

# Accountability and Productivity

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## Course Overview

To demonstrate the combined power of Responsibility, Empowerment and Accountability in achieving successful project results and increased professional growth.

## Learning Objectives

- Define a “responsibility mindset” according to the *Accountability that Works!* model.
- Complete a Clear Agreement Form.
- Identify strategies for overcoming common barriers to task completion.
- Complete a Looking-Back Form when results are not 100% successful.
- Discuss how to hold others accountable for results.

## Outline

- Accountability Defined
- Quick Self-Assessment
- The Cycle of Accountability
- Taking Responsibility
- Crafting Clear Agreements
- Empowerment
- Overcoming Obstacles
- Accountability Role Play

# Advanced Writing Skills

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**Course Description:**

This course is for individuals who already write well. Our time will be devoted to writing letters of recommendation, persuasion, and refusal or of action that reflect current word usage and up-to-date formats. You will also become more skilled at writing business cases, proposals and reports and learn more about e-mail etiquette.

**Course Duration:** 1 Day

**Learning Objectives:**

- Revisit the rules of good grammar and clear communication.
- Improve sentence construction and paragraph development.
- Develop effective business letters for tough situations.
- Discuss e-mail etiquette.
- Develop an appropriate writing style and format for your letters, business cases and reports.
- Recognize standard ways of documenting materials.
- Apply these skills in real work applications.

**Course Outline:**

- Introductions and Course Overview
- Top Ten Writing Challenges
- The Three C's
- Grammar and Writing Mechanics
- Readability Index
- Writing Letters
- Dealing with Specific Requests
- E-mail Etiquette
- Business Documents
- Personal Action Plan

# Anger Management

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## Course Overview

Anger is a universal experience. Dogs get angry, bees get angry and so does anyone who works. You don't have to be a psychologist to know that managing anger productively is something few individuals, organizations and societies do well. Yet research tells us that those who do manage their anger at work are much more successful than those who don't. The employee who can productively confront his co-worker about his/her negative attitude increases the organization's chance of success as well as minimizes destructive conflicts. This course will help give you and your organization that edge.

## Learning Objectives

At the conclusion of this workshop, you will be able to:

- Recognize how anger affects your body, and behavior.
- Use the five-step method to break old patterns and replace them with a model for assertive anger.
- Control your own emotions when faced with other peoples' anger.
- Identify ways to help other people safely manage some of their repressed or expressed anger.

## Outline

- Introduction and Course Overview
- What is Anger?
- Managing Your Anger
  - Costs and Pay-Offs
  - What Are your Anger Pay-Offs?
- The Anger Process
  - What is the Process?
  - Anger Log
- The Problem with Trigger Thoughts
- How Does Anger Affect Thinking?
  - Is Anger the Best Response?
  - Distorted Thinking
- Managing Anger
  - Coping Strategies
  - Sanctuary
  - Relaxation Techniques
- Communicating
  - The Four-Step Message
  - Are you a Good Listener?
  - Asking Questions
  - Three Keys
- Behavior Types
- Taking Control

# Becoming Leadership Material

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## Overview

If you are in line for a promotion, or are moving into management in your organization, this is a first step on the road to success. Now is the time for big picture thinking and sharing your vision with your team. Learn ways to communicate clearly and openly in order to get things done. Identify your team player style and your leadership style profile, and discover ways to use this knowledge to manage more effectively. Build a relationship with your manager and develop a support system of your own. Understand how to motivate and challenge your employees by delegating and coaching for excellent performance. In this workshop you will discover practical and innovative ways to handle your most challenging responsibilities, from managing meetings to managing your team.

## Pre-assignment

- You will be asked to complete a “Career Development Profile” and bring it to the workshop with you for in-class discussion.

## Learning Objectives

At the conclusion of this course, participants will (be able to):

- Define your role as a manager and identify how that role differs from other roles you have had.
- Understand the management challenge and the new functions of management.
- Discover how you can prepare for and embrace the forces of change.
- Identify ways to get you and your work space organized, and get a jump on the next crisis.
- Identify your leadership profile and explore ways to use this knowledge to improve your success as a manager.
- Enhance your ability to communicate with others in meetings and through presentations.
- Create an action plan for managing your career success.

## Outline

### Day One

- Introductions
- Learning Objectives
- Agenda
- Discussion of pre-assignment
- The Management Challenge
  - The new rules of the workplace
  - Building trust
  - Energizing your team
  - Empowering your team
  - Supporting your team
  - Developing personal mastery
- Assignment:
  - Team Project
  - Dealing with Change
    - Video: Who Moved My Cheese?
    - Preparing for your journey of change
- Enabling others to handle change
  - Communication
  - Commitment
  - Participation
  - Celebrating victories
  - Seven steps for breaking through organizational gridlock

# Becoming Leadership Material

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- Getting Organized
  - Start with your desk
  - Work with your planner
  - Set your priorities
  - Get a jump on the next crisis
- Review

## **Day Two**

- Reconnect
- Leading vs. Managing
  - What leaders do
    - Direction thinking
    - Consequential thinking
    - Communication skills
    - Influence strategies
  - What managers do
    - Quality vs. productivity
    - Principles of variation
    - Macro and micro managing
- Inspiring Employees to Better Performance
  - The greatest management principle in the world
  - Creating a supportive environment
  - Measuring individual performance
  - Five steps for training high performers
  - Providing performance feedback
  - Getting feedback for your performance
- Review

## **Day Three**

- Reconnect
- Speaking Effectively
  - To get action
  - To inform
  - To convince
  - Introducing speakers, accepting and presenting awards
- Conducting Effective Meetings
  - Your role as manager
  - Building the agenda
  - Staying on track
  - Getting everyone to participate
    - Creating a comfortable atmosphere
    - Facilitating open discussion
  - Interventions you can use
  - After the meeting
- Attending Other People's Meetings

## Becoming Leadership Material

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- Managing Your Career
  - Building your relationship with your manager
  - Anticipating and initiating
- Team Presentations
- Review/Personal Action Plans

# Budgets and Managing Money

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## Overview

For managers in today's business world, it's essential to have a working knowledge of finance. We all play a role in our organization's finances, whether we realize it or not. For those who don't have training or a background in finances, you may be at a disadvantage as you sit around the management table. Understanding the cycle of finance will help you figure out where you fit into your company's financial structure. This workshop will familiarize you with the key concepts of finance and accounting and help you prepare budgets with more confidence.

## Learning Objectives

- At the conclusion of this workshop, you should be able to assess the financial performance and health of your firm.
- Enhance your decision-making skills by integrating financial management concepts into your thinking.
- Understand the budgeting process and forecasting techniques.
- Manage your own budget, inventory and petty cash.

## Pre-Assignment

- Complete a case study.

## Outline

### Day One

- Introductions, learning objectives and agenda
- Pre-assignment - A Case Study
- Understanding Accounting and Finance
  - Getting to know the language of accounting
  - Getting to know the players
  - The cycle of finance
  - Assets, liabilities and net worth
  - Accounts payable and receivable
  - Collections
- Review

### Day Two

- Reconnect
- Budget Basics
- Decision Making
- Understanding Financial Statements
  - Basics of double entry bookkeeping
  - Debit and credit accounts
  - Understanding balance sheets, statement of earnings and retained earnings
- Managing Profit Performance
- Comparing Investment Opportunities
- The Human Aspect
- ISO 9000
- Review

# Building Better Teams

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## Overview

This workshop is a basic course for team leaders and members, designed to focus on the characteristics of an effective team player and the elements of an effective team. You will leave this program with a plan for your personal development as a team player and as a team leader, as well as with some ideas on how to improve your 'at work' team. This course utilizes personal profiles, role-play, and extensive group interaction.

## Learning Objectives

At the conclusion of this workshop, participants will:

- Understand the value of working as a team.
- Recognize the critical role communication skills will play in maintaining a team atmosphere.
- Identify ways to participate and lead in a team setting.
- Develop and practice techniques for handling counterproductive team behavior.
- Provide an opportunity for team members to get to know one another, to enhance respect and to develop team spirit.

**Pre-Assignment:** Participants will receive a reading from the book "Team Players and Teamwork" to read prior to the session.

## Workshop Outline:

- Introductions, Personal Objectives and Agenda
- What is a team?
- Setting ground rules of discussion
- Pre-assignment:
  - Challenges the team faces
  - Areas that may require personal and group changes
- What is the value of cultivating a sense of team?
  - Recognize the advantages and disadvantages
  - Identify steps for overcoming the disadvantages
- The Parker Team Player Survey
- Interpretation of the Results
  - The four team player styles interpreted and verified
  - Team player style and team success
  - Communication style and problem-solving skills
  - Roles within the team
- Building sustainable agreements
  - What makes sustainable agreements?
  - Building a shared framework of understanding
- Identifying challenges and change
- Review/Personal Action Plan



# Business Etiquette: Gaining That Extra Edge

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## Course Overview

Fear of embarrassment from doing or saying the wrong thing is one of the most common sources of stress in a business or professional setting. If you have had some awkward moments where you weren't sure which fork to use or which side plate is yours; or if you've ever had to make small talk with some VIP and been lost for words, you know just how agonizing such moments can be. However, what can be even more damaging to your career are those things you aren't aware of - the social gaffes you aren't even aware of making.

## Learning Objectives

This workshop will reassure you that you can handle most of those socially difficult moments, and perhaps give you that extra edge in areas that you'd never thought of before. Specific skills we'll work on include:

- Become more skilled at networking, from making introductions to shaking hands and using business cards appropriately.
- Be better prepared for both formal and informal meetings, even if you aren't presenting.
- Dress appropriately for every business occasion.
- Feel comfortable when dining in business or formal situations.
- Feel more confident of your business communication in every situation.
- Give you that extra edge that establishes trust and credibility.

## Outline

- Introduction and Course Overview
- Fear of Embarrassment
- Test Your Business Etiquette
- The Handshake
- Business Card Etiquette
- The Skill of Making Small Talk
- Do You Remember Names?
- Review Exercise
- Making That Great First Impression
- Dress for Success
  - Dressing the Part
  - What's Your Code?
  - Adding Color to your Wardrobe
- Business Dining
- E-Mail and Telephone Etiquette
- In Good Company's Business Etiquette Quiz

# Celebrating Diversity

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## Course Overview

Do you find yourself paralyzed in front of people who are different from you? Are you worried that if you say or do the wrong thing you'll offend someone, or worse, find yourself at the center of a lawsuit? You're not alone. In the past ten years, the workforce has changed dramatically. More than ever, a workplace is a diverse collection of individuals proud of who they are: their gender, their sexual orientation, their religion, their ethnic background, and all the other components that make an individual unique. The challenge becomes: how can we make these diverse individuals work as a team? We all know what happens to organizations that don't have effective teamwork: they fail. Failing to embracing diversity can also have serious legal costs for corporations. In this one-day workshop, you'll learn how you as an individual can celebrate diversity, and how you can help your workplace become a more diverse environment.

## Learning Objectives

By the end of this workshop, you will:

- Understand what diversity and its related terms mean
- Be aware of how aware you are of diversity and where you can improve
- Understand how changes in the world have affected you and your view
- Be able to identify your stereotypes
- Understand what terms are politically correct and which are not, and why
- Be familiar with the four cornerstones of diversity
- Understand what the pitfalls are relating to diversity and how to avoid them
- Develop a technique for dealing with inappropriate behavior
- Develop a management style to encourage diversity
- Know what to do if you or one of your employees feels discriminated against

## Outline

- Introduction and Course Overview
- Defining Diversity
- How Does Diversity Affect Me?
  - Changes in My World
  - Self-Awareness Inventory
- Identifying Stereotypes
- Saying the Right Thing
- The Cornerstones of Diversity
  - Knowledge
  - Understanding
  - Acceptance
  - Behavior
- How to Discourage Diversity
- The STOP Technique
- Managing for Diversity
- Dealing with Discrimination
- Workshop Wrap-Up

# Change and How to Deal With it

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## Course Overview

Just because we understand something doesn't mean we accept it. Western culture teaches us to intellectualize. If we understand it, we can deal with it. However, we don't always have the skills to deal with emotional reservations. Like the organ reject theory, the mind may know it's good, but the body still rejects it. It's the same with change. Intellectually, we accept change, but emotionally, we may still resist that change. This course will help you mitigate the impact of change both personally and professionally.

