



TRAINING COURSE CATALOG

ORGANIZATIONAL EFFECTIVENESS

Shifting from Current Culture to Ideal Culture

Duration: 4 hours

Audience Level: Leadership and Management

Description: This workshop is based on the work of Robert A Cooke, PhD, and Janet L Szumal, PhD, Creating Constructive Cultures. The workshop will help leaders and managers identify if their organization or department's culture is an asset or liability, the importance of managing culture, and understanding the challenges of creating agency for a constructive culture.

Objectives - by the end of this course, participants will be able to:

- Complete a 12-Question Survey
- Understand the challenges of maintaining a constructive culture
- Identify and understand the difference between current and ideal culture
- Understand roles leaders, managers, and employees have for maintaining a constructive culture
- Identify and understand various causal factors and levers for change
- Successfully engage in open conversations about culture

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Setting the Tone: How Leaders Create Company Culture

Duration: Half-Day Workshop

Audience Level: Leadership, Management

Description: In this interactive workshop participants will explore what organizational culture really is, why it matters, and the role leaders play in setting and transforming culture. Participants will determine what they believe defines their culture, pressure test the list, learn how to translate the list into principles/value statements and study a culture transformation roadmap for embedding these into the organization.

Objectives – by the end of this course, participants will be able to:

- Explore the visible and invisible cultural elements
- Discover the characteristics of a strong culture and why strong cultures pay off
- Explore current trends and why culture is a top priority

- Understand how culture is strongly influenced by leaders
- Case study: Learn the 'secret sauce' of culture and study who is good at culture and why
- Assessment: 6 elements that define your company's culture
- Learn the elements for translating into principles/behaviors statement that help values and behaviors stick
- Roadmap: Culture Transformation
- Understand how to be a role model - knowing that to help others develop behaviors that support your desired culture, start with yourself

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

The Great Workplace™

Duration: 1 day or 4 hours

Audience Level: Leadership, Management, Employees

Description: This workshop is based on the book, the Great Workplace - How to build it, how to keep it, and why it matters. Participants will explore the concept of a great workplace, examine the dynamics and challenges of creating a great workplace, create personal core values, understand the importance of values alignment to company and leadership philosophy, and understand what leaders, management, teams, and employees can do to sustain a great workplace.

Objectives – by the end of this course, participants will be able to:

- Examine the essential elements of a Great Place to Work®, especially the crucial role of trust.
- Build an understanding of the key role that leaders and managers play in building a great workplace.
- Identify opportunities and generate ideas for ways leaders and managers can make change within their scope of responsibility.
- Become familiar with models and tools that can be used to make a positive impact in improving the workplace.

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Change Management

Duration: 1 Day

Audience Level: Leadership, and Management

Description: When organizational change occurs, leaders have the responsibility to oversee and support the change strategy and process, and managers are usually tasked with successfully implementing the

change while also managing the impact it has on employees. While this can be extremely challenging, with the right tools, managers can successfully balance these priorities.

Objectives - by the end of this course, participants will be able to:

- Articulate the process and impact of change on people and performance
- Identify and manage the stress that often accompanies change
- Understand their various roles in managing change
- Implement strategies for increasing adaptive capacity within themselves and their teams
- Successfully lead conversations about change

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

How to Develop an Effective Talent Management Strategy

Duration: 1 day

Audience Level: Leadership

Description: This course will take leaders from learning and understanding to drafting a Talent Management Strategy. Leaders will explore and learn the key components of a Talent Management Strategy, create alignment with business strategy, identify roles of organizational structure, assess, and identify talent gaps, and define success measures for performance management.

Objectives – by the end of this course, participants will be able to:

- Understand key components of a Talent Management Strategy
- Identify organizational talent gaps
- Draft a Talent Management Strategy

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Building A Development Culture

Duration: 2- hours

Audience Level: Leadership, Management

Description: In this interactive session, participants will explore a talent management development strategy through a lens of focusing on building a development culture that ensures that you attract, engage, and retain the employees you need for business success – now and in the future

Objectives – by the end of this course, participants will be able to:

- Understand the purpose and impact of building a development culture
- Learn how the investment in development pays off
- Explore what a great development culture looks like, and the key role that leaders play

- Discover how leaders with a development culture do things differently
- Learn how leaders build a development culture
- Explore the power of effective delegation
- Self-assessment: Your Delegation Style
- Plan for how to build an effective development culture

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Employee Engagement

Duration: 4 hours

Audience Level: Leadership, Management, Employees

Description: Employee engagement describes the heightened awareness and connection between employees and their work, the organization, or the people they work for or with. Engaged employees find personal meaning in their work, take pride in what they do and where they do it, and believe that their organization values them. Having engaged employees boosts your team’s productivity and organization’s effectiveness, leading to better business outcomes in support of your mission. Participants will understand their role in engaging, influencing, inspiring, and motivating, and identify actions to maximize engagement.

