

# Business and Management

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## Conflict Resolution

### Harnessing the Power of Conflict

Destructive conflict can be one of the most debilitating dynamics operating in a productive work environment. With some breakthrough technology, this seminar uncovers the emotional and irrational elements of interpersonal, intergroup, and organizational conflict. This seminar introduces you to practical means for de-escalating conflict through third-party peacemaking and principal negotiation. Gain confidence in using proven skills to step into highly charged situations and redirect destructive conflict to constructive outcomes for participants.

#### Learning Objectives

- Diagnose true cause of conflict
- Wade through emotional and irrational elements of conflicts with confidence
- Use de-escalation techniques
- Bring conflicting parties together to resolve destructive conflicts
- Initiate principal negotiation

#### Who Should Attend

- Middle and general managers, Human Resource executives

### Resolving Conflict

This course teaches leaders how to recognize that a conflict is escalating and minimize damage by using the most appropriate resolution tactic, regardless of which stage a conflict is in. Leaders also learn the true cost of conflict to an organization and techniques for handling even the most challenging conflict-related discussions effectively.

#### Learning Objectives

- Effectively resolve workplace conflict and enhance productivity, efficiency, and morale
- Help others take responsibility for resolving workplace conflict
- Reduce the negative effects of workplace conflict on individuals, groups, and the organization

#### Who Should Attend

- Frontline to mid-level managers

### I'm OK - You're Difficult

Dealing with hard core, difficult persons can be taxing on us. Too often, we find individuals and organizations experiencing considerable stress and loss of productivity simply because these difficult people we encounter are not dealt with effectively. If we are on the receiving end, our strategy is to concede to demands we would not make in other situations. These difficult people can be customers, co-workers, a boss, and even those reporting to you. Whatever the impetus, they have one thing in common: they possess the ability to put us out of commission while we deal with their inappropriate behavior.

#### Learning Objectives

- Identify what type of person you are dealing with
- Identify the motivation behind the behavior
- Replace initial reactions to these people with proven techniques to regain your rightful place in the discussion (to promote effectiveness, these strategies are tailored to the individual's own communication style)

#### Who Should Attend

- Anyone dealing with "difficult" people.

### Working Thru Conflict

This course teaches how to manage conflict by effectively dealing with differing ideas, interests and perceptions. Learn skills to uncover the synergy between people and ideas, and build bridges between people of differing points of view.

#### Learning Objectives

- Approach conflict as a process
- Reduce the potential cost of conflict to the organization
- Minimize the negative consequences of unresolved differences
- Improve productivity by effectively handling conflict on and off the job
- Contribute to an open and collaborative work environment

#### Who Should Attend

- All employees, including frontline leaders

### Moving From Conflict to Collaboration

Changes in the workplace are putting new emphasis on the importance of effective collaboration. Organizations expect employees at all levels to work together and cross-functionally to solve problems and make decisions. Collaboration efforts require more cross-functional interactions and frequently open the door to conflict. Employees at all levels must be able to deal with conflict. In this course, participants learn the skills needed to turn conflict into opportunities to achieve positive, productive results.

#### Learning Objectives

- Explain influences that contribute to conflict in today's organizations
- Identify behavior patterns that undermine the ability to address conflict constructively
- Describe productive methods of dealing with undermining behaviors
- Distinguish between positions taken in a conflict and the underlying issues
- Use key actions to address conflict facing them on the job

#### Who Should Attend

- All employees

### Working with You Is Killing Me: A Guide to Handle Workplace Conflict Resolution

This course provides valuable insights for turning conflicts in the workplace into productive working relationships. Learn techniques to be more productive and improve your everyday interactions with others. Based on the book, *Working With You Is Killing Me*, by Katherine Crowley and Kathi Elster, participants will learn to free yourself from emotional traps at work.

#### Learning Objectives

- Recognize attitudes and behaviors that create conflicts
- Learn how to handle workplace stress and deal with toxic relationships
- Resolve conflict with controlled confrontation and positive resolution skills

#### Who Should Attend

- Anyone who wants to better manage workplace conflict and create a positive outcome

## Avoiding Workplace Violence

This program is intended to provide awareness to employees of the potential of violence in the workplace through the presentation of information, statistics, and actual cases. It will answer questions concerning workplace violence and provide insight into how to best deal with actual or potential incidents, and how to provide post-incident support to victims and co-workers.

### Learning Objectives

- Prevent workplace violence
- Acquire awareness of workplace violence
- Develop a long-term security plan
- Respond to threats and incidents of workplace violence
- De-escalate threatening people
- Provide post-incident support for victims and co-workers

### Who Should Attend

- All employees of any business, industry, or organization

## Effective Coping and Stress Management Techniques

To avoid the peaks and valleys of productivity created by high stress and burnout, you need employees who know how to balance the urgent demands of work and personal life without sacrificing either. Participants gain important insights into how stress in one life area impacts other areas, how coping resources in one area can be used to decrease stress in another, and how stress coping resources and overall life satisfaction are closely related.

### Learning Objectives

- Discover individual stress issues
- Capitalize on coping strengths to manage stress
- Learn to minimize or eliminate common, daily stresses
- Identify areas for coping skills improvement
- Develop flexibility in responding to change
- Communicate more effectively to improve problem solving
- Build mutually supportive relationships

### Who Should Attend

- Managers and supervisors, frontline staff and team members
- Anyone who needs to cope better with stress

## Business Ethics

The course will introduce ethical concepts that are applicable to resolving moral issues in business. It will aid in developing the reasoning and analytical skills needed to apply ethical concepts to business decisions. Participants explore moral issues specific to business and examine the social and natural environments in which moral issues arise. Additionally, the course covers ethical principles in business, the business system, ethics in the marketplace, ethics and the environment, the ethics of consumer production and marketing.

### Learning Objectives

- Describe two or more ways good ethics benefit an organization
- Recognize how values, rules and procedures establish boundaries in ethical decision making
- This course covers corporate and individual responsibility, offering doable solutions, including how to make decisions that ensure a greater ethical response to business issues

### Who Should Attend

- Managers and supervisors who want to provide ethical leadership
- Staff members who want to learn how they can contribute to a positive ethical culture within their organization

## Intercultural Business: Doing Business in U.S., Asia, and Latin America

This course is designed to identify the cultural differences, stereotypes, and customs of doing business internationally. It offers a unique opportunity to learn about the cultures, languages and customs citizens experience every day. The participants will gain insight and perspective on doing business in U.S., Asia and Latin America.