## Learning Objectives

At the completion of this workshop, you will:

- Accept there are no normal or abnormal ways of reacting to change, but that we must start from where we are.
- View change not as something to be feared and resisted but as an essential element of the world to be accepted.
- Understand that adapting to change is not technical but attitudinal. Change is not an intellectual issue but one that strikes at who you are.
- Recognize that before we can embrace the way things will be, we must go through a process of grieving, and of letting go of the "way things use to be."
- See change as an opportunity for self-motivation and innovation.
- Identify strategies to promote the acceptance and implementation of change in the workplace.

## Course Outline

- Learning Objectives
- The Change Process
- The Change Cycle
- The Three stages Of Personal Change
- Who Moved My Cheese
- The Pace of Change
- The Pyramid Response to Change
- The Four Room Apartment Strategy
- Controlling Change
- Resistance to Change
- Strategies for Dealing with Change
- Stress Management Techniques
- Some Fact About Attitudes
- Debrief of Workshop
- Suggested Reading List

# Coaching: A Leadership Skill

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## Course Overview

Coach, Role Model, Counselor, Supporter, Guide...do these words ring a bell? Being a coach involves being a role model, sometimes a counselor or supporter, and always a guide. Coaching is based on a partnership that involves giving both support and challenging opportunities to employees. Knowing how and when to coach is an essential skill that can benefit both you and your organization. This one-day workshop will help you become a better coach in all senses of the word.

## Learning Objectives

At the conclusion of this workshop, you will be expected to:

- Understand how coaching can be used to develop your team.
- Develop the coaching skills that help improve individual performance.
- Demonstrate the behaviors and practices of an effective coach.
- Recognize employees' strengths and give them the feedback they need to succeed.
- Identify employee problems and ways you can help to correct them.

## Pre-Assignment

- Coaching Assessment

## Outline

- Introduction and Course Overview
- Defining Coaching
  - Two Schools
  - Why and What?
  - Recall
  - Coaching Skills
  - Pre-Assignment: Coaching Assessment
- Interpersonal Communication
  - What are Communication Skills?
  - Where Can I Improve?
- Non-Verbal Communication
- Self-Disclosure (Johari Windows)
- Five Critical Coaching Skills
- More on Communication
- Learning Styles and Learning Principles
- Benefits/Consequences Matrix
- Skills Involved in Coaching
- The Coaching Model
- Feedback
- Coaching Problems

# Communicating Across Cultures

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## Course Overview

This program is designed to provide participants with insights and skills that will enable them to value differences. The focus is on awareness, bridging differences, and improving interaction (interpersonal) skills. In order for organizations to remain competitive and operate with maximum efficiency, it is imperative that employees from widely diverse backgrounds and cultures understand and respect individual differences and be able to work together. This program is designed to facilitate this process.

## Learning Objectives

This course will provide the participants with a/an/the:

- Heightened awareness on the issue of diversity.
- Understanding of the meaning and dimensions of diversity.
- Ability to communicate difficult or taboo issues with others in an open way that values the other person or group.
- Expanded awareness and appreciations of differences.
- Knowledge of how to communicate and work more consciously and sensitively with co-workers who are different from themselves by race, ethnicity, gender, sexual orientation, age, and physical ability/disability.
- Ability to identify and eliminate barriers that can impede our ability to work effectively with those who are different.
- Understanding of how to bridge differences.
- Improved interaction (interpersonal) skills.

## Outline

- Diversity Defined
- Sense of Self and Personal Space
- Communication and Language
- Dress and Appearance
- Food and Eating Habits
- Time Consciousness
- Relationships
- Values and Norms
- Communication Process Components
- Individual Diversity Action Steps
- Watch Your Language

# Communication Strategies

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## Course Overview

This two-day course is designed to help you improve your interactions with people in your workplace or at home. Participants will be given the opportunity to improve the critical communication skills of listening, asking questions and being aware of nonverbal messages. This workshop can also help participants who are struggling to find that middle ground between being too aggressive and too passive, and how to counter the manipulative tactics of difficult people. Participants also learn more about the six elements of our communication with others that help us reveal appropriate information about ourselves, and get a handle on how to better manage ourselves for a professional image.

## Learning Objectives

- Identify common communication problems that may be holding you back.
- Develop skills in asking questions that give you information you need.
- Learn what your non-verbal messages are telling others.
- Develop skills in listening actively and empathetically to others.
- Learn how to firmly stand your ground and make your feelings heard.
- Enhance your ability to handle difficult situations without being manipulated.
- Be more aware of six critical elements of our communication with others.

## Outline

### Day One

- Introductions, Learning Objectives and Agenda
  - Pre-assignment
  - What's in this for Me?
  - Ten Commandments of Human Relations
- Defining Good Communication
  - What are the Characteristics of a Good Communicator?
  - The Communication Process
  - Windows and Barriers
- Questioning Techniques
  - Closed Questions
  - When they are Used
  - The Assumptions that Result
  - Open Questions
  - The Different Types
  - When they are Used
  - Probing Skills
- Listening Techniques
  - Barriers to Effective Listening
  - Active Listening Techniques
  - Listening Guidelines
- Six Elements of Our Communication with Others
  - Frame of Reference
  - Self-disclosure
  - Image
  - Self-Impression Management
  - Attending
  - Observing
  - Frame of Reference

# Communication Strategies

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## Day Two

**Reconnect** (A short exercise to get feedback from day one and to focus on communication skills that impact interpersonal relationships - 1/2 hour)

- Five Approaches to Interpersonal Relationships
  - Mystery-Mastery
  - Structural
  - Sympathy-Supportive
  - Empathy-Collaboration
  - Mutual-Confrontational
- Assertiveness
  - Dealing with Difficult People
  - The Difference between Assertive, Passive and Aggressive
  - The Four-step Response
  - Learning How to Say “No”
- Persuading Others
  - First Persuading Yourself
  - Techniques for Persuading Others
- Managing Stress
- Personal Action Plan

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# Conducting Effective Meetings: Making Meetings Work

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## Course Overview

Are you frustrated with the way meetings are going? Do they lack focus? Are there times some members of the group dominate the proceedings? Are you not always sure who should attend? Are you looking for a way to structure meetings to make them more effective yet at the same time maintain an open atmosphere? This one-day workshop not only covers the simple need for meeting structure, but also includes some intervention strategies.

## Learning Objectives

At the conclusion of this course, participants will be able to:

- Understand the value of meetings as a management tool.
- Recognize the critical pre-planning steps that makes meeting time more effective.
- How to start and end meetings on time with a well-constructed agenda.
- Identify the steps to take to create an open and safe forum for discussion.
- Identify the role of the meeting chair and the meeting participant.
- Develop and practice techniques for handling counterproductive behavior

## Pre-Assignment

- Participants are asked to rate one meeting they attend, prior to the workshop, by filling out a “Meeting Effectiveness Questionnaire”

## Outline

- Before the meeting
  - Laying the groundwork: when, where and why
  - Deciding who should attend
  - Developing an agenda (Group discussion to determine when is the best time for a meeting, where, and who should attend. Are there specific reasons for holding meetings rather than choosing some other forum? Group exercise: Group have various elements of an agenda. They must reconstruct the agenda. Debrief. –45 min)
- The role of the meeting chair (Large group discussion, on flip chart)
  - Your role and responsibilities
  - Leadership style and meeting success
  - Facilitation style and meeting success (What is the difference between chair and facilitator? How do their styles differ? Do their roles differ? Which is more difficult? Ask participants to read The Abilene Paradox and discuss. 45 min)
- Preparing to be the chair/leader
  - Before the meeting
  - During the meeting
  - After the meeting (Divide into small groups and develop guidelines to be posted. Debrief. 30 min)
- The role of meeting participants
  - Your role and responsibilities
  - Preparing for the meeting
  - During the meeting
  - After the meeting (What should those who attend meetings do before, during and after the meeting? Discuss-15 min)



# Conducting Effective Meetings: Making Meetings Work

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- Controlling meetings
  - Creating an open atmosphere
  - Questioning techniques to stimulate discussion
    - Open questions
    - Probing
    - Paraphrasing
    - Summarizing
    - Clarifying (Discussion of communication techniques, such as open questions, listening skills, and the probing funnel.-15 min)
- Dealing with difficult dynamics
  - Techniques/interventions for controlling discussion
    - Say what's going on
    - Check for agreement
    - Deal with process battles
    - Boomerang technique
    - Maintaining/regaining focus
    - Enforce process agreements
    - Encourage the quiet
    - Use group memory
    - Use body language
    - Watch how much YOU talk (Discuss the various techniques and when to use them. Then divide participants into groups where they are given ten situations and the ten techniques, and asked to match situation to technique. When groups have completed the exercise, give them preferred match-up and discuss results-45 min)
- What makes sustainable agreements?
  - Building a shared framework of understanding (Short talk with examples of agreements that have broken down, and examples of those that are sustainable-15 min)
- After the meeting
  - Meeting notes
  - Follow-up
  - Follow-through (Discussion, case study, and debrief-15 min)
- Video: Meeting the Meeting Challenge-30 min.
- Review/Personal Action Plan

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# Conducting Effective Performance Reviews

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## Course Overview

Research has shown that organizations that conduct performance reviews are more successful than those who do not have a system in place. The first step in a basic system is to develop standards of performance that all employees can understand and agree to. Setting performance objectives gives supervisors and employees a like focus, and targets to aim for. Supervisors must also learn how to coach and give feedback, both positive and negative, on a regular and timely basis so that employees can grow and develop. Defensible performance reviews are the culmination of all these activities.

## Learning Objectives

At the conclusion of this workshop, you will:

- Recognize the importance of having a performance review process for employees.
- Identify the performance management cycle, and the part employees, managers and organizations play in that cycle.
- Understand how to work with employees to set performance objectives and standards.
- Develop skills in observing and giving feedback, listening and asking questions, for effective coaching and improved performance.
- Identify an effective interview process and have the opportunity to practice the process in a supportive atmosphere.
- Make the performance review legally defensible.

## Outline

### Day 1

- Course Overview and Learning Objectives
- History of Performance Appraisals (PA)
- Why Do We Need PAs?
- Employee's Concerns About PAs
- What Makes PAs a Defensible Process?
- Stereotypes
  - Leniency or Stringency
  - Halo/Horn Effect
  - Error of Central Tendency
  - Stereotyping
- The Performance Management Process
- Goals
- Goal Setting
- The Performance Management Cycle
  - Basis for Review
  - KRAs
  - BARs
  - Developing Objectives and Setting Standards
  - Orientation Programs
- Setting Standards
- Performance Development Plan

# Conducting Effective Performance Reviews

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## Day 2

- Feedback and Communication
- Listening
  - Guidelines for Effective Listening
  - Active Listening
  - Constructive Listening
  - Paraphrasing
- Asking Questions
  - Questioning Skills
  - Open-Ended Questions
  - Hypothetical Open Questions
  - Direct/Specific Questions
  - Closed Questions
  - Loaded Questions
  - Leading Questions
  - Third-Person Questions
- Probing
  - Verbal and Non-Verbal Probes
  - Probing Techniques
  - Probe Funnel
- Non-Verbal Messages
- Feedback
- Characteristics of Effective Feedback
  - In Private
  - Balanced
  - Relevant
  - Be specific
  - Back it up
  - Make it personal (the right way)
- Accepting Criticism
- Planning the Interview
- The Interview Format
  - The Opening
  - The Discussion
  - The Closing

## Day 3

- Role-Play through all phases of Performance Management
  - Goal-Setting
  - Ordinary Feedback
  - Coaching and Counseling
  - Appraisal Preparation
  - The Interview

## Conducting Effective Performance Reviews

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- Maintaining Performance
- Behavior Contracts
- Handling Performance Problems
- The Worst-Case Scenario
- Pre-Assignment Evaluation
- Performance Management Checklists
- Conducting Exit Interviews
- Review (using one of several game show options)
- Personal Action Plans

# Conflict Resolution: Getting Along in the Workplace

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## Course Overview

All of us experience conflict. We argue with our spouses, disagree with our friends, and sometimes even quarrel with strangers. At times we lose sight of the fact that all this conflict is normal. So long as people are individuals there will be the potential for conflict. That's the first thing to learn about conflict. It isn't wrong or bad, it's just part of being a person in contact with other people. The only people who don't experience conflict are hermits. What is critical for resolving conflict is developing an understanding of, and a trust in, shared goals. It requires openness, discipline, and creativity. Showing respect for others enables people to work for mutual benefit. There are no magical phrases or simple procedures for managing conflict. However, there are several strategies for coping with conflict. Knowing when and how to use these techniques can make you a more effective leader.