Objectives – by the end of this course, participants will be able to:

- Review and understand engagement derailers and stallers
- Define employee engagement and describe the importance/impact of an engaged workforce
- Understand motivation and explain the difference between intrinsic and extrinsic motivation
- Develop an action plan to engage direct reports in the workplace

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Project Management

Duration: 1 day

Audience Level: Leadership, Management, and Employees

Description: This program is designed to teach individuals the purpose of project management and how to complete projects efficiently and effectively using proven methodologies and best practices. The course introduces project management then explains the various phases of project management which includes initiation, planning, scheduling, implementation, mitigation, and closure. Participants will review case studies and apply learnings.

Objectives – by the end of this course, participants will be able to:

- Define project management

- Understand the key methods, resources, roles and responsibility, and why alignment of project management plans to the company philosophy and strategy matters
- Review the core competencies and tactical skills for effective project management success
- Explain a basic project lifecycle and apply it to practical situations
- Understand how to utilize tools and resources to navigate the project lifecycle
- Share best practices with colleagues to build more institutional knowledge around project management

Minimum Number of Participants: 15

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Excellence in Inclusion (DEI-B)

Duration: 2 hours

Audience Level: Leadership and Management, Employees

Description: A diverse workplace hires and retains employees with a wide variety of identities and backgrounds, while an inclusive workplace actively works to ensure all its employees feel safe, empowered, represented, and welcome. This training course allows participants to learn, discuss and apply the concepts and theory of diversity, inclusion, and belonging that help leaders, managers, and employees create and support an environment for inclusion of thought, communication, and behavior; and realize a better sense of belonging through the interactive use of videos, group discussions, assessment reports, individual and group assignments, and facilitator-led instruction.

Objectives – by the end of the course, participants will be able to:

- Understand the DIB© model for Diversity, Equity, Inclusion and Belonging
- Identify business reasons for implementing DEI strategy in the workplace
- Review best practices for implementing a successful DEI strategy
- Review the various role of leaders, managers, and employees for DEI success
- Understand what are the key metrics that drive successful DEI programs
- Design and create a personal DEI Commitment to Action statement

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

LEADERSHIP DEVELOPMENT

The Work of Leaders

Duration: 1 day

Audience Level: Leadership

Description: This assessment driven program is designed to cultivate leaders who foster self-awareness in employees, share information with all levels of the organization, and practice servant leadership. The first session is all about creating a vision and how it impacts the work of a leader and their employees, and discusses the Courage, Authenticity, Service, Truthfulness, Respect, and Effectiveness (CASTRE) principles of leadership. The session offers a de-brief segment to discuss participants assessment reports to understand the report data and correlate to their personal strengths, motivators, and leadership competencies. Participants will be able to focus on the overall importance of execution as a component of leadership with a simulation that provides a real-world experience for participants to practice what they learned.

Objectives – by the end of this course, participants will be able to:

- Define values-based leadership
- Create a personal vision to inspire and guide your work
- Relate personal vision to organization's goals
- Assess strengths and challenges with best practices for vision-setting
- Explain values of highly successful leaders
- Practice incorporating values into daily leadership practice
- Define cognitive leadership
- Articulate the importance of building alignment in teams
- Connect crafting a vision to building alignment
- Assess personal strengths and challenges for building alignment
- Understand and apply techniques for effective team and individual communication
- Apply storytelling strategies to communicating a vision
- Connect Change Leadership best practices to leadership
- Define servant leadership
- Apply best practices from previous sessions to realistic day-to-day scenarios
- Generate momentum within the team by showing a clear path of execution
- Develop strategies to capitalize on strengths and challenges
- Apply course corrections during project execution, when necessary

Minimum Number of Participants: 15

Maximum Number of Participants: 25

Course Materials Provided:

- MyEverythingDiSC™ online account
- PowerPoint Slides Participant Guide
- Work of Leaders Assessment

Leadership Philosophy

Duration: 1 day and 4-hours

Audience Level: Leadership

Description: In this workshop, leaders will engage in the powerful process of discovery, identification, formulation, validation, communication, and implementation of their individual Leadership Philosophy. Leaders will review, challenge, understand and confirm how their beliefs, sentiments, principles, attributes, behaviors, and values are utilized to motivate influence, support, and create momentum, engagement, and productivity for talent optimization, execution of strategy, collective results, and maximizing excellence.

Objectives – by the end of this course, participants will be able to:

- Understand the meaning of Leadership
- Review Leadership Principles
- Review and exercise key Leadership Role Expectations
- Explore various Leadership Styles and the factors that influence
- Engage in open dialogue and storytelling of observed leadership philosophies
- Complete Prepared2Lead Questionnaire
- Review key competencies and characteristics of an effective leader
- Complete WWIDD exercise
- Design and draft individual Personal Leadership Philosophy

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Cultivating Executive Presence for Success

Duration: 1 day

Audience Level: Leadership

Description: In this interactive half day program participants will learn the dimensions of Executive Presence, assess themselves to determine what behaviors and bad habits are getting in the way, and plan for how to change for the better – increasing both Executive Presence and Leadership Effectiveness.