### Learning Objectives

- Identify global business experience
- Develop mutual understanding and shared appreciation for cultural differences
- Improve communication skills by understanding different communication styles and business approaches
- International etiquette & protocol

### Who Should Attend

- Anyone interested in doing business in U.S., Asia or Latin America

## Emergency Management for Business and Industry

This program will familiarize individuals within the organization, who will be in command during an emergency, of the proper protocol for establishing a command and control system. Included will be the pre-planning process that should take place prior to an emergency, and how to implement the plans when an emergency strikes. The ultimate goal is the protection of lives and property.

### Learning Objectives

- Analyze your capabilities
- See where you stand now
- Analyze your vulnerabilities
- Implement the emergency plan
- Integrate the plan into your organization's operations
- Train other employees
- Emergency management considerations

### Who Should Attend

- Anyone, especially those who will be in command or in management positions in the event a disaster or emergency occurs at or around the workplace (managers, supervisors, safety managers, security personnel, etc.)

## Professionalism in the Workplace

This course concentrates on managing your responsibilities with tact, poise, and polish. It will also explore how to get your point across with a positive, professional image.

### Learning Objectives

- Maintaining the proper attitude and perspective
- The importance of dress and appearance
- Essential communication skills
- Social etiquette
- Personal resource management
- Organization and time management
- E-mail/voice-mail best practices
- Importance of planning
- Problem solving attitudes
- Presentation development

### Who Should Attend

- Individuals who want to improve their credibility in the professional world

## The New Generational Mix

With the vast majority of companies currently employing a mixture of individuals (from the Silent Generation, Baby Boomer and Generation X), supervisors are faced with formulating cross-generational management techniques. This workshop explores the dynamics existing between the generations and provides participants with the tools to create a cohesive workplace utilizing each generation's strengths.

### Learning Objectives

- Understand and resolve conflicts between workers of different generations
- Assess and enhance your interviewing and recruiting practices
- Develop mentoring programs within your organization
- Motivate Generation X employees
- Increase team-building effectiveness in the organization

### Who Should Attend

- Human Resource managers and administrators, recruiters and labor relations managers, supervisors

## Understanding and Working with Diversity

This program uses a practical approach to understanding and working with diversity in human nature. It is designed to provide insights and strategies that can be integrated into daily management style. These techniques will enhance effectiveness in supervision and build flexibility in taking advantage of the diversity in today's workplace and corporate environment.

### Learning Objectives

- Describe three types of interpersonal relationships
- Identify cultural factors that influence behavior
- Apply methods of encouraging cooperation from others in managing diversity
- Develop a personal action plan
- Define and describe the process of valuing diversity
- Recognize the dimension of diversity
- Describe common perceptions and reactions to issues of difference

### Who Should Attend

- Managers and supervisors
- All employees within an organization



### Teamwork:

Simply stated,  
it is less me and  
**more we.**



## Creating a Service Culture: The Service Leader's Role

After the company's strategic focus is defined, service leaders need to know exactly how to make the service vision a reality. This course helps leaders identify barriers to service excellence and provides them with five leader practices to create a service culture.

### Learning Objectives

- Choose opportunities to use authority and influence to improve customer service
- Focus your efforts and those of the service providers to achieve the results most important to customers

### Who Should Attend

- Service leaders

## Reaching for Stellar Service

To provide the type of exceptional service that creates true customer loyalty, service providers need not only robust interpersonal skills, but also a positive can-do attitude, an understanding of the larger organizational context in which they work, and a commitment to making excellence their everyday service standard. Participants who attend this class have a greater appreciation for the role of customer service in a business, and the role they play toward this end.

### Learning Objectives

- Describe the challenges of delivering stellar service
- Describe the importance of their role in building customer loyalty
- List key moments of truth in customer interactions
- Describe how customers define stellar service
- Plan for their own success in delivering the five service qualities customers expect
- List actions they can take to build customer loyalty

### Who Should Attend

- All employees, from frontline to the executive level

## Customer-Focused Selling

Research clearly demonstrates that customers dislike "being sold" and desire to make decisions to buy based on perceptions of the salesperson as trustworthy, an adequate problem solver, and one who adds value. This two-day, skill-building workshop trains sales professionals in a consultative sales process and in competencies for demonstrating relationship skills and problem-solving skills.

### Learning Objectives

- Effectively listen, question, and solve relevant customer problems
- Create and deliver on-target presentations
- Handle buyer resistance
- Ask for the business and close the deal
- Support customers in their buying decisions

### Who Should Attend

- New and experienced sales people
- Marketing professionals
- Service professionals with sales responsibilities

## Serving a World of Customers

In a world of stellar service, there is no room for a one-size-fits-all approach. Each customer is different and deserves to be treated with his or her unique differences clearly in mind. Four key differences that can affect a customer's service needs are physical ability, language ability, culturally dictated expectations and familiarity with technology.

### Learning Objectives

- Understand the importance of providing helpful, sensitive service to all customers, whatever their differences happen to be
- Discuss the dangers of stereotyping customers
- Learn to recognize cues that may point to special customer needs, and ask respectful questions to clarify those needs
- Discover how to generate options and take action once special needs are identified, and recover quickly when their well-meaning efforts have an unwelcome effect
- Plan to apply a process that builds loyalty in customers with special needs

### Who Should Attend

- All employees, from frontline to the executive level

## Customer Service - Getting it Right

Your organization's success depends on the minute-to-minute performance of many people to "get it right." Whether internal or external, customers want the people selling the product or providing the service to actually deserve their business. In many cases, increasing labor costs and automation have resulted in fewer people in formal customer service positions. Therefore, everyone in the organization must commit to providing the highest possible levels of service in every aspect of their work.

### Learning Objectives

- Demonstrate the skills, attitudes, and behaviors necessary to consistently make "good service" happen
- Self-assess current customer service practices
- Create an action plan for implementing new skill
- Develop a shared customer service mission within an organization
- Determine a plan of action for achieving your customer service mission

### Who Should Attend

- Individuals or entire customer service teams
- Organizations looking to launch a customer training initiative

## Service Plus®

Service Plus® creates a level of service, helps eliminate customer defections, and strengthens customer satisfaction and loyalty. This program gives service providers more than a list of do's and don'ts by providing a toolbox of skills for effectively and efficiently handling all types of customer interactions.