## Learning Objectives

At the end of this course, you will be able to:

- Understand what conflict is and how it can escalate.
- Recognize the five most common conflict resolution styles and when to use them.
- Increase positive information flow, through non-verbal and verbal communication skills.
- Develop effective techniques for intervention strategies.
- Strengthen staff trust and morale.
- Become more confident in your ability to manage employee conflict situations.

## Outline

- Defining Conflict
- Types of Conflict
- Open Conflict vs. Hidden Conflict
- Spontaneous and Reflective Action
- Johari Windows
- Stages of Conflict
- Conflict Resolution Style Questionnaire
- The Role of Communication in Conflict Resolution
- Active Listening
- Paraphrasing
- Powerful Questions
- Body Language
- Seven Steps to Ironing Things Out
- The Conflict/Opportunity Test
- Conflict and its Resolution
- Facilitating Conflict
- Setting Norms
- Making Interventions

# **Customer Service Training: Critical Elements of Customer Service**

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## **Course Overview**

This one day workshop is for any employee who deals with the public or who serves those who deal with the public. Customer service skills can increase your value to your company and advance your career at the same time.

## **Learning Objectives**

At the conclusion of this workshop you will:

- Recognize that service delivery is an “individual response value.”
- Understand how your own behavior impacts on the behavior of others.
- Develop more confidence and skill as a problem-solver.
- Communicate more assertively and effectively.
- Learn some ways to make customer service a team approach.

## **Outline**

- Introductions
- Learning Objectives
- Defining Customer Service
- Meeting Expectations
- Setting Goals & Targets
- Communication Skills for Excellent Customer Service
- Fundamental Techniques for Handling People
- Tools for Dealing with Difficult People
- The Problem Solving Process
- Seven Steps to Customer Problem Solving
- Resolving Conflict
- Service Pride is a Team Effort
- De-stress Options You Can Use Right Now
- A Personal Action Plan

# Dealing with Difficult People

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## Course Overview

Edward Deming, the father of quality management, has said that people can face almost any problem except the problem of people. They can work long hours, face declining business, even the loss of a job, but they can't deal with the difficult people in their lives. This workshop will help you identify some of the ways you may be contributing to these problems and give you some strategies you can adopt, at work and in your personal life as well.

## Learning Objectives

At the conclusion of this workshop, participants will be expected to:

- Recognize how their own attitudes and actions impact on others.
- Find new and effective techniques for managing negative emotions.
- Develop coping strategies for dealing with difficult people and difficult situations.
- Identify those times when they have the right to walk away from a difficult situation.

## Course Outline

- Introductions, Objectives and Agenda
- Discussion of Self-Assessment
  - Could You Be Part of the Problem?
  - How Can You Work Toward Different Solutions?
- The Importance of Good Communication
  - Choosing the Right Words
  - Asking Questions
  - Listening for Answers
  - Non-Verbal Messages
- Managing Anger
  - Understanding more about anger
  - Managing your own anger
  - Dealing with other people's anger
  - Preventative strategies
- Dealing with Difficult Situations
  - Conquering resistance
  - Recognizing potential difficulties
- Difficult People: The Classic Types
  - Specific causes of difficult behavior
  - Weapons difficult people use
  - Coping strategies for difficult behaviors
- Formula for Changing Attitudes of Difficult People
  - Change your behavior to change the interaction
  - Negative interaction cycles
  - Positive interaction cycles
  - Permanent disassociation
- How to Overcome the Feelings Difficult People Give You
  - Put yourself in charge of you
  - De-stress Options
- Personal Action Plan
- Review and Evaluation

# Delegating Effectively

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## Course Overview

Delegation is often one of the hardest skills for a manager to master. However, the skill can be learned. This workshop will explore many of the facets of delegation: when to delegate, and who to delegate to. We will also go through the delegation process step by step, to see where the pitfalls lay and what we can do about getting around them.

**Pre-Assignment:** A Case Study: Margaret

## Learning Objectives

At the conclusion of this workshop, participants will be expected to:

- Clearly identify how delegation fits into your job and how it can make you more successful.
- Identify opportunities within the scope of your authority for delegating effectively to others.
- Identify the criteria for fair and responsible delegation to all employees.
- Develop a technique for defining expectations.
- Recognize common delegation pitfalls and how to avoid them.
- Provide opportunities to test your delegation skills.

## Outline

- Introductions/Objectives/Agenda
- Advantages and Disadvantages of Delegation
- Self-Assessment
- Definitions
- When and How to Share the Load
- Pre-Assign: Case Study
- When to Delegate and When to Do It Yourself
- Picking the Right Person for the Job
- The Delegation Meeting
  - Defining Expectations
  - Describing the End Result and the Measures
  - Directing the Performer
  - Turning a Task into a Challenge
- Communication Skills
  - Check for Understanding
  - Uncover Concerns
- Potential Delegation Problems
  - Monitoring Delegation
  - Case Study
  - Characteristics of an Effective Delegator
  - Delegation Checklist
- Review
- Personal Action Plan



# Dynamite Sales Presentations

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## Course Overview

A great sales presentation does not demand you have all the bells and whistles to impress the client with your marketing skills. Rather, try impressing your clients with your knowledge of the products and services you sell, and your understanding of their problems and the solutions they need. This one-day workshop will focus on your formal written proposal and in-person presentations.

## Learning Objectives

At the conclusion of this course you will (be able to):

- Identify the key elements of a quality proposal.
- Know how to write a winning proposal.
- Be ready and prepared to handle objections and problem buyers.
- Sell value rather than price.
- Create a climate of trust to build better client relationships.
- Feel more comfortable and professional in face-to-face presentations.
- Identify steps that will close more sales.

## Outline

- Introduction and Course Overview
- Business Writing Basics
- Writing a Proposal
- Writing Your Proposal
- Getting Thoughts on Paper
- Planning Your Proposal
- Basic Formats
- Editing
- The Finishing Touches
- The Handshake
- Getting Ready for your Presentation
- Elements of a Successful Presentation
- Dressing Appropriately
- Dealing with Questions
- Presentations and Evaluations

# Elocution in the Workplace

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## Course Description

This highly interactive course is designed to improve the participant's verbal communication skills. They will be introduced to the mechanics of articulation through a variety of exercises and visual aids. They will also cover phonation, resonance and the biological processes of producing speech. Regional accents and methods of correcting ingrained "in-articulations" will be presented as well.

## Learning Objectives

Participants will

- Gain an understanding of voice production
- Learning techniques for speech delivery
- Minimize the use of tongue-twisters as they cause more likelihood of failure than success for many people
- Gain exposure to some speech correction methodologies

## Outline

- Elocution Defined
- The 4 Stages of Voice Nirvana
- How do you make your delivery?
- Respiratory Tract
- Articulators
- Speaking Should Be E.A.S.Y.
- The 5 Main Aspects of Voice
- The Power of Your Voice
- Improving Your Voice
- The 6 Processes in Producing Speech
- Ear Training
- Breathing
- Articulation
- How do you improve DICTION?
- Routine for working on sounds
- Rising & Falling INFLECTIONS
- Regional Accents

# Getting Employees off to a Good Start: Orientation, Training and Handbooks

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## Course Overview

One reason people change jobs is that they never feel truly welcome or a part of the organization they joined. If a company spends considerable money recruiting, interviewing and perhaps even relocating employees, it makes good sense to go one step further and make the new employee feel like they have made a good decision to come to this company. A thoughtful new employee orientation program, coupled with an employee handbook that communicates workplace policies can reduce turnover and save that organization thousands of dollars. Whether your company has two employees or two thousand employees, don't leave new employee orientation to chance.

## Learning Objectives

- Understand how important an orientation program is to an organization
- Identify role of the human resource department in the orientation program
- Recognize how the “commitment curve” affects both new employees and their managers.
- Know what companies can do to “deliver their promise” to new employees.
- Determine the critical elements of effective employee training
- Establish the importance of having an employee handbook for new and long-term employees.

## Outline

### Day One

- Introductions, objectives, agenda
- Discussion of Pre-assignment
- An overview of retention practices in your organization
- Building employee commitment
  - Exercise
  - Clarity, competence, influence, appreciation
- Perceptions during orientation
- Mistakes to avoid in orientation
- Eight orientation habits
- The Commitment Curve
- Your Orientation Program
- FAQs about Orientation

### Day Two

- Reconnect: Feedback exercise
- Employee Training in your organization
- Learning Styles Inventory
- Working with External Providers
- Adult learning Principles
- Creating Employee Manuals
- Practical application
- Review
- Personal Action Plans and Evaluations

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# Facilitation Skills

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## Course Overview

There has been a growing realization that we have to pay attention to the “process” elements of meetings, if we want them to be effective. With its focus on asking rather than telling, and listening to build consensus, facilitation is the new leadership ideal. Managers and supervisors are often asked to “facilitate” rather than “instruct” or “manage” their meetings and training sessions. How can you facilitate, rather than control, group decision-making and team interaction? With no formal training, people may find it difficult to make the transition from “instructors” to “facilitators”. This workshop is designed to make core facilitation skills better understood and readily available for your organization. It presents materials and ideas that have been tested and refined over twenty years of active facilitation in all types of settings.

## Learning Objectives

- At the conclusion of this course the participant will be able to
- Distinguish facilitation from instruction and training.
- Provide facilitators with commonly used process tools to make their meetings easier and more productive.
- Identify the competencies linked to effective small group facilitation.
- Demonstrate through simulations, role-play, critical incidents, and other exercises, each facilitator competency.

## Pre-Workshop Assignments

- Prior to the workshops, participants are asked to prepare a self-assessment report identifying personal learning objectives for the training program.

## Workshop Outline

### Day 1

- Introductions, Objectives, Agenda
- Pre-assignment
- The purpose of group facilitation
- Assignment for Day 2
- Difference between “content” and “process”
- Difference between “instructor” and “facilitator”
- What group dynamics are really like
  - Divergent thinking
  - Convergent thinking
  - The Groan Zone
- What is a facilitator?
- What is a facilitator’s role?
- Facilitative listening skills
  - Listening skills
  - Developing Questioning Techniques
    - Open
    - Closed
    - Probes
  - Observing Body Language
  - Other Process Skills
- Review

# Facilitation Skills

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## Day 2

- Facilitating Open Discussion
- Structured Activities
  - Brainstorming
  - Categorizing
  - Debriefing
- Difficult Situations & Difficult People
- Preventions and Interventions
- Developing Sustainable Agreements
- Surveying the Territory
- Building a Shared Framework of Understanding
- Developing Sustainable Criteria
- Gradients of Agreement
- Practice: Assignment
- Personal Action Plan

# Federal Government Retirement Planning Seminar

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## **Course Overview**

When it comes to financial planning, many of us don't know quite how to get started or what questions to ask. There are plenty of books, newsletters and online resources to help us with the process. There are also many financial professionals available to provide individual guidance. In fact, there's so much prospective help available, it can be overwhelming. This 2-day course is designed for Federal employees who are within 5-10 years of retirement eligibility. They will be provided with in-depth information to assist in making critical decisions as they approach and prepare for retirement.

## **Outline**

### **Day One**

- The Federal Retirement System and Benefits
  - Understand the difference between the CSRS and FERS
  - Understand the difference between Defined Contribution and Defined Benefit Plans.
  - Tax Benefits
  - Retirement eligibility and consequences: Disability/Early/Deferred/Service Credit
  - Survivor benefits choices
  - Review of overall federal benefits package value
  - Flexible Spending Accounts and their value
  - Social Security as part of your retirement plan
  - Health and Life Insurance options

### **Day Two**

- Investments, Long Term Care, and Estate Planning
  - Thrift Savings Plan and other options
  - Contributions and investment models
  - Loans and rollover considerations
  - Legal planning with Wills and Trusts
  - Long term Care Insurance and Medicare/Medicaid considerations
  - Other issues to consider:
    - Goal Setting and risk management
    - IRAs and other investments for retirement enhancement
    - Income distribution planning techniques
    - Reverse Mortgages and other housing considerations
    - Tax implications of all decisions

# Getting the Job - Interviewing Skills

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## Course Overview

This one-day course is designed to expand the interviewing and related job preparation skills of participants, regardless of their workplace experience. Using a combination of instructor-led training, role-plays, case studies, and hands-on exercises, this course defines the steps to interviewing success.

