



Course Catalog 2012



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Leadership Development

Explore the role of leadership in your management and supervisory responsibilities. Learn how to look forward, anticipating the needs of your work unit, while dealing with the complexities of today's workplace. Discover your preferred "leadership style," and examine the situations in which it works well, and those that call for greater flexibility in your leadership approach. Adapt your style to changing circumstances and the varied needs of those in your organization. Complete a leadership inventory of leader traits, and develop a plan of development for yourself as a leader in the future.

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

- Assess their individual strengths and focus on areas for improvement.
- Determine the most appropriate leadership skills and behaviors to employ in a wide variety of leadership scenarios.
- Define the culture of their organizations and establish specific actions to promote their preferred culture.
- Define the strategic practices of their unit.

Management Development

This course addresses the essential skills of the mid-level manager, including effective communications, delegation, strategy development, change management, and "managing up." The workshop employs extensive class participation and participants' own experiences to develop practical applications for the skills and knowledge gained in the classroom. Participants will assess themselves on their own effectiveness in setting expectations, fostering collaboration, and building team work among their team members.

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

- List the most important responsibilities of an effective manager.
- Assess tasks and team members' development levels in order to use the appropriate leadership style for each.
- Delegate tasks and take practical steps to ensure delegated tasks are performed optimally.
- Build and maintain good work relationships with managers, team members, colleagues, and customers.
- Develop effective means of "managing up" with their own supervisors.
- Resolve conflict using a framework that moves people to focus on "shared interests."
- Lead their team members through periods of change.
- Design strategic plans for their areas of responsibility based on sound analysis.

Supervisory Development

Front-line managers are important in attracting and developing talented and committed employees. Often, front-line managers have been promoted from positions where they were highly skillful and responsible employees. They find they can no longer rely on their skills and abilities as "doers," and that they must shift their focus to getting work done through others. This supervisory course addresses three major areas: self-management, management of employees, and management of the work setting. The self-management section includes work organization and prioritization, delegation, and developing collaborative relationships. The management of employees section includes effective communication, setting expectations and providing resources, giving and receiving reinforcing and redirecting feedback, engaging and inspiring employees, and coaching and developing. The management of the work setting includes decision making, collaborative problem solving, conflict resolution, and meetings management.

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

- List the major responsibilities of an effective supervisor.
- Identify and prioritize tasks.
- Manage multiple priorities through an integrated approach to tasks.
- Effectively delegate tasks to team members.
- Adapt social styles to build collaborative relationships.
- Use positive language to foster better relationships.
- Communicate effectively with team members.
- Set clear expectations and effectively manage resources.
- Provide team members with reinforcing and redirecting feedback as needed.
- Engage team members using various motivation and recognition techniques.
- Coach and develop team members to maximize their performance.
- Apply decision making, problem solving, conflict management, and meeting management skills in managing the work setting.

Teambuilding Workshop

When interacting with others, everyone uses a natural style, and all styles contribute to successful outcomes. Differences in style add value to the work of groups while serving as potential sources of misunderstanding and conflict. This workshop integrates a work style assessment that participants complete online prior to the session. During the session, participants receive their results in an individual report. They learn about style tendencies, needs, preferred environments, and strategies for improving effectiveness. Dynamic activities engage participants in identifying areas of compatibility, recognizing sources of potential conflict, and learning how to flex more effectively to others' styles. Participants also analyze a group report about their team to develop strategies that capitalize on all style strengths and for more effectively resolving conflicts.

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

- Enhance personal effectiveness in accomplishing goals by improving communication and interpersonal relationships with others.
- Describe their individual work style and how differences in style affect others.
- Recognize, value, and respect differences in style, personality, and expertise.
- Develop specific strategies for working together more productively, and with greater cohesion.

Managing the Challenge of Change

Explore the sources of change in today's world and your organization. Consider the effects of change on your professional responsibilities, as well as on your physical and mental well-being. Develop ways to handle change by adapting an appropriate attitude and through positive efforts to remain flexible in the change process.

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

- Recognize attitudes and behaviors associated with change.
- Identify how change influences relationships.
- Identify aspects of change that can and can not be controlled.
- Develop strategies to help deal with the effects of change.

How to Give and Receive Feedback with Skill

Explore simple and straightforward ways to provide relevant feedback to your work colleagues. Determine what to say, how to say it, and how to frame feedback as a positive and productive communication tool. Try out effective means of planning for feedback, anticipating its effect on the receiver of the feedback and working toward cooperative solutions in difficult circumstances. Also, learn the most appropriate ways to receive feedback yourself—and model the means of linking feedback with follow-up action.