### Learning Objectives

- Think and act consistently to please customers by putting them at the heart of your organization
- Create unprecedented levels of customers by putting them at the heart of your organization
- Create unprecedented levels of customer satisfaction and loyalty
- Ensure repeat business from established customers, increase word-of-mouth referrals for your business, and inspire loyalty in new customers

### Who Should Attend

- Service providers and frontline through mid-level leaders

### The Pitch and How to Make It - A Guide to Selling

The most valuable skill in any organization is the ability to sell an idea, point of view, and product effectively. In fact, a critical success factor in any organization is convincing others that your recommended course of action is their idea. The key to successful selling is knowing one's audience and appealing to the motivating factors shaping decisions. The aim of this seminar is to present the elements of persuasion and selling and enable participants to demonstrate their selling ability in one-to-one and one-to-many selling situations.

#### Learning Objectives

- Identify the key ingredients of persuasion and selling
- Use the logical selling process to your advantage
- Demonstrate basic persuasion and sales techniques
- Develop a persuasive selling strategy for achieving your goals

#### Who Should Attend

- Anyone interested in honing his/her persuasive selling skills
- Management at any level
- Anyone either pursuing or holding a marketing and sales position

### Healing the Customer Relationship



Serving customers who are frustrated or angry is a challenge for both new and experienced providers. Working with a customer who has had a bad experience demands extraordinary patience and tact. Research shows, however, that the effort cannot only restore that customer's loyalty, but it also can create an even stronger relationship.

#### Learning Objectives

- Identify what sets customers off and discuss the positive potential in negative customer experiences
- Recognize the four guidelines for restoring trust and confidence in customers who are angry or frustrated
- Explore techniques for managing their own reactions in difficult situations
- Turn things around after a service breakdown and make goodwill gestures to encourage customers to return

#### Who Should Attend

- All employees from frontline to the executive level

### In Which Program Should I Enroll?

You are invited to contact one of our Program Associates to seek assistance in determining which program will be right for you or your organization.

Our Program Associates manage the details of each of our offerings, know the instructors, and have an intimate knowledge of each program's specific content. They are prepared to assist in selecting programs specific to your knowledge and/or skill level.

**Please call upon us to offer guidance.**

813.259.6010



## Adapting to Change

This course develops the confidence and skills to embrace change and welcome change as an opportunity to grow and learn. Embracing change, rather than fearing change, is a valuable survival tactic in today's world, and this course teaches you how to do it!

### Learning Objectives

- Experience change without a loss in productivity or performance
- Take charge of change by learning to act on areas they can influence
- Develop an action plan for adapting to, and implementing change
- Support, guide, and encourage others to adapt more effectively to change

### Who Should Attend

- All employees, including frontline leaders who have taken or have the knowledge equivalent to the information presented in Interaction Skills for Success

## Avoid the Legal Pitfalls in Recruiting & Hiring New Employees

Recruiting and hiring can be a legal minefield. This course equips responsible hiring authority with the skills needed to avoid legal pitfalls in finding and hiring the right people. Also, it addresses the most common stumbling blocks, including job descriptions, job advertising, interviewing and equal opportunity concerns. With straightforward language and real-world examples, this program addresses the most common and dangerous potholes the organization's hiring authority faces.

### Learning Objectives

- How to verbally describe a job position and avoid omitting, exaggerating or implying
- How to advertise a position and avoid illegal or discriminatory language
- How, and what, to prepare for interviews—and avoid illegal questions
- How to avoid reverse discrimination
- How to provide equal opportunity in recruiting and hiring

### Who Should Attend

- HR personnel and any person with hiring authority

## Adaptive Leadership

Adaptive Leadership raises leaders' awareness of the differences among people and situations. It teaches leaders how to tailor their approaches based on their team members' motivations, personality styles, the organizational environment, and the situation. By better meeting the needs of each individual, leaders create higher levels of engagement and organizational results.

### Learning Objectives

- Adapt the leadership approach they take in each situation to effectively achieve results through people
- Maximize the effectiveness of their interactions by flexing interaction skills and other actions
- Successfully gain a person's or team's understanding, buy-in, or ownership of an issue or task
- Improve people's productivity by focusing on and addressing the situational factors that can affect results

### Who Should Attend

- Informal and formal leaders at all levels

## Coaching - Bringing Out the Best in Others



This module helps participants recognize daily opportunities to coach people they work with and provide the coaching skills they need to bring out the best in them. Effective coaching maximizes the performance of everyone associated with an organization – employees, managers, customers, and supervisors. Apply coaching skills in the workplace and encourage employees to motivate, guide and support one another in working toward achieving top performance.

### Learning Objectives

- Describe the role of a coach
- Explain why everyone in the organization needs to be a coach
- Describe how coaching can benefit themselves, others, and the entire organization
- Identify behaviors that help foster a supportive coaching environment
- Demonstrate a variety of asking and listening techniques to coach others, formally and informally
- Use the key actions to conduct a coaching session

### Who Should Attend

- All employees and leaders

## Advanced Management Skills for Managers

This interactive program will provide experienced managers with an analytical approach to leadership and supervision. Participants will see an increase in employee productivity and effectiveness when they put into practice the components of this program.

### Learning Objectives

- Identify the functions and responsibilities of managers
- Determine your leadership style and the DISC Personal Profile System
- Counsel and coach problem employees more effectively
- Determine what motivates your team
- Link organizational and individual goals
- Utilize effective delegation techniques
- Describe the value of performance standards
- Evaluate your decision-making processes

### Who Should Attend

- Individuals with management and leadership responsibilities

## Coaching - Developing High-Performance Teams

This course identifies techniques for developing self-leadership among individuals and teams. Learn how to help others develop critical thinking skills needed to work through problems, ideas, and opportunities. Coach others to excel while you focus on broader strategic areas.

### Learning Objectives

- Guide others to think for themselves when taking on a new challenge or solving problems
- Balance telling and seeking to provide support, encourage involvement, and share responsibility
- Develop all team members with individual styles, abilities, and motivations into high performers

### Who Should Attend

- Frontline to senior-level leaders

## Coaching for Improvement

This course helps leaders conduct effective improvement discussions and provide the feedback and ongoing support people need to improve performance.

### Learning Objectives

- Encourage others to take charge of improving performance and altering work habits, develop an improvement plan, and measure their progress
- Prepare for and conduct successful improvement discussions
- Handle specific challenges that might occur during such discussions
- Foster morale and productivity by addressing performance and work-habit issues in a firm, fair, and consistent manner

### Who Should Attend

- Frontline to mid-level leaders

## Correcting Performance Problems

This module provides modeling and practice in how to hold discussions with employees about unacceptable performance. It focuses on discussions that are necessary after less formal feedback and coaching have failed to result in a turnaround. The module provides a process that leaders can use to get an individual's performance back on track and to build motivation for continual improvement.