## Learning Objectives

At the end of this course, participants will be able to:

- Explain the merit and process of pre-interview preparation.
- Identify methods interviewees can use to establish the underlying intent of interviewer questions.
- Indicate manners in which interviewees can recover from 'flubbed' answers.
- Suggest appropriate dress for formal and informal interviews and interview locations.
- Identify appropriate responses to inappropriate questions.
- Introduce past experience, projects and hobbies related to a job requirement, to negate the lack of 'desired' qualities.
- Suggest manners in which the interviewer can be interviewed.
- Illustrate the logic and value of post-interview follow-ups.

## Outline

- Elements of successful interview preparation
- The basis for traditional interviews and behavioral interviews
- Techniques for telephone, individual, and group interviews.
- Methods to determine the question behind the interviewer's question
- Identifying open-ended and close-ended questions, and when supplemental information is required
- Minimizing missing requirements through the introduction of related experiences, projects and hobbies.
- Recovery methods for 'wrong' responses
- Distinguishing between legal and illegal interviewing questions
- The value of interviewing the interviewer
- Follow-up etiquette

# Grammar, Punctuation and Spelling

---

## Course Overview

This course is a review of basic principles of elementary punctuation, English usage including fundamentals of sentence patterns, simple grammar, and basic writing of short paragraphs and brief essays. Participants will learn the process of planning, writing, and revising letters and memos.

## Learning Objectives

At the conclusion of this workshop, the participant will be able to:

- Identify the five parts of speech (nouns, pronouns, verbs, adjectives, adverbs) and demonstrate the appropriate use of each.
- Identify the four types of sentences (statement, command, question, exclamation) and demonstrate the appropriate use of each.
- Demonstrate the appropriate use of capitalization, spelling, and grammar.
- Demonstrate basic paragraph writing skills including sentence variation, the appropriate use of capitalization, spelling, grammar, and the five parts of speech.

## Outline

- Nouns and Pronouns
- Adjectives, Verbs and Adverbs
- Sentences and Sentence Types
- Capitalization
- Punctuation
- Skills Application
- Writing Activity



# Hiring Smart: Behavioral Interviewing Techniques

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## Course Overview

Behavior Interviewing is a very reliable and valid candidate selection technique based on the work of Tom Janz, of the University of Calgary. While we all may say that past behavior is the best indicator of future behavior, we don't act as if we believe this when we are interviewing candidates - often because we aren't certain how to ask questions that will tell us about past performance. This 2-day workshop concentrates on the pre-interview preparation; developing questions and their value; the interview techniques that get specific; behavior-based examples of past performance; and the strategies that follow through on this process. In addition to the work of Tom Janz, this workshop draws from the work of Stephen Jackson, who takes the behavioral interview one step further with a twelve-step process to hiring top performers.

## Learning Objectives

At the conclusion of this program, participants will be expected to:

- Have a process for creating competency requirements for any given position
- Understand why behavioral interviews are two to five times more accurate than traditional interviews.
- Identify and apply the principles of behavior interviews, and performance-based selection methods.
- Recognize the pattern of behavioral questions and use this pattern to design job-specific, behavioral, performance-based questions.
- Enhance professional interviewing skills with effective communication strategies and behavioral interviews techniques
- Role play and practice using behavioral interviewing skills\*
- Develop a defensible scoring and evaluation process
- Complete the process through testing and reference checking.

## Outline

- The Importance of Hiring the Right People
  - The cost of hiring errors
- Why Behavioral Interviewing?
  - From the applicant's point of view
  - From a team leader/manager's point of view
  - From a human resource perspective
  - What the research tells us about better interviewing
- Before the Interview
  - Gather the Pieces for the Pattern: Conduct a Job Analysis
  - Recognize critical incidents
  - Identify competencies and performance dimensions
  - Develop job descriptions
  - Prepare neutral job applications
- Forming the Interview Questions
  - Identifying the pattern
  - Writing the questions
  - Developing the response you are looking for
- Consistent Resume Screening
  - Defensible
  - Efficient

# Hiring Smart: Behavioral Interviewing Techniques

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- Developing an Interview Format
  - Develop rapport
  - Structure the interview process
  - Gather predictive information
  - Sell your organization
  - Gain a commitment
  - Conclude the interview
- Ethical and legal issues
- Interviewing Techniques
  - Create a comfortable atmosphere
  - Ask open questions and probe answers
  - Use active listening skills
    - Pause, clarify, summarize
    - Record applicant responses
- Interviewer Errors to Watch Out for
  - Leniency/stringency
  - Error of central tendency
  - Halo/horns effect
  - Talking too much
- Rating Interviews
  - Rating errors and how to avoid them
  - Valuing and scoring candidate responses
- Testing
  - Performance-based assessments
  - Other tests
- Reference Checks
  - A reference check format
  - Alternatives to a formal reference check
- Conduct Practice Interviews\*
- Final Review
  - Wrap-up and Evaluations

# HR for the Non-HR Manager

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## Course Overview

One of the biggest business changes in recent years has been the increased respect and responsibility afforded human resource professionals. The human resource field has changed dramatically, creating an expanded, more complex role for the human resource manager. There has been a move away from the human resource manager as a transaction-based, paper-pushing, hiring/firing support position. More and more, these managers are becoming decision-makers, who deal with employee performance and organizational profitability. This is a two-day overview of human resource issues facing today's business owners, managers and human resource support staff. You do not always have the expertise to deal with the many employee relationship issues you face, and yet you will be expected to make decisions that are both effective and legal.

## Learning Objectives

At the conclusion of this course the participants will understand:

- The latest trends in the human resource field and the changing role of the human resource professional.
- How human resource planning and the organization's strategic plan work together.
- How to write job specifications and identify core competencies.
- Methods of finding, selecting and keeping the best people using behavioral description interviewing techniques.
- How to get employees off to a good start.
- How to deal with compensation and benefits.
- How to maintain healthy employee relations.
- How to make performance appraisals a cooperative process.

## Outline

### Day 1

- Introductions/objectives/agenda
- Trends affecting HR
- Forecasting needs/succession planning
- Skills inventories/emotional intelligence
- Job analysis
- Job competencies
- Job descriptions
- Job applications
- What's wrong with traditional interviews?
- Guide for an objective interview

### Day 2

- What is BDI?
- How does a BDI interview rate
- BDI Patterns
- Critical incident techniques
- Format for an interview
- How to rate interviews
- Testing

## HR for the Non-HR Manager

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- Checking references
- Orientation programs
  - Why have one?
  - What should they look like?
- Planning for Training
  - Learning Styles
  - Adult Learning Principles
- Flow chart for a needs assessment
- Internal vs. external training
- Criteria for working with external consultants
- Employee training plans
- The employee handbook
- Absenteeism
- Advantages of performance appraisals
- Pre-preparation for appraisals
- Designing the appraisal form
- Employee preparation for appraisals
- Conducting the appraisal
- Follow-up for performance appraisals
- Diversity
- Compensation equity
- Compensation issues
- What benefits do employees want?
- Positive Discipline
- Exit Interviews
- Certificates, evaluations

# Interpersonal Communication

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## Course Overview

Participants learn how to ask and answer questions, use nonverbal communication, give feedback, and empower employees. Participants also learn how to communicate with individuals who hold different positions in an organization, such as peers, supervisors, subordinates, and customers/vendors. Course activities also cover promoting ideas, handling negotiations, and dealing with human resource issues.

## Learning Objectives

At the conclusion of this course, participants will be able to:

- Identify the elements that influence first impressions, build rapport and establish credibility with others, and build positive relationships.
- Use paraphrasing effectively and provide positive and constructive feedback in a business setting.
- Identify the types of ineffective supervisors and use different techniques to deal with them, and identify the steps necessary to prepare for negotiating a raise and to resign a job.
- Identify the guidelines for communicating with colleagues, take appropriate steps to apologize to a subordinate, and use appropriate tactics to refuse a subordinate's request.

## Outline

- Communication styles and methods
  - Communication styles
  - Verbal and nonverbal communication
- First impression and building rapport
  - The importance of first impression
  - Communicating to build rapport
  - Building positive relationships
- Building relationships through feedback
  - Importance of providing feedback
  - Providing feedback
- Supervisors
  - Understanding supervisor styles
  - Handling human resource issues
- Colleagues and subordinates
  - Communicating with colleagues
  - Communicating with subordinates

## Getting the Job - Interviewing Skills

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### Description

This one-day course is designed to expand the interviewing and related job preparation skills of participants, regardless of their workplace experience. Using a combination of instructor-led training, role-plays, case studies, and hands-on exercises, this course defines the steps to interviewing success.

### Objectives

At the end of this course, participants will be able to:

- Explain the merit and process of pre-interview preparation.
- Identify methods interviewees can use to establish the underlying intent of interviewer questions
- Indicate manners in which interviewees can recover from 'flubbed' answers.
- Suggest appropriate dress for formal and informal interviews and interview locations.
- Identify appropriate responses to inappropriate questions.
- Introduce past experience, projects and hobbies related to a job requirement, to negate the lack of 'desired' qualities.
- Suggest manners in which the interviewer can be interviewed.
- Illustrate the logic and value of post-interview follow-ups.

### Outline

- Elements of successful interview preparation
- The basis for traditional interviews and behavioral interviews
- Techniques for telephone, individual, and group interviews.
- Methods to determine the question behind the interviewer's question
- Identifying open-ended and close-ended questions, and when supplemental information is required
- Minimizing missing requirements through the introduction of related experiences, projects and hobbies.
- Recovery methods for 'wrong' responses
- Distinguishing between legal and illegal interviewing questions
- The value of interviewing the interviewer
- Follow-up etiquette

# Inventory Management Concepts and Practices

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## Course Overview

No business can survive very long without an effective program of controls over the parts and materials that are used in producing or distributing goods and services of the firm. Like many other things that depend on human interpretation, “control” means different things to different individuals. In two days, you will discuss everything that goes on during your watch, from hiring and managing your staff to controlling and managing your inventory. You will compare manual and automated inventory systems, and the best way to handle shipping and receiving functions so you have a customer-service oriented system.

## Learning Objectives

At the conclusion of this course, participants will (be able to):

- Discover how effective inventory management contributes to the financial success of an organization.
- Benchmark your present system against current practices in inventory management
- Identify how to take a team approach to managing inventory.
- Recognize opportunities for both individual and team problem-solving.
- Reduce inventory management costs.
- Understand terms that are frequently used in warehouse management.

## Outline

- The Concept
  - What is inventory?
  - Why is stock important?
  - What are our goals and objectives?
  - Who are our customers?
    - Internal Customers & External Customers
      - Manufacturing & Distribution
      - Public Sector
- Assessing the Quality and Competency of Staff
  - Hiring for the position
  - Evaluation of traits affecting performance
  - Motivation - The people problem
- Manual to Automated System
  - Learn what constitutes a good manual system
  - Understanding key functions and terminology
- How to calculate “Order Quantities”
- How to set “Reorder Points”
- How to set “Safety Stock Levels”
- How to factor in “Lead Times”
- Learn formulas and practice exercise
- Developing a Strategy for Improvement
- Achieving and Maintaining Inventory Accuracy
  - Physical count
  - Cycle counts
  - Inventory records & reports
  - Bar coding

# Inventory Management Concepts and Practices

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- Stock Location Management
  - Efficient space management
  - Positive item identification
  - Conserve time, labor, & equipment
  - Sample locator system
  - Material handling equipment
- Shipping and Receiving Operations
  - The importance of these functions and how they relate to inventory shortages and customer service.
- Developing Your Inventory Management Strategy
  - Establish your mission statement
  - Identify key factors to establish goals
  - Set business and inventory management objectives
  - Set objectives for service levels



# Customer Service: Leading a Customer Focused Team

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## Overview

The need for leading, promoting and enhancing a customer focused culture is essential within government. This workshop will help managers/leaders create customer satisfaction in whatever business units they work within.