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

- Provide redirecting and reinforcing feedback professionally and confidently.
- Receive feedback from others in a manner that provides valuable information about their performance.
- Maintain positive relationships with both recipients and "givers" of feedback.

Communicating with Confidence

Examine the communication process model and investigate the environmental, organizational, and psychological factors that influence communications. Assess the mode of communication (auditory, visual, kinesthetic) that is most natural to you. Learn ways to adapt to others' primary modes of communication. Define your preferred "social style," and learn how to adjust to others' styles for improved communications.

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

- Diagram the communication process.
- Adapt personal communication styles to enhance communication with others.
- Use assertiveness to ensure positive interactions and goal attainment.
- Apply a variety of communication skills to enhance approachability and create an open, honest workplace.

Creative Problem Solving

In this workshop, participants explore a systematic six-step process to identify, analyze, and solve problems. They learn when and how to employ divergent and convergent thinking strategies. Participants develop their capacity to approach workplace problems creatively, addressing underlying causes rather than surface symptoms. The workshop is designed to enhance critical thinking capabilities with group process tools, including Pareto diagrams, fishbone analysis, and consensus-accelerating techniques.

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

- Explain the Six-Step Creative Problem Solving Process.
- Determine whether a problem situation could most efficiently be solved by an individual or by a group.
- Describe divergent thinking and convergent thinking, and their importance in creative problem solving.
- Explain their cognitive style preference and its implication on their approach to creative problem solving.
- Define and diagnose a problem situation.
- Identify possible solutions that address the true cause of the problem.
- Select the best solution by considering implementation criteria, and organizational drivers and barriers.
- Implement a solution by creating an action plan and a measurement plan.
- Plan and conduct a management presentation to build support for a solution implementation.
- Evaluate and report the results of the solution and its implementation.
- Facilitate group problem solving activities and discussions.
- Indicate when specific tools and techniques should be used in each of the six steps.
- Define and explain a full range of group process techniques.

Dealing with Difficult Behavior

Identify the ways in which difficult people establish control over situations and bend communications to their advantage. Learn the telltale characteristics of the difficult person through informed observation. Establish strategies for action based on four primary "types" of difficult people, especially when their behaviors affect your work performance.

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

- Describe the individual and relationship tensions that cause interpersonal difficulty.
- Explain the dynamics of difficult situations and behaviors.
- Use positive language, rational thinking, and constructive dialogue to deal with difficulty in relationships.
- List the options for dealing with truly difficult people.

Facilitator Excellence

Discover and practice applying a wide variety of tools and techniques to enhance group effectiveness. Use creative thinking to stimulate innovative problem solving. Accelerate consensus with voting and weighting techniques. Develop criteria to use in making informed, thought-out decisions. Refine ideas and build commitment to action through participation. Practice interventions for unruly behavior and difficult participants. Explore the advantages of a team approach and learn ways to leverage group activities for a successful outcome.

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

- Design facilitated sessions to address a rich variety of group outcomes.
- Use creative techniques to generate solution ideas.
- Employ several consensus-acceleration techniques to assist groups in reaching agreement.
- Lead storyboarding, decision making, and problem solving sessions.
- Intervene appropriately in facilitations when participants become problematic or when groups reach impasses.
- Follow specific guidelines for individual development of facilitation skills.

Compelling Business Presentations

This workshop teaches participants how to design and deliver compelling presentations. Participants explore the essential principles of creating effective presentations and put them into practice during the workshop as they design and develop their presentations. Through hands-on activities, participants learn how to convey ideas in a way that moves others. They discover their natural strengths and how to bring information to life. They learn how to engage their audience through building rapport, various questioning techniques, and built in interactive activities. Participants learn the “tricks of the trade” about dress, speech, posture, room set-up, and audiovisual support materials. Facilitators provide individualized coaching after participants practice delivering their presentations. Not only do participants develop and deliver more professional presentations, they have fun doing it.

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

- Build rapport with audience participants.
- Provide a persuasive presentation matched to the expectations of the group.
- Design presentations to meet both the business needs and interpersonal expectations of audiences.
- Set and maintain a positive, interactive climate.
- Employ verbal and nonverbal communication skills to strengthen presentations.
- Use effective techniques to gain and hold audience attention.
- Develop and use visual aids to enhance the effectiveness of presentations.
- Establish a plan for continuous improvement.

