Jefferson College

BWD
Business & Workforce Development Center
JEFFERSON COLLEGE

Business & Workforce Development Center
Training Catalog

"IN THE LONG RUN, THE ONLY SUSTAINABLE SOURCE OF COMPETITIVE ADVANTAGE IS YOUR ORGANIZATION'S ABILITY TO LEARN FASTER THAN ITS COMPETITION."

"In the long run, the only sustainable source of competitive advantage is your organization's ability to learn faster than its competition."

Welcome to a better way to train.

Knowledge is power. The Jefferson College Business and Workforce Development Center can transform your business into a **Learning Organization** where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking and innovation are encouraged. The rationale for such organizations is that in situations of rapid change only those that are flexible, adaptive and productive will excel. For this to happen organizations need to tap into their greatest natural resource - their people's commitment and capacity to learn at *all* levels.

At Jefferson College, we believe that *active involvement* is the key to lasting improvement. Our training philosophy blends outward participation with inward reflection, creating a powerful personal experience that resonates and inspires. Individuals move through a complete cycle of learning, taking part in group discussions and exercises, considering relevant experiences in the "real" world, analyzing new concepts, recognizing behaviors and preferences, and creating action plans. As a result, each participant is practiced in the skills and strategies they can then immediately apply to everyday situations — at work and beyond.

Sessions that "talk at" participants abound. But learning solutions that engage and involve are the ones that make a lasting impact. Research tells the story: people remember just 5% of what they hear in a lecture, while they retain up to 75% if they can "practice by doing." As part of the training process, we work with companies to link the strategic goals of the company with measurable training outcomes. This "high impact learning" is at the heart of our learning organization training philosophy.

Jefferson College is committed to providing both the training resources and assistance your business needs to reduce training costs and increase profits. Jefferson College is part of the Missouri Customized Training network which provides competitive training services and locally administered funding assistance to employers for the training and re-training of new and existing employees. **Over $1,200,000 of state funded reimbursement has been awarded to Jefferson County companies throughout the past few years to defer training costs.**

Training for Today's Workforce

The customized training and workforce development solutions that we offer are as diverse as the companies we serve. Jefferson College, in conjunction with the Missouri Division of Workforce Development, can offer or develop a wide variety of custom solutions to meet your training needs. If your company is looking for training in technical skills, leadership/management, computer skills, team building, quality systems, or the development of safety, operating, and procedural manuals, the Jefferson College Business and Workforce Development Center is ready to meet your company's specific job-training needs.

Whether your company is new, expanding or retraining incumbent workers, we can assist you with all of your training needs. Jefferson College maintains a partnership with regional governments and local workforce development boards to offer other specially-funded training initiatives. All of these services share the same ultimate goal: to provide your company with a world-class workforce.

Training can be done at your business site or at Jefferson College. Training dates and times are customized to meet a company's schedule. Companies may choose to combine instructor led training with e-learning courses to create a state of the art training

It's all part of the Jefferson College customized training experience. For more than 10 years, the Business and Workforce Development Center has helped organizations improve performance and solve business challenges with customized learning solutions tailored for your company's specific needs.
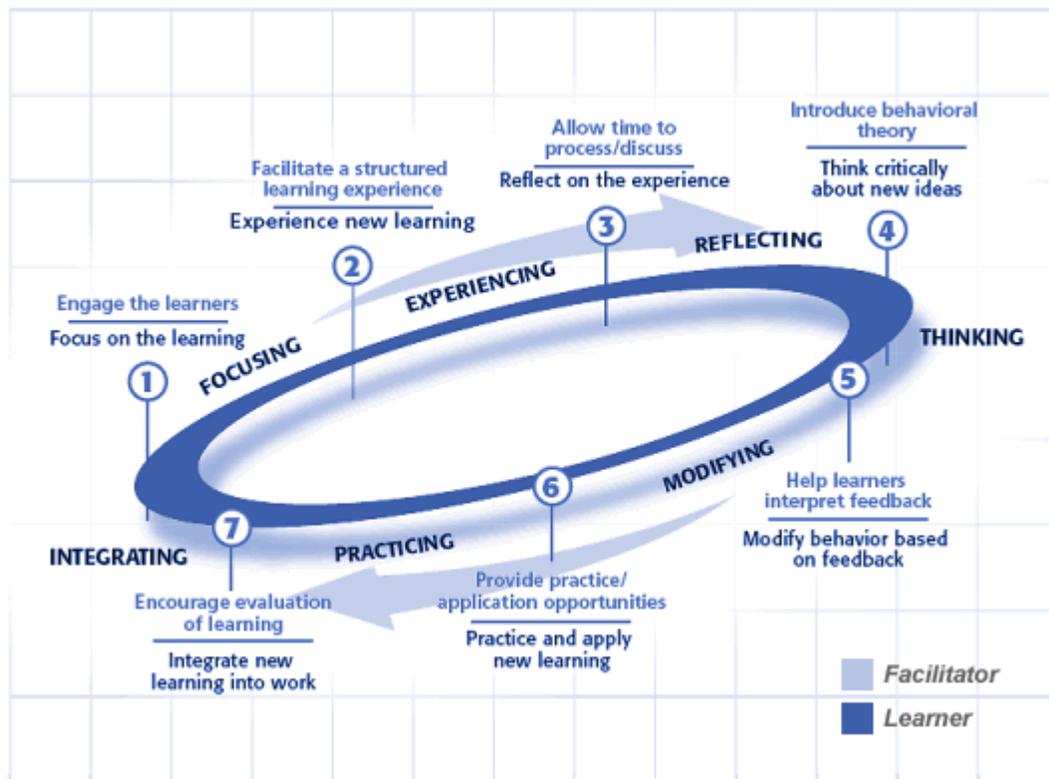
Customized Training Workshops

The Jefferson College Business and Workforce Development Center provides training solutions that are customized to meet each client's specific need. These training workshops are instructor led and include an assessment portfolio and action/goal planning workbook. Results of the assessments are used to provide training that targets areas of improvement leading to higher levels of performance in the following areas:

- Increases productivity
- Reduces employee turnover
- Enhances management and leadership skills
- Improves communication between managers and employees
- Promotes teamwork among members of the organization
- Strengthens the overall effectiveness and competitiveness of your organization

Training areas:

- ➲ **Business**
- ➲ **Communication Skills**
- ➲ **Computer and Information Technology**
- ➲ **Leadership and Management**
- ➲ **Office Skills Training**
- ➲ **Organizational Change and Development**
- ➲ **Quality Systems**
- ➲ **Safety and Regulatory**
- ➲ **Team Building**
- ➲ **Technical Training**

These training workshops are instructor led and customized to meet each client's specific need. Most workshops include an assessment component designed to assess individual and/or group skill areas and an action planning section designed to promote goal setting and improved performance.

Change Management

- ❑ Assessing Organizational Change
- ❑ Dealing With Change
- ❑ How to Handle Change and Upheaval
- ❑ Leading Change at Every Level
- ❑ Leading Through Change
- ❑ Mastering the Change Curve (Who Moved My Cheese?)
- ❑ Working Through Organization Change

Communication

- ❑ Building the Communication Bridge
- ❑ Communication Derailed (Simulation)
- ❑ Communication Skills for Technical Professionals

- ❑ Dealing With Difficult Conversations
- ❑ Effective Negotiation Skills
- ❑ Influencing With Assertive Communication
- ❑ Interpersonal Influence Inventory
- ❑ Learning to Listen
- ❑ Personal Style Assessment
- ❑ Supervisor Communication Skills
- ❑ Team Communication Survey
- ❑ The Art and Science of Communication
- ❑ The Art of Effective Communication
- ❑ What's My Communication Style?

Conflict Resolution

- ❑ Conflict Strategies Assessment
- ❑ Conflict Management
- ❑ Resolving Conflict at Work
- ❑ Team Conflict Strategies Inventory
- ❑ Team Conflict Assessment

Customer Service

- ❑ Assessing Customer Service Quality
- ❑ Becoming a Customer Service Star
- ❑ Building and leading the 212º Service Culture
- ❑ Customer Service Over the Phone
- ❑ Internal Customer Service Assessment
- ❑ Putting Customers First

Human Resources

- ❑ ADA Training
- ❑ Behavioral Interviewing
- ❑ Business Etiquette
- ❑ Challenging Negative Attitudes at Work
- ❑ Civility in the Workplace
- ❑ Cultural Competency
- ❑ Diversity Awareness Training
- ❑ Ethics In the Workplace
- ❑ Interviewing and Hiring
- ❑ Employee Hiring and Selection Assessments
- ❑ How to Interview Effectively
- ❑ How to Recognize and Reward Employees
- ❑ Managing Stress
- ❑ Performance Appraisal Solutions
- ❑ Preventing Workplace Harassment
- ❑ Retention: Attracting and Keeping Your Best Employees
- ❑ Sexual Harassment training
- ❑ Stress Management – First Aid for Stress
- ❑ Time Management

- Training Needs Assessment

Leadership

- Adapting Your Leadership Style for Increased Effectiveness
- Communication Skills for Emerging Leaders
- Courageous Leadership
- Exemplary Leadership/Leadership Practices Inventory
- Facilitative Leadership
- Focused Leader Assessment
- Leading and Encouraging Innovation
- Leading Success Program
- Leading the 212º Service Culture
- Leading Today's Workforce: A Step-by-Step Guide to Building Leadership Skills
- Legacy Leadership Competency Inventory
- Lessons In Loyalty
- Listen Up Leader
- Mars Surface Rover (Simulation)
- Project Leadership Assessment
- Remarkable Leadership
- Responsive Leader Inventory
- Strategic Leadership (Type Indicator)
- Team Leader Survey
- The Comprehensive Leader
- The Empowerment Profile
- The Leader-Manager Balance
- The Well-Balanced Leader
- Walking the Empowerment Walk
- What's My Leadership Style?