Objectives – by the end of this course, participants will be able to:

- Define and understand the dimensions of executive presence
- Discover the importance of executive presence and what it looks like in practice
- Self-Assessment: signs you need to work on your executive presence
- Understand why changing habits is so hard
- Self-Assessment: what's keeping you stuck?
- 7-Step plan for overcoming behaviors that can block your success
- Utilize the Purposeful, Powerful and Productive (PPP) model for improving executive presence

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Setting and Achieving Strategic Leadership Goals

Duration: 2 to 4-Hours

Audience Level: Leadership, Management

Description: In this interactive session, participants will learn how to push their career or company to a new level by defining and working toward leadership goals. Participants will learn how to fulfill their two-fold leadership role: driving near-term performance (operational) and ensuring long-term sustainability to prepare for the future (strategic). Participants will explore how to create goals that lead to higher performance, greater effort, a more rapid work pace, personal commitment, and results.

Objectives – by the end of this course, participants will be able to:

- Know the three major goal categories
- Model: Strategic Goals vs Operational Goals
- Set SMART goals
- Create goal value statements to avoid goal clutter
- Use good “rules of thumb” to proactively determine how goal progress will be measured
- Measure intangibles
- Maintain momentum
- Achieve goals
- Model: 7 Questions for Achieving Goals
- Delegate well to produce result you simply cannot realize on your own
- Template: SMART Goal Setting
- Planning Worksheet: Business Goal Setting

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Change Leadership

Duration: 2-hour to half day

Audience Level: Leadership, Management

Description: In this interactive session, participants will study practices involved in succeeding through change leadership by studying Kotter’s Change Leadership Model and assessing their own and identifying their employees’ responses to change. There is an option to design a survey of change leadership and responses to change over a specific period of time or project and debrief survey results.

Objectives – by the end of this course, participants will be able to:

- Distinguish between change management and change leadership – and know the purpose of each
- Model: Where change fails or succeeds: the factors and outcomes

- Understand why change doesn't stick
- Model: Kotter's 8 steps process for leading change
- Understand the common ways people react to change
- Model: The change curve
- Explore what change resistance looks like
- Know the 8 steps for responding positively to change
- Self-Assessment: The Five Responses to Change

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Managing Change by Leading Transitions

Duration: Half-Day Workshop

Audience Level: Leadership, Management

Description: In this interactive workshop session participants will explore and practice using numerous change models and leader tools for leading change and transitions.

Objectives – by the end of this course, participants will be able to:

- Understand the two sides of organization change: management and leadership
- Explore and understand when to utilize current change models:
 - Change Model: Kubler Ross Grief Model
 - Change Model: Prosci ADKAR Model
 - Change Model: Kotter's Eight-Stage Process for Implementing Change
 - Change Model: Kurt Lewin's 3 Stages for Facilitating Change
 - Change Model: William Bridges Transition Process
- Utilize top tools for managing transitions
 - Leader Tool: The Four Doors
 - Leader Tool: 6 Questions Leaders Should Prepare
- Support people through change
- Know strategies to "lead endings"
- Identify resistance
- Lead change even when you don't have all the answers
- Sell the change without putting down the past

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Leader As Coach

Duration: 1 day

Audience Level: Leadership

Description: During this course, participants will discuss their most difficult coaching challenges, and work on developing strategies to overcome them. This highly interactive, discussion-based course will focus on applying best practices and key coaching strategies to real-life scenarios that participants have or are currently encountering in their work, including methods for building trust and the framework for having Fierce Conversations.

Objectives – by the end of this course, participants will be able to:

- Describe the process and distinctions of trust
- Identify concrete actions supervisors can take to establish and maintain trust in their teams
- Reflect on personal biases and their impact on difficult coaching situations
- Utilize strategies to dissect coaching challenges
- Describe two conditions for safety in coaching conversations

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

The Cognitive Leader

Duration: 4 hours

Audience Level: Leadership

Description: During this course, participants will discuss their most difficult coaching challenges, and work on developing strategies to overcome them. This highly interactive, discussion-based course will focus on applying best practices and key coaching strategies to real-life scenarios that participants have or are currently encountering in their work, including methods for building trust and the framework for having Fierce Conversations.

Objectives – by the end of this course, participants will be able to:

- Describe the process and distinctions of trust
- Identify concrete actions supervisors can take to establish and maintain trust in their teams
- Reflect on personal biases and their impact on difficult coaching situations
- Utilize strategies to dissect coaching challenges
- Describe two conditions for safety in coaching conversations

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

The Effective and Successful Leader

Duration: 1 day

Audience Level: Leadership, Management

Description: Leaders who have higher cognition act from an authentic sense of clarity, purpose, and intention. Effective leaders have higher levels of influence, accelerated value, and optimize growth and opportunity – for themselves, their teams, their organizations, and their communities.

Objectives – by the end of this course, participants will be able to:

- Review and understand the key characteristics of an effective leader
- Review and understand the bad traits of an ineffective leader
- Explore the Cognitive Leadership Model©
- Review top behavior derailers and most worked on behaviors that hold leaders back from success
- Understand the dimension of building trust and inspiring stellar performance
- Learn why building trust is key to being an effective leader
- Develop Effective Leader Narrative

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Enterprise-Wide Thinking

Duration: 1 day

Audience Level: Leadership, Management, Employees

Description: In a modern workplace where the average person encounters one interruption every eight minutes, time management is a critical skill for success. At the heart of effective time management is prioritization – placing your time and attention on the right things to achieve maximum effectiveness. This highly interactive workshop will help you take control of your schedule, prioritize your work, decrease distractions, and increase your ability to manage your professional life more effectively.