### Learning Objectives

- Recognize why leaders delay correcting poor performance and what the costs are of delaying action
- Identify performance situations in which to take action
- Explain how thorough preparation lays the groundwork for a constructive discussion about performance, and describe what goes into thorough preparations
- Successfully use the key actions to conduct a discussion about the need to improve performance

### Who Should Attend

- Leaders who have the responsibility and authority for correcting performance problems among those who report to them

## Coaching for Success

This course develops leaders who help people achieve goals and avoid problems, a positive experience for themselves and those being coached. Leaders learn a proven coaching process to ensure they identify coaching opportunities, provide needed coaching and support, observe performance, and measure results until desired outcomes are achieved. They learn how coaching for success benefits individuals, strengthens work groups, and supports company objectives and priorities.

### Learning Objectives

- Prepare people to successfully handle challenging situations and tasks
- Expand their teams' capabilities to give the organization a competitive edge
- Delegate new responsibilities with confidence
- Spend less time reacting to problems because work groups have been prepared to succeed

### Who Should Attend

- Frontline to mid-level leaders

## Creative Leadership Development

This laboratory-style seminar employs instrumented feedback to determine preferences in behavior and leadership styles. Case studies will be used to demonstrate the principles of situational leadership. Interactive exercises will provide participants with opportunities to practice using styles not normally employed. Immediate feedback will be used to critique participants leadership effectiveness.

### Learning Objectives

- Define qualities of leadership
- Describe various leadership styles
- Determine the follower readiness of others
- Describe situational leadership attributes and their effect on others
- Identify transitional steps between follower and leader

### Who Should Attend

- Frontline managers, sales and marketing staff, mid-level managers

## Coaching - What It Takes to Be a Great Coach

Coaching is essential to personal and organizational transformation. Managers who develop and use their coaching skills are often on the cutting edge of individual and organizational effectiveness. Coaching is a powerful way of working with others to bring out their best, and creating a corporate culture of success.

### Learning Objectives

- Learn the importance of coaching as a leadership responsibility
- Gain a clear understanding of a coaching model, and master the skills you need to use it
- Practice coaching using real-world case studies
- Receive feedback on the application of skills in the coaching interaction
- Develop a coaching plan

### Who Should Attend

- All supervisors and managers

## Day-to-Day Performance Management

Can you get the people you manage to perform to the best of their abilities? Can you motivate them to go "above and beyond" when the situation requires it? Are you able to use corrective feedback and recognition appropriately to keep your staff on track? This workshop gives supervisors and managers tools for helping employees become and stay high performers.

### Learning Objectives

- Identify the key elements of performance management
- Gain employee commitment to performance improvement
- Assign work and delegate responsibility more effectively
- Monitor work and maintain communication with the employee
- Address performance problems through corrective feedback
- Use recognition and reward techniques to assure continuous improvement

### Who Should Attend

- Frontline supervisors and mid-level management



## Delegating for Results

In this course, leaders learn skills for successfully matching people, responsibility, and authority to maximize involvement, productivity, motivation, and growth for individuals, groups, and the organization.

### Learning Objectives

- Maximize employee involvement, productivity, motivation and growth
- Prepare for and conduct effective delegation discussions
- Facilitate successful delegation by matching the right person(s) to the right responsibilities
- Handle delegation dilemmas such as resistance and inappropriate ideas

### Who Should Attend

- Frontline leaders to mid-level managers

## Essential Coaching Skills for Managers

Are you creating a climate for success among your team members? Do you know the difference between coaching and counseling and when to use each? Are you able to inspire others to peak performance? This fast-paced program provides participants with the skills needed to create empowered and self-initiated team participants.

### Learning Objectives

- Maximize your coaching efforts through techniques discussed in the program
- Use a coaching model to bring out the best in a team
- Identify what effective coaches believe
- Demonstrate a coaching session
- Practice the use of communication skills needed in the coaching process

### Who Should Attend

- Supervisors, managers, team leaders, and team coordinators
- Any individual who wants to increase their coaching skills

## Developing Others

This course provides leaders, coaches, and mentors with the necessary skills and a practical process to develop talent. It focuses on a leader's critical role before, during, and after the development plan.

### Learning Objectives

- Ensure individual development goals align with organizational business strategy
- Gather and review formal and informal behavioral data to determine a person's strengths and developmental needs
- Plan and conduct discussions on strengths and developmental needs, as well as measure and monitor development progress
- Handle challenging development discussions

### Who Should Attend

- Frontline to senior-level leaders

## Essentials of Interviewing

This course will take the guesswork out of evaluating candidates and selecting the right person for the job. Get practical, step-by-step instructions for how to effectively plan and conduct consistent, structured interviews by combining behavior-based, situational, and self-evaluation questions. This process helps equip individuals with the skills needed to hire candidates that are the best "fit" with the job requirements and the organization's culture.

**Capability** – the knowledge and skills to do the job

**Commitment** – the attitude and motivation to do the job effectively

**Chemistry** – the personality, values and work styles that best "fit" the organizational culture

### Learning Objectives

- Identify three key types of interview questions and when to use them
- Create appropriate and legal questions based on the specific job requirements and the "three-dimensional candidate profile"
- Conduct a consistent, structured interview that effectively evaluates for capability, commitment, and chemistry
- Provide candidates with an accurate picture of the job and organizational culture
- Evaluate candidates fairly and objectively

### Who Should Attend

- HR personnel, manager, supervisors

## Effective Management Skills

First-level and mid-level managers need a solid base of management skills on which to build in order to be increasingly effective. This program utilizes a variety of learning techniques, including instruments for self-assessment, small group discussions, and case studies to give you the tools you need to build and expand your management skills.

### Learning Objectives

- Demonstrate increased effectiveness as manager/supervisor in the leadership of your function and your people
- Motivate and coach for high performance
- Empower people to increased productivity
- Identify and utilize appropriate management skills to maintain a positive workplace
- Develop a plan to implement new skills at the work site

### Who Should Attend

- First and mid-level managers

## Essentials of Leadership

This foundation course for all management courses teaches leaders how to get results through people. During the course, they attain the tools necessary for a successful "leadership journey." Learners acquire a set of proven interaction skills, discover seven Leadership Imperatives key to meeting today's challenges, and realize their role as a catalyst leader who inspires others to act.