Train the Trainer

This course provides customized instruction and practice in the key skills required for successful training delivery. Participants discover their natural strengths and how to bring information to life. They learn how to engage their audience by building rapport, through questioning techniques, and with interactive activities. Participants learn the “tricks of the trade” about dress, speech, posture, room set-up, and audiovisual support materials. The facilitator provides individualized coaching after participants practice delivering their presentation. These skills are useful in the delivery of many different training topics.

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

- Prepare for effective training sessions.
- Motivate participants to learn.
- Build rapport with training participants.
- Set and maintain a positive, interactive climate in the classroom.
- Employ verbal and nonverbal communication skills to strengthen training.
- Use effective techniques to gain and hold participants' attention.
- Ask and answer questions to promote learning.
- Establish a plan for continued development as a trainer.

Business Writing That Rocks

This course employs rock music, team activities and competitions, and individual exercises to enhance participants' writing skills. The course encourages participants to write clearly and concisely, taking into account current guidelines for usage, style, and punctuation. In the grammar section, Business Writing that Rocks demystifies the old rules and dispels myths that have clouded people's writing for too long. Building on these essentials, the course also helps participants develop sentences, paragraphs, and entire documents with both the reader's needs and the writer's objectives in mind.

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

- Identify the common parts of speech and their roles in written communication.
- Select definite, specific words to convey the meaning of a spoken or written statement.
- Write sentences with subject-predicate and pronoun-antecedent agreement.
- Write dynamic sentences that are cohesive and coherent.
- Establish a clear purpose for your writing and use the most suitable approach.
- Analyze the needs of your audience in order to create clear, relevant documents.
- Determine the best structure for your message and organize your content accordingly.
- Format your work for visual impact and the reader's convenience.
- Establish a plan for continuous improvement in written communication.

Technical Writing

This course provides guidelines for writing documents, letters, emails, and memos about technical subjects in a straightforward, easy-to-understand manner. Participants learn how to identify their writing purpose, analyze their audience, and select the form that best suits their purpose and audience. During the workshop, participants practice creating dynamic sentences using verbs to express action and eliminating ambiguous, abstract sentence construction. They learn how to effectively convey their message by the way they structure their documents, and to develop paragraphs that support their main points. The workshop teaches participants how to create visual appeal through the effective use of graphics. The final section of the workshop addresses the importance of editing and proofreading to a final polished work.

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

- Organize technical content to make it easy to understand.
- Develop a simple, straightforward style to convey technical subject matter to readers from a variety of backgrounds.
- Establish a tone that conveys competence without “losing” your readers.
- Translate jargon, abbreviations, and acronyms into non-technical terms appropriate for your message and audience.
- Incorporate numbers, units of measure, and equations into your documents using accepted technical writing conventions.
- Strengthen your writing with the effective use of graphics (charts, graphs, tables, diagrams, maps, photographs, and illustrations).

Extraordinary Customer Service

This workshop helps participants identify their customers, external and internal, and their needs and expectations. Participants examine the customer service practices of exceptionally successful organizations. They learn about the "moments of truth" and identify examples of shining and dull customer service for their organization. Seven professional customer service skills are introduced and practiced in interactive exercises. Participants are introduced to a customer service toolbox and learn how to use active listening and effective questioning techniques to meet and exceed customer expectations. The workshop also covers effective telephone techniques and the use of positive language. Participants learn strategies for handling angry customers in a way that diffuses anger so that problems can be resolved. Participants leave the workshop with a positive customer service attitude that enables them to advance from front-line customer service excellence to a complete customer service culture.

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

- Explain the importance of customer service.
- Describe moments of truth, and their importance in creating dull and shining customer service events.
- Identify critical moments of truth in daily customer service activities.
- Explain the components and dimensions of customer requirements.
- Describe the seven key skills for professional customer service and how these skills are demonstrated on the job.
- Identify active listening skills and questioning techniques that increase communication effectiveness.
- Identify ways to develop and keep a positive customer service attitude.
- Describe strategies that help in maintaining composure when interacting with angry customers.
- Explain techniques for providing friendly customer service over the telephone.

Making Meetings Matter

Design productive meetings from the start. Determine the best ways to organize and sequence a meeting agenda. Establish procedures that encourage meaningful interaction and produce clear decisions. Structure meeting minutes to reflect action-oriented meeting results. Use a variety of simple "rules" for timing, ground rules, and appropriate participation in organizational meetings.