Objectives – by the end of this course, participants will be able to:

- Apply the five-step time management process to increase effectiveness
- Implement strategies to effectively manage time and work responsibilities
- Identify areas for continued improvement in time management

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Remarkable Women Leaders

Duration: Half-Day to Full Day Workshop

Audience Level: Leadership, Management

Description: In this interactive workshop based partly on Sally Helgensen's best seller *"How Women*

Lead” participants will explore the specific and often different roadblocks that women face as they advance in the workplace. Through self-assessment, participants will identify the habits that helped them early in their career that are hindering them as they move up and search out the blind spots that could derail them. Participants will initiate a Personal Development Plan.

Objectives – by the end of this course, participants will be able to:

- Complete HWC Leadership Effectiveness Assessment
- Complete the Twelve Habits That Hold Women Back Assessment
- Explore the habits that get in the way of successful people
- Explore the twelve habits that hold women back
- Recognize the hidden behaviors sabotaging their career success
- Know if they are stuck and how to get themselves “unstuck”
- Understand how the powerful force of resistance makes change so hard
- Understand the differences in the stages of resistance for men and women
- Understand the steps for changing behavioral habits
- Develop a Personal Development Plan (PDP)

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Maximizing the Virtual and Hybrid Work Environment

Duration: 1 day

Audience Level: Leadership

Description: Recently published reports indicate that 39% of all Federal Government employees are taking advantage of teleworking arrangements, and 45% of Federal Government employees are eligible to telework. Yet, 22% of agencies report that the largest barrier to telework participation is management resistance. In this highly interactive workshop, those overseeing the work of virtual teams will learn invaluable skills for improving communication, supporting collaboration, and increasing productivity among remote employees. Participants will leave with a toolkit of best practices to overcome the challenges of leading and managing virtual teams.

Objectives – by the end of this course, participants will be able to:

- Establish and clearly communicate work processes, with specific expectations about who does what, and when
- Strategically leverage technology to enhance team cohesion and improve team collaboration
- Employ creative strategies for team building, building empathy, and enhancing trust within a virtual team
- Clarify and track commitments to ensure team accountability

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides

- Participant Guide

How to Delegate Effectively

Duration: 4 hours

Audience Level: Leadership, Management

Description: In this interactive workshop, participants will explore the advantages of effective delegation and the major impacts of the lack of and/or poor delegation. Participants will learn tips for effective delegation and explore what holds them back. They will discover their own delegation style and learn and practice the 7 steps to effective delegation.

Objectives – by the end of this course, participants will be able to:

- Understand what holds them back from effective delegation
- Identify the advantages of delegation for both individuals and groups
- Establish what should and shouldn't be delegated
- Review and understand types of leadership behaviors that empower others
- Apply tips for effective delegation
- Review the 7 Steps of Delegation model
- Complete the Delegation and Leadership Styles Assessment
- Identify how different leadership styles affect your delegation approach and how best to adapt your style to ensure positive delegation techniques
- Utilize 7-step Delegation model techniques and methodologies in interaction exercises

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Radical Candor

Duration: 1 hour

Audience Level: Leadership

Description: Radical Candor describes an approach to honesty that prioritizes compassion and transparency. Based off the best-selling book by Kim Scott, this course teaches participants how to infuse their employee meetings with trust, growth, and collaboration. Participants learn about how feedback styles fall at a point along two axes: Caring Personally and Challenging Directly. Participants will learn about the four different feedback styles and self-assess where their own style tends to fall. Having established this foundation, participants then learn best practices for receiving, giving, and encouraging guidance between themselves and their employees. Participants wrap up the course by identifying useful resources to support their practice of radical candor moving forward.

Objectives – by the end of this course, participants will be able to:

- Identify the four feedback styles: Obnoxious Aggression, Manipulative Insecurity, Ruinous Empathy, and Radical Candor
- Accurately define Radical Candor and identify its core characteristics
- Give and receive guidance in a format that encourages radical candor from all participants
- Identify action steps for incorporating radical candor into their work relationships

Minimum Number of Participants: 5
Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide
- Handout: Radical Candor

Achieving Better Results Through Leadership

Duration: 1 day

Audience Level: Leadership

Description: Based on Center for Creative Leadership's Ideas into Action - Direction, Alignment, and Commitment (DAC) booklet, this course offers leaders insight, framework, steps, and resources for developing effective leadership.

Objectives – by the end of this course, participants will be able to:

- Identify key leadership problems
- Review the DAC Leadership Framework and process steps for better leadership
- Draft Action Plan

Minimum Number of Participants: 5
Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

MANAGEMENT DEVELOPMENT

Management Style and Strategy

Duration: 1 day

Audience Level: Management

Description: In a modern workplace where the average person encounters one interruption every eight minutes, time management is a critical skill for success. At the heart of effective time management is prioritization – placing your time and attention on the right things to achieve maximum effectiveness. This highly interactive workshop will help you take control of your schedule, prioritize your work, decrease distractions, and increase your ability to manage your professional life more effectively.