### Learning Objectives

- Multiply their effectiveness by motivating their teams and helping people be more effective
- Accomplish more in interactions in less time while enhancing interpersonal relationships
- Help people enhance their performance by providing them with feedback they are willing to accept and upon which they are able to act

### Who Should Attend

- Frontline to mid-level leaders

**Forward Thinking**



The ability to respond faster than the competition is an organizational survival strategy. For this reason, an important aspect of leadership is knowing how to work with others and how to enlist their support in creating a viable organization. Participants learn how to create an adaptable organization through awareness activities and skill-building exercises. A key focus of this program is helping teams anticipate change and gain a broader view of factors affecting their business.

**Learning Objectives**

- Understand how open-system thinking helps the organization to adapt to changing conditions
- Discuss effective ways to deal with obstacles to organizational improvement and to make a case for change
- Assess the potential impact of eight key environmental influences on teams
- Plan how to apply forward-thinking when working with teams

**Who Should Attend**

- Managers, supervisors, team leaders and facilitators

**Getting Started as a New Leader** 

This course arms new leaders with the knowledge and skills they need to confront the challenges associated with getting their footing and getting results more quickly-in their new leadership role. They learn how to focus their time and efforts on tasks that are most important to the organization's success. New leaders learn an approach that will accelerate their ability to achieve results through others.

**Learning Objectives**

- Quickly and effectively achieve results in their new role as a leader.
- Focus their time and efforts on high-priority tasks.
- Effectively lead their team to contribute to the organization's business strategies.
- Achieve results through others by building strong relationships with team members

**Who Should Attend**

- New and first-time frontline leaders

**Improving Performance & Reducing Liability: Discipline & Termination**

Coaching. Progressive discipline. Termination. These are challenging jobs for any hiring authority, no matter how seasoned. But they are also absolutely essential skills in today's litigious workplace. This course program uses straightforward language and real-world examples to present the most common issues and potholes that managers and organizations face. Then it provides specific actions any manager can implement to help them avoid their day in court.

**Learning Objectives**

- Effective progressive discipline helps to retain good people and improve performance
- Avoiding discipline or termination can lead to charges of discrimination, unlawful retaliation and wrongful retention
- Specific documentation — be consistent and state required actions, timelines and consequences
- Preparations — terminations must be planned — don't "wing-it"
- Focus on behaviors, improvement and consequences. Don't get trapped into unproductive and risky discussions

**Who Should Attend**

- HR personnel, managers, supervisors, and directors

**Leading High-Performance Teams**

Team leader roles often fall into one of three categories: coach, developer, or influencer. This course strengthens leaders' abilities in these roles, especially the influencer role, to help ensure optimal performance for their team and organization.

**Learning Objectives**

- Apply best practices for your roles as influencer, coach, and developer
- Assess and improve team effectiveness through the Team Performance Formula
- Develop strategies for influencing and improving situations, including challenging ones

**Who Should Attend**

- Frontline to senior-level leaders

## Management Fundamentals: The Making of a New Manager

Successful management requires knowledge of the behavior of people in organizational settings and of the processes that occur in those settings. This program provides you with an overview of the challenges that arise for managers and offers an introduction to the concepts and theories that can be useful in facilitating management effectiveness.

### Learning Objectives

- Define the role and responsibilities of managers, including planning, leading, innovating, organizing, and controlling
- Learn to manage strategy, structures, people, and systems
- Design the organizational context to produce behaviors that contribute to the effective functioning of both the individual and the organization

### Who Should Attend

- Newly appointed managers, individuals with management potential and persons seeking promotion to or within management ranks

## Reviewing Performance Progress

This course helps leaders drive performance and accountability by replacing the “dread” of performance reviews with the “human touch” that builds trusting relationships with the people who report to them. Leaders learn to conduct effective discussions that recognize people’s success and plan for their future development.

### Learning Objectives

- Use progress reviews as a business tool in guiding individuals, work groups and the organization toward success
- Encourage people to sustain good performance and improve less-than-desirable results
- Build people’s responsibility in monitoring, collecting, and analyzing performance data
- Handle challenging situations that can arise during progress review discussions

### Who Should Attend

- Frontline leaders to mid-level managers

## Positive Responses to Change



If the only constant these days is change, it is vital for all employees to respond swiftly and positively to the many changes they face at their jobs. Because people are frequently resistant to change, change can cause people to feel victimized, and frequently, they will seek other employment. This module offers a four-step process for making the most of change. The module helps participants come to grips with their resistance, weigh their options and find positive responses. Participants see the bright side of the new situation.

### Learning Objectives

- Face your thoughts and feelings about change
- Learn more about the impending change
- Express yourself in positive actions and words
- Explore ways to make the change work for you and your organization

### Who Should Attend

- Staff support employees
- People re-entering the workforce

## Setting Performance Expectations

This course helps leaders drive performance and accountability by helping people understand what is expected of them and gaining their commitment to achieving it. When leaders conduct effective setting expectations discussions, people feel more motivated to perform well because they see how their efforts make a difference.

### Learning Objectives

- Ensure mutual understanding of performance expectations
- Help others identify performance expectations that align with the organization’s goals
- Gain individual or team commitment to fulfilling the expectations in the performance plan
- Handle challenging situations that can arise during setting expectations discussions

### Who Should Attend

- Frontline to mid-level leaders

## Retaining Talent



This course helps leaders understand their critical role in retaining organizational talent. They learn to identify what it takes to keep employees happy and satisfied, and how to conduct “quick check” discussions critical for retaining valuable employees. By taking a proactive approach to retaining people, and by encouraging people to openly discuss what it will take for them to stay, leaders can create an environment in which people feel valued and satisfied in their jobs.

### Learning Objectives

- Show people their value to the organization
- Increase the frequency, and quality of discussions with people about their job satisfaction and intent to stay
- Uncover factors that are important to retain each individual, and take action to increase satisfaction
- Develop a plan to reduce voluntary turnover

### Who Should Attend

- Frontline to mid-level leaders

## The Empowering Leader



This workshop helps leaders identify areas on which to focus in building empowerment into their workgroup and organization. Learn about the benefits of empowering employees, and how empowerment boosts morale and motivation, decreases frustration, and helps to create an environment of trust, loyalty, and team support.