Management/Supervision

- Achieving Peak Performance
- Best Boss Inventory
- Coaching Conversations
- Coaching Skills Inventory
- Coaching Achievement
- Employee Initiative: How to Make It Happen
- First Time Manager
- Fundamentals of Effective Facilitation
- Get Fit for Coaching
- Get Fit for Coaching (Simulation)
- Managing For Employee Engagement
- Managing Managers
- Managing Remote Teams
- Managing Teams
- Managing Technical Professionals
- Mentoring for Success
- Motivating Employees to be Their Best
- Participative Management Profile

- Performance Appraisal Skills Inventory
- Performance Management
- Positive Approaches to Resolving Performance Problems
- Secrets to Management Success
- Stepping Up: A Road Map for New Supervisors
- Systems Thinking For Managers
- Supervisory Skills Assessment
- Supervisory Skills –Flight From Savo (Simulation)
- Supervising With Confidence
- What's My Coaching Style?
- What's My Time Style?
- Work Satisfaction Profile

Organizational Learning

- Breakthrough Creativity
- Breakthrough Creativity (Simulation)
- Building Organizational Trust
- Creating a Learning Organization: The 5th Discipline
- Creative Problem Solving
- Decision Making Style Inventory
- Emotional Intelligence Assessment
- Emotional Intelligence (Simulation)
- Encouraging Innovation Assessment
- Fundamentals of Strategic Planning
- Getting Results Through Individual and Organizational Accountability
- Getting Things Done
- Goal Setting for Success
- Increasing Your Emotional Intelligence
- Juggling Multiple Priorities
- Learning Styles Assessment
- Problem Solving Assessment
- Problem Solving in Organizations (Force Field Model)
- Problem Solving Style Inventory
- Project Management
- Project Management Leadership Assessment
- Real-World Project Management
- Strengths-Finder Assessment/Maximizing Employee Engagement & Productivity
- Team Learning Survey
- The Art of Successful Coaching
- The Seven Habits of Highly Effective People – Stephen Covey
- The Speed of Trust – Stephen Covey
- What's My Learning Style?

Sales and Negotiating

- Dealing with Tough Negotiators
- Getting to Yes: Successful Sales Negotiation
- Negotiating Style Profile
- Sales Presentation Skills

- Selling Skills Inventory
- Successful Selling Skills and Strategies

Team Building

- Benchmarks of Team Excellence
- Creating Team Synergy
- Cross-Functional Teams
- Defining Team Roles and Responsibility
- Effective Team Member Profile
- Extraordinary Teams
- Group Development Assessment
- Five Dysfunctions of a Team Assessment
- Jungle Escape (Simulation)
- Leadout
- Mars Surface Rover (Simulation)
- Tall Ships (Simulation)
- Team Adventure Series Survival Simulations
- Team Building Interactive Simulations
- Team Communication Inventory
- Team Effectiveness Profile
- TeamPower Program
- Team Performance and Personality Assessment
- Team Share Assessment
- Team Skills Training Simulation
- Team-Work & Team-Roles
- The Beer Game Simulation (Lean process)
- The Team Foundation
- What's My Team Member Style?

Technical Training

- Basic & Advanced Mechanical Training
- Blueprint/Schematics Reading and Interpretation
- Computer Applications
- Computer Integrated Manufacturing
- Computer Information Systems
- Electronics: Automation and Electrical Control Systems
- Equipment Specific Training
- GD&T Training
- HVAC
- Industrial Safety
- Industrial Technology
- Lean/Six Sigma/6S
- Machine Tool/CNC
- Maintenance Mechanic
- Mechanical/Mechanical Assessments
- Office Systems
- Process Picture Mapping
- Robotics and Automation
- Root Cause Analysis

- ➲ Set Up Reduction
- ➲ Telecommunications
- ➲ Welding Training/Assessments

Change Management

Organizational Change Orientation Assessment

Objective: To identify personal response to organizational change
Intended for: All members of an organization

Participants will learn to recognize and manage their own reactions to change using the Organizational Orientation Scale. Participants will identify their tendency toward one of three basic patterns of organizational change: *moving toward change, moving away from change, or moving against change*. An interpretative session helps participants understand their reactions to change and develop new ways of looking at change in their organization.

Each participant will take the Organizational Change Orientation Scale Inventory that provides an assessment of the individual and group dynamics with regard to organizational change. The inventory is self-scoring and the results are immediate. A discussion of the results will be conducted in order to generate an increased awareness with regard to individual responses to organizational change.

Dealing With Change

Objective: To help participants learn to work positively with change
Intended for: Any organizational member

The objective of this session is to help participants learn to work positively with change. Participants will discover how to turn negative emotions into constructive action during this interactive session that explores the benefits of adopting a proactive approach to organizational change. This session is designed to surface issues and concerns that are causing problems in the midst of organizational change. Participants will learn 12 actions that will help them understand and participate in organizational change. Through an introductory scenario, participants imagine that they are in the midst of a difficult and frustrating change initiative. They are asked to rank order a list of 12 action items that will help them to participate positively in the change effort. Participants then compare their scores to the expert ranking and discover how well they are managing change. An easy-to-learn, 5-step plan shows them how to transfer the learning back on the job. This session is typically recommended as part of a larger training initiative related to change management and before an organizational change effort is launched.

How to Handle Change and Upheaval

Change is a certainty in today's environment. The key to surviving and thriving is to take a proactive approach to change. This program provides the tools to assess typical attitudes toward change, intervene in the change cycle with positive strategies, and combat change-related stress.

Leading Change at Every Level

Objective: **To identify and measure organizational change-leadership behaviors.**
Intended for: **All organizational members**

Used to measure leadership in relation to organizational change, this workshop helps individuals and organizations examine how their behavior contributes to change initiatives. Participants will take an assessment inventory, which serves as a diagnostic tool that emphasizes the importance of individual behavior as it relates to the success of an overall change effort. In addition to identifying the change-leadership talents they already possess, participants will also explore the skills and abilities that will help them lead change more effectively in the future.

Participants will take an assessment inventory that serves as a diagnostic tool that emphasizes the importance of individual behavior as it relates to the success of an overall change effort. Participants will generate scores in 5 dimensions: *modeling change, communicating about change, involving others in the change process, helping others break from the past, and creating a supportive environment for the change.*

Leading Through Change

Change management is the art and science of guiding an organization and its people through the predictable transitions from current reality to a preferred future position. Change manifests in various forms with diverse results and emotions, but there are two things that you can count on: Change won't go away; it will only increase and you and the people around you need to learn to embrace change. In this program you will taught identify different reactions to change so that you will be better prepared to help employees through it. You will design a plan to help others through change and apply that plan by aligning systems and structures within your organization to better meet the needs of employees experiencing change.

Mastering the Change Curve (Who Moved My Cheese?)

Objective: **To help individuals, teams, and organizations successfully move through the phases of change**
Intended for: **Any organizational member**

This workshop is based on the national best-selling book: *Who Moved My Cheese?* and utilizes the concepts from this popular book to teach the premise that change is a natural progression through a series of four phases: Denial, Resistance, Exploration, and Commitment. To successfully deal with change, employees must understand and pass through all four phases. Mastering the Chance Curve uncovers the phase a participant is in for a specific change and assists in helping them move to the commitment phase.

Participants will:

- Pinpoint their current stage in change
- Gain an understanding of the four phases of change
- Identify productive-and nonproductive-change behaviors
- Develop a strategy to master change

Working Through Organizational Change

Objective: **To help individuals, teams, and organizations successfully move through the phases of change**
**Intended for:** **Any organizational member**

Everyone has a reaction to change, whether the change is organization wide or specific to individual departments or employees. The more we know about the process of change, the better equipped we are to take steps toward the acceptance of change and adapt to it in our work and our lives.

Working Through Organizational Change helps those in your organization make a conscious effort to support the changes they encounter. Complete and ready-to-train, the program covers all aspects of change. Through the use of learning instruments, activities, discussion exercises, and a simulation, participants learn about and practice the skills that will enable them to deal with change more effectively.

Learning Outcomes

- Pinpoint one's personal response to change
- Learn how change can create stress Understand the 4 phases of change
- Identify 12 actions that help to regain a sense of control

Communication
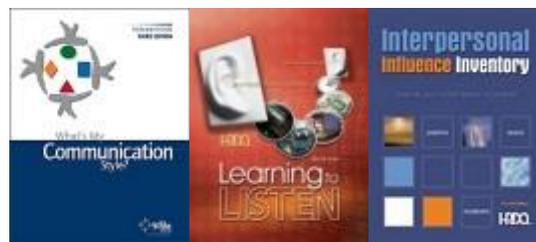
Building the Communication Bridge

The more we know about ourselves as speakers and listeners, the better able we are to build the "communication bridge" that allows us to send, receive, and interpret messages with ease. *Building the Communication Bridge* helps to provide that needed insight. Complete and ready-to-train, the program focuses on the basic speaking and listening skills needed for successful face-to-face interactions.

Using a combination of experiential tools such as learning instruments, activities, and hands-on games, participants discover how their roles and styles as speakers and listeners drive the communication process and practice the skills that enable them to improve everyday communication.

Learning Outcomes

- Identify personal styles of communication
- Develop strategies for communicating with people of different styles
- Understand the behaviors that distinguish receptive listeners
- Determine which listening behaviors are representative of one's communication style
- Learn how to use speaking and listening skills in a variety of organizational communication situations

Communication Derailed

Tackle even the most difficult communication problems with **Communication Derailed**, an engaging simulation game that demonstrates the profound impact of poor communication – and then teaches the skills needed to communicate effectively.

This popular game addresses three common communication challenges: communication in teams, lateral communication, and communication during organizational stress. The modules can be run independently or in a series, depending on your learning goals. Trainers love this game because it is easy to facilitate and all parts are reusable. Everything you need to deliver a powerful learning event is included in one kit!

How it works:

Working as employees of a toy manufacturing company, teams are charged with building new prototypes using fun, colorful parts. But the hands-on tasks become difficult when they are faced with obstacles that challenge their communication skills. Through the experience of working together and with the help of the facilitator, participants learn how to overcome these problems to improve their performance through effective communication.

Learning Outcomes:
• Discover the impact of both effective and ineffective communication
• Identify damaging communication techniques and environments
• Improve communication behavior
• Learn to handle unique communication problems

Communication Skills for Technical Professionals

In today's fast-paced world, employees have to be able to get their point across quickly or they won't be effective.To succeed in this type of environment, technical professionals need effective communication skills to accompany their technical prowess. The ability to communicate, cooperate, coordinate, resolve differences and persuade others effectively will determine success as much as the ability to perform the technical aspects of the job. This program will help technical employees build rapport with a wide variety of individuals, prepare effective business documents and prevent unnecessary conflict.

Dealing With Difficult Conversations

A difficult conversation doesn't need to become an ugly confrontation. Dealing With Difficult Conversations can help you better prepare for communicating under tough circumstances to make your message more effective, help you better control the situation, and achieve a positive outcome.

Effective Negotiation Skills

Most inexperienced negotiators remain so focused on their position they ignore creative solutions that would meet their underlying interests. This program helps you identify and analyze your needs and expectations in negotiation. It teaches you how to successfully get you from where you are to where you want to be with negotiable proposals and mutually beneficial counterproposals.