Objectives – by the end of this course, participants will be able to:

- Apply the five-step time management process to increase effectiveness
- Implement strategies to effectively manage time and work responsibilities
- Identify areas for continued improvement in time management

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Introduction to Coaching Direct Reports

Duration: 1 day

Audience Level: Management

Description: Coaching is critical in helping employees succeed. This one-day course introduces participants to the fundamentals of coaching. Participants will learn effective strategies for active listening and asking powerful questions and cover best practices and instructions on providing effective feedback. Throughout the course, participants will engage in discussions and activities designed to encourage application and practice of key concepts.

Objectives – by the end of this course, participants will be able to:

- Explain the key concepts of coaching direct reports
- Demonstrate effective listening skills for understanding
- Apply the two different Models to coaching direct reports
- Use the tools and resources to have high-quality feedback conversations with direct reports

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Managing Conflict

Duration: 4 hours

Audience Level: Leadership and Managers

Description: Supervisors may encounter a variety of difficult conversations and conflict throughout their career. A difficult conversation is anything you do not want to talk about where the stakes are high, emotions surface, opinions differ, and your anxiety level rises. Your first instinct may be to avoid the situation, but by addressing the difficult situation head on and recognizing and regulating the emotions of those involved, you can focus on solutions. Participants will walk out of this course with practical tools to help you prepare for and conduct difficult conversations, resulting in more collaborative discussions.

Objectives – by the end of this course, participants will be able to:

- Differentiate between productive and unproductive conflict
- Identify personal triggers and strategies for self-management to prevent and/or manage conflict more effectively
- Use conflict mode distinctions to identify your 'go to' conflict mode and the conflict mode of others, facilitating a more flexible approach to managing conflict
- Use effective advocacy and inquiry to share your thinking and better understand others' perspectives

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Conducting Career Development Conversations

Duration: 1 hour

Audience Level: Management

Description: Career development, much like performance management, is one of those activities that we tend to bottle up all year long in favor of one long conversation at the end of the year (if it happens at all!). But what if you had 2, 30-minute or 4, 15-minute conversations throughout the year instead of 1 60-minute conversation? This rhythm has been shown to increase engagement, improve motivation, and lead to meaningful career progress. This course will help participants get started with initiating career conversations.

Objectives – by the end of this course, participants will be able to:

- The difference between the career ladder concept and the career rock wall concept
- How to cultivate insight through questions that promote hindsight and foresight
- Tools to help you facilitate effective and thoughtful career conversations
- Approaches to career development that go beyond training

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

DiSC Management

Duration: Half-Day

Audience Level: Leadership, Management

Description: This highly interactive workshop incorporates individual, small group, and large group activities, videos, and experiential activities. Prior to the workshop, participants complete an online Everything DiSC® Management assessment that reveals their DiSC styles and determines their management priorities, preferences, and tendencies. The Everything DiSC® Management workshop is designed to help managers uncover their unique DiSC styles and adapt their behaviors to more effectively manage, motivate, direct, and develop staff based on their own DiSC styles. The workshop is composed of four parts: a brief assessment, a comprehensive profile report, a classroom experience, and follow-up tools.

Objectives – by the end of this course, participants will be able to:

- Discover their DiSC management style
- Learn valuable insights for becoming a better motivator and developer of people
- Explore more effective strategies for directing employees and delegating work
- Learn how to create more motivating and stimulating environments
- Expand their abilities to develop others based on each individual's unique potential
- Improve working relationship with their own supervisors

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- Everything DiSC® Management online assessment link
- Everything DiSC® Management profile report
- MyEverythingDiSC™ online account
- PowerPoint Slides
- Participant Guide

TEAM DEVELOPMENT

Five Behaviors of a Cohesive and Productive Team

Duration: 1 day and 1/2-day offerings

Audience Level: Leadership

Description: The Five Behaviors of a Cohesive Team workshop for team leaders provides an in-depth understanding of the model and techniques for applying the theory to help participants lead more effectively. Grounded in the work of Patrick Lencioni, these best practices and methodologies have been tested and proven in private and public-sector organizations across the country. Through several modules, participants learn how to trust and be vulnerable, embrace positive conflict, commit to team values and goals, hold team members accountable for their actions, and focus on team results. The course provides learners with actionable steps and techniques to take with them and implement with their teams.

Objectives – by the end of this course, participants will be able to:

- Explain the key components of the Five Behaviors model
- Describe the term “vulnerability-based trust”
- State the reasons that the Fundamental Attribution Error can undermine teamwork
- Describe the leader’s role in establishing and maintaining trust, generating commitment, fostering accountability, and helping a team focus on results
- Reflect on a personal comfort level with conflict and how it impacts a team
- Explain the conflict resolution model
- Synthesize strategies for handling team conflict
- Explain why buy-in and clarity are essential for team members
- Describe two tools for clarifying and communicating team decisions
- Explain why team members often have difficulty holding one another accountable
- Analyze how distractions can keep teams from focusing on collective results
- Explain how to establish and use a scoreboard to track team progress

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide
- Team Assessment Handout
- Behavior Profile Handout

Managing Relationships Through Change

Duration: 4 hours

Audience Level: Leadership, Management, Teams

Description: In this interactive session, participants will explore the importance of handling change well personally, as leaders, and as an organization. Rather than focusing on the mechanics or process of “change management” the focus of this session is on managing relationships as you go through as change and providing tools to help ensure that relationships are at the very least maintained and hopefully enhanced. Participants will leave with 16 key tips for managing change.