### Learning Objectives

- Encourage and support empowerment in employee work groups
- Find ways to make employees’ jobs more interesting, motivating, and empowering
- Help the organization become more empowering
- Plan your continuing development for empowering leaders

### Who Should Attend

- Frontline to mid-level leaders

## The Leader in Each of Us



In today's competitive work environment, it is important that employees at all levels of the organization take full responsibility for their contribution, the success of others, and the ultimate success of their employer. One way to respond to these challenges is to make the leadership responsible for everyone in the organization. This program explains why individuals throughout the organization need to assume expanded, flexible roles and take greater responsibility for the organization's success. Participants learn how barriers can hinder an organization's ability to respond and adapt to business realities. Participants explore five critical leadership strategies they can use to be more effective leaders and to ensure they achieve desired personal and organizational results.

### Learning Objectives

- Explain why leaders need to fulfill expanded, flexible roles in organizations, and what that means for their own jobs
- Describe five strategies leaders can use to focus their efforts as they handle new roles and responsibilities in high-involvement environments
- Assess their effectiveness as leaders in light of the five critical leadership strategies
- Determine ways they can use the five strategies to increase their effectiveness in the workplace

### Who Should Attend

- All employees

## Transformational Leadership

Transformational leaders literally raise up a team's efforts to extraordinary performance levels by encouraging them to behave in ways beyond self-interest. Learn how you can use five practices to transform followers into high performers through the use of video analysis, self-assessment tools, and simulations.

### Learning Objectives

- Describe the practices of transformational leaders
- Distinguish the behaviors of a transformational leader from those of a transactional leader in a video case analysis
- Identify our own strengths as transformational leaders during times of change
- Practice using coaching skills to prepare others for extraordinary performance
- Commit to personal action plan for practicing coaching skills back on the job

### Who Should Attend

- General managers, supervisors, mid-level managers



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## Advanced Team Building

In today's workplace, the team approach to management is increasingly evident. This program is designed for organizations that have begun team building but need advanced skills to maintain their teams, and increase team efficiency and productivity.

### Learning Objectives

- Set and share team goals
- Identify team skills
- Utilize positive team member skills
- Set tasks boundaries, train, coach, and monitor the team's progress
- Move your team to increased levels of efficiency, communication, and productivity

### Who Should Attend

- Any work group member who currently understands the basics of team building

## Creating High Performance Teams

Assembling a group of people and calling them a team will not ensure commitment and loyalty. It takes more than knowledge of team process to bring about mutual support and improved customer service. This workshop is designed to give existing teams the power to achieve high performances by recognizing and mastering the techniques that lead to success.

### Learning Objectives

- Identify your customers and their expectations
- Maintain positive relationships
- Increase trust and mutual support
- Identify your conflict handling style
- Identify problem or opportunity situations on the job

### Who Should Attend

- New teams, established teams and teams that need to be revitalized

## Building Trust

Trust is the responsibility of each individual — no exceptions. When it's there, you feel it. In a trusting environment, you see more teamwork, partnering, and productivity. This course gives you hands-on, proven strategies for building trust in the workplace.

### Learning Objectives

- Take steps to strengthen trust in your interactions
- Build a foundation of trust with co-workers
- Encourage open communication
- Develop an action plan for building trust with co-workers, team members, customers, and leaders

### Who Should Attend

- All employees, including frontline leaders

## Defusing Emotionally Charged Situations

Frequent changes, tight deadlines, unresolved issues, personal conflicts, and issues from home can make the workplace a pressure-cooker where emotions can get out of control and affect both performance and relationships. To succeed at work, employees must be able to recognize situations that cause them tension and they must possess techniques to diffuse potentially difficult situations. Attend this class, and learn these valuable techniques that will help to change challenging situations to constructive situations.

### Learning Objectives

- Tell yourself to stay cool
- Say nothing until the other person calms down
- Listen for facts and feelings
- Offer your support
- Ask questions to understand the situation better
- Give information to clarify misunderstandings
- Seek a solution
- Know when to walk away
- Try to see the other person's point of view
- Apologize, if necessary

### Who Should Attend

- New and experienced frontline employees and support staff
- People re-entering the workplace

## Strategic Planning: Designing Your Future

Strategic planning is a management tool used to help an organization do a better job, to focus its energy, ensure members of the organization are working toward the same goals, and assess and adjust the organization's direction in response to a changing environment. In short, strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus toward the future.

### Learning Objectives

- Learn how to assess the current environment
- Understand the process for creating a strategic plan
- Develop and facilitate a strategic planning process

### Who Should Attend

- Facilitators, trainers, human resource professionals, and managers

## Developing Leaders

Do you know what is expected of a leader? This course will help you to understand what a leader is and help to prepare you in taking on your first leadership position with greater confidence. Find out what is expected and respected in a leader.

### Learning Objectives

- Learn strategies for being noticed and selected to be a leader
- Explains different qualities senior management looks for in candidates seeking leadership positions
- Project a more dynamic image
- Discover your unique leadership style, and learn how to refine your skills in gaining and using power to positively influence

### Who Should Attend

- Any manager who is a potential candidate for a leadership role or who is about to take on a new leadership assignment

## Eat That Frog! Stop Procrastinating & Get More Done

There never seems to be enough time for everything on our “To Do” list. Successful professionals follow the simple rule – don’t try to do everything at once. They learn to focus on the most important task that will get results and make sure those are the tasks that get completed. Based on Brian Tracy’s best-selling book, *Eat That Frog!*<sup>®</sup>, this course cuts to the core of what is critical to effectively manage time.

### Learning Objectives

- Implement behavioral changes to improve productivity
- Establish priorities

### Who Should Attend

- Procrastinators and those wishing to manage their time more efficiently

## Helping Your Team Work

In almost every job, success depends on shared projects, effective group interaction, coordinated effort, and helping one another in a pinch. Where team skills and awareness are weak, an employee can impede the performance of the team, as well as the entire organization. This program takes a close look at team behaviors; thinking “big picture”, extending a helping hand, appreciating others, and making one’s needs known and how to implement these valuable behaviors.

### Learning Objectives

- Think “big picture”
- Extend a hand
- Appreciate ideas and actions
- Make your needs known

### Who Should Attend

- New and experienced line staff support employees
- People re-entering the workforce

## Essentials of Time Management

Have you ever wondered why some people seem to accomplish so much more than others in the same number of hours without appearing to work any harder? Maybe the answer is they work smarter by managing their time more effectively. This program is designed to equip participants with the tools necessary to effectively manage their time.

### Learning Objectives

- Describe the basic principles of personal time management
- Identify personal strengths and weaknesses in time management practices
- Identify top time wasters, their causes, and work-related contributors
- Practice time management principles of personal objective setting, establishing priorities, delegating, eliminating, integrating, recreating, collaborating, and counter-procrastinating
- Develop methods for preventing crises on the job
- Practice methods for minimizing interruptions
- Develop a personal contract for reducing time wasters on the job

### Who Should Attend

- Anyone

## Impacting Your Work Processes

While most training programs on work processes cover “macro” processes like manufacturing or order fulfillment, this course focuses on individual work processes. It gives people the skills to take ownership of their jobs and streamline processes to improve performance.