Influencing With Assertive Communication

From resolving misunderstandings with teammates to negotiating the terms of a contract, we're all faced with the need to influence others. But mastering the skill of assertive communication takes time and practice. *Influencing with Assertive Communication* is a one-day program aimed at developing the skills individuals need to express themselves directly and honestly, while preserving relationships and respecting the rights of others.

PROGRAM LEARNING GOALS

- Experience the costs and benefits of different influence styles
- Identify personal influence style
- Discover why an assertive communication style is most effective
- Understand the ASERT communication process
- Learn strategies for analyzing situations and stating your position
- Evaluate the importance of non verbal communication and its impact
- Explore strategies for handling feedback
- Practice techniques used by assertive communicators
- Master the ASERT communication process

Interpersonal Influence Inventory

Objective: **To identify personal influence style**
Intended for: **All organizational members**

Do the people in your organization know how they "come across" to others? Help them to become more effective communicators – and to use their influence wisely – with the Interpersonal Influence Inventory. In this workshop participants will understand their preference for one of 4 personal-influence styles: *passive, assertive, openly aggressive, or passively aggressive* in addition to the following:

- Why assertive behavior is the one style that that always yields positive results
- How other influence styles can hamper interpersonal communication
- The behavioral cues that signal each style

Learning to Listen

Objective: **To teach participants the skills for effective listening**
Intended for: **All organizational members**

Statistics show that people remember only half of what they hear, even moments after they've heard it. Surprising? The fact is that while most of us like to think that we're good listeners, almost everyone needs to improve their listening skills. Learning to Listen offers a fresh approach to this common problem. Included is a 30-item inventory that focuses on both the visible and invisible aspects of listening behavior.

Participants will: determine their effectiveness as listeners in 3 dimensions, learn what it takes - physically and mentally - to listen carefully, and discover practical ways to improve listening performance.

Personal Style Inventory

Objective: **To identify personal influence style**
Intended for: **All organizational members**

Personality style is an integral part of many training sessions. The *Personal Style Inventory* (PSI) makes identifying and understanding personal style easy.
Based on Carl Jung's theory of psychological types, the PSI has helped thousands of people answer the question, "Why do I act the way I do?"

What sets the PSI apart? Other Jungian instruments assess respondents' behavior, which can be affected by external factors such as work environment. The PSI captures behavioral preferences, which we believe more accurately measures a respondent's personality strengths and weaknesses.

Learning Outcomes

- Identify preference for 1 of 16 personality styles
- Explore the potential strengths and weaknesses of each personality style
- Understand how each style is likely to affect other individuals and/or group members
- Discover how to capitalize on strengths of others

The pairs of reactions — or personal style preferences — include:

- Extraversion or Introversion
- Sensing or Intuiting
- Thinking or Feeling
- Perceiving or Judging

The PSI vs. the Myers-Briggs Type Indicator

Both the PSI and the MBTI use Jungian theory to measure personality style. However, each instrument asks the individual to assume a different frame of reference. The MBTI attempts to measure how people usually behave. The PSI measures how people would prefer to behave. We believe this unveils a style closer to the true nature of the individual's personality style.

Uses for the PSI

The PSI is effective when used as a stand-alone learning instrument or as part of a more comprehensive training program. It's the perfect start to a style-awareness training program or to programs for:

- Personal Style
- Communication
- Diversity
- Team Building

Supervisor Communication Skills

Communication is a complex set of behaviors and interactions that involves both giving and receiving a plethora of information. In this course you will learn the importance of assertive speaking; asking directly for what you need from others without being aggressive. You will discover techniques for holding others accountable while also create and practice the art of equitable compromise.

Team Communication Inventory

Improve the overall quality of your team discussions and meetings with the TeamCommunication Inventory (TeamComm), an instrument designed to identify the roles team members typically play during team interaction.

How it works

Using a specific discussion or meeting to evaluate, respondents rate themselves on the use of 7 Task Roles and 7 Maintenance Roles. Individuals then gain additional insight into their behavior. Finally, action plans help teams make specific plans for improvement - as individuals and as a group.

The Art and Science of Communication ®

Good communication skills are essential for every employee at every level. The ability to convey ideas, give and receive feedback, resolve differences and persuade others is as important as technical competence in a job. This course shares the basic communication model, helps employees identify common barriers to effective communication, and tailor different communication styles to various personalities.

The Art of Effective Communication ®

It is not unusual to hear people in companies say, "We have a communication problem here." This two-day program will provide methods and information to analyze and improve your own communication and help you help others. We communicate in many ways: with our words, tone, eyes, and bodies to name a few. Understand the hidden meanings behind the various communication methods and devise strategies to communicate more effectively and avoid unnecessary conflict.

What's My Communication Style?

Objective : **To identify preferred styles of verbal and nonverbal communication.**
Intended for: **All organizational members.**

Communication. It's more than how we speak. It's how we walk into a room, where we direct both our verbal and nonverbal messages. This workshop utilizes an inventory that can assess each individual's unique communication style while identifying preferences in both verbal and nonverbal communication.

Participants will:

- discover their tendency toward one of four major communication styles
- learn how to recognize each style and about their styles strengths and trouble spots
- learn the impact of each style in the workplace.

Conflict Resolution

Conflict Strategies Assessment

Objective: **To identify and manage preferred conflict strategies**
Intended for: **All organizational members**

Some people thrive on conflict; others shrink away from it. But no matter how we react, it's important that we understand our conflict-related behavior- and learn to manage it more successfully. The Conflict Strategies Inventory gives participants valuable new insights into the strategies that they use in conflict situations. This workshop is particularly useful in management development and team-building activities prior to the introduction of specific conflict management skills

Conflict Management

Conflict in inevitable, but if left unchecked it can be highly destructive within an organization. This program offers approaches that will help you identify and enhance the most important aspects of conflict resolution. Develop communication skills that support conflict prevention and practice tools that will end conflict in even the most difficult situations. When you feel that conflict has gone beyond your means, this program offers the benefits of using a third party, as well as procedures for finding an effective mediator.

Resolving Conflict at Work

Conflict is an inevitable part of work. Whether between individuals or teams, at some point, conflict will arise and need to be addressed. But resolving conflict doesn't need to be a negative experience – in fact, managing conflict can be a catalyst for positive change. This half-day program explores various work relationships and their impact on the employee, how business relationships can be managed to avoid unnecessary conflict, how to use effective resolution steps when conflict occurs, and how to deal with difficult people when managing conflict.

Resolving Team Conflict

Objective: **To assess and improve group conflict behavior**
Intended for: **Groups and teams at any stage of development**

Now that teams have become the organizational format of choice, there are more opportunities for people to collide – over everything from team roles to individual job procedures. This workshop works with teams on learning how to handle those disagreements productively. After choosing a recent or ongoing conflict to evaluate, teams generate a profile of their habitual group-conflict style. A group-feedback session then helps individuals understand how their behavior has contributed to the group's conflict discussion style.

Team Conflict Assessment

Team conflict is one outcome of team organization that is practically inevitable. When we consult with team-based organizations, one of the most frequent requests we receive is for help in dealing with team conflict. People see conflict as a barrier to productivity. We take the point of view, however, that team conflict is a potential promoter of productivity. **TeamConflict** is designed to give team members insights into how their behaviors determine the outcome of conflict and how they can change those behaviors to be more productive.

Team Conflict Strategies Inventory

Don't let unresolved issues drain the productivity from your teams! Team Conflict Strategies Inventory (TCSI) provides an ideal opportunity for teams to work through issues and learn how to handle future conflicts more productively.

Teams have preferred ways of handling conflict. Some teams avoid conflict at all costs, while others find that the battle gives them energy and motivation. Start your teams on a discussion of how they choose to handle conflict - and what impact their behavior is having on the success of their team - with the Team Conflict Strategies Inventory (TCSI).

The TCSI presents teams with 5 typical conflict scenarios. Administered in two phases, team members are first asked to predict individually how their team would handle each situation by ranking strategy alternatives. Then, the team as a whole comes together to try to reach consensus on the items. This approach allows individual team members to share their perceptions and come to conclusions about common strategies employed by the team.

Teams will:

- Identify their preferred strategy for handling conflict.
- Gain an understanding of 5 different conflict strategies.
- Learn the appropriate use of each strategy.

- Develop procedures for managing disagreements.

Customer Service

Assessing Customer Service Quality

Objective: To assess an organization's readiness to deliver world-class service
Intended for: Customer service managers and employees

There's no mistaking that today's customers want service that is faster, better, cheaper, - their way. But how do you know if your organization is prepared to meet that challenge? This training will focus on providing customer service managers and employees with valuable insight into their organization's ability to deliver world class service-and then helps them create an action plan for improvement. Participants will learn:

- How to recognize what your customers want and expect of you
- How to be flexible in meeting customer demands
- The benefits of treating customers like partners rather than adversaries or end-users
- The keys to make it easier for the customer to do business with your company
- How your organization current service practices compare with those of more than 100 other companies
- How to take your organization's service from ordinary to excellent!

Becoming a Customer Service Star

Objective: To measure and increase customer service performance
Intended for: Customer service employees and managers

Don't just talk about providing better customer service-make it a reality! This workshop can help diagnose customer-service policy problems within an organization. The assessment portion of this workshop helps employees and managers examine their attitudes about customer service and suggests ways to boost their customer-service performance in 5 critical customer-service categories:

- Having a positive attitude toward customers
- Encouraging customer feedback
- Responding to customer problems
- Developing repeat relationships
- Seeking to exceed customer expectations

Building and Leading the 212º Service Culture

At 211º water is hot. At 212º, it boils. And with boiling water, comes steam. And steam can power a locomotive. The one extra degree makes the difference. This simple analogy reflects the ultimate definition of excellence. Because it's the one extra degree of effort, in business and life, that can separate the good from the great. Employees will learn the 10 rules in building and leading a 212º service culture that promotes organizational excellence.

Customer Service Over the Phone

In today's competitive environment, customer service is often the key that sets a successful company apart from others. This program ensures that your customer interactions will result in satisfied, happy customers by providing skills to manage all types of customer calls and situations.

Internal Customer Service Assessment

Objective: **To evaluate and improve internal customer service skills**
Intended for: **Any employee who serves others within his/her organization**

As the focus on excellent customer service continues to be a popular trend, there is a growing expectation that employees should receive the same level of service from internal service providers as they would elsewhere. But internal service providers have a bon with their customers that external vendors simply do not share. Because of the complexity of this relationship, internal service providers need to judge their behavior by a new standard.

