EXHIBIT C
General Services Administration

AUTHORIZED
MULTIPLE AWARD SCHEDULE
PRICE LIST

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage! a menu-driven database system. The INTERNET address for GSA Advantage! is: GSAAAdvantage.gov.

Instructor-Led & Web-Based Training
Multiple Award Schedule
Contract Number: GS-02F-0154U
Contract Period: September 24, 2018 – September 23, 2023

Blanchard Training and Development, Incorporated
 d.b.a. The Ken Blanchard Companies
 125 State Place
  Escondido, CA 92029
   800-728-6000 (phone) 
   760-489-8407 (fax)
  www.kenblanchard.com

The Ken Blanchard Companies is a Large Business.

Free GSA Schedules training is available by accessing the Center for Acquisition Excellence at www.gsa.gov/centerforacquisitionexcellence
CUSTOMER INFORMATION

1a. Special Item Numbers (SIN) awarded:
   SIN 611430 Instructor-Led Leadership and Management
   Training Course Descriptions
   SIN Ancillary Leadership and Management Training Support Materials Description
   Pages 5

1b. Hourly rates, description of all corresponding commercial job titles, experience, functional responsibility and education for types of employees or subcontractors who will perform services.

2. Maximum order: $1,000,000

3. Minimum order: $100


5. Point of production: Escondido, CA, San Diego County

6. Discount from list prices or statement of net price: Prices shown in price list are net.

7. Quantity discounts: Volume discounts available (see page 6)

8. Prompt payment terms: Net 30 days

9a. Government commercial credit cards are accepted at or below the micro-purchase threshold.

9b. Government commercial credit cards are accepted above the micro-purchase threshold.

10. Foreign items (list items by country of origin): None

11a. Time of delivery: Standard orders are shipped by ground delivery within 48 hours of order receipt. Please allow 10 to 12 working days for CONUS deliveries unless otherwise noted.
11b. Expedited delivery: Available at additional expense. Contact your Blanchard Client Partner for rates.

11c. Overnight and 2-day delivery: Available at additional expense. Contact your Blanchard Client Partner for rates.

11d. Urgent Requirements: Contact your Blanchard Client Partner to affect the fastest delivery possible.

12. F.O.B. point: Destination. Products shipped from 125 State Place, Escondido, CA 92029.

13a. Ordering address: The Ken Blanchard Companies, 125 State Place, Escondido, CA 92029

13b. Ordering procedures: Order by fax at 760-839-8110.

14. Payment address: The Ken Blanchard Companies, Attn: Accounts Receivables, 125 State Place, Escondido, CA 92029

15. Warranty provision: All products carry a guarantee against any defect in craftsmanship for 6 months from the date of receipt.

16. Export packing charges: N/A

17. Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level): In accordance with government commercial credit card program guidelines.

18. Terms and conditions of rental, maintenance, and repair (if applicable): N/A

19. Terms and conditions of installation (if applicable): N/A

20. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable): N/A

20a. Terms and conditions of any other services (if applicable): N/A

21. List of service and distribution points (if applicable): N/A

22. List of participating dealers (if applicable): N/A

23. Preventive maintenance (if applicable): N/A
24a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants): Blanchard has instituted numerous environmentally friendly practices including:

- Maintaining a dedicated recycling center at its headquarters that includes paper, cardboard, glass, plastic, aluminum, and e-waste recycling.
- Using 30% recycled paper in its offices and print training materials.
- For many custom clients, abstaining from producing plastic laminated covers for workbooks and other training materials.
- Giving employees the opportunity to donate time and money to their favorite environmental causes through a company-sponsored Ambassador Program and Give-Back Program.

For the third year in a row, Blanchard’s global headquarters has received the prestigious “Outstanding Contribution for Paper Recycling” award by Green Way Enterprises, thanks to its corporate-wide paper recycling program.

24b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contractor’s website or other location.) The EIT standards can be found at: www.Section508.gov: 
N/A

25. Data Universal Number System (DUNS) Number: 03-858-2714
PRICING

GSA Labor Rates and Job Descriptions – SIN 874-1

Executive Coaching - $562.19 Hourly Rate

Through a one-to-one relationship with a hand-selected Blanchard coach, executives are able to learn and, more importantly, practice new behaviors and strategies that will benefit themselves and their agency. Executive Coaching is a flexible process designed to accommodate the needs of your busy executives who have constantly changing demands. We typically recommend a coaching package that includes six months of coaching for the individual, up to two hours of telephone coaching per month with one face-to-face meeting. Our Executive coaches hold master’s degrees or doctorates and all have been certified by the International Coach Federation and an accredited coach-training program. Having less than three coaching session is generally considered ineffective.

Volume Discounts – We will offer an additional 5% discount over these prices for volume orders totaling over $100,000.

INSTRUCTOR LED TRAINING COURSES – SIN 611430

<table>
<thead>
<tr>
<th>SIN</th>
<th>COURSE TITLE</th>
<th>COURSE LENGTH</th>
<th>MINIMUM/ MAXIMUM PARTICIPANTS</th>
<th>PRICE/EACH ADD'L PARTICIPANT OVER 12</th>
<th>PRICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>611430</td>
<td>Leading People Through Change</td>
<td>2 days</td>
<td>12/24</td>
<td>$176.82</td>
<td>$7,153.25</td>
</tr>
<tr>
<td>611430</td>
<td>Coaching Essentials for Leaders w/ SLII Job Aid</td>
<td>1 day</td>
<td>12/24</td>
<td>$149.61</td>
<td>$4,314.12</td>
</tr>
<tr>
<td>611430</td>
<td>DiSCovering Self and Others</td>
<td>1 day</td>
<td>12/24</td>
<td>$141.00</td>
<td>$4,210.75</td>
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<tr>
<td>611430</td>
<td>Legendary Service</td>
<td>1 day</td>
<td>12/24</td>
<td>$113.34</td>
<td>$3,878.88</td>
</tr>
<tr>
<td>611430</td>
<td>First Time Manager</td>
<td>1 day</td>
<td>12/24</td>
<td>$151.13</td>
<td>$4,332.25</td>
</tr>
</tbody>
</table>

*Cost includes participant materials and instructor fees for minimum number of participants. Cost does not include travel, lodging, and meals.

TRAINING SUPPORT MATERIALS – SIN Ancillary

<table>
<thead>
<tr>
<th>SIN</th>
<th>DESCRIPTION</th>
<th>PRICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ancillary</td>
<td>Building Trust Facilitator Kit</td>
<td>$358.17</td>
</tr>
<tr>
<td>Ancillary</td>
<td>Building Trust Participant Kit</td>
<td>$63.47</td>
</tr>
<tr>
<td>Ancillary</td>
<td>Coaching Essentials Participant Kit with SLII® Game Plan</td>
<td>$149.61</td>
</tr>
<tr>
<td>Ancillary</td>
<td>DiSCovering Self and Others Participant Kit**</td>
<td>$141.00</td>
</tr>
<tr>
<td>Ancillary</td>
<td>Giving Feedback Facilitator Kit</td>
<td>$358.17</td>
</tr>
<tr>
<td>Ancillary</td>
<td>First Time Manager 1-day design Participant Kit</td>
<td>$151.13</td>
</tr>
<tr>
<td>Ancillary</td>
<td>Giving Feedback Participant Kit</td>
<td>$63.47</td>
</tr>
<tr>
<td>Ancillary</td>
<td>Leading People Through Change Participant Kit**</td>
<td>$176.31</td>
</tr>
<tr>
<td>Ancillary</td>
<td>Legendary Service Participant Kit**</td>
<td>$113.34</td>
</tr>
<tr>
<td>Ancillary</td>
<td>Listening Facilitator Kit</td>
<td>$358.17</td>
</tr>
<tr>
<td>Ancillary</td>
<td>Listening Participant Kit</td>
<td>$63.47</td>
</tr>
</tbody>
</table>

**Must attend a Blanchard approved Training for Trainers course in order to purchase these materials.
THE KEN BLANCHARD COMPANIES

Leading Training and Development Expert
With over 30 years of helping leaders and organizations, more than 18 million books in print, programs offered in more than 12 languages and clients across 5 continents, The Ken Blanchard Companies (Blanchard) is recognized as one of the world’s leading training and development experts.

Process That Creates Lasting Behavior Change
Blanchard helps leaders and organizations lead at a higher level. Blanchard helps leaders at all levels develop self-insight and competence in their leadership roles. Our groundbreaking thinking and memorable learner experiences create lasting behavioral change that has measurable impact on the organizations with which we work—agencies and departments that wish to develop leadership capacity, improve workplace cultures, drive organizational change and strategic alignment, and become high performing organizations.

Proven Research-based Content
Our leadership and management training models have been developed and tested for more than 30 years and have been updated periodically. In addition to reflecting the most current leadership thinking, our models have been shown to provide effective results in the workforce. Assessments and other processes, including web-based learning, are thoroughly researched and tested by our staff of professionals, and are valid, reliable instruments.

Experienced, Qualified Team
Our highly experienced staff of training delivery and design professionals has worked successfully with more than 10,000 organizations around the world in both the commercial and public sectors.

Unique, Customized Learning Solutions
Blanchard’s offerings include individual, team, and organizational leadership development solutions intended to drive performance and productivity improvements in the workplace. As the innovator of the world’s most widely used leadership model, SLII®, we offer proven programs based on current research and the latest thinking from our expert consulting network including:

- Data gathering and analysis
- Diagnostics and assessments
- Classroom and virtual learning delivery
- Executive and one-to-one coaching
- Organization values and visioning
- Training for trainers
- Keynote speakers

To learn more, visit www.kenblanchard.com

Awards and Recognitions
- In 2008, the Office of Personnel Management identified our Leadership Program created with the Environmental Protection Agency as the Best Overall Supervisory Training Program in the Federal Government
- Blanchard awarded the 2009 Business of the Year by ISA – The Association of Learning Providers, based on financial success, quality, marketplace recognition, and employee culture
- Retail Giant Kohl’s selected Blanchard as HR Partner of the Year
- Blanchard Selected as One of the Best Places to Work in San Diego
- Ken Blanchard inducted into Amazon.com’s Hall of Fame as a Top 25 Best-Selling Author of All Time
- The Association of Learning Providers honored Ken Blanchard with the Thought Leadership Award for Work-Related Learning and Performance
- Training Magazine and Lakewood Conferences inducted Ken Blanchard into the Human Resource Development Hall of Fame
- EDT Learning provided recognition of a Blanchard inaugural e-learning event for SLII®
- Blanchard was awarded the Training magazine Achieving Performance eXcellence Award in Leadership Skills Training

To learn more, visit www.kenblanchard.com
### Building Trust

**Length:** 4 hours  
**Description:** Trust is core to how people work together, listen to one another, and build effective working relationships. In fact, the primary factor affecting employee turnover is whether or not the manager and the employee have developed a trusting relationship. This program creates awareness and sensitivity about which behaviors are known to erode trust and which behaviors build and sustain trust. We teach a model that is easy to learn and follow and is based on the four elements of trust—demonstrating competence, acting with integrity, caring about others, and maintaining reliability.

**Objectives:**  
- Awareness of the elements of trust, trust eroders, and what to do to build and sustain trust  
- A personalized action plan for becoming a more trustworthy leader  
- Communication skills for enhancing trusting relationships with direct reports  
- More trusting employees with higher levels of commitment, creativity, and productivity; improved morale and retention

**Training Methods:** Group Discussion, Skill Practice, Case Studies, Roleplaying, Demonstration  
**Target Audience:** Supervisor, Manager, Senior Manager, Executive

### Coaching Essentials® for Leaders w/ SLII Job Aid

**Length:** 1 day  
**Description:** Coaching Essentials for Leaders is an interactive and transformational learning experience designed to help managers and leaders integrate coaching skills into their leadership style. This includes drawing out ideas and solutions, collaborating and focusing on the development of people by using supportive behaviors, while achieving the organization’s goals. Coaching Essentials for Leaders is a learning process that takes place over time. Classes can be on-site or virtual, are interactive, and focus on applying the coaching concepts. Facilitators will role-model coaching behaviors throughout the process, as they know the challenges of leading and managing people. Three follow-up coaching sessions are required, allowing participants to work with a professional coach for a deeper understanding and greater application of the material. Follow-up coaching provides a safe place to discuss the challenges of leadership with a coach and to receive feedback.

**Objectives:**  
- Use coaching to accelerate team progress toward organizational objectives  
- Create an environment of trust that supports the development and growth of others  
- Apply a coaching process that results in clear agreements and initiates action  
- Use communication skills that develop self-reliance in others

**Training Methods:** Group Discussion, Skill Practice, Case Studies, Roleplaying, Demonstration, Coaching  
**Target Audience:** Manager, Senior Manager, Executive
### DISCovering Self and Others

**Length:** 1 day

**Description:** Using the online DISC Profile and dynamic classroom activities, your employees learn how to adapt their behavior in order to communicate and relate more effectively and interact more skillfully with others. By developing an appreciation of others’ behavioral preferences and acknowledging their unique strengths and areas for development, participants will create more satisfying, meaningful, and productive business and personal relationships. DISCovering Self and Others is designed in modular format that can be tailored to a particular schedule. It is based on the DISC Profile, a powerful and profound tool for people to use in order to understand themselves and the way they relate to the world. Employees learn to identify and understand their own behavior patterns (DISCovering Self); and how to identify, understand, and better respond to others’ behavior patterns (DISCovering Others).

**Objectives:**
- Observe and identify their natural and learned behaviors
- Identify and understand their primary DISC position and Classic Profile Pattern
- Observe the behaviors of others that reveal their DISC position and Classic Profile Pattern
- Develop strategies for taking advantage of their strengths and monitoring their behavior to create more satisfying, productive, and meaningful relationships
- Develop an appreciation for others’ behavioral preferences (DISC positions) by acknowledging their unique strengths

**Training Methods:** Group Discussion, Skill Practice, Roleplaying, Demonstration, DISC Profile

**Target Audience:** Teammate, Supervisor, Manager, Senior Manager

### First Time Manager

**Length:** 1 day

**Description:** The challenges of transitioning from being an individual contributor to the role of leading others are well known. New managers need to understand the responsibilities of leading others as well as knowing what they will lose and gain in a people-leadership role. Along with the general issues of making this shift, new managers also need to understand the specific expectations of a leader.