### Learning Objectives

- Map your work processes and identify improvement opportunities
- Improve work processes that increase customer satisfaction, enhance job satisfaction, reduce frustration, and strengthen the organization’s ability to provide quality goods and services

### Who Should Attend

- All employees up to mid-level leaders

## Expanding Your Team’s Capabilities

Participants learn the necessity of empowering teams to handle tasks and responsibilities previously reserved for supervisors and managers. Participants learn the skills needed to decide when teams are ready to take on management or supervisory tasks, prepare the teams for their new tasks, and develop an environment in which team ownership and flawless execution can occur. Participants also explore ways to “step back into the team” when situations require leader intervention.

### Learning Objectives

- Assess a team’s readiness to take on new tasks
- Plan how to best prepare teams to take on new tasks
- Set effective task boundaries
- Obtain a team’s commitment to take on new tasks
- Coach teams as they take on new tasks
- Monitor a team’s progress and take action as needed
- Provide teams with the interpersonal, administrative, and technical skills necessary to take on new tasks

### Who Should Attend

- Middle managers, managers, supervisors, and team leaders

## Influencing Others

This course helps participants create and follow a plan for influencing others.

### Learning Objectives

- Increase acceptance of other people’s ideas, and ensure involvement from others
- Feel more confident in making suggestions for improvement
- Implement new ideas more efficiently
- Enhance others’ reputations as strong contributors

### Who Should Attend

- All employees, including frontline leaders

## Interaction Skills for Success

Improving your workforce's interaction skills will improve the way your workforce thinks and acts. This course presents the basics of how to work well together, reduce wasted time, lessen conflict, and influence interactions in a positive way.

### Learning Objectives

- Choose the most effective way to interact with others in order to reduce wasted time and miscommunication
- Get what you need from their interactions
- Make sure people give you what they need from their interactions
- Maintain strong working relationships and reduce misunderstandings and conflicts

### Who Should Attend

- All employees, including frontline leaders

## Keeping Your Team on Course

Keeping a team on course to accomplish its mission and goals is the responsibility of all team members, not just the team leader. This unit provides 12 tools and techniques to help team members direct the course of the team through a variety of challenges.

### Learning Objectives

- Explain the "Four Phases of Team Development"
- Describe the process during each phase of development
- Select appropriate tools and techniques to deal with a variety of team situations
- Develop a plan for effectively using a specific tool or technique with a team

### Who Should Attend

- Supervisors, managers, team leaders, and members



**Teamwork** is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.

- Andrew Carnegie

**Making Effective Decisions** 

This course helps employees master a systematic approach to making better and faster decisions that result in a more effective performance.

**Learning Objectives**

- Avoid common decision-making traps
- Increase the speed and quality of decisions
- Gain support to make decisions work and involve the right people at the right time
- Build people's confidence in their ability to make the right decisions
- Make major and minor decisions confidently

**Who Should Attend**

- All employees up to senior leaders

**Managing Your Priorities** 

Rapid change, flatter organizational structures, and cross-functional duties mean employees must assume greater responsibility for managing tasks. As a result, they need to be able to handle competing priorities, shift gears smoothly, and coordinate and negotiate responsibilities, schedules, and resources with others. The activities in this module provide the skills participants need to make better decisions about their daily work. Participants learn techniques to deal with complex interpersonal interactions, build strong work relationships, and increase their overall productivity, even in changing environments.

**Learning Objectives**

- Explain why the ability to manage competing priorities is an important skill
- Review your individual priorities as the basis for communicating clearly with others about what must be done to meet important goals
- Handle interruptions and requests for help in ways that maintain good working relationships
- Clarify expectations for tasks you need to perform
- Analyze your own needs and work with others to identify ways to handle competing priorities
- Decide when to delegate or hand off tasks, and how to do this effectively

**Who Should Attend**

- All employees

**Optimizing Team Performance** 

This course recharges teams by providing a framework to diagnose strengths and weaknesses, tools to continually improve performance, and a process to build action plans that optimize performance. Applying these techniques will help to keep your team on goal, working together, and encouraging the best contributions from each team member.

**Learning Objectives**

- Demonstrate increased ownership of team performance by assessing and taking responsibility for improving team effectiveness and performance
- Focus on high-priority actions and strategies that directly support the organization's goals
- Look for ways you can influence the team environment

**Who Should Attend**

- All employees and their leaders

**Systematic Teamwork**

This fast-paced workshop is designed for new and existing teams, as well as individuals that would benefit from a simple and clear way to think through any problem, decision-making, or complex situation. Participants will improve their natural ability to problem-solve, make decisions, and deal with a lack/overload of information, or poor communication in a team environment.

**Learning Objectives**

- Identify specific factual issues to determine priority
- Gather and record relevant information using logical, focused questions
- Follow a systematic, data-based procedure for uncovering the root causes of problems
- Develop well-rounded decisions, balancing creativity with a thorough evaluation of benefits and risks
- Create specific implementation plans that anticipate likely problems and develop preventative and contingent actions to reduce their threat

**Who Should Attend**

- Individuals or groups responsible for problem-solving and/or business decisions

**Project Management Fundamentals**

Poor project management is the major factor in the failure of most development projects. This course will help participants identify the major components of product development and project delivery. Whether you use project management practices alone or in combination with project management software tools, businesses are saving money, time and improving product and service quality by integrating the practices into their everyday activities.

**Learning Objectives**

- Integrate project management into your business
- Identify major components of a product development and project delivery
- Save money and time for your business
- Manage projects effectively

**Who Should Attend**

- Individuals who will be managing projects

**Team Building - Foundation for Success**

Many leaders, at all levels of the organization, are moving toward a participative mindset based on cooperation and consensus. Often, they believe people are the most valuable resource of any organization, and that trained teams accomplish more than the sum of each person's efforts. Some are convinced that highly efficient, intact empowered teams help organizations gain and maintain competitive edge. Teams exist at every organizational level, from Line Level to the Executive suite. The number of teams increases daily. There is no doubt that teams are here to stay. This program is designed to help make "teaming" a functioning reality in your workplace.