Participants will be assessed and will develop action plans for the following 6 dimensions:

Dimensions within the organization:
- Customer Knowledge
- Customer Involvement
- Two-Way Communication

Dimensions outside the organization:
- Responsiveness
- Competitive Edge
- Relationship Management

Putting Customers First

Objective: **To teach employees how to focus on customer's needs**
Intended for: **All organizational members**

Help your employees keep their focus on the customer with this simulated workshop that teaches participants how to put aside their own feelings and unsure that the customers needs are met. Participants are given a simulated potentially difficult customer interaction and then asked to give their input in resolving the situation. The Participant's results are then compared to the expert ranking, at which time participants gauge their own customer-service skill. A step-by-step process is then presented for ensuring successful interactions back at the job. Participants will:

- Discover how to shift the focus from themselves to their customers

- Understand how to ensure customer loyalty and repeat business

Human Resources

Behavioral Interviewing

This behavioral interviewing program is a dynamic course that gives you the skills to make the best hiring decisions - and avoid costly blunders. You will learn competency-based behavioral interviewing; using the accepted opinion that past and present behavior is the best forecaster of future performance. Whether you've performed 100 interviews or you are new to the interviewing world, this program will give you knowledge and tools to use immediately in your next interview. The outcome? You'll have better interviewing skills, which lead to better hires and a competitive edge for your organization.

Business Etiquette

Why do manners matter? You bet. A company without common courtesies experiences more employee turnover, more EEOC expenses and more time spent on paperwork related to complaint issues. On an individual level, when you don't use manners and common courtesy, it shows a lack of consideration and professionalism. People then make judgments about you regardless of your abilities. This program provides guidelines for common business etiquette, how to show respect for yourself and others, how to establish positive connections with anyone, and how to choose polite and positive responses to rude behavior.

Challenging Negative Attitudes at Work

This course explores how to challenge individual negativity as well as how to protect yourself from the negativity of others. Behavioral models to use in coaching yourself and others in how to build optimistic responses to any given situation are taught. Learn how negative norms become entrenched in an organization, department or team and how to create a more positive working environment.

Civility in the Workplace
It sounds so straightforward – be nice to others. But is it really? It is not always a given that you will like the people that you work with, but it is important to understand the value of being civil to one another. In this course participants will identify different types of disruptive behavior and techniques and approaches to overcome conflict, bullying and rudeness. They will create and implement organizational communication strategies to redefine the organizational culture into one of trust and teamwork. This course allows participants to practice techniques for running productive meetings and one on ones, as well as build effective incentive programs to enhance employee motivation.

Cultural Competency
Awareness and acceptance of difference within an organization creates an environment of cohesion and collaboration; two essential components in order to be productive. In this course participants will identify the components of cultural competencies in the workplace. They will work together to create a cultural competency profile including personal goals to empower individuals to practice acceptance within their environment. Participants will leave this course with more

understanding of others cultures and traditions, while also learning positive techniques to generate awareness within their organization.

Diversity Awareness Training
This instructor-led course explores diversity in the workplace. It begins by examining the various aspects of diversity, defining diversity and guiding students through a look at the components of diversity that they personally bring with them. The impact of perception is also examined. Stereotypes are identified and defused through an experiential exercise. Techniques to manage conflict successfully, communicate with respect, confront others who do not appreciate a diverse workplace and handling sensitive situations are examined.

Ethics In the Workplace
Workplace ethics go beyond "doing the right thing." An ethical workplace establishes a solid foundation for organizational behavior, cultivates better teamwork and productivity, creates consistent standards for company offerings, ensures the legality and enforcement of corporate policies, and supports company growth and reputation. This program explores why workplace ethics should be developed, how to create the standards and policies that support them, training and managing employees to follow and support these standards – and how to deal with problems where ethics are concerned.

Interviewing and Hiring
Hiring quality employees is one of the most critical tasks in any organization. The basis of effective interviewing is asking the right questions. Let's face it. If you ask candidates hypothetical questions you will get hypothetical answers. In this program you will learn the art of interviewing systematically so that you are getting the information that is most critical for job performance. Identify competencies associated with the job, conduct interviews and practice evaluating and recruiting candidates in this highly interactive curriculum.

Managing Stress
Explore strategies for managing stress and minimizing its effects. This program provides a look at the stress cycle and discusses how to intervene at each step in the cycle. It looks at how to achieve balance and gain renewed energy and enthusiasm.

Preventing Workplace Harassment
In this program, you'll learn the answers to all of your questions about dealing with harassment in the workplace. You'll read about real cases, learn some tips and tools for dealing with situations that may come up, and implement steps to prevent the occurrence of harassment.

Retention: Attracting and Keeping Your Best Employees
Managing people can be one of the hardest jobs in the world. Trying to meet the needs of a group of people and make them feel comfortable and at ease, all while maintaining a productive environment may seem impossible. But it's not! Taking retention seriously can, in the end, be the best management tactic that you have ever tackled. This program will offer you methods and procedures that will attract and keep the best employees and also allow you to measure and communicate the benefits and costs of a retention strategy for your organization.

Sexual Harassment
More than half of all workers have experienced sexual harassment on the job. The resulting cost to companies can be thousands or even millions-of dollars. This program provides practical guidelines to help organizations understand what sexual harassment is, how to handle it when it occurs, and how to avoid it in the first place.

Leadership

Adapting Your Leadership Style for Increased Effectiveness ®

As most experienced leaders know, people come in all shapes and sizes, and what works for one employee (in terms of communicating, motivating, giving feedback, etc.) doesn't have the same results with another employee. Understanding and "speaking" to different styles will make you a more effective leader. In this program you will assess your personal leadership style and apply and practice tools for building connections with employees, running productive meetings and enhancing employee motivation.

Communication Skills for Emerging Leaders

Employees who are new to leadership positions often feel inundated with the new demands placed on them and the number of people they need to communication with. They need to be direct without being rude, to hold others accountable while creating equitable compromises and to manage conflicts to achieve productive outcomes. This program will give them the confidence and skills to accomplish that.

Courageous Leadership: Using Courage to Transform the Workplace

Overview

We have high and often conflicting expectations of leaders. Be reasonable but passionate. Decisive but inclusive. Visionary but explicit. Powerful but humble. Add to that emotionally intelligent, caring, impartial, people-oriented, and of course, profit-driven. The list is so long that it often leaves leaders scratching their heads, thinking: *how am I supposed to be all of these things at once?*

The answer is *courage.* It's the backbone leaders need to step up to the plate, face fierce challenges, inspire others, and drive the bottom line. Join author and subject matter expert Bill Treasurer for an informative webinar that will help you transform the leaders in your organization from fearful to fearless.

What You Will Learn

- Understand the impact fear has on personal and organizational performance
- Three distinct types of courage and how to differentiate among them
- How to create an environment that supports courageous behavior
- The differences between two different leadership dispositions
- Strategies to become more courageous and inspire those around you

Exemplary Leadership: Leadership Practice Inventory

The Leadership Practices Inventory (LPI) approaches leadership as a measurable and learnable set of behaviors. Developed by Jim Kouzes and Barry Posner, this well-known 360-degree assessment tool helps individuals measure their leadership competencies and learn how to apply the Five Practices of Exemplary Leadership to real-life organizational challenges.

Learning Outcomes:

- Understand that effective leadership skills can be learned
- Measure leadership competencies
- Learn the Five Practices of Exemplary Leadership Model
- Discover how to apply practices to organizational challenges

The newly revised LPI offers in-depth, precise results. The Scoring Software produces a detailed Feedback Report for each participant and has the capability to save data for score comparisons over multiple administrations. Designed to be user-friendly, the updated Participant's Workbook quickly takes participants to the heart and soul of their Feedback Report. And the new Leadership Development Planner was created to be used over several months of coaching sessions.

Give your participants the skills to master The Five Practices of Exemplary Leadership:

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart

Facilitative Leadership Training

Objective: To experience the benefits of a facilitative leadership style.
Intended for: Leaders, supervisors, and managers

Facilitative leadership has become an important force in moving to team-based organizations. But before traditional leaders can make this change, they need to know what facilitative leadership is and how it differs from what they have been practicing in the past. What are the behaviors of a facilitative leader?

Facilitative Leaders:

- Concentrate on teaching rather than directing others
- Focus on helping others learn and develop
- Provide guidance when a group is struggling or needs direction
- Lead by asking questions rather than giving orders
- Manage interactions between groups in order to provide their group with the best work environment

Participants will:

- Discuss the drawbacks of traditional (autocratic) or passive (uninvolved) styles of leadership

- Understand the important balance between too much and too little authority
- Learn how a facilitative leadership style generates a team atmosphere of trust, respect, open communication, and productivity

Facilitative leadership training is designed to help new leaders incorporate facilitative leadership into their developing style, retrain traditional leaders, and assist managers who oversee several teams or coordinate teams.

Focused Leader Assessment

No two work group situations are necessarily the same. And with so many complex variables to consider, what makes a leader effective? The answer is focus and flexibility.

According to the well-known work of Fred Fiedler, "The best style of leadership is determined by the situation in which the leader is working." The *Focused Leader Profile - A Situational Approach to Leading Work Groups*, adapts Fiedler's work to the practical concerns of today's leaders. By examining three critical factors - relationships, task clarity, and power base - this powerful tool helps leaders narrow their focus, analyze work group situations, and then determine how to respond most effectively.

Learning Outcomes

- Understand that leadership is situational
- Learn the three key factors leaders should use to analyze and respond to work group situations
- Identify appropriate task- and/or relationship-focused responses
- Develop personalized action steps for responding to a current leadership situation

---

The Leader-Manager Balance

Objective: **To learn how to balance leadership and management skills**
Intended for: **Mid-to high-level managers**

Today's business environment demands that all managers effectively display both leadership and management skills. However, managers often aren't clear on what distinguishes these competencies – or how to balance the two different yet complimentary skill sets. This workshop illustrates for managers the importance of integrating the roles of manager and leader and how their competence as both a manager and a leader impacts organizational effectiveness and performance.

Participants will:

- clarify the difference between leading and managing
- identify the competencies needed to be effective in each role
- improve both leadership and management skills
- illustrates how to balance the two skill sets

Leading and Encouraging Innovation

Objective: **To assess a manager's or teams leader's current skill level in encouraging innovation in employees**
Intended for: **Managers and Team Leaders**

This workshop is designed to help managers or leaders measure their skill level in developing innovation in their employees. Innovative managers and team leaders inspire innovation, build systems to support innovation, assess opportunities, create support, and launch the innovation. This workshop explains the 5 key types of focused conversations that managers can tap into to promote innovation in their organization. In addition this workshop will assist participants in the following:

- establish a new approach to building innovation in an organization
- provide basic skills training in developing creativity and innovation in individuals and teams
- complement existing leadership development techniques being used in the organization

Leading Success

Transform managers into empowered, committed leaders with *Leading Success*™. This intense, proactive training program gives participants the forum to hone key leadership abilities that will help them have a direct effect on employee performance.

Focusing on their one-to-one interpersonal skills, both new and experienced managers learn how to raise employee productivity, inspire cooperation by building a team atmosphere, boost job satisfaction, foster better work relationships, and ultimately, achieve results through their employees.

Learning Outcomes:

- Examine and clarify the roles of leaders and managers
- Learn a model for effective leadership behavior
- Discover how to gain employee commitment
- Improve communication skills
- Develop team leadership skills
- Identify individual employee needs
- Develop strategies to improve employee effectiveness
- Become a motivating leader

LeadingSuccess is a modular program that helps to develop key people skills managers, supervisors, and team leaders need to have a direct effect on employee performance. Focusing on one-to-one interpersonal skills, both new and experienced leaders learn how to raise employee productivity, build a team atmosphere, boost job satisfaction, foster better work relationships, and ultimately, achieve results through their employees.

Flexible Curriculum
LeadingSuccess can be easily tailored to your organization. We'll help you craft a custom combination to achieve your specific learning objectives.

Core Modules

- Roles and Responsibilities

- Motivation
- Communication
- Team Building
- Flexing Leadership
- Committing to Action

Leading the 212º Service Culture

At 211º water is hot. At 212º, it boils. And with boiling water, comes steam. And steam can power a locomotive. The one extra degree makes the difference. This simple analogy reflects the ultimate definition of excellence. Because it's the one extra degree of effort, in business and life, that can separate the good from the great. Employees will learn the 10 rules in building and leading a 212º service culture that promotes organizational excellence.

Leadership Energy

Leadership Energy (E=mc2) provides a step-by-step strategy to access your organization's energy reservoir and, through the use of this energy, accelerate your organization to the next level. As you read, you'll discover Synchronization, Speed, Communication, Customer Focus, and Integrity - five vital energy conductors to help you energize your team, customers, and profits.

Leading Today's Workforce: A Step-by-Step Guide to Building Leadership Skills

Being a manager and being an effective "leader" are very different skill sets. This course will help you learn what the biggest differences are between managers and leaders, how to put the leadership building blocks into place and how to adapt the language of influence. Some of the areas covered will be: the ideal leader, support systems, risk-taking, vision, relationship building, and listening effectively. This course is a must for those managers who really want to make a difference!

Legacy Leadership Competency Inventory

Most people think the term "legacy" is something you leave behind when you're gone. But what if you were living your legacy now? What if your vision for the future was evident in everything you do, every day? Welcome to the *Legacy Leadership Competency Inventory* (LLCI), a philosophy, model, and proven process for bringing out individuals' best, developing other leaders in the organization, establishing leadership culture, and positively impacting the bottom line. In a nutshell, it's about building the foundation for real-time legacy in today's organizations.

What makes the LLCI different from other programs is that it offers a compelling set of leadership practices that are designed to perpetuate a cycle of leadership development. It delivers a comprehensive framework of practices, behaviors, attitudes, and values that address every aspect of successful leadership – regardless of industry, experience, or organizational role.

The LLCI is based upon The 5 Best Practices of the "being" and "doing" of leadership:

1. Holder of Vision and Values
2. Creator of Collaboration and Innovation
3. Influencer of Inspiration and Leadership

4. Advocator of Differences and Community
5. Calibrator of Responsibility and Accountability

Learning Outcomes

- Understand that legacy is created by leaders, who in turn develop other leaders
- Learn The 5 Best Practices Model and the associated 10 Critical Success Skills
- Top 3 strengths and challenges in each of the 5 Best Practices
- How to shift one's thinking to serve other's first, then oneself
- Develop an action plan for becoming a Legacy Leader

Listen Up Leader

Leadership is key to your business success. And who better to identify what makes a good leader than the people being led? That's what this handbook is all about! Unique in both content and format, *Listen Up, Leader!* provides powerful insights into what employees want and need from their managers, supervisors, and team leaders. It pinpoints the behaviors and attributes necessary to be the kind of leader that employees will follow...to new levels of performance.

Mars Surface Rover (Simulation)

Introduce basic teamwork concepts such as interdependence, common goals, continuing interaction, valuing diversity, and creating a supportive environment.

First, participants work independently — each performing a confidential task for building a prototype astronaut vehicle. Then they complete the vehicle as a team, discussing ideas and sharing their individual expertise. Finally, participants evaluate and discuss 3 key elements of teamwork.

Project Leadership Assessment

Project leadership isn't just about logistics. It's also about the ability of the project leader to motivate the project team, build relationships, and sustain the performance of the team throughout the life of the project.

The *Project Leadership Assessment* is an innovative learning instrument that focuses on the necessary "people skills" by evaluating behavior in five vital skill areas. This learning tool is perfect for anyone who has project management responsibilities, regardless of their title or reporting relationship to the project team.

Remarkable Leadership

We are all given a unique set of talents when we are born. While these abilities help us to evolve as leaders, others need to be nurtured and developed. Truly remarkable leaders become remarkable through a continuous and upward climb of learning.

Based on the acclaimed book, *Remarkable Leadership: Unleashing Your Leadership Potential One Skill at a Time*, author Kevin Eikenberry sets out to challenge participants to

be more intentional about what, when, and how they learn. *Remarkable Leadership: A Learning Series* offers a flexible and practical learning experiences for leaders at all levels.

Presented in one-hour learning chunks, the 12-module program allows organizations to target these specific skills:

- Championing Change
- Communicating Powerfully
- Building Relationships
- Developing Others
- Focusing on Customers
- Influencing with Impact
- Thinking and Acting Innovatively
- Valuing Collaboration and Teamwork
- Solving Problems and Making Decisions
- Taking Responsibility and Accountability
- Managing Projects and Processes Successfully
- Setting Goals and Supporting Goal Setting

Responsive Leader Inventory

The Responsive Leadership Questionnaire and Capability Inventory (RLQ) is a situation-based leadership assessment for management development training. It measures current skill in managing employees and improves leadership effectiveness by developing supervisory skills, leadership skills, coaching skills, and the ability to motivate employees.

Teach a Manager How to Fish

Leadership success depends largely on how well employees perform. How well employees perform depends largely on leadership behavior. It's no secret that leading people in a way that responds to their individual capabilities yields the best results. But while the concept may seem like common sense, a formalized approach is the key to maximizing employee performance.

Learning Outcomes

- Determine if current leadership style is appropriate for individual employees
- Learn how to assess employee commitment and capability levels
- Discover how to quickly identify which leadership style is best for each employee
- Understand why coaching and energizing are critical to maximizing employee performance

---

Strategic Leadership (Type Indicator)

The *Strategic Leadership Type Indicator (SLTi)* is fast becoming the new standard for a 4-quadrant type supervisory leadership assessment. Trainers appreciate its simplicity combined with ample support materials but without burdensome certification requirements. Supervisors and managers like the emphasis on teaching the appropriate use of four different management styles, particularly the coaching style widely considered the most flexible and motivative supervision technique in wide use today. The *SLTi* is also translated into French and Spanish. The *SLTi* assessment is particularly important for supervisors or

managers new to the people management role. These professionals will experience a wide range of new responsibilities and challenges and have severely limited time to absorb it all and be successful with these new challenges. *SLTi* offers a prescriptive approach to people management that aligns productivity concerns perfectly with the time consuming realities of supervising and managing people.

For example:
- When an employee is clearly both capable and motivated, supervisors learn to use the **delegation strategy** which requires the least direct intervention and monitoring. Supervisors often fall into the time trap of spending too much time on employees who are doing fine without them. Not only does this waste valuable time for the supervisor, these employees, who have earned and desire more autonomy, resist or are demotivated by micro management, even when it is good intentioned.
- If an employee is capable but un-motivated the supervisor uses the **relate strategy** in order to coax, encourage, and support the employee to help improve their desire to meet their goals more effectively.
- When an employee lacks capability as well as motivation then the supervisor uses the **coach strategy** which requires high relating contact and high levels of teaching/instruction. Coaching is a widely well regarded supervision style but it is time consuming and it's important to use coaching where it will make the most impact on the work unit's performance. Even coaching is counter productive when used in the wrong situation.
- With an employee that is new to the job, there is often high motivation but a lack of capability. In this situation the supervisor should concentrate their time on teaching/instructing since building the relationship will have little impact on motivation. What these employees need is job specific task instruction; the **instruct strategy**.

By using these four strategies appropriately supervisors manage people both effectively and efficiently.

The *SLTi* assessment lets supervisors and managers know what their dominant and secondary styles are, and how well they deploy the optimal strategy for the employees' specific needs. Then there are exercises and activities to help supervisors better learn how to select strategies and implement them in novel ways such as through recognition and rewards. Strategic leadership places the new supervisor or manager on a firm foundation from which they can confidently build their own experiences and judgment.

The Well-Balanced Leader

Egolibrium: the ability to toggle between egocentric and "other-centric" attitudes, values, and behaviors for organizational success

There's no doubt about it: the very best leaders are deeply in tune with their behavior and understand the impact it has on others. As one of the world's top trainers in the field of accelerated experiential learning, Ron Roberts understands this more keenly than anyone, and in *The Well-Balanced Leader*, he helps you re-envision your own behavior to become the best leader you can be.

Roberts makes the process of finding the perfect leadership balance—what he calls egolibrium—personally enriching and easy to achieve. He begins by identifying the nine human behavioral dichotomies that most affect the quality of leadership:

- Nonjudgmental / Judgmental

- Nondefensive / Defensive
- Relinquishing Control / Controlling
- Openness to learning / Know it all
- Doing the right thing / Doing whatever you want
- Patience / Impatience
- Letting go / Holding on
- Acceptance / Resistance
- Other-centric / Egocentric

Everyone's behaviors fall somewhere between each dichotomy. Using the activities, action steps, games, and thought exercises included for each pair, you'll figure out exactly where your behaviors land, and then learn how to move that position in one direction or the other to find the right balance or your specific needs.

When you transcend your personal needs and focus on the needs of others and of the organization, everyone benefits—including you. The result is not only greater job satisfaction for people at all levels, but greater productivity— regardless of the organization's field, product, or service.

The Well-Balanced Leader gives you the tools for making the small, incremental changes in behavior that lead to big changes in awareness—and huge changes in your leadership effectiveness.