The First-time Manager program provides focused, practical training for your first-time and new managers—specifically focusing on the areas of Essential Skills Every First-time Manager Needs and The Four Conversations Every Manager Should Master. Drawing on our proven, research-based approach to communications training, we will provide a customized experience that involves practical exercises, role playing, and facilitated practice in using these new techniques.

**Objectives:**
- Gaining support and guidance through this major work/life change
- Learning essential skills for communicating and influencing others
- Acquiring the tools to succeed as a manager
- More successful and productive team
- Building Trust (in 2 day course)
- Challenging Conversations (in 2 day course)

**Training Methods:** Group Discussion, Skill Practice, Case Studies, Roleplaying, Demonstration

**Target Audience:** Supervisor, Manager, Senior Manager
### Giving Feedback

**Length:** 4 hours

**Description:** Feedback is a critical skill for your organization's managers in coaching and developing others. To provide effective feedback, your managers must develop and cultivate specific conversational skills. This program uses a behavioral approach to teach participants how to deliver four types of feedback. The program also includes a situational focus that helps leaders identify exactly the type of feedback that is most appropriate for the situation. The result is a comprehensive approach that teaches your leaders how to deliver feedback in a way that improves performance, promotes trust and confidence, and increases productivity throughout your organization.

**Objectives:**
- Enhanced ability to provide direct reports with information that helps them take personal responsibility for observing, reflecting on, and revising their behavior
- Good relationships where people are open to hearing feedback
- Increased competence, motivation, and confidence among employees
- Improved trust and respect between leaders and the people they lead

**Training Methods:** Group Discussion, Skill Practice, Case Studies, Roleplaying, Demonstration

**Target Audience:** Supervisor, Manager, Senior Manager

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### Leading People Through Change®

**Length:** 2 days

**Description:** Our research and real-world experience have shown that people go through predictable stages of concern during change. In addition, most change efforts are unsuccessful for predictable reasons. This predictability allows leaders to be proactive and minimize the risks associated with change. Leading People Through Change teaches leaders how to identify and address the typical questions that employees raise during a change, as well as how to use the appropriate change strategy and corresponding behaviors to resolve concerns. These change strategies are used to address the most common causes of failure in an organization and to adapt to the predictable stages of concern. The model that is presented in this program can be applied to all types of change efforts, including mergers and acquisitions, business process reengineering, sales force expansion, and technology implementations.

**Objectives:**
- Positive effects on productivity and morale
- An adaptive environment where change is effectively implemented on an ongoing basis
- More buy-in and less time to achieve the desired performance
- Development of business-wide change leadership capabilities

**Training Methods:** Group Discussion, Skill Practice, Case Studies, Roleplaying, Demonstration, Computer Simulation Tool

**Target Audience:** Manager, Senior Manager, Executive
**Legendary Service®**

**Length:** ½ day or 1 day

**Description:** The Legendary Service program focuses on consistently delivering exceptional customer service through improved employee engagement. Legendary Service creates awareness of the importance of customer service and skills for participants at all levels, from the top down to those most in touch with customers. Legendary Service is a fast-paced, interactive program where participants develop their personal service vision in alignment with organizational imperatives. They practice service skills, identify their customer groups to provide consistent personalized service, and unleash their personal power as they focus on taking care of self as the foundation for taking care of others.

**Objectives:**
- Improved customer satisfaction that drives repeat business
- Aligned practices to ensure seamless customer service is delivered consistently
- Empowered people who fulfill their potential and know how they can make a difference
- Continuous service improvement that increases market share and reduces costs

**Training Methods:** Group Discussion, Skill Practice, Case Studies, Roleplaying, Demonstration, Games

**Target Audience:** Supervisor, Manager, Senior Manager

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**Listening**

**Length:** 4 hours

**Description:** In any relationship, effective listening may be the most important skill for building trust and creating a strong connection. Many managers believe that they are good listeners, while their employees feel otherwise. This program develops your managers’ skills as effective listeners. It helps managers learn to listen with the intent of being influenced and helps them master the skills of nonverbal listening—inquiring, paraphrasing, and summarizing feelings.

**Objectives:**
- Better interpersonal communication skills
- More comfortable and productive work relationships
- Greater alignment among team members
- More self-reliant problem solving and self-leadership

**Training Methods:** Group Discussion, Skill Practice, Case Studies, Roleplaying, Demonstration

**Target Audience:** Teammate, Supervisor, Manager