**Learning Objectives**

- Identify the characteristics of a team and differentiate between a team and a work group
- Distinguish the stages of team development and implement actions to promote better performance
- Develop roles and responsibilities
- Manage conflict
- Develop collaborative goals, and monitor progress

**Who Should Attend**

- Facilitators, managers, and leaders from all levels of the organization





**Team Performance Survey** 

The Team Performance Survey is an easy-to-use diagnostic tool that enables teams and work groups to assess their effectiveness in key practices and skills essential to a high-performance team. The survey addresses best practices of optimally performing teams.

**Learning Objectives**

- Enable teams to proactively identify problems and barriers and make adjustments
- Increase ownership of performance by having team members assess the team's strengths and weaknesses and take responsibility for team effectiveness and performance
- Provide a tool for ongoing measurement and benchmarking of team performance
- Enable teams to focus on factors most critical to their performance and success

**Who Should Attend**

- All employees and their leaders

**Thunderbolt Thinking - Building an Innovative Workplace** 

This course teaches people to manage their thinking to leverage both creative and analytical skills, learn how to do away with rigid “this is how we always do it” thinking and myopic perspectives. Create a work environment where innovation and breakthrough thinking is the norm.

**Learning Objectives**

- Distinguish what employees are thinking about from how employees need to think
- Harness more of your team's brainpower using a how-to-think processes
- Strengthen innovative thinking abilities, and manage their thinking by being more mentally alert, aware, and agile

**Who Should Attend**

- All employees, up to frontline leaders

**The Basic Principles for a Collaborative Workplace** 

In today's workplace, everyone must be willing and able to work together in new and collaborative ways. Collaboration positively impacts productivity, quality, customer satisfaction, and organizational performance. This module introduces The Basic Principles, a set of behaviors that helps individuals work more effectively with others. Participants learn how to use The Basic Principles to create a collaborative climate where everyone is able to cooperate, share ideas, and work toward a common purpose.

**Learning Objectives**

- Describe how collaboration improves organizational performance
- Describe what it takes to be an effective collaborator
- Identify ways to encourage collaboration
- Describe specific ways in which to use the basic principles in your work situations

**Who Should Attend**

- All employees

**Training Others** 

This program gives employees the skills they need to effectively help others prepare for new tasks and responsibilities. The course will also help build employee commitment to, and understanding of, the importance of training to your organization.

**Learning Objectives**

- Understand the importance of training others in the workplace
- Be prepared to plan and conduct on-the-job training with one or more people
- Motivate others to grow and develop their skills

**Who Should Attend**

- All employees, including frontline leaders

**The Group Development Model**

It is not uncommon for well defined and planned projects to fail due to conflicts between team members. This practical program introduces a model for defining the purpose of your projects, getting the team organized, setting goals, and executing the project while paying attention to group dynamics and the role they play in the process.

**Learning Objectives**

- Identify relationship-building aspects of team-building
- Understand how a good group leader is elected
- Develop a scope statement for the project
- Develop a process to make decisions
- Deal with conflicts

**Who Should Attend**

- Project managers and project team managers

**Working as a Team** 

Working as a team clearly teaches employees the personal, interpersonal, and organizational advantages of working together, whether in teams or work groups.

**Learning Objectives**

- Apply the team success factors to improve the performance of the team they lead, or on which they serve
- Reduce the time it takes their team to overcome growing pains
- Be aware of and address the challenges their team faces in the four stages of team development

**Who Should Attend**

- All employees, up to mid-level leaders

**Valuing Differences** DDI

Valuing differences gives people effective tools for appreciating others' unique perspectives, understanding their inherent differences, and collaborating in a mutually beneficial way. Learn how your team's differences can become your team's greatest strength.

**Learning Objectives**

- Contribute your unique style, ability, and motivation to ensure the success of your group and organization
- Show respect for the unique qualities that make you and others different
- Work more collaboratively and productively with people who have a variety of styles, abilities, and motivations
- Draw upon everyone's differences to achieve better results

**Who Should Attend**

- All employees, up to mid-level leaders

**Improving Personal Productivity**

Improving Personal Productivity, which can be kicked off in a workshop or provided as a "just-in-time" reference tool, gives employees the skills they need to increase their productivity while decreasing stress levels.

**Learning Objectives**

- Improve your personal productivity by eliminating non-productive behaviors
- Achieve higher levels of efficiency by applying new, more productive work habits

**Who Should Attend**

- All employees, up to frontline leaders

**Walk the Talk** DDI

"Walk the Talk" is a fast and flexible way for participants align teams through values, thus enhancing organizational effectiveness.

**Learning Objectives**

- Identify desired performance expectations
- Identify existing values
- Determine requisite values necessary to achieve performance expectation
- Identify current behavior that is inconsistent with those values
- Modify current behavior to ensure it is consistent with desired values
- Develop measurements to monitor success

**Who Should Attend**

- Managers, team leaders, and team members

**Planning and Facilitating Effective Meetings**

Have you ever sat in a meeting and thought, "Why am I here?" Many people wish they could do something to get meetings focused or get existing meetings back on the correct path. Whether you are a team leader, facilitator, or team player, this nuts-and-bolts workshop can help you develop the skills necessary to create more productive meetings.

**Learning Objectives**

- Plan and execute more effective meetings
- Understand the differences between leaders, trainers, and facilitators – what makes you a "facilitator"
- Effectively use five key meeting roles: facilitator, recorder, timekeeper, minutes-taker, and process observer
- Facilitate group consensus during problem-solving and decision-making sessions
- Develop a team vision statement
- Give feedback and help team members to give each other constructive feedback, decreasing defensiveness and increasing positive impact

**Who Should Attend**

- Team leaders of managers, formal meeting facilitators
- Team players looking for facilitative impact during team meeting

**Strategic Project Management**

This program challenges participants to build a team with defined roles and responsibilities.

**Learning Objectives**

- Identify team concepts
- Describe methods for analyzing problems, and develop resolutions using team roles and responsibilities
- Define elements of project management
- Apply project management philosophy through simulations

**Who Should Attend**

- Administrators and clerical support
- Sales and marketing staff
- First-line supervisors
- Middle managers
- Executive management
- Group leaders
- Organizational development specialists

**Leadership and Team Building Development Skills**

Many managers find it difficult to make the transition from traditional supervisor to team leader. This program is designed to provide team leaders with the skills and knowledge required to successfully fulfill the leadership role in building a high-performance team.

**Learning Objectives**

- Describe directive and supportive team leadership styles
- Differentiate between the member's role and the leader's role
- Identify the stages of team development
- Develop an action plan for your team

**Who Should Attend**

- Team leaders and prospective team leaders