Walking the Empowerment Tightrope

Find the balance between empowered work groups and appropriate leadership strategies with this provocative book. A comprehensive mix of learning exercises, action plans, and behavioral theory, *Walking the Empowerment Tightrope* focuses on 25 cognitive and behavioral factors identified as key to the development of **High Group Performance**.

Chapter Highlights:

- Empowerment and High Performance
- The 25 High Performance Factors
- Action Ideas for the 25 Factors
- Focus on System Change, Not Individual Change
- Survey Feedback: Turning Data Into Action

Also included are appendices that offer information on such related topics as:

- Self-Managing Teams
- Effective Facilitation
- Organizational Roles
- Problem Solving

Team Leader Survey

Objective: **To identify and assess team-leadership skills**
Intended for: **New or potential leaders of high-performance or self-directed teams**

Building a high-performance team means learning a whole new set of empowering skills - among them, coaching, guidance, and teaching. It's the management style most appropriate for leading teams that are increasingly responsible for leading themselves.

How do your team leaders measure up to this new standard? Find out with the Team Leader Survey - a tool that helps team leaders assess and improve their use of empowering leadership skills.

Respondents generate scores in 6 leadership-skills dimensions: *communication, thinking skills, administration, influence skills, interpersonal skills, and change management*

The Comprehensive Leader: A New View of Visionary Leadership

Objective: **Identify strengths in the area of visionary leadership**
Intended for: **Organizational managers and leaders**

The Comprehensive Leadership workshop cuts straight to the heart of what authentic visionary leadership is built on: knowledge. Visionary leaders possess knowledge of themselves, those they lead, their organization, and the world. Most leaders focus on just one or two of these knowledge areas. To keep pace with global demands and to move their organizations forward, it's imperative that today's leaders build and maintain an ever-changing store of knowledge in all of these areas. The Comprehensive Leader measures the behaviors that indicate strength or weakness in all 4 areas, giving participants new insights into their leadership behavior - and their untapped potential.

The Empowerment profile

Objective: **To measure the degree to which empowerment exits in the organization.**
Intended for: **Managers and supervisors**

Is empowerment just a buzzword in your organization? Bring this powerful concept to life with an in-depth assessment tool - the ***Empowerment Profile***. This instrument helps managers understand what it means to be empowered - and how to empower their employees. To generate a profile of present workplace conditions, respondents measure their perceptions along 8 empowerment dimensions, including autonomy, climate, and control. The interpretive session includes strategies for increasing levels of involvement, commitment, and responsibility among managers and their employees. The Empowerment Profile is used to emphasize the benefits of empowerment, develop management and leadership programs, and strengthen manager/employee relationships.

What's My Leadership Style?

Objective: **To identify individual leadership style**
Intended for: **Anyone who needs to influence others to work towards a common goal**

By definition, effective Leaders are able to influence others to work towards achieving goals. But the way they choose to do so varies from leader to leader. Current theory suggests that different

situations require different leadership styles. In fact, the most successful leaders are those who are able to adapt their style to the unique demands of the situation. This workshop is perfect for all types of leaders, from front-line supervisors, to mid-level managers, to top executives and provides individuals with insight into their preferred style of leading others.

Participants will:

- Identify their preferred leadership style

- Understand their style's strengths and weaknesses

- Learn how to adapt their style to different situations

Management/Supervision

Achieving Peak Performance

Objective: To identify Employee needs in order to influence higher levels of performance
Intended for: Managers and front-line supervisors

What does it take to increase a person's satisfaction at work? According to Abraham Maslow, every person constantly seeks to satisfy certain unmet needs. Maslow's theory offers a very practical way of looking at motivation issues for individuals or teams. This approach makes good business sense: provide employees with goals they find meaningful and engage them in activities that satisfy their individual needs, and they will naturally feel motivated to perform at a higher level. *Achieving Peak Performance* provides front-line supervisors and managers at all levels with a powerful tool for identifying employee needs. Using this information, managers are then able to positively influence employees. The results? Greater job satisfaction leading to improved on-the-job performance.

Best Boss Inventory

Objective: To help first and second level managers assess their behaviors in leading, motivating, and inspiring their employees
Intended for: New leaders, managers, and supervisors

What is it that makes great bosses great? What do they do that sets them apart from the rest? The latest research suggests that, in today's economy, bosses need to focus their efforts on how to motivate and inspire people to get work done. The *Best Boss Inventory* provides bosses with

insight into their current behaviors in leading, motivating, and inspiring their people. The assessment inventory identifies 6 key behaviors of exceptional bosses:

- Connecting People with Purpose
- Encouraging Ownership
- Focusing Efforts on Smart Work
- Building Competence
- Recognizing Achievements
- Respecting the Individual

Coaching Conversations

A good coach can be described as an "expert questioner," with the ability to ask the right questions at the right time and respond to the needs of the individual being coached. Discover how to build your coaching expertise with this half-day program designed to address coaching for improving performance in specific areas, as well as in the larger scope of career development. Learn to establish the context of a situation and lead a series of coaching conversations that make the individual responsible for proactively defining goals and becoming accountable to their commitments. Understand how the various aspects of coaching conversations – such as defining the opportunity or problem, analyzing options, and developing an action plan - can motivate and support individuals to help them successfully meet their goals.

Coaching Achievement

In today's competitive environment, organizations cannot afford to lose talented employees. But individuals who are not properly coached can become under utilized, error prone, and unable to meet their goals. That's why it's critical for managers and leaders to coach for achievement every day.

Coaching Achievement helps managers and leaders to become effective on-the-job coaches. This one-day program enhances their skills at developing and maintaining effective coaching relationships in order to improve the performance and growth of others. Participants first assess their performance in 5 key coaching skills and then learn how to apply these skills to a unique 3-step coaching process. Best of all, coaches practice their skills using 3 actual coaching challenges, so they leave with the ability and confidence to put their knowledge into immediate action!

Learning Outcomes

- Explore the roles and responsibilities of coaches in today's organizations
- Understand the benefits and behaviors of a breakthrough coaching style
- Identify strengths and areas of improvement in 5 key coaching skills
- Learn how to use the ACT process to coach others for achievement
- Assess real-life coaching challenges and prepare to deal with them effectively

Coaching Skills Inventory

Objective: To identify, measure and improve coaching-skills effectiveness
Intended for: Managers, supervisors, team leaders and facilitators

No manager looks forward to approaching employees about job-performance or disciplinary problems - yet few tasks are more vitally important. With the help of the Coaching Skills Inventory, your managers can learn to handle performance issues with confidence, compassion, and skill.

Coaching Skills centers on a logical, 7-step formula for conducting coaching meetings that are based on mutual trust and respect. Responding to an inventory of 18 typical coaching situations, participants choose the actions they would most likely take, generating an overall coaching-effectiveness profile. Subscores measures effectiveness in all 7 steps and an interpretative guide offers tips on improvement.

Employee Initiative: How to Make It Happen

Many managers complain that their employees' work is incomplete and lacks professionalism. On the other hand, many employees complain that their managers don't let them do interesting projects. The solution to both situations is accomplished by empowering employees and requiring accountability in return. In this program you will learn how to create a shared vision with your employees and identify and overcome obstacles to empowerment. You will establish meaningful accountability measures and evaluate the most effective way to "make it happen."

First Time Manager

Being promoted is great news! However, it presents major challenges to people being recognized for their expertise and technical know-how. Management is a completely different skill set than any job leading up to the position of manager. Learn the necessary skills to thrive in this transition. This course covers effective delegation, coaching employees, strategic planning, developing trust, and why personal development is critical to success.

Fundamentals of Effective Facilitation

Many people find themselves asked to lead training because they are experts on the training topic. But knowing something and teaching others are two very different things. This program will give you the skills to facilitate a training session effectively. You'll understand how adults learn and how different styles of learning appeal to different predispositions, or preferences for learning. You'll also come away with tips and strategies for making your presentations engaging and interactive.

Get Fit for Coaching

Objective: To identify, measure and improve coaching-skills effectiveness
Intended for: Managers, supervisors, team leaders and facilitators

Effective coaches make for stronger leaders, more motivated employees, improved morale, and better communication in the workplace. Participants will complete an assessment and develop an action plan that will assist them to:

- Identify areas of strength and areas for improvement
- Learn and reflect on what it takes to be an effective coach
- Apply their new knowledge on the job

Get Fit for Coaching (Simulation)

Enhance your coaching training with Get Fit for Coaching – A Skill Practice Game. Based on the Get Fit for Coaching assessment, this fun and fast-paced game gives participants the opportunity to practice the 5 skills vital to effective coaching: Building Rapport, Observing and Analyzing, Questioning and Listening, Providing Feedback, and Facilitating Learning.

Learning Outcomes

- Practice and strengthen the 5 key coaching skills
- Discover how to develop effective coaching relationships and provide a rewarding work environment
- Learn how to improve others' performance and maximize potential through coaching

Theory

Get Fit for Coaching – A Skill Practice Game is based on the Coaching Process Model addressed in the Get Fit for Coaching assessment. This model illustrates 5 distinct skills associated with successful coaching (the 5 competencies measured in the assessment) and the open flow of communication back and forth between the coach and the person being coached.

How It Works

After a brief presentation on the 5 key coaching skills, teams begin the first round of play, racing against the clock to answer coaching questions and win a chip for each coaching skill. In round 2, pairs of players compete to be the first to win 5 letter cards (one for each of the letters in the word "COACH").

It Is OK To Be The Boss

Too many of today's supervisors, managers, and leaders are failing their staff and their organizations by "undermanaging." Falling victim to the empowerment craze of the last decade, they seem to have forgotten what it means to be the boss and are chronically undermanaging their employees. They do not take charge on the day-to-day business basics. They don't spell out expectations. They don't keep track of performance measurements. They don't correct mistakes or reward success.

It's Okay to Be the Boss: The Management Workshop is a workshop that provides clear, step-by-step "back to basics" guidance for helping people in supervisory roles become the strong, highly engaged managers who know how to position their employees for success.

The one-day workshop explains eight back-to-basics techniques that clearly show how managers at all levels can become capable and highly-engaged and develop the confidence and skills to:

- Manage everyday and conduct effective regular one-one-ones with direct reports and others

- Talk like a performance coach and communicate clearly and effectively

- Work effectively with each direct report individually and acknowledge their strengths and weaknesses

- Create an environment that holds employees accountable

- Make expectations of employees clear by telling people what to do and how to do it

- Monitor, measure, and document employee performance

- Solve small problems before they become big problems

- Tie rewards to performance

Learning Outcomes

- Understand the importance of being a strong, highly engaged manager

- Learn the difference between obstacles that can be controlled - and those that cannot

- Discover strategies for working around obstacles that cannot be controlled
- Learn and practice eight back-to-basics techniques for helping their employees succeed
- Develop and action plan for applying the eight techniques in carrying out their daily management responsibilities

It's Okay to Be the Boss: The Management Workshop is designed for anyone in a managerial or supervisory role who is concerned about retaining valuable employees and helping them work more productively. Although the primary audience is mid-level managers with some experience, the workshop can also be conducted for people who are new to managing and for senior-level people who manage other managers.

Managing for Employee Engagement

"Three Signs" are simple—maybe even obvious—most managers fail to satisfy their employees with these fundamentals of a meaningful job.

- *Anonymity:* Employees feel unknown or invisible at work.
- *Irrelevance:* Employees sense the work they are doing has no impact.
- *Immeasurement:* Employees are unable to measure their contributions or success.

Managing for Employee Engagement, a powerful new assessment and training workshop that targets and develops the ability of managers to effectively engage, motivate, and retain employees.

Learning Outcomes

- Know the effects of disengagment on employees and organizations
- Discover if direct reports are disengaged
- Learn techniques to improve job satisfaction and productivity
-

Managing Managers

Why a program about managing managers? What is it that's difficult? #1: Balancing daily tasks with long-term strategic thinking. If you have managers reporting to you, lots of their "stuff" ends up being "fires" for you to put out. #2: Your direct reports may manage a wide variety of functions, and it's difficult for you to create a sense of unity and cohesiveness for your entire group. #3: If you're typical of most mid-level managers (and of most people!), you would just as soon ignore sticky situations such as dealing with difficult people. In fact, you may even back away. Managing managers takes courage, and in this course we give you a simple, but effective two-pronged approach— focusing on developing your business strategy, while also improving your leadership skills.

Managing Remote Teams

The "workplace" is being redefined. Over two-thirds of business professionals report being involved in virtual work - and new technologies and global markets ensure that the trend will continue. The results are increased flexibility and productivity, and enhanced employee and customer satisfaction. This program addresses the special considerations of managing geographically dispersed teams, including establishing expectations for completing work and meeting deadlines, maintaining regular contact, legal and safety issues for employees working out of the office, and tips for long-distance coaching and motivation.

Managing Teams

Leading a team is a big responsibility. The effectiveness of the team depends in large part on the quality of your management skills. This program gives you the tools to help ensure that your team runs efficiently while maintaining a high level of motivation and satisfaction among individual team members. Topics covered include developing and using a project plan, establishing accountability among team members, conducting meetings efficiently, helping the team make good decisions, handling conflict productively and rewarding team accomplishments appropriately.

Managing Technical Professionals

All managers face challenges, but managers of technical professionals face an additional and unique blend of challenges. Whether it is scientists, engineers, health professionals, or architects the nature of technical professionals and their work requires a second set of management tactics. Learn tips and tricks on how to manage, lead, motivate, and communicate effectively with teams focused on solving highly complex issues.

Mentoring For Success

It used to be that mentors and mentees could set aside their work for regularly scheduled mentoring meetings. But given the time demands that most of us face, scheduling such "extracurricular" time has become tough - or just plain impossible. Today's mentors need to take advantage of everyday work situations as opportunities to mentor.

Mentoring in the Moment addresses this modern trend by providing a framework that mentors can use to identify and respond to mentoring opportunities. This 20-item instrument describes mentoring as a journey with specific phases that unfold over time, each requiring a different type of mentoring behavior. The art of mentoring "in the moment" lies in accurately gauging where mentees are in their developmental journey, and then altering your responses accordingly. Mentees progress through a sequence of 4 developmental phases:

- I - Identification: Idealizing the mentor and asking for guidance.
- II - Growth: Sensing strengths and experimenting with behaviors.
- III - Separation: Wanting an independent identity.
- IV - Mutuality: Seeking and sharing experiences as an equal.

Mentors will:

- Understand the four phases of the mentoring journey.
- Measure their effectiveness as a mentor in each of the four phases.
- Discover three types of mentoring responses.
- Learn how to recognize and respond to a mentee's specific developmental signals.

Motivating Employees to be Their Best

The basic premise of this program is that motivation is not something you do to others; people motivate themselves. This program is not about traditional extrinsic motivation techniques such as rewards, incentives, salary, etc. These use a carrot or stick approach that tries to get employees to change their behavior based on external factors. This program is about helping managers and supervisors create the appropriate climate that fosters positive feelings and eliminates obstacles, then employees will be intrinsically motivated. The three elements of this type of climate are community, influence and openness. The program focuses on providing the skills and techniques you will need to help groups develop a sense of community, to acquire influence over their work-related actions, and to enjoy the openness of shared information and feelings.

Performance Management

This program teaches you the basic concepts of a performance management system and the means needed for building and implementing a performance strategy within your organization. This understanding empowers you to translate your strategy into actions that can be measured and monitored throughout your organization.

Participative Management Profile

Objective: **To analyze and improve the group decision-making process**
Intended for: **Managers and supervisors with decision-making responsibilities**

Give your managers a dependable formula for effective decision-making using the Participative Management profile assessment inventory. The focus of this workshop is on the evaluation of the decision-making process used in the workplace. Presented with 20 typical workplace situations, respondents are asked to choose the decision-making method they prefer: *Consultation, Command, Consensus, or Convenience.* Assessment scores reveal the effectiveness of the participant's preferred decision-making styles and which types of decisions need more practice.

Participants will:
- identify their preferred decision-making style
- learn how to optimize their management of participation in decision-making
- create action plans for improvement

Performance Appraisal Skills Inventory

Objective: **To identify, measure, and improve the skills needed for effective performance appraisal**
Intended for: **Anyone who conducts performance appraisals**

This performance appraisal workshop is designed to assess and provide feedback regarding The performance evaluation process. A 6-step process regarding performance appraisals is reviewed. Participants are asked to respond to 18 typical appraisal situations and choose the actions they would most likely take. An interpretive discussion assists managers in understanding the areas that are assessed as strengths and gives recommendations for areas of improvement.

Performance Management

Objective: **To assess a manager's current skill level in developing high-performing employees**
Intended for: **Managers and supervisors**

This assessment inventory and workshop will focus on how to manage the development of high-performing employees through collaborative and productive dialogue. This workshop is designed to help managers identify and improve their skill level in engaging employees in 5 key types of performance-related behaviors: *orienting to work, establishing direction, coaching for results, reviewing performance, and developing others.*

Positive Approaches to Resolving Performance Problems

Countless organizations have some sort of goal-setting plan, and many managers do some sort of coaching. However, when the situation gets sticky with employees not performing up to established goals, many managers become uncertain how to handle the situation effectively. In this program you will learn how to define and identify problem employees or non-performers and then create a plan that will encourage employee buy-in and carry out a disciplinary session that will work for both you and your employees.

Mentoring for Success

It used to be that mentors and mentees could set aside their work for regularly scheduled mentoring meetings. But given the time demands that most of us face, scheduling such "extracurricular" time has become tough - or just plain impossible. Today's mentors need to take advantage of everyday work situations as opportunities to mentor.

Mentoring in the Moment addresses this modern trend by providing a framework that mentors can use to identify and respond to mentoring opportunities. This 20-item instrument describes mentoring as a journey with specific phases that unfold over time, each requiring a different type of mentoring behavior. The art of mentoring "in the moment" lies in accurately gauging where mentees are in their developmental journey, and then altering your responses accordingly.

Mentees progress through a sequence of 4 developmental phases:

- I - Identification: Idealizing the mentor and asking for guidance.
- II - Growth: Sensing strengths and experimenting with behaviors.
- III - Separation: Wanting an independent identity.
- IV - Mutuality: Seeking and sharing experiences as an equal.

Mentors will:

- Understand the four phases of the mentoring journey.
- Measure their effectiveness as a mentor in each of the four phases.
- Discover three types of mentoring responses.
- Learn how to recognize and respond to a mentee's specific developmental signals.
-

Secrets to Management Success

The big secret to management success: Treat employees as responsible adults. The really big secret: This is not unlike the process of raising children to be responsible adults – set them up for success by giving them small tasks/problems they have a good chance of handling well; don't jump in and rescue them when trouble arises; instead, let them learn from their mistakes. This program offers skills and tools to help managers develop responsible employees, decrease struggles and conflict, encourage "accountable moments" as learning opportunities and provide appropriate workplace counseling when needed. All the secrets will be revealed!

Stepping Up: A Road Map for New Supervisors

Objective: **To identify and improve the skills needed for effective supervision**
Intended for: **Front-line supervisors**
Stepping Up is a management development training program for new supervisors, managers, and leaders. The program offers a basic understanding of the roles, responsibilities, and expectations required to be successful, and it guides supervisors in developing an actionable plan for personal growth.

Statistics show that only 60% of new supervisors are successful. So what happens to the other 40%? They're either fired for lack of performance or step down from the position voluntarily. Problem is, not many new or aspiring supervisors have any idea of what is expected of them – or what it takes to lead others. So how can you as a trainer improve the odds of success?

Stepping Up provides new supervisors with an accurate picture of what it truly means to be a supervisor. This one-day workshop takes a different angle than most supervisory training programs. Rather than focusing on typical day-to-day tasks such as planning, budgeting, and problem solving, Stepping Up targets people skills as the foundation for success.

Learning Outcomes

- Understand the scope of the supervisory role
- Develop the skills that are required to be a supervisor
- Learn what principles are needed to build credibility
- Discover the real-life concerns, challenges, and pitfalls of being a supervisor
- Create an action-oriented decision-making performance model

---

Systems Thinking For Managers

From production and marketing to customer service and fulfillment, organizations are made up of a series of interconnected parts. And while each function may appear to operate efficiently on its own, a change in just one cog can throw the whole system out of whack, creating a continuous chain reaction of problems.

If your organization is plagued by nagging issues that affect its performance, it's time for a new approach. Systems thinking is a proactive problem-solving technique that examines the relationships between various organizational functions and how they impact each other. What makes systems thinking so powerful is that it enables your organization to predict the consequences of change, eliminate silo thinking, adjust perspectives to see different viewpoints, and remain focused on the big picture.

Get your problem-solving approach in gear with *Systems Thinking: How to Solve Problems so they Stay Solved*, the program that helps your organization find optimal solutions to complex challenges, improve innovation, and increase productivity.

Learning Outcomes

- Understand the concept of systems thinking and why it's important
- Identify the benefits of using systems thinking in the workplace
- Learn how to apply systems thinking to address a problem or situation
- Minimize unintended consequences of major decisions
- Know how to use systems thinking to improve innovation and productivity
- Recognize the potential pitfalls of implementing systems thinking

Supervisory Skills Assessment

Objective: To identify and improve the skills needed for effective supervision
Intended for: Front-line supervisors

Help your supervisors achieve success with the Supervisory Skills Assessment - a comprehensive and practical assessment tool that focuses on the most critical aspects of effective supervision. Participants will:
Discover their proficiency in 5 key skill areas: *guiding the work, organizing work, developing staff, managing performance, and managing relations*

- Learn which actions every supervisor should avoid
- Understand the keys to effective planning, prioritizing, and delegating
- Build productive relationships with other work groups
- Improve performance in the 5 skill areas

The instrument begins with 30 situations - the type supervisors are most likely to encounter on any given day. Each scenario is followed by 3 alternative courses of action. By choosing the actions they would most likely take, participants generate scores in each of the 5 supervisory-skill areas, as well as a total supervisory score. Interpretative information and action planning help participants put ideas into action.

Supervisory Skills Simulation (Flight From Savo)

Objective: To identify and improve the skills needed for effective supervision
Intended for: Front-line supervisors

Send supervisors on a memorable exploration of supervisory skills with *Flight from Savo*, HRDQ's exciting hands-on adventure game. Participants experience first-hand the fundamental supervisory skills presented in HRDQ's *Supervisory Skills Questionnaire*: Guiding the Work, Organizing the Work, Developing Your Staff, Managing Performance, and Managing Relations.

The Scenario

On an expedition to study volcanoes, you and your group of scientists barely escape injury when your vintage World War II aircraft crashes on the remote island of Savo. The only way off the island is to construct a Stearman PT-13D plane from a cache of old parts discovered on the island. Can your supervisor get your group to build the escape plane in time — before the volcano erupts?

Learning Outcomes

- Learn 5 fundamental supervisory skills
- Practice the 5 skills in an engaging "live" group project
- Receive direct feedback on skill strengths and weaknesses
- Understand the challenges of being a supervisor
- Determine which skills one can apply to be more effective on the job

Supervising With Confidence

The role of supervisor has changed dramatically through the evolution of the organization. *Supervising with Confidence* gives supervisors practical training for today's on-the-job challenges. The complete and ready-to-train workshop provides the rare opportunity to examine skill strengths and development areas as well as practice strategies, all in a safe learning environment.

With a unique combination of theory and experiential learning tools, *Supervising with Confidence* focuses on 5 fundamental supervisory skills. Participants get a framework for developing their supervisory skills using a learning instrument, a hands-on game, and small-group activities. They learn about the 5 key skills and practice strategies within each of the skill areas: Guiding the Work, Organizing the Work, Developing Your Staff, Managing Performance, and Managing Relations.

Learning Outcomes

- Differentiate between effective and ineffective supervisors
- Understand the role of the supervisor
- Define 5 fundamental supervisory skills
- Learn how to use the 5 skills on the job

The Art of Successful Coaching ®

Most managers are aware that the old school "command and control" method of supervising simply isn't as effective as involving employees in their development. From determining the appropriate coaching approach, to implementing a comprehensive development plan, to conducting an effective coaching session, to setting meaningful team missions and goals, this program provides the tools and techniques to increase any employee's performance.

What's My Coaching Style?

Objective: **To help individuals identify and understand their coaching style**
Intended for: **Individuals who coach others**

Picture yourself in action as a coach. How do you behave? What do you say? The way coaches interact with people varies from one coach to the next. This is because every coach has a unique personality style that influences the way he or she interacts with others. Understanding personal style is the first step to developing a successful coaching relationship.

Participants will:

- Identify their preferred coaching style
- Create an awareness of their personal behavior patterns
- Understand their style's strengths and weaknesses
- Learn how to adapt their style to different situations

What's My Time Style?

We all have our own style of managing time, which is expressed in everything we do, from beginning new projects to managing multiple tasks to arranging personal workspace. While traditional time-management systems take a one-size-fits-all approach, *What's My Time Style?* helps people identify their own personal time style and learn how to make that style work *for* them rather than against them.

Learning Outcomes

- Identify preference for one of 4 time management styles: *Direct, Spirited, Considerate,* or *Systematic*
- Learn how to capitalize on strengths and overcome the trouble spots of their styles
- Learn how to interact effectively with other styles

Work Satisfaction Profile

Stellar employees may languish if they lack the incentive to perform. With the Work Satisfaction and Renewal **Personal Development Planner**, individuals take charge of their own professional development and set goals to achieve greater competence and motivation at work. The Planner offers a self-assessment as well as reflection questions to consider in creating an action plan. A companion tool, the **Employee Development Planner**, gives managers a guideline to support, motivate, and ultimately retain employees through feedback, coaching, and on-the-job development.

Learning Outcomes

- Discover the dimensions of work satisfaction
- Gauge employee competence and motivation
- Uncover a snapshot of an individual's current stage of professional growth
- Create a customized development action plan
- Prepare for a career-development meeting

Organizational Learning
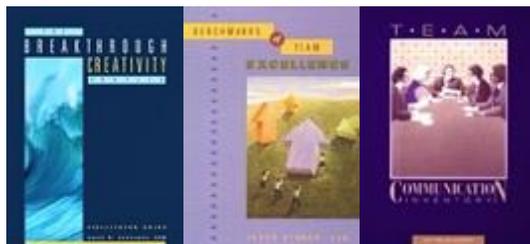
Building Organizational Trust

When talking about trust in the workplace, there are two levels of trust that are in play, organizational trust and personal trust. Many times these two levels are intertwined and are hard to tell apart. Leaders within your workplace often have an incredible amount of influence over the culture of trust in your organization. This program will teach you the benefits and behaviors that will inspire a trusting culture, recognize and practice the Five Pillars of Trust and regain trust that has been lost. Trust is the key to a cohesive and collaborative organizational culture.

Creating a Learning Organization – the 5ᵗʰ Discipline

Objective: **To identify the key components of a "learning organization"**
Intended for: **Organizational managers and leaders**

In the long run, the only sustainable source of competitive advantage is your organization's ability to learn faster than its competition. This workshop is based on the national bestseller written by Peter Senge. Founder and director of the Center for Organizational Learning at MIT's Sloan School of Management, author Peter Senge has found a means of creating a "learning organization". In the Fifth Discipline, he draws the blueprints for an organization where people expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are encouraged and developed. This workshop summarizes the concepts of the Fifth Discipline and promotes discussion centered on the transformation of a company into a learning organization.

Creative Problem Solving

Course participants will learn how to integrate creativity with analytic thinking for effective problem solving, and to develop critical thinking skills. Creative problem solving is a valuable skill for today's fast-changing world. The concept of "innovation" and how it relates to the bottom line will also be emphasized. An innovative mindset not only identifies and evaluates great ideas for the marketplace; it also focuses on solving customer problems.

Decision-Making Style Inventory

Recent research into decision making suggests that the most effective leaders are those who are able to adapt their decision-making style over time as their roles and responsibilities change.

The Decision-Making Style Inventory is a proven, easy-to-understand way to assess decision-making style. It identifies a personal preference for one of four styles: Systematic-Internal,

Systematic-External, Spontaneous-Internal, or Spontaneous-External. What makes The Decision-Making Style Inventory different is that it doesn't measure who is smart or dumb, right or wrong. Rather, it's about how individuals differ in the way they gather information, organize, and then process it.

The assessment is a powerful tool that has many applications, including leadership training, coaching, and performance appraisals.

Learning Outcomes

- Define the four primary decision-making styles
- Identify one's preferred style of decision making
- Understand the strengths and liabilities of each style
- Learn how to develop the ability to flex one's decision-making style

Encouraging Innovation Assessment

Objective: To understand innovation and its impact on individual and organizational success
Intended for: All members of the organization

Innovative leaders are not necessarily technical experts or inherently creative. Rather, they have the skill to encourage innovation in others, creating informal and formal systems that invite, support, and reward innovation.

Managers can tap into their employees' creative processes and encourage ownership of the innovation each step of the way.

Encouraging Innovation Through 5 Key Conversations may be used to:

- Establish a new approach to building innovation in an organization.
- Provide basic skills training in developing creativity and innovation in individuals and teams.
- Complement existing leadership development techniques being used in an organization.
- Inspire Innovation
  Build Systems to Support Innovation
  Assess Opportunities
  Create Champions
  Launch the Innovation

Fundamentals of Strategic Planning

What ensures the long-term success of an organization? Nothing! However, it has been proven that companies that partake in serious strategic planning have a significant edge in being successful over those that don't. This program identifies the elements of an effective strategic planning model, gives you the tools to discover your strengths, weaknesses, opportunities and threats when setting a strategic vision and helps you avoid common pitfalls that derail strategic plans.

Getting Results Through Individual and Organizational Accountability

Lack of commitment. Stress. Burnout. If your organization is like many today, you're all too familiar with these barriers to success. But that's what happens when there's pressure to meet ever-increasing expectations with diminishing resources.

It is known that organizations that embrace accountability, retention, and morale flourish. That's because employees who are accountable are better able to negotiate clear agreements, build stronger relationships, and feel more in control of outcomes—all of which results in less stress and more productivity.

The Accountability Experience is a comprehensive learning solution that combines a self assessment and a one-day workshop to give employees the skills, tools, and strategies they need to strengthen their commitment to accountability. The result for the organization is individuals who are able to do things more effectively with less stress, feel a sense of accomplishment, develop more positive relationships, and improve personal productivity.

Learning Objectives

- Understand the benefits of an accountable environment
- Define responsibility, empowerment, and accountability
- Discover one's personal skill levels
- Recognize barriers to accountability
- Identify appropriate tools to address accountability challenges
- Practice skills associated with declining, negotiating, and holding others accountable
- Develop a plan to enhance on-the-job accountability

How it Works

Administered in advance of the workshop, the 73-item self assessment measures an individual's mindset in four dimensions of accountability: Personal Responsibility, Personal Accountability, Team Empowerment, and Perception of Organizational Culture.

During the one-day workshop, participants are introduced to the Accountability Cycle and its three phases:

1. Responsibility: Claiming ownership of a task
2. Self-Empowerment: Taking personal action to complete the task
3. Accountability: Answering for the outcome

Getting Things Done

Successful implementation of a project or initiative is founded not only on careful planning – but on the knowledge of what it will really take to "make things happen." This one-day course, designed for members of project teams, organization change agents, special task force members, and high level contributors within the organization, demonstrates the best strategies for effective implementation of critical work goals. Learn the keys to implement your project, team, and individual