Objectives – by the end of this course, participants will be able to:

- View change management from a relationship perspective
- Focus on effectively managing themselves in the change process
- Identify behaviors that may indicate resistance to a change initiative
- Understand the most common reasons employees and managers resist change, and where they are alike and differ
- Respond well to the four common change reactions: denial, resistance, exploration, commitment
- Minimize how long productivity is down, and how low it falls (“J Curve)
- Tool: Key Stakeholder Analysis as a tool for engagement, buy-in and relationship management
- Tool: ADKAR approach to drive change support and adoption
- Tool: RACI grid as a tool to identify ownership and responsibility, which will further drive engagement and relationship management
- Review 16 Tips for Leaders

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

PROFESSIONAL DEVELOPMENT

[Ethics in the Workplace](#)

Duration: 1 day

Audience Level: Leadership, Management, Employees

Description: Using basic principles of ethics for workplace success, this course offers great insight and proven models for establishing an ethical workplace.

Objectives – by the end of this course, participants will be able to:

- Understand the basics and types of ethics, values, and principles
- Review Models and tips for Making Ethical Decisions
- Understand the common ethical rationalizations that negatively impact the workplace
- Draft a personal code of ethics

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

[The Personality Factor - Aligning and Understanding Yourself and Others \(Everything DiSC Workplace\)](#)

Duration: 1 day

Audience Level: Leadership, Management, Employees

Description: Participants will complete a Everything DiSC® Workplace assessment prior to this highly interactive workshop which incorporates individual, small group, and large group activities, videos, and experiential activities. The workshop provides participants with techniques to improve self-awareness and awareness of others in order to be more effective in the workplace and contribute to a positive workplace culture. By delivering personalized insights built around an easy-to-understand model, Everything DiSC® helps participants at all levels of an organization build key social and emotional skills, improving workplace satisfaction, results, and relationships. The Workplace modules provide an in-depth understanding of participants' priorities and motivations, how they relate to those with different DiSC® styles, and how they can use DiSC to build productive relationships. An optional Everything DiSC Group Culture Report provides a composite view of the DiSC styles found in your group and how they impact your organization's culture.

Objectives – by the end of this course, participants will be able to:

- Learn and understand the basics of the Everything DiSC Workplace model
- Review and understand their personal DiSC style
- Learn how personality affects their behavioral tendencies and preferences
- Incorporate their personal DiSC for alignment to organization philosophies and strategies
- Use the DiSC model to better understand the people they work with
- Learn how others have bridged their differences using DiSC
- Interactive 1:1 and group discussions about DiSC profiles
- Identify personal strategies for working together effectively
- Practice using DiSC to build more effective relationships at work

Course Materials Provided:

- Everything DiSC® Workplace online survey link
- Everything DiSC® Workplace assessment report
- MyEverythingDiSC™ Online Account
- PowerPoint Slides
- Participant Guide

Manage Your Energy Not Your Time (Time Management)**Duration:** 1 day**Audience Level:** Employee

Description: In a modern workplace where the average person encounters one interruption every eight minutes, time management is a critical skill for success. At the heart of effective time management is prioritization – placing your time and attention on the right things to achieve maximum effectiveness. This highly interactive workshop will help you take control of your schedule, prioritize your work, decrease distractions, and increase your ability to manage your professional life more effectively.

Objectives – by the end of this course, participants will be able to:

- Apply the five-step time management process to increase effectiveness
- Implement strategies to effectively manage time and work responsibilities
- Identify areas for continued improvement in time management

Minimum Number of Participants: 5**Maximum Number of Participants:** 25**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide
- HBR Article Handout

Emotional Intelligence**Duration:** 2 hours**Audience Level:** Leadership, Management, Employees

Description: This course is part of the HBR Emotional Intelligence series. Participants will explore the personal emotional intelligence assessment results, learn about the importance of emotional intelligence in the workplace, and understand key strategies for improving emotional intelligence in teams. The course will provide participants with the fundamental knowledge required to develop their awareness of EI and in doing so help them to perform more effectively.

Objectives – by the end of this course, participants will be able to:

- Complete Emotional Intelligence Quiz
- Understand the importance of emotional intelligence
- Be aware of emotions and the impact they have on their performance
- Recognize and understand emotions in others and how to adapt behaviors
- Explore and understand the five components of emotional intelligence that help regulate emotions and enhance performance
 - What is Emotional Intelligence? – A set up to the session, which explains what EI is and its role in improving performance in the workplace