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

- Prepare a meeting agenda.
- Handle meeting logistics.
- Anticipate issues and eliminate surprises.
- Facilitate meetings by taking control from the start.
- Ensure accountability by stimulating participation.
- Establish and maintain momentum.
- Address unproductive behaviors.
- Prepare meeting minutes with ease.
- Model accountability through meeting follow-up.
- Evaluate the effectiveness of meetings.

Memory Workshop

Explore memory techniques to recall names, facts, events, and other vital information easily and accurately. Rediscover an ancient Greek system to organize and remember presentations and speeches. Meet new associates and recall their names and other key data. Adapt powerful mnemonic techniques to a variety of on-the-job applications that confront today's busy worker on a daily basis.

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

- Recall a long list of items (40-60 items) from memory.
- Identify and apply the two Rules of Thumb for remembering.
- Use the mental tools of Substitution and Interaction to create permanent mental images.
- Use powerful tools to convert intangible items into concrete pictures.
- Remember the names of clients.
- Apply mnemonic techniques to workplace memory challenges.

Project Management

This project management course covers all phases of project management and emphasizes the principles, tools, and techniques for preparing and managing detailed and flexible work plans for projects. Through lecture, project analyses, case studies, and group activities, this 2-day course will provide the participant with a practical foundation to effectively and efficiently manage concurrent projects in a dynamic environment. The primary goal of this course is to enable the project manager to take appropriate action by determining the exact status of a project—in work completed and costs expended—at any point in time.

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

- Recognize the core principles of project management.
- List the primary roles and responsibilities of a project manager.
- Apply key principles of project management at each phase.
- Discuss the challenges of a project manager.
- Apply practical tools in the planning and implementation of a project.
- Review the three constraints of project management.
- Practice techniques to improve communication among project team members.
- Plan for the transfer of key learning to their respective project management responsibilities.

Results through Relationships

Learn the key principles and practices for applied relationship building. Apply the practice of relationship building from inside the organization to a broader base of contacts—the small work group, other agency work units, external organizations, stakeholders—even customers. Assess patterns and habits of organizational relationships, their impacts, and how to build constructive relationships that improve personal and organizational performance. Integrate relationship-building principles into existing management systems and processes.

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

- Explain the importance of interpersonal excellence.
- Describe each of the behavioral styles and their effect on relationships.
- Apply "adapting" concepts to create effective work relationships.

Stress Management

This workshop addresses stress in the workplace and beyond, allowing participants to identify the sources of stress in their lives, and to identify the stressors that can lead to poor performance and health problems. The course presents a wide range of practices for dealing with stress, allowing participants to develop personal action plans for stress management in their lives. Each participant will develop a profile of the causes of stress and the means of addressing these causes effectively for the long term.

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

- Identify the major stressors affecting work performance and health.
- Learn to distinguish between stress that motivates and stress that damages performance.
- List a range of practices and techniques for reducing or eliminating sources of stress.
- Develop a healthful response for the stress in life.

Time Management

This workshop is designed to help the participant who faces the challenge of having more items on a “to-do list” than there are hours in a day. Today’s fast-paced work environment often requires people to multi-task daily, often juggling work from a variety of sources—bosses, colleagues, emails, partners, and employees. The increase in obligations is often accompanied by a decrease in productivity as people switch from task to task, often struggling to complete everything on time and with a high-quality result. This workshop examines individual work habits, sources of responsibilities, and the setting of limits in order to eliminate procrastination and get a jump on the to-do list before it becomes overwhelming.

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

- List the driving constraints for the key responsibilities associated with their varied roles.
- Identify barriers to performance and strategies for taking control of the barriers.
- Identify and prioritize tasks.
- Manage multiple priorities through an integrated approach to tasks.

Managing the Multi-Generational Workforce

This workshop is designed to help managers and supervisors understand the complexities of managing the multi-generational workforce. Through identifying the key events and early life experiences of the Silent Generation, the Baby Boomers, Generation X, and the Millennials, participants will examine the perspectives and expectations that each generation brings to the workplace. This course explores the strengths of each generation, and identifies how generationally diverse teams can benefit an organization. Finally, participants will examine strategies for successfully managing the multi-generational workforce.

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

- Identify the four generations in today's workplace.
- Describe key events and early life experiences for each generation.
- Explain the differing work perspectives and values of each generation.
- Describe the benefits and challenges of managing multiple generations.
- Identify strategies for managing multiple generations in the workforce.