## Learning Objectives

- Identify ways to establish the links between excellence in customer service and business practices, and policies.
- Develop the skills and practices that are essential elements of quality customer service.
- Recognize who the customers are and what they are looking for.
- Develop strategies for creating customer satisfaction in whatever business units they work within.

## Workshop Outline

- Introductions, Learning Objectives and Agenda
- Current Facts About the 21st Century Customer
- Consumer Diversity and Changing Expectations
- Customers are both Internal and External
- Leading Customer Focused Teams is About Communication
  - Characteristics of a Good Communicator
  - The Art of Asking Questions and Listening
  - Elements of our Communication with Others
- Self-Disclosure, Image, Self-Impression Management, Attending, Observing, Frame of Reference
- Dealing with Difficult People and Situations
- Managing the Customer Expectations through Effective Leadership
- Leadership - What it is and is not
- Personal Assessment of Style, Strengths and Weaknesses
- Adapting our Leadership Style to Suit the Situation
- Quick afternoon energizer
- Situational Leadership & Follower Readiness
  - Concepts of Leadership - Managing, Leading and Coaching
  - Honing Both Leader and Team Skills
    - Characteristics of an Effective Team
    - Problem Solving and Decision Making Essentials
    - Basic Team Tools for Improving Business Practices
    - Team Cohesiveness
- Impact, Implications, Getting to a Higher Level
  - Selling Ideas -- Presenting the Results
  - Now What??-Action Plans

# Learning to Listen

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## Course Overview

Organizations have always known that success depends on people communicating effectively, contributing not only to the bottom line but also to a positive performance environment. But successful organizations know that good communication is not just about speaking well. It's about the quality of the connection between the *senders* of the message and the *receivers*. The strongest influence on the quality and outcome of all communications is the ability to *listen effectively*. Only if you listen effectively can you *respond appropriately*.

## Learning Objectives

At the conclusion of this workshop participants will be able to:

- Explain the how and why of active listening.
- Show the results of good listening.
- Direct the improvement of listening skills.

## Outline

- Discover their "listening approach" or their natural way of listening
- Learn how listening approaches impact listening effectiveness
- Capitalize on their listening strengths
- Explore other listening approaches and their appropriate use in different communication situations
- Develop a willingness to listen actively and positively
- Improve their ability to understand the purpose of different communications and respond appropriately
- Overcome communication barriers
- Increase trust and reduce conflict
- Enhance individual and team performance
- Foster a positive listening environment

# Managing Emotions

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## Course Overview

Compelling research continues to show that our technical competencies such as accounting or business planning; or cognitive abilities like analytical reasoning, only account for a small percentage of our success in today's workplace. The key to success is our ability to develop and use competencies that support our ability to work well with others and our effectiveness in leading change. These sets of competencies make up the personal and social skills that enable us to apply our Emotional Intelligence (EI) in our professional and private lives with the same dexterity that we would apply technical or cognitive abilities. And, the research also shows that EI competencies can be learned. In this 1-Day course Participants will enhance their EI competencies so that they are able to be less reactive and more responsive in the situations and interactions they have in the workplace and elsewhere.

## Learning Objectives

- Analyze emotional levels and abilities to cope with demands.
- Develop new habits to reduce stress and anxiety.
- Strive for excellence over perfection.
- Balance personal and professional duties.
- Resolve conflict and defuse anger.
- Maintain a positive attitude.
- Create action plans for managing stress.

## Course Agenda

- Assess your current emotional levels.
- Define stress and learn the positive and negative types of stress.
- Understand the balance between how you view demands and your ability to cope.
- Identify the stages of stress and anxiety.
- Learn to recognize different stress patterns in yourself and others.
- Utilize new habits for less stress.
- Discover how self-esteem and optimism affect health and well-being.
- Avoid unhealthy perfectionism.
- Learn the importance of taking breaks and a 3-step method for progressive relaxation.
- Use assertive communication techniques.
- Learn how to handle difficult situations and deal with difficult people.
- Effectively resolve the conflict and anger that accompany stressful situations.
- Get organized and create a positive, productive environment.
- Learn how to effectively set priorities.
- Negotiate tasks and job responsibilities when there are too many demands.
- Create a "performance plan" that accounts for stress.

# Stress Management

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## Course Description

This course will explore the harmful long-term effects of stress on our mental and physical health and provide suggestions for managing our individual stresses more effectively. Strategies may include changes in lifestyle, stress management techniques such as relaxation and exercise, and the use of music or humor as coping strategies.

## Learning Objectives

Participants will:

- Recognize that stress is a positive, unavoidable part of everybody's life.
- Identify the symptoms of chronic stress overload.
- Identify how lifestyle choices can contribute to stress and how we can work toward making different choices.
- Develop some techniques to help manage stress right now.
- Begin planning long-term protection against the cumulative affects of stress.

## Outline

- Introduction, Learning Objectives and Agenda
- How Does Stress Affect Us?
- What is Stress About?
  - Checklist of Stress Symptoms
  - Holmes Rahe Stress Rating
  - Hanson Scale of Stress Resistance
  - The Human Scale
  - Stress Exhaustion Symptoms
  - Burnout Test
- Stress and Time
- The Stress Tax
- Managing Stress
- Stress and Gender
- Taking Care of Your Body and Mind
- Stress Management Strategies
- The "Less Stress" Lessons
- Personal Action Plan

# Marketing and Sales

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## Course Overview

Sales and marketing must evolve from being product focused to becoming more customer focused. It all boils down to building a relationship with your audience. With a relationship comes credibility. With credibility comes trust. And with trust, when the time is right, the customer will buy. One of the rules we live by is that people buy products and services from people they trust. And you can't establish trust without establishing a relationship first. A small marketing budget doesn't mean you can't reach your sales goals and achieve your business objectives. You just have to be more creative with your marketing tactics.

## Learning Objectives

- Recognize what we mean by the term "marketing."
- Discover how to use low-cost publicity to get your name known.
- Know how to develop a marketing plan and a marketing campaign.
- Use your time rather than your money to market your company effectively.
- Develop a budget for your marketing activities, based on the amount of dollars you have available, and stick to your budget.
- Identify strategies for finding and keeping customers.

## Outline

- Introductions
- Course goals/personal goals
- Defining marketing
- Pre-assignment
- Trends
- Marketing strategies and research
  - Mission statements
  - Brochures
  - Trade shows
- Four Ps of marketing
- Market Planning
- Advertising
- Increasing business
- Networking
- Communication tips
- Review/Application/Evaluation

# Coaching and Mentoring

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## Course Overview

Coach and Mentor...do these words ring a bell? Being a coach involves being a role model, sometimes a counselor or supporter, and always a guide. Coaching is based on a partnership that involves giving both support and challenging opportunities to employees. Mentoring is a strategic approach for the sharing of knowledge, skills and experience, to achieve specific intended outcomes. Today's mentoring has evolved from simply training the employee to a productive relationship that offers guidance and counsel to develop another's abilities to the fullest.

## Learning Objectives

At the conclusion of this workshop, you will be expected to:

- Understand how coaching and can be used to develop your team.
- Develop the coaching and skills that help improve individual performance.
- Demonstrate the behaviors and practices of an effective coach and mentor.
- Recognize employees' strengths and give them the feedback they need to succeed.
- Identify employee problems and ways you can help to correct them.
- Understand the unique role of mentor's in today's workplace.
- Determine the most effective mentoring style for your situation.
- Establish agreements to ensure a successful and rewarding relationship.
- Avoid behaviors that may interfere with growth and development.

## Outline

- Session One: Introduction and Course Overview
- Part One: Coaching
- Session Two: Defining Coaching
  - Two Schools
  - Why and What?
  - Coaching Assessment: Pre-Assignment
  - Recall
  - Coaching Skills
- Session Three: Interpersonal Communication Skills**Error! Bookmark not defined.**
  - What are Communication Skills?
  - Non-Verbal Communication
- Session Four: Self-Disclosure
  - Johari Windows
- Session Five: Critical Coaching Skills
- Session Six: More on Communication
- Session Seven: Learning Styles and Learning Principles
- Session Eight: Benefits/Consequences
- Session Nine: Skills Involved in Coaching
- Session Ten: The Coaching Model
- Session Eleven: Feedback
- Session Twelve: Coaching Problems
- Action Plan for Improvement
- Part Two: Mentoring
- The Origin of Mentoring

# Coaching and Mentoring

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- What is Mentoring
- Why is Mentoring Important?
- Types of Mentoring
- About Mentoring
- Critical Success Factors
- Roles and Responsibilities
- Characteristics of a Good Mentor
- Hints and Tips
- Indications of Success
- Benefits
- What Does it Take
- The Investment
- How to Get Started
- Mentoring Relationship Conclusion
- Feedback
- References and Suggested Reading

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# Motivating Your Workforce

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## Course Overview

It's no secret. Employees who feel they are valued and recognized for the work they do are more motivated, responsible and productive. This is a busy one-day workshop to help supervisors and managers create a more dynamic, loyal and energized workplace. This program is designed specifically to help busy managers and supervisors understand what employees want, and to them a starting point for creating champions.

## Learning Objectives

Through this workshop, participants will:

- Identify ways to link motivation to employee performance.
- Recognize the external factors that can influence performance.
- Discover ways to build and encourage employee accountability.
- Learn effective strategies to encourage and sustain employee trust.
- Explore ways that laughter and humor can enhance morale and increase motivation.

## Pre-course Preparation

Participants are asked to prepare for this training session by thinking about the answers to the following questions:

- What is it that motivates you?
- What are your biggest fears? How do they motivate you?
- What are your greatest desires? How do they motivate you?
- Do you think you focus more on rewards or on penalties?

## Outline

- Introductions and Pre-assignment
- Motivation is an “inside” job
- The three most common ways to motivate employees:
  - Fear
  - Incentives
  - Personal growth
- Working with Human Nature
  - Maslow’s Hierarchy of Needs
- Linking Motivation to Performance
  - Define expectations
  - Set realistic standards and goals-together!
  - Document what you agree on—their course of action
  - Be clear about rewards
  - Be a role model
- Build Trust and Hope
  - Respect your employees
  - Do what you say you are going to do
  - Watch what you say and how you say it
  - Communicate openly
  - Show your human side
  - Practice friendliness



## Motivating Your Workforce

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- Sustaining Employee Motivation
  - Create and share a vision of the way everyone should be treated
  - Recognize excellent performance
  - Be accessible
  - Keep everyone informed
  - Spend time coaching and teaching
- Review
- Personal Action Plan

# Multicultural Customer Service

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## Course Overview

The increased level of cultural diversity within the United States means you will encounter individuals who may look, act, think, and have different ideas about customer service when compared to the customers you have traditionally served. A changing customer base creates special challenges and opportunities for organizations and for service providers who are committed to finding ways to offer customer service that meets individual needs. This course will help the participant enhance his/her existing customer service knowledge and skills so they can provide exceptional service to all of their customers. The participant will learn to work with culturally diverse customers in a way that values them as individuals and keeps them coming back.

## Outline

- Self-Assessment
- What Is Customer Service?
  - Customer Service as a Part of Your Job
  - What is Good Customer Service?
  - Why is Providing Good Customer Service Important?
  - Techniques for Providing Good Customer Service
- Providing Multicultural Customer Service
  - What is Multicultural Customer Service?
  - How is Multicultural Customer Service Different?
  - Why Strive to Provide Good Multicultural Customer Service?
  - How to Get Started
- Developing Cultural Understanding
  - What is Culture?
  - How Culture Influences Us
  - Learning About Cultural Values and Behaviors
  - Appreciating Differences
  - Stereotypes
- Overcoming Barriers to Multicultural Customer Service
  - Barriers to Delivering Quality Customer Service
  - Personal Barriers
  - Expanding Your Comfort Zone
- Multicultural Customer Service Needs
  - Meeting the Needs of the Multicultural Customer
  - Identifying Special Needs
  - How to Determine and Respond to Multicultural Customer Needs
- Communicating Across Cultures
  - Verbal and Nonverbal Communication
  - Nonverbal Behavior
  - Verbal Communication Styles
  - Bicultural Communication Skills
  - Effective Cross-Cultural Communication
- Communicating Across Language Differences
  - Meeting the Needs of the Multicultural Customer
  - Speaking Effectively Across Language Barriers
  - Listening Across Language Barriers
  - Understanding Common Language Difficulties
  - Tips on Speaking Your Customer's Language

# Negotiating for Results

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## Course Overview

Administrative professionals who master the art of negotiation find they can save time; save money; develop a higher degree of satisfaction with outcomes at home and work; and earn greater respect in the workplace. Negotiating is a fundamental fact of life at your level. Whether you are working on a project or fulfilling normal support duties, this one-day workshop will provide you with a basic comfort level to negotiate with both internal and external clients. This interactive workshop includes techniques to promote effective communications; emphasizes problem-solving; and gives you techniques for turning face-to-face confrontations into side-by-side problem solving.

## Learning Objectives:

At the conclusion of this workshop, participants will be expected to:

- Understand how often we all negotiate and the benefits of good negotiation skills.
- Recognizes the importance of preparing for the negotiation process, regardless of the circumstances.
- Identify the various negotiation styles, their advantages and disadvantages.
- Develop strategies for dealing with tough or unfair tactics.
- Gain skill in developing alternatives and recognizing options.
- Have the opportunity to practice the “how to” of these skills in a supportive environment.

## Pre-Workshop Assignment:

Participants will be asked bring to the workshop some examples of recent negotiating situations, including a situation they felt they handled well, a situation that could have been handled better, and a situation that they felt uncertain about. Participants will be asked to be prepared to share these examples with others in the group.

## Outline

- What is Negotiation?
- Types of Negotiators
- Positional Bargaining
  - Hard vs. soft negotiating
  - Problems with positional bargaining
  - Alternatives to positional bargaining
- The Successful Negotiator
- Negotiation Essentials
  - Preparation
  - Organization
  - Hot Buttons
  - BATNA
  - WAP
- Preparing for Negotiation
- Inventing Options for Mutual Gain
- Fear
  - Humiliation
  - Rejection
  - Loss of Power
  - Failure
- Negotiating Challenges
- Dealing with Negative Emotions

# Performance Management

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## Course Overview

A course for supervisors who wish to acquire a further understanding of the supervisory management position, to better understand themselves and others through completing and interpreting the application of the Myers-Briggs Type Indicator, to develop their problem solving and decision making skills, and to explore performance management issues.

## Learning Objectives

Participants who complete this course will:

- You will better understand yourself and your personality preferences and temperament.
- You will learn to use your strengths and work on your challenges to be a better communicator and team leader.
- You will become more adept at analyzing workplace problems and have a variety of techniques for solving these problems.
- You will have a process for managing employee performance, from a structured interview process to a structured performance review.

## Pre-course preparation

Participants are asked to prepare for this training session by completing a pre-workshop questionnaire as an informal way of determining their own preferences.

## Outline

### Day 1

- Introductions, Personal Learning Objectives, Agenda
  - Understanding Ourselves and Others
    - History of the Myers Briggs Type Indicator
    - Your pre-workshop assignment
    - MBTI assessment
    - MBTI interpretation
- Your Temperament - A Shortcut to Understanding You
  - A description of each temperament
  - Video: The Three Basics
- The Supervisor as a Leader
  - Your communication style and the MBTI
  - Your leadership style and the MBTI

### Day 2

- Reconnect
- The Supervisor and the Team
  - How the MBTI applies to teams
  - Your team, its strengths and challenges
  - Team predictions and your team dynamics
- The Recruitment and Selection Process
  - The importance of hiring good employees
  - Position descriptions
  - Interview questions
  - Probing responses
- Clarifying Workplace Roles & Expectations

# Performance Management

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- Setting Performance Standards
  - Who should set them
- Performance Feedback
  - Give positive feedback
  - Give critical feedback
  - Learn to accept feedback
- Problem Solving
  - The problem solving process
  - The six-step problem-solving process
  - Establishing criteria for sustainable solutions
  - Tools for exploring options
    - Cost benefit analysis
    - Pros and Cons
    - Brainstorming
- Decision Making Types and When to Use Them
  - Autocratic decisions
  - Consultative decisions
  - Group decisions
- Resolving Interpersonal Conflict
  - Your preferences and conflict
  - The nine ground rules that empower you

## **Day 3**

- The Shared Management Model
  - The supervisor's role
  - The employee's role
- Managing Employee Performance
  - Defining expectations
  - Documenting performance
  - Planning your performance review
  - Conducting performance review
  - Following up on employee review
  - Maintaining performance
  - Dealing with problem employees
- Review
  - Commitment to an action plan
  - Evaluations

## **Follow-up**

Participants are asked to follow the action plan to which they committed themselves and to complete an impact evaluation at the end of a 60 day period, to show how the strategies from the training session were helpful (or not).

# Public Speaking: Presentation Survival School

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## Course Overview

A great presenter has two unique qualities, appropriate skills and personal confidence. This confidence comes from knowing what you want to say, and being comfortable with your communication skills. In this two-day course, you will master the skills that will make you a better speaker and presenter.

## Learning Objectives

Participants will:

- Identify ways to gain rapport with your audience.
- Learn techniques to reduce nervousness and fear.
- Recognize how visual aids can create impact and attention.
- Develop techniques to create a professional presence.
- Use practice techniques to really prepare.

## Outline

- Introductions and Course Overview
- Communication
- Edit Your Conversation
  - Speaking Characteristics
  - Clichés
- The Johari Window
- Trust
- First Impressions
- Four Good Rules for Any Conversation
- Making the Most of Meetings
  - Presenting at Meetings
  - Fifteen Ways to Master a Meeting
  - Learning Names and Shaking Hands
- Body Language
- Sticky Situations
- Why Talk?
- Planning Your Presentation
- Overcoming Nervousness
- The STARR Pattern
- Start Writing!
  - Evidence
  - Introductions
  - Following the opening statement
  - Your Beginning
  - Endings
- Limit Your Information
- Audience Profile
- Presentation Preparation
  - Checklist
  - Evaluation

## **Public Speaking: Presentation Survival School**

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- Your Speaking Voice
  - Parts of your Voice
  - Vocal Variety
  - Mastering your Material
- Add Punch to your Presentation
  - The Power of Threes
  - Visual Aids
- Pre-Assignment
  - Preparation
  - Presentations
  - Debrief

# Problem Solving and Decision Making

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## Course Overview

Why is it that some people find it easy to solve tough problems with simple solutions while others find this feat nearly impossible? You've no doubt looked at solutions to problems and said, "I should have thought of that." But you didn't. The answer is not just creativity, although that certainly helps. Rather, the power to find these creative solutions lies in our ability to search for and find facts that relate to the situation and put them together in ways that work. If you are tired of applying dead-end solutions to recurring problems, this workshop will help you discover new ways to approach problem-solving and develop practical ways to reach win-win decisions.

## Learning Objectives

At the conclusion of this course you will:

- Increase your awareness of problem solving steps and problem-solving tools.
- Distinguish root causes from symptoms to identify the right solution for the right problem.
- Improve your problem solving and decision making skills through identifying your own problem-solving style.
- Improve your ability to participate in and communicate about a collaborative problem-solving process.
- Recognize the top ten rules of good decision-making.

## Course Outline:

- Learning Styles and how they apply to Your Career
- Making Win-Win Decisions
- Problem Solving Defined
- Deciding Decisively
- Exercise: Bill's Decision
- The Problem-Solving Model
- Problem Identification
- Planning and Organizing
- A Problem-Solving Toolkit
- Generating Alternatives
- The Problem-Solving Process
- Fishbone Analysis
- Gradients of Agreement
- Facts vs. Information
- Decision-Making Traps
- Implementation
- Types of Decisions
- A Personal Action Plan



# Sales Training: Prospecting for Leads Like a Pro

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## Overview

Prospecting is the key to your success. Your success today is a result of the prospecting you did six months ago. Become skilled at networking and remember the old 80/20 rule. Know who to target and how to target them, and remember to do some prospecting every day through warming up cold calls, following up on leads, or networking. Build your personal prospecting plan, to ensure your future by planting seeds daily.

## Learning Objectives

At the conclusion of this workshop, you will:

- Understand the importance of expanding a client base through effective prospecting.
- Identify target markets and target companies with the 80/20 rule in mind.
- Develop and practice networking skills at every opportunity.
- Develop, refine and execute the art of cold calling.
- Create a personal prospecting plan to turn leads into clients.
- Increase your sales by implementing your prospecting plan.

## Outlines

- Introductions, Objectives, Agenda
- Pre-assignment discussion
- Target your market
- A prospect board
- Setting goals
- Where do you find prospects?
  - Networking
  - Public speeches and workshops
  - Attend trade shows
  - Lost accounts
  - Other ways
- Cold calling
  - Overcoming call reluctance
  - Getting past the gatekeepers
  - Getting their attention
  - Warming up cold calls
- Communication skills
  - Listening
  - Observing
  - Clarifying
- Questions to ask yourself about prospecting
- The 80/20 rule
- Building relationships
- Twenty-one ideas

# Sales: Selling Smarter

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## Overview

It's no secret that selling has changed in recent years. We are all working harder, with more responsibilities. High pressure selling is no longer effective. Customers want involvement. They want to be recognized and listened to. And they don't want you to forget them once the sale is made. This workshop will help employees feel more comfortable and skilled in selling to their customers and to help them identify and address some of their customer service challenges.

## Learning Objectives

At the completion of this workshop, participants will:

- Understand the wonderful paradox: helping other people get what they want gives us more of what we want.
- Use goal-setting techniques as a way to focus on what you want to accomplish and develop strategies for getting there.
- Recognize the difference between features and benefits of products and services, and develop a plan for increasing product knowledge.
- Identify the most critical elements of telephone sales and customer service.
- Understand the power of your behaviour for more successful sales and customer service.
- Develop communication skills to better share information and to better listen to the customer.
- Recognize opportunities for both individual and team problem-solving.

## Pre-Workshop Assignment

Participants will be asked to complete a questionnaire about sales and customer service perceptions.

## Outline

- Introduction and Learning Objectives
- Discussion of pre-assignment
- What selling is all about?
- Behind every sale is a person
  - Find out what they want
  - Figure out how to help them get it
  - People buy trust and service
  - That first seven seconds
- Setting achievable goals
  - The value of setting goals
  - The characteristics of SMART goals
  - Developing a strategy to reach your goals
  - Celebrating success & thinking like a winner
- Know your products and services
  - What are your products and services?
  - What are their outstanding features or USPs?
  - How do these benefit customers?

## Sales: Selling Smarter

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- Telephone techniques
  - The verbal handshake
  - Using your voice effectively
  - Telephone manners
  - Using your telephone as a sales tool
  - Building relationships by phone
- Deal with objections
- Ask for the sale
- Review and evaluation

# Skills for the Administrative Assistant

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## Course Overview

Work is not the only thing that matters in life, but most of us take pride in what we do. While we don't have to like the people we work with, or report to, at the very least we should be able to interact positively with them. The biggest influence on job satisfaction is our relationship with others. We all want some measure of success in life. However, our work should not be a burden to us, and our offices shouldn't be battlefields. We are human beings working with other human beings, so this workshop is about working to the best of your abilities, and encouraging the best in those who work with you or for you.

## Learning Objectives

Participants will:

- Understand the importance of professional presence on the job.
- Learn how to self-manage to become more effective and efficient.
- Improve their ability to plan, prioritize and solve problems effectively.
- Understand how to unleash our creativity, and how to get these ideas across successfully.
- Improve their communications skills – listening, questioning and being more assertive.
- Increase their effectiveness in recognizing and managing conflict, and dealing with difficult people.

## Outline

- Introduction and Course Overview
- Personal Best, Professional Best
- Making a Good Impression
- Distorted Thinking
- Steps to Feeling Good
- Assertiveness
  - What is assertiveness?
  - The assertiveness model
  - Dealing with tough issues
- Communication
- Asking and Listening
  - Open Questions
  - Closed Questions
  - Clarifying Questions
  - Active Listening
- Non-Verbal Messages
- Getting What Others Want
- Self-Management
  - Self-Management
  - Time Management
  - Your Workspace
  - Being Proactive
- Setting Goals
  - SMART PPP
  - Personal Action Plan

## Skills for the Administrative Assistant

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- Working as a Team
- Difficult People
  - Defining Conflict
  - Blending
  - Redirecting
  - When Discussions Degenerate into Conflict
  - SOFTEN
- Saying No
- Writing
  - The Four C's
  - Punctuation Pointers
  - Letters and Memos
- De-Stress Options You Can Use Right Now

# Speak Easy Basics

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## Course Overview

This workshop is for anybody who wants to improve their speaking skills in informal situations.

## Learning Objectives

- To enhance the ability to speak one-on-one with others.  
To develop the confidence to feel at ease, speaking socially or small groups such as meetings.
- To practice developing these skills in a safe and supportive setting

## Outline

- Learning Objectives
- Communication
- The Skill of Interactive Listening
- How do You Rate Your Listening Ability?
- The Power of Questions
- Self-Disclosure
- Body Language
- Re-designing Yourself for Strength
- What does Professional Mean?
- The Art of Conversation
- Fifteen Ways to Master a Meeting
- Critical Circumstances and Sticky Situations
- Controlling Physical Nervousness
- Controlling Mental Nervousness
- A Personal Action Plan

# Speaking Under Pressure

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## Course Overview

Speaking under pressure, or thinking on your feet, is based on being able to quickly organize your thoughts/ideas, and then conveying them to your audience to modify their attitudes or behavior. It applies to formal speeches as well as everyday business situations. This two-day workshop has been designed for those who are in positions where they must speak in front of audiences that are hostile or demanding. This course is also suitable for those who are relatively new to public speaking and want some encouragement to speak up in meetings or who want some training before they begin making presentations on behalf of the organization. This course is aimed at improving your skills and learning some new techniques which will give you the persuasive edge when you are making a presentation, fielding difficult questions, or presenting complex information. The course includes several exercises where the participant will have to prepare and present speeches of varying length with varying notice.

## Course Objectives

Specific learning objectives include:

- What you can do to prepare for unknown questions.
- Acquire strategies for taking control in a variety of pressured speaking situations.
- How you can overcome the nervousness when presenting in all situations.
- Presentation techniques that establish your credibility and get people on your side.

## Course Outline

- Introduction and Course Overview
- What is Speaking Under Pressure?
- Planning
- Force Field Analysis
- Pros and Cons
- Understanding Your Audience
- Controlling your Jitters
- Making Your Listener Hear You
  - Key Ideas
  - Finding Common Ground
  - Key Sentences
- A Plan to Structure Ideas
  - The Three-Part Plan
  - Building a Three-Part Plan
- Organization
  - Using Time, Place, and Aspect
  - Two Additional Plans
- Our Body Language
- Beginnings and Endings
- Expanding a Basic Plan
- Preparation, Presentations, and Evaluation

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# Teambuilding: Developing High Performance Teams

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## Overview

Your success as a manager can often depend on how well your team operates. How are their problem-solving skills? Are they enthusiastic and motivated to do their best? Do they work well together? There have been hundreds of studies demonstrating that human beings function better and learn better in groups. If you want to develop your team leadership skills and unleash the talent of your individual team members, this course is a practical look at current leadership practices that work.

## Learning Objectives

Participants will:

- Recognize the importance of having a performance review process for employees.
- Understand how to work with employees to set performance standards and goals.
- Develop skills in observing and giving feedback, listening and asking questions, for improved performance.
- Identify an effective interview process and have the opportunity to practice the process in a supportive atmosphere.
- Make the performance review legally defensible.

## Pre-workshop assignment

- The Team Player Survey

## Outline

### Day One

- Introductions, learning objectives and agenda
- Discussion of pre-assignment
- The Team Player Survey
  - Validating your style
  - Understanding your social and behavioral styles
  - Moving out of your comfort zone
  - Implications for change
- The obsolescence of hierarchy
  - The downsizing of the workforce
  - The move to cooperation
  - Types of teams
- Exploring High Performance Teams
  - Tuckman's stages of teams
  - The Team Performance Model
  - Your role as the team leader
  - Setting goals
  - Communicating
  - Involving
  - Supporting
- Assignment: Team Project
- Review



# Teambuilding: Developing High Performance Teams

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## Day Two

- Reconnect
- From Involvement to Empowerment
  - Developing competency
  - Building trust and collaboration
- The Freedom for Creative Thinking
  - Barriers to creative thinking
  - Lateral thinking vs. vertical thinking
  - Left brain/right brain
  - The Six thinking hats
- Team Problem-Solving
  - The pursuit of improvement
  - No lone rangers
  - Types of problems
  - Problem-solving tools
- Decision-Making Climate
  - Developing an open atmosphere
  - Using leadership skills to reach consensus
  - The gradients of agreement
- Facilitation Skills
  - Encouraging divergent thinking
  - Gathering points of view
  - Facilitating convergent thinking
- Review

## Day Three

- Reconnect
- Managing Team Conflict
  - Open communication
  - Sharing information
  - Methods for dealing with conflict
  - The six steps to conflict resolution
- The Manager's Role in Managing Change
  - Empathy
  - Communication
  - Participation
  - Helping the team move through the stages of change
- Assessing Team Projects
- Presentations: The Coaching Model
- Review
- Personal action plans and Evaluations

# Using the Telephone as a Sales Tool

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## Course Overview

We never stop learning how to improve our selling skills. Virtually everybody in sales today sells over the phone at least part of the time. Perhaps it is time for you to evaluate how you use the telephone and where it fits into your sales and marketing mix. The telephone can supplement, enhance and sometimes replace other means of marketing and selling. This personal approach can dramatically increase your sales success. You want to hone your communication skills, your ability to persuade and your ability to personalize each sales call to the person and to each situation.

## Learning Objectives

- Learn how to warm up your sales approach to reduce your fear of cold-calling.
- Choose the right environment for telephone selling
- Identify ways to make a positive first impression
- Identify strategies that help you speak to the decision-maker
- Learn what to say to create interest, handle objections and close the sale
- Generate more leads and repeat business by using the telephone more effectively.
- Enhance communication skills, from first impression to closing the sale.

## Outline

- Introductions, Objectives, Agenda
- Pre-assignment discussion
- Change your skills and change your income
- How to separate your company from the competition
- Trust, Respect and the Potential Customer
- Styles of Human Relations
- Self-evaluation
- Analyzing a crazy idea
- Warming up cold calls
- Developing your script
  - Variations on your script
  - Practical application
- If you must SELL by telephone
- Review
- Personal Action Plans and Evaluations

# Telephone Courtesy & Etiquette

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## Course Overview

Don't let poor telephone skills hurt your business reputation. This program teaches the importance of effective telephone techniques and how to correctly identify wants and needs. The session uses real life, practical case studies, skills inventories, and personal action plans. Participants will learn how to adopt a professional, friendly tone from the initial greeting to the final goodbye—and how to handle whatever arises in between.

## Learning Objectives

This session will provide participants with the essential skills they need to be successful and effective Customer Service Representatives. The teaching methodology will use lectures, small group activities, role-plays, and real life, practical case studies. Participants will:

- Understand the importance of the telephone to the organization
- Learn to understand the customer's needs
- Discover telephone statements that must be avoided
- Learn the value of asking probing questions for effectiveness
- Learn the basic telephone courtesies
- Communicate effectively with all types of callers
- Make the best use of voice mail and email

## Outline

- The Tone of Your Voice
- Dealing with Telephone Interruptions
- Headlining Your Call
- Reduce Callback Confusion
- Smooth Your Transfers
- The Art of Taking Messages
- Call Back Strategies

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# THE FIRST TIME SUPERVISOR

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## Overview

This two-day workshop is designed to help you overcome many of the supervisory problems you will encounter in your first few weeks as a boss—whether you are a team leader, a project manager or a unit coordinator. Dealing with the many problems a new supervisor encounters isn't easy but it doesn't have to lead to discouragement.

## Learning Objectives

The participants will:

- Help clarify roles and responsibilities of the new job.
- Adjust to the new role with confidence and an assurance you can handle the position.
- Develop your communication skills in listening, asking questions and giving feedback.
- Develop a technique for making sure you give instructions that are clear and understood.
- Identify some techniques to deal with employee challenges.
- Recognize the importance of being visible and available to employees.
- Understand the importance of developing good relationships with employees and peers.

## Outline

### Day 1

- Pre-assignment
- Getting started as a new boss
  - Overcoming initial anxieties
  - Getting off to a good
  - Learning the ropes
- Establishing authority
  - Dealing with friends you now supervise
- Practical tips on handling your responsibilities
  - Know what is expected of you
  - Identifying priorities
  - Be available and visible
  - Identify out employee abilities
- The communication skills you need
  - Become a good observer
  - Learn to listen
  - Ask open questions
  - Document your day
  - Give clear
  - Know the difference between orders, requests and suggestions

### Day 2

- Reconnect and feedback-30 minutes
- Dealing with employee concerns
  - Build trust with employees
  - Learning to say “no”
  - Resolving squabbles
  - Recognizing individual capabilities and contributions

## THE FIRST TIME SUPERVISOR

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- How to work with others
  - Working with your boss
  - Working with your peers
  - Accept responsibility for your group
  - How to stand up for yourself
- Mistakes to avoid
  - Getting angry
  - Appearing to play favourites
  - Being too bossy
  - Getting on the wrong side of the union
  - Other mistakes
- Supervisory success
  - Establish a daily routine
  - Keep on learning
  - Lead by example
  - Deal with problems immediately
  - Be firm but fair
  - Ask for help when you need it
- Review, Action plan, Evaluation

# The Minute-Taker's Workshop

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## Overview

No matter who you are or what you do, whether at work or in the community, you are involved in meetings. And meetings are costly, even if they are held in a company boardroom. To ensure meetings are productive and worth the expense involved, three ingredients are necessary: An assurance of closure, a strong chair or leader, and accurate minutes. It has been said that if the minutes of a meeting are not accurate, the meeting may just as well not have taken place. If people can't remember or agree on what actually occurred at a meeting, how can the group effectively accomplish its objectives? This one-day workshop helps minute-takers understand their role and the best techniques for producing minutes that include all the essential information needed.

## Learning Objectives

At the conclusion of this workshop, participants will:

- Recognize the importance of minute-taking and be able to use them to their advantage.
- Be able to remedy many of the complaints that beset minute-takers.
- Be able to write minutes that are suitable for formal meetings, semi-formal meetings and action minutes.
- Develop the essential skills of an effective minute-taker.

## Pre-assignment

Participants are asked to bring along a copy of minutes from their latest meeting (non-confidential) to critique and compare.

## Outline

- Introductions, objectives and agenda
- Discussion of pre-assignment
- The Role of a Minute-Taker
  - Handling common problems you experience
  - Developing a meeting agreement
- Minutes for Formal Meetings
  - The need for good minutes
  - Organizing formal minutes
    - Headings
    - Motions
- Minutes for Informal Meetings
  - Semiformal minutes
  - Action minutes
- Techniques for Preparing Minutes
  - Before the meeting
  - At the meeting
  - After the meeting
- The Minute Book
- Bylaws and Procedures
- Computers: The Latest Tool
  - Advantages and disadvantages
  - Electronic meetings

## The Minute-Taker's Workshop

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- Taking Minutes in an Interactive Meeting
- A Final Word
  - Listening skills
  - Behind the scenes
  - Hidden variables
  - Your image
- Review and Evaluations

# The New Supervisor

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## Course Overview

With a host of new challenges and responsibilities to tackle, new supervisors need training like never before. Learning how to supervise your new employees on a trial and error basis can lead to discouragement. This workshop can help you overcome many of the supervisory problems a new “boss” may encounter.

## Learning Objectives

Participants who complete this course will:

- Comprehend the scope, nature and responsibility of the supervision/management role and the demands this role places on them.
- Acquire an understanding of their role as leaders, team builders and good communicators, and how these skills impact on effective supervision of their team.
- Grasp the importance of setting goals, planning and prioritizing, in order to achieve organizational objectives.
- Accept the viewpoint that they are responsible for achieving results through the efforts of others.

## Pre-course Preparation:

- Participants are asked to prepare for this training session by completing a self-assessment “Skills Inventory for Supervisors.”