- Self-Awareness – Understanding how self-aware participants currently are, reviewing the value of self-awareness and providing an opportunity to develop this
- Self-Management – Appreciating that we manage ourselves based on our values, attitudes, and beliefs. Looking at methods of improving self-management and overcoming negative ‘self-talk’
- Self-Motivation – A look at how personal goals drive our self-motivation, how our beliefs, values and attitudes can affect our motivation and some valuable techniques for personal improvement
- Empathy – Helping participants appreciate the need for empathy and providing the methods for doing it
- Handling Relationships – Bringing the previous skills together to become ‘socially intelligent’. Looking at real life situations and how emotional intelligence plays a part and reviewing ways of further improving relationships using emotional intelligence
- Emotional Intelligence Storytelling
- Strategies for improving and inspiring positive emotions for self and others
- Learn specific techniques for building emotional self-awareness and social intelligence in the workplace

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

DiSC Sales

Duration: 1 day

Audience Level: Leadership, Management, Employees

Description: This highly interactive workshop incorporates individual, small group, and large group activities, videos and experiential activities. Prior to the workshop, participants complete an online Everything DiSC® Sales assessment that helps them better understand themselves, their customers, and their relationships. The Everything Sales workshop is a classroom training and personalized learning experience designed to help salespeople successfully create customer-centric interactions that improve results. Participants learn how to stretch beyond their natural Sales style to more effectively adapt to their customers’ preferences and expectations—regardless of the customer’s unique buying style. The experience is sales-specific with in-depth information, including tips, strategies, and action plans to help salespeople become more effective.

Objectives – by the end of this course, participants will be able to:

- Understand what drives their behaviors via a personalized, in-depth description of their own DiSC Sales style
- Recognize and understand the behaviors unique to the buying styles of leads and customers to improve communication and understanding
- Gain strategies to stretch beyond and adapt their natural sales style to meet the needs of their customers, improving their effectiveness and success
- Maximize the chances to get a closure

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- Everything DiSC® Sales online assessment link
- Everything DiSC® Sales profile report
- MyEverythingDiSC™ online account
- PowerPoint Slides
- Participant Guide

Difficult Conversations

Duration: 4 hours

Audience Level: Employee

Description: Difficult Conversations is a course that prepares participants to constructively and effectively manage difficult conversations in the workspace. Difficult conversations can be defined as conversations where there are competing points of view, when there are strong emotional currents or people feel as though their identities are at stake, or when multiple people have contributed to the issue in different ways. In particular, dealing with conflict or tension between employees of diverse backgrounds can be especially challenging. This course encourages participants to think candidly about what types of conversation they struggle with. Additionally, participants learn to dissect the facets that make up a difficult conversation and develop skillset around hearing new perspectives and delivering effective feedback. This is a highly interactive course, with many opportunities for participants to share their experiences and to practice their new skills.

Objectives – by the end of the course, participants will be able to:

- Identify what situations tend to lead to difficult conversations
- Explore how conversations between diverse employees create unique challenges
- Identify and describe the different components of a difficult conversation
- Engage and practice effective listening and feedback practices to minimize the risk inherent in a difficult conversation

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide
- Handout: Difficult Conversations

Productive Conflict

Duration: 1 day

Audience Level: Leadership, Management, Employees

Description: In a modern workplace where the average person encounters one interruption every eight minutes, time management is a critical skill for success. At the heart of effective time management is prioritization – placing your time and attention on the right things to achieve maximum effectiveness. This highly interactive workshop will help you take control of your schedule, prioritize your work, decrease distractions, and increase your ability to manage your professional life more effectively.

Objectives – by the end of this course, participants will be able to:

- Apply the five-step time management process to increase effectiveness
- Implement strategies to effectively manage time and work responsibilities
- Identify areas for continued improvement in time management

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Effective Feedback and Feedforward

Duration: 3 hours

Audience Level: Employee

Description: Giving and receiving feedback is an integral part of self and peer development. During this course, participants will learn how to define, recognize, receive, react to, deliver, and follow up on feedback. This engaging, interactive training covers common feedback errors as well as best practice and tips and techniques for both receiving and administering feedback.

Objectives – by the end of this course, participants will be able to:

- Describe the feedback culture at our organization
- Employ strategies to overcome personal barriers to providing and receiving feedback
- Solicit feedback from peers, project managers, and leaders
- Provide timely, high-quality feedback in a variety of contexts

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Power Play

Duration: 2 hours

Audience Level: Employee

Description: This course covers a nuanced exploration of one of the most complex and critical interpersonal mechanisms integral to D&I practice: power dynamics. Starting with an overview of what power is and how power dynamics shape and influence social and professional interactions, participants will explore both common and unexpected kinds of power dynamics. Following the introduction, participants will learn more about the frequent intersections of power dynamics with different cognitive biases and use this content to generate discussion about how unhealthy or destructive power dynamics contribute to cultural, professional, and social systems of oppression. The second half of the course breaks down the emotional drivers behind why and how we seek power and concludes by introducing a perspective shift to seeking safety through trust rather than control. The course integrates concepts like Servant Leadership as positive models for negotiating power dynamics collaboratively and transparently. Participants will gain valuable skills for recognizing power dynamics in the wild and both proactively and correctively bringing more intention, compassion, and awareness into their own relationships with power.

