Technician, Lead Service Technician, Service Technician, Service Controls Specialist, Install Manager, Install Technician, Install Helper, Install Controls Specialist, Distribution Regional Manager, Regional Sales Director, Area Sales Manager, Territory Sales Manager, Branch Manager, Counter Sales Representative



Course Catalog

BOLD: Engaged Leadership

Course objectives include:

- Self-Awareness
- Self-Confidence
- Stronger Management Skills
- Stronger Sales Ability
- Relationship-Building Skills
- Communications
- Decision Making
- Problem-Solving Skills

Core Strengths Program

Course objectives include:

- Better decision making
- Understanding how you relate to others
- Developing ability to work with others more effectively

SE-BEL

BOLD: Advanced Leadership is specifically designed to take professionals from where they are to where they want to be by taking each person out of their comfort zone and teaching them to perform at a more advanced level. This is a hands-on dive into deep experiential training. Participants gain clarity and realize a deeper confidence and awareness of their own leadership abilities, as well as how to work stronger within teams. This course is designed to make your best even better.

BOLD is an Immersive Experiential™ Program. Participants are put into challenging situations and get the opportunity to think, problem solve, and collaborate to work their way through the situation, receiving live feedback on real behavior: How do you handle stress, pressure, and change? What do you do when a challenging personality disagrees with your opinion? Are you a leader who strives to control your way through an issue, or are you well-versed in diplomacy, but struggle with setting boundaries? We all have areas that, when developed, will help us lead and respond better in difficult situations. BOLD is the course that facilitates this development.

Duration: 2 1/2 Days

Who Should Attend:

Owner, Principal, General Manager, Operations Manager, Sales Manager, Comfort Advisor, Service Manager, Install Manager, Regional Manager, Regional Sales Director, Area Sales Manager, Territory Sales Manager, Branch Manager, Fleet Manager, Fabrication/Shop Manager

L-CS

The foundational idea of productive team relationships is that people make better decisions in their interactions with others when they understand their core strengths. Once everyone has this insight, they can work to translate this theory into the meetings, messages, and conversations that matter, creating a culture of collaborative efficiency. The program provides a portrait of whole persons: the strengths they bring to work, their motives when working with others, overdone strengths, and how these all can change when dealing with conflict.

Core Strengths, a Digital Relationship Coach that weaves tailored insights into meeting and messaging apps, is a Relationship Intelligence (RI) platform that aids in overall development in three different ways. First, the platform improves collaboration by leveraging differences and building trust to aid in rapidly achieving goals. Second, it helps build better teams by creating resilient relationships that can successfully solve problems and get work done. Finally, the platform helps turn managers into effective coaches, elevating the manager-team relationship and allowing teams to rise to challenges and respond to opportunities together.

Duration: Assessment 30 minutes; workshop 4 hours

Who Should Attend:

Everyone who interacts with others.

DALP: Daikin Advanced Leadership Program

L-DALP

Course objectives include:

- Clear understanding of personal motivators
- Clearly defined personal strengths and weaknesses that affect business performance
- Behavior-changing tools and techniques to maximize impact on business
- Coaching skills for managers to empower, develop, and deploy employees in an effective manner

The Daikin Advanced Leadership Program uses a process-focused approach to improve individual performance by identifying, targeting, and changing behaviors that have a negative impact on business. The program utilizes both individualized and shared experiences. The individualized portion is comprised of work with a Certified Sherpa Coach (CSC) to guide you on your journey.

Some of the shared experiences of the program include:

- Self-reflection using metacognition, which aims to determine the core motivators that drive the participant's behaviors.
- Peer Review, which allows the participant to clearly see their performance through the eyes of others.
- Executive Feedback, a process that allows the participant to obtain direct, frank, and pointed feedback from their direct manager.

Ultimately, the program blends both self-discovery and analysis with discussion and evaluation to create a personalized and sustainable path to better leadership.

Duration: The program is comprised of 13 weekly, one-hour sessions

Who Should Attend:

Participants are nominated by their manager.

DCSHP: Daikin Coaching Skills for High Performance L-DCSHP

Course objectives include:

- Understanding of personal motivators
- Clearly defined personal strengths and weaknesses
- Behavior-changing tools
- Coaching skills

Daikin Coaching Skills for High Performance reveals how you'll make accountability a positive force in the workplace, supporting your succession plan in the process. Throughout the course, participants will learn how to incorporate Daikin's People Centered Management (PCM) into their leadership style, a consistent way to deliver clear expectations, proven methods for creating a coaching environment, and effective communication. All of this helps create better, clearer leadership that supports higher morale and leads to increased productivity.

All DCSHP courses include prework beforehand and homework between sessions. Prework will vary based on the structure of the sessions, in-person and/or virtual.

Duration: 2 Days

Who Should Attend:

Managers, supervisors, and those new to managing others.



Course Catalog

Forge: Team Execution

Course objectives include:

- Understanding and application of the elements of a high-performance team
- Speaking with passion and confidence
- Improved collaboration
- Handling stress and pressure as a leader
- Enhanced trust and understanding
- Increased emotional intelligence
- Increased self-confidence and self-awareness
- Increased problem-solving ability
- Stronger management and leadership ability

KEY: People-Centered Management

Course objectives include:

- Utilizing PCM to develop personal leadership style
- Completing an Individualized Development Plan for employees
- Developing people-centric problem-solving abilities

SE-FTE

Forge: Team Execution focuses on team development, from core trust to true execution. Over three days, this challenging course immerses professionals in the aspects of a high-performance team and team execution. This is a deep experiential training, and participants will be required to work with different personality types, which is designed to help each attendee become aware of their behavior in relation to building a high-performance team. When participants leave this program, they have clarity about how to operate better with the trust required to produce exceptional results. Over 50% of the program is outside and can accommodate physical limitations.

Team Execution is delivered in a completely different style than BOLD. The expectation is that each member already understands the level of accountability and performance required to excel in a Driven Leadership Program.

Duration: 3 Days

Who Should Attend:

Owner, Principal, General Manager, Operations Manager, Fleet Manager, Sales Manager, Comfort Advisor, Service Manager, Install Manager, Regional Manager, Regional Sales Director, Area Sales Manager, Territory Sales Manager, Branch Manager, Accounting, Fabrication/Shop Manager

L-KEY

Daikin KEY is a high-level People-Centered Management (PCM) and Incumbent Leader program, where participants learn to incorporate tactical applications of PCM into their own leadership style. Through these applications, participants learn how to foster an environment that prioritizes employee well-being, collaboration, and growth.

This program focuses on how to apply PCM to improve results in 3 key areas of performance:

- People
- Issue/Problem Solving
- Goal Alignment and Communication

Participants will complete the Core Strengths assessment and report to team members, carry out a "5 Undesirable Effects" (UDE) exercise with their team, and conduct a Goal Alignment Meeting with their Direct Supervisor. Ultimately, Daikin KEY equips incumbent leaders with the tools to cultivate stronger, more effective teams grounded in human-centric leadership practices.

Duration: 3 Days

Who Should Attend:

Participants are incumbent leaders nominated by their manager.

LEAD: Learning, Exposure, Action, Development L-LEAD

Course objectives include:

- Developing leadership skills to prepare for future opportunities
- Exposure and interaction with Senior Leadership and step-up meetings
- Providing an environment that allows participants to work asynchronously, as well as in a team environment
- Providing training that aligns with Daikin Technologies core values of People Centered Management
- Providing mentor/mentee opportunities

LEAD is a comprehensive HVAC course integrating cutting-edge topics and contemporary methodologies to equip professionals with multifaceted skills essential for success in the industry. Through a lens of People Centered Management (PCM) and Leadership Training, participants delve into the nuances of effective team dynamics, communication strategies, and fostering a culture of collaboration. Organizational Learning and Development modules, facilitated via LinkedIn Learning, offer insights into cultivating a culture of continuous learning and adapting to technological advancements. Additionally, Project Management Foundations through Blinkist Learning provide essential tools and frameworks for efficient project execution, ensuring participants can navigate complex HVAC projects with confidence.

Furthermore, the course explores the future of Artificial Intelligence (AI) in Business Analytics, enabling participants to harness the power of data-driven insights to optimize HVAC systems and operations. With a focus on Global Leadership, Organizational Re-framing, and Team Leadership, individuals develop the skills necessary to navigate diverse cultural landscapes, lead organizational change initiatives, and inspire high-performing teams. Through a blend of theory and practical application, this course empowers HVAC professionals to thrive in an ever-evolving industry, positioning them as visionary leaders capable of driving innovation and excellence within their organizations.

Duration: 12 months, broken into quarterly blocks

Who Should Attend:

Attendance for this class is through a Nomination and Interview Process: High-Potential Employees, Supervisors, Managers

REACH: Mentoring Program

Mentor Course objectives include:

- Be a coach and resource
- Develop PCM culture within the company
- Aid in career development

Mentee Course objectives include:

- Grow professional network
- Learn to navigate workplace challenges
- Develop leadership skills

L-REACH

Daikin REACH is a voluntary mentoring program available to all employees in the company. An employee can be a mentor, mentee, or both. Daikin REACH is designed to match one employee with expertise in areas in which another employee wants to be developed, creating a Mentoring Connection. The program offers employees the opportunity to be a coach and a resource to help other employees in their professional development.

Mentors are role models for People-Centered Management (PCM) and will aid mentees to grow their professional networks, navigate workplace challenges, and develop leadership skills within Daikin's PCM culture. In tandem, mentors can expect both personal and professional growth through developing feedback and critical thinking skills, networking within the organization, and developing their own leadership skills.

Duration: We ask for a minimum of 6 months as a mentor, with a preference for 12 months. Each mentoring connection lasts a minimum of 4 months and can be extended upon request. The minimum time commitment is 1 hour per month.

Who Should Attend:

Volunteers should visit goodmanmfg.chronus.com to join Daikin REACH and complete their profile.

Course Catalog

UP: Unlimited Potential

Course objectives include:

- Learn to measure, analyze, and drive corporate performance
- Master the basics of corporate finance and link finance to strategy
- Develop positive strategic leadership skills
- Learn to build a support network
- Understand competitive operational advantages and how to excel in negotiations

L-UP

The UP program is a 10-month structured and internally managed senior-level development program that helps polish leadership skills, create inter-company relationships, and expand the knowledge and execution of Financial and Organizational Leadership. The program establishes People-Centered Management as the foundation for the behaviors the company desires, and participants will learn how these behaviors anchor how Daikin Leaders make decisions, develop people, and accomplish goals. Highlighted elements include Financial Leadership, Personal Leadership, People-Centered Management, and Organizational Leadership.

At the end of the course, participants will be well-versed in how to use Financial Leadership skills to further Daikin's goals in the global economy and use developed Personal Leadership skills to build a network of mentors and mentees. Moreover, they will recognize and appreciate the individual as part of the company's growth and be able understand organizational strategy and complex management decisions within this matrix.

Duration: 10 Months

Who Should Attend:

Participants are senior leaders nominated by their manager.

Daikin Comfort Technologies TSMs and ASMs

To view upcoming classes and register for a scheduled class:

Visit www.hvaclearningcampus.com

Select 'Distributor' then TSM calendar icon, find course, and select 'learn more and register.'



Follow us on the Accelerated HVAC Success Podcast.



The HVAC Learning Campus programs are presented by Daikin Comfort Technologies North America, Inc. and administered by third-party training organizations. All training programs are designed to support independent HVAC contractors who sell Daikin, Goodman, and Amana brand products. Any costs for the training programs are determined and charged directly by the third-party training organizations.

Our continuing commitment to quality products may mean a change in specifications without notice.

© 2024 **DAIKIN COMFORT TECHNOLOGIES NORTH AMERICA, INC.** · Houston, Texas · USA · www.northamerica-daikin.com

CT-TSM_04-24