## Outline

### Day 1

- The Role of the Supervisor
  - Moving from doing to planning
  - Making the transition
  - The problems new supervisors encounter
  - Supervisory responsibilities to your organization, your team and yourself
- The Thinking and Planning Process
  - Elements of planning
  - Setting goals and objectives
  - Six steps in the planning process
  - Prioritizing your workload
- Leadership
  - Defining the meaning of leadership
  - The characteristics of leaders
  - Direction and support
  - Four styles of leadership
  - Four stages of followers
  - Applying situational leadership

### Day 2

- Working as a Team
  - The advantages and disadvantages of the team concept
  - The four stages of team building
  - The supervisor’s role in each stage
  - Building a team: conduct and characteristics of team members
  - Valuing the diversity of the team



# The New Supervisor

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- Communication
  - Barriers to good communication
  - Developing good listening skills
  - Developing good questioning techniques
  - Understanding non-verbal messages: yours and theirs
  - The importance of feedback and how to give it
  - Accepting feedback from others

## **Day 3**

- Orientation and Training
  - Defining expectations
  - Adult learning principles
  - How we learn
- Motivation
  - What do we value in work?
  - Three fundamental motivational techniques
  - Motivational theories and how they apply in the real world
  - Motivating without money
- Delegation
  - Defining delegation
  - Why we avoid delegating
  - Why we should be delegating more
  - Guidelines to effectively delegate

## **Day 4**

- Resolving conflict
  - Intervention strategies
  - Dealing with difficult people/situations
- Basics of Discipline
  - Action without discipline
  - A commitment to action
  - The four-step process
- Conclusion
  - Review
  - Commitment to an action plan
  - Evaluations

## **Follow-up**

Participants are asked to follow the action plan to which they committed themselves, and to complete an impact evaluation, a re-assessment of their skills, at the end of a 60-day period.

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# Time Mastery: Organized for Peak Performance

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## Course Overview

The way we perceive time has a dramatic influence on our behavior. You will not be able to control it master it, pace it, or use it as a strategic factor unless you understand its impact on your life, both professional and personal. Time is absolute – that is, a day is a day, an hour is an hour, a minute a minute – but our perception of time is far from constant. The aim of this course is to enable participants to be more productive in their professional and personal lives by improving the way they manage their time and establish priorities. Participants will analyze current time use and explore ways to prioritize tasks and work more efficiently.

## Learning Objectives

At the conclusion of this training program, participants will be expected to:

- Better organize their workspace and their paper for peak efficiency.
- Understand the importance of setting goals and developing strategies for achieving them.
- Understand the importance of prioritizing work in order to meet deadlines.
- Take control of those things that would derail workplace productivity.

## Pre-Workshop Assignment

Participants will be asked to (1) discuss the workshop with their manager, to make certain they will have time at conclusion of the workshop to discuss priorities and organize their workspace. They will also be asked to (2) complete a workload analysis and (3) identify a buddy who will support them as they make the changes required to work more efficiently.

## Outline

- Introductions, Learning Objectives and Agenda
- Discussion of Pre-workshop Assignment
- Developing a Personal Productivity Philosophy
  - Identifying productivity pay-offs
  - Working on the right things
  - Setting SMART action goals
    - Taking responsibility to make sure plans get implemented
- Learning to Plan
  - The elements of planning
  - Choosing a planner and using it properly
  - Turning a “To Do” list into action
- Organizing Your Work Area and Your Paperwork
  - Organizing your work area
  - Organizing your filing system and keeping it organized
  - Handling reading and mail
- Working Effectively with Technology
  - Computer files
  - Electronic email

## Time Mastery: Organized for Peak Performance

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- Managing Projects
  - What is a “project”?
  - Setting project goals
  - Determining “Milestones”
  - Developing “Project Action Plans”
  - Budgeting time and financial costs
- Effective Use of Meeting Time
  - When you chair a meeting
  - When you attend a meeting
  - The follow up to a meeting
  - Alternatives to meetings and how to use them
- Removing Obstacles
  - Dealing with interruptions
  - Dealing with the telephone
  - Dealing with your supervisor/manager
  - The need for change and self-discipline
  - Measuring progress
- Review and Action Plan
- Evaluation

### **Post-Workshop Follow-up:**

Participants will be asked to complete an impact evaluation six weeks after the conclusion of the program to determine the training value and applicability back in the workplace.

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# Train-the-Trainer: The Practical Trainer

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## Course Overview

Training is vital to a learning organization and a cornerstone in the improvement process. It imparts the skills and knowledge that people need in order to address business opportunities, solve problems and improve processes. The results are too important to leave to chance. Helping managers and supervisors recognize the practical skills they need to “stand and deliver” and giving them the opportunity to practice these skills in a safe environment will be the key benefits of this training workshop.

## Pre-Workshop Assignment

Come to this workshop with a topic or subject in mind, something you have been asked to do or want to do, as part of “on the job” training. It might even be a topic in which you have done some “training” but feel you would like to do a better job of it.

## Learning Objectives

- Recognize the importance of considering the participants and their training needs, including the different learning styles and adult learning principles.
- Know how to write objectives and evaluate whether these objectives have been met at the end of a training session.
- Develop an effective training style, using the training aids and techniques that are appropriate.
- Understand the importance of an instruction guide to help a trainer prepare and deliver effectively and consistently.
- Conduct a short group training session that incorporates these training concepts.

## Outline

### Day 1

- Introduction, Objectives, Agenda
- Discussion of pre-assignment
- Defining a successful training program
  - For the trainer
  - For the participants
- Adult Learning Principles
  - What we know
  - Learning by doing
  - How this knowledge can be incorporated into training
  - Resistance to change
- Learning Styles
  - Interpretation
  - The learning cycle
  - Application
- Developing Training Objectives
  - Provide reasons for learning
  - What do we want them to learn?
  - What techniques can we use to help them learn?
- Establishing performance standards or outcomes
  - Demonstrate end-results
  - Measurement vs. counting

# Train-the-Trainer: The Practical Trainer

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## Day 2

- Reconnect
- Effective trainers versus ineffective trainers
  - Empathy
  - Delivery
  - Preparation
  - Practice
- Visual aids or training aids at your disposal
  - Flip charts/overheads/videos
  - Electronic aids
- Training Techniques
  - Advantages vs. disadvantages
  - When and how to use them
  - Lecture-style presentations
  - Large group discussions
  - Small group discussions
  - Demonstrations
  - Case studies
  - Games and exercises
  - Role Plays
  - Questionnaires, Tests and exams
  - Ice-breakers and energizers

## Day 3

- Reconnect
- Develop an instruction outline
  - Learning styles
  - Adult learning principles
  - Training tools
  - Training techniques
  - Time frames
- Presentation Skills
  - Poise and appearance
  - Set up
  - Getting rid of nervousness
  - Practice
- Presentations and Feedback
- Review and Evaluation

### **Post-workshop follow-up:**

Participants will be asked to complete an impact evaluation six weeks after the training has been completed, to determine whether they felt the workshop was valuable to them and whether they were able to use the concepts discussed when they were back in the workplace.

# Understanding Project Management

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## Overview

This 3-day program focuses on understanding project management and business process improvement. It is specifically recommended for “seasoned” supervisors or managers who are expected to fulfill their supervisory duties of “getting work done through the efforts of others” as well as work on innovative projects that focus on improvements opportunities. They are expected to add value based on their in-depth understanding of their organization, their industry and their resources.

## Learning Objectives

At the conclusion of this course, participants will:

- Understand just what is meant by a “project.”
- Develop the skills a project manager must have.
- Develop methods for keeping the team focused and motivated and the customer satisfied.
- Identify simple techniques and tools for planning and tracking your project.
- Recognize what steps must be taken to complete projects on time and on budget.
- Enhance ability to sell ideas to the sponsor, the customer and the team through meetings and presentations.
- Understand ways to add value to your organization.

## Outline

### Day One

- What is a “project”?
- How “projects” fit into the 21st century workplace
- Projects that are worthwhile doing (Discuss how to know when projects add value to the organization and when you have the time, commitment and resources to do them - 1/2 hour)
- Selling your project (How do you sell your project - 1/4 hour)
- The stakeholder roles (1/4 hour)
- Your Role as a Project Manager (Discuss the three types of project manager, and what your various roles will be in each of the four stages of a project, with exercises to demonstrate your 4 various roles - 1 hour).
- Relationship with your project sponsor
- Understanding the scope of the project
- Dealing with dual responsibilities
- Your leadership role
- Your interpersonal role
- Your informational role
- Your decision making role
- The Seven Traits of a Good Project Manager
  - Enthusiasm
  - Ability to manage change (The four room apartment ½ hour)
  - Tolerant of ambiguity
  - Team builder/negotiator (A survival exercise-1 hour)
  - Customer service orientation (A checklist ¼ hour)
  - Understand priorities (an exercise on prioritizing the project tasks ½ hour)
  - Knowledge of the industry
- Assignment-participants are given further directions for developing their own project for a presentation on day 3)

# Understanding Project Management

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## Day Two

- Reconnect (1/4 hour)
  - Choosing your team
  - Defining roles
  - Before the meeting
    - Information gathering
    - Agenda planning
  - During the meeting
    - Goals
    - Completion Date
    - Budget
  - After the meeting
    - Follow-up
    - Follow through
  - Resolving Conflict (Large group discussion on issue resolution. Group have a case study they are to resolve and then role play - 1 hour)
  - Planning Tools (Participants discuss various tools, and have the opportunity to use each tool in an exercise - 1 hour)
    - Cost benefit analysis
    - Dependency chart
    - Milestone & Gannts
    - Critical path
    - Other tools
  - Charts, Costs and other Puzzles
    - Tracking tasks
    - Coping with delays
    - Making adjustments
    - Finding and fixing mistakes
  - Communication (1 /4 hour)
    - With the sponsor
    - With the team
  - Controlling Costs (Participants go back to the work breakdown structure from the morning to build their budget - 1 hour)
    - Building a budget
    - Budget control
    - Monitoring and controlling the budget
- Review (¼ hour)

# Understanding Project Management

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## Day 3

- Reconnect (1/2 hour)
- Exiting a Project (Large group discussion on how to let go of a project –1 hour)
  - Inclusion
  - Integration
  - Extinction
- Presentation Skills ( 2 hours)
- The Assessment Process (Discussion of the project –1/4 hour)
  - What went well
  - What flopped
- What is Your Next Project (1/2)
  - Benchmarking
  - Best practices
  - Critical evaluations
- Individual/team presentations (2 hours)
  - Review (The weakest project management link-1/2 hour)
  - Personal Action Plan-(1/4 hour)
- Your Project - During the first day of the workshop, you will be asked to identify a project or assignment from your workplace that you can work on during the remainder of the training. On the afternoon of the third day, you will be asked to make a short presentation on your project.



# Writing Reports and Proposals

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## Course Description

This two-day workshop is intended to help you prepare professional reports and proposals. As a manager at any level in business, government, or industry, you must write reports, to explain things, or to present your research findings. You may also write proposals to convince others of the value of some course of action.

**Pre-assignment:** Bring a sample of a report you have done for critiquing, as well as information you will use to write an upcoming report or proposal.

## Learning Objectives

The goal of this workshop is:

- To learn the value of good written communications.
- To develop paragraphs that introduce, connect, develop and conclude some part of an idea.
- To prepare reports and proposals that inform, persuade and provide information.
- To learn how to proofread your work so you can feel confident it is clear, concise, complete and correct.
- To provide an opportunity to apply these skills in real work applications.

## Outline

### Day 1

- Pre-assignment
- Making Writing Clear, Complete, Concise and Correct
- Planning Your Report
- Planning Sequence
- Main Elements of a Report
- Sequencing Information
- Parts of a Formal Report
- Rules for Headings
- Tables and Graphs
- Outlining Your Report

### Day 2

- Checklist for Revision
- The Ten Steps of Proposal Writing
- The Acid Test
- A Strategy
- Steps to Persuade
- Tough Questions
- Review
- Personal Action Plan

# Writing That Works

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## **Course Overview**

For those who must write as part of their job, being able to write well is a real career boost. Learn how to enhance your organizational profile and capture your thoughts on paper so they are strong and persuasive, but at the same time clear, concise, complete and correct.

## **Learning Objectives**

The purpose of this workshop is for participants:

- Learn the value of good written communications.
- Make writing clear, concise, complete and correct.
- Learn how to proofread your work so you can feel confident it is clear, concise, complete and correct.
- Have an opportunity to apply these skills in real work applications.

## **Outline**

- Introductions and Personal Learning Objectives
- Advantages of Written Communication
- The 4 C's of Written Communications:
- Proofreading
- Putting It All Together
- Review: Your Top Ten Writing Challenges
- Personal Action Plans