Objectives – by the end of this course, participants will be able to:

- Define the concepts of power and power dynamics
- Understand how power dynamics manifest and impact interpersonal environments
- Identify intersections of power dynamics and cognitive biases
- Identify the emotional drivers behind why we seek power and control
- Use the “safety through trust” model to practice power on purpose

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Meeting Design and Effectiveness

Duration: 4 hours

Audience Level: Leadership, Management, Employees

Description: The course is intended to provide participants with exercises, tools, and tips to successfully lead meetings in the workplace. Participants will be led through the stages of effective meetings, from planning the meeting by identifying objectives and expectations, to conducting the meeting, to closing out the meeting with effective requests and agreements. The course will also cover effective follow-up tactics and evaluation techniques so that facilitators can continue to improve their skills in the workplace.

Objectives – by the end of this course, participants will be able to:

- Explain the critical success factors of effective meetings and the steps necessary to manage those components
- Explain the roles and responsibilities involved in facilitating effective meetings
- List the different purposes for meetings and their impact on meeting planning and execution
- Produce a complete plan for facilitating an effective meeting

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Facilitation Skills

Duration: 1 day

Audience Level: Employee

Description

To be effective in the modern workplace, employees must become adept at facilitation in a variety of contexts. From one-on-one to large groups, from meetings to workshops, leaders must be able to guide groups to make decisions, to take action, and to learn. In this highly interactive course, you will build your facilitation toolbox with practical, time-tested approaches for workplace facilitation.

Learning Objectives

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

- Describe the different contexts for facilitation and the most effective approaches to use in each context
- Hold meaningful one-on-one conversations with employees to facilitate performance and professional development
- Conduct effective meetings by building a clear agenda and managing the group to accomplish the stated goals in the allotted time
- Implement various engagement strategies to keep workshop participants focused and motivated during workshops

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

High-Impact Presentation Skills

Duration: 1 day

Audience Level: Employee

Description: The goal of this course is to provide participants with information, guidance, tools, and resources to develop powerful briefings and effective oral presentation skills in a forum that allows for active participation and practice. Participants will be able to consistently deliver effective and tailored briefings to a variety of audiences and ensuring that messages are heard, decisions are made, and change is implemented. Participants will learn how to plan for, develop, and present high-impact presentations.

Objectives – by the end of this course, participants will be able to:

- Design presentations that inform, persuade, and entertain an audience
- Speak effectively in a variety of situations
- Use presentational tools and techniques to keep audiences engaged

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

20 Ineffective Habits That Hold You Back from Success

Duration: 1 day

Audience Level: Leadership, Management, Employees

Description: This course opens the introspect and dialogue to explore the 20 ineffective behaviors that hold people back from achieving results and excellence. Participants will take an assessment to identify their top two derailing behaviors, engage in interactive exercise and discussions, and develop a personal

behavior development action plan.

Objectives – by the end of this course, participants will be able to:

- Complete HWC Leadership Effectiveness© Assessment
- Review and discuss the 20 Ineffective Habits
- Develop a personal behavior development action plan

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

7 Habits of Highly Successful People®

Duration: 1 day

Audience Level: Leadership, Management, Employees

Description: This workshop is designed and based on the book by Stephen Covey, The 7 Habits of Highly Effective People. No matter how competent a person is, they will not have sustained and lasting success unless they can effectively lead themselves, influence, engage and collaborate with others and continuously improve and renew their capabilities. These elements are at the heart of personal, team, and organizational effectiveness. This course focuses on timeless principles of fairness, integrity, honesty, and human dignity that positively impact the workplace.

Objectives – by the end of this course, participants will be able to:

- Review and understand the 7 Habits of Highly Effective People
- Understand key methods to implement in daily routine to support effectiveness
- Develop Action Plan

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide
- The 7 Habits of Highly Effective People Guided Journal

The Motivation Flywheel

Duration: 1 day

Audience Level: Leadership, Management, Employees

Description: This course is based on the book, Turning the Flywheel, by Jim Collins. In this workshop, participants will engage in understanding the flywheel architecture, key motivation derailleurs, how to develop momentum, and identifying key strategy for renewal and extension.

Objectives – by the end of this course, participants will be able to:

- Develop a personal flywheel
- Understand the steps to renewing the flywheel
- How to sustain motivation

- Review and understand the role 5 Stages of Discipline
- Understand the 10x Factor and the outputs that help build a great organization

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Negotiation Fundamentals

Duration: 4 hours

Audience Level: Employee

Description: Negotiation fundamentals is a course that prepares participants to engage in negotiation tactics that are effective, constructive, and principled. Participants will learn about the fundamentals of what differentiates principled negotiation from other types of negotiation. Additionally, participants will learn to apply principled negotiation techniques to planning and conducting all types of negotiation, a practice that will improve those negotiations' outcomes across the board. Finally, participants will receive a detailed look at the process of negotiating and receive plenty of interactive time to share thoughts and try out new skills and techniques.

Objectives – by the end of this course, participants will be able to:

- To provide participants with a principled negotiation framework which:
- Is reliable, systematic and produces consistent results
- Provides guidance for the planning and conducting negotiations of all kinds
- Provides the opportunity to enhance the outcomes of all negotiation processes
- To provide participants with the opportunity to:
- Identify the elements of a good outcome to a negotiation
- Apply those elements in preparing for a negotiation
- Identify the steps to be taken, prior to and during negotiation
- Practice these processes in a safe, encouraging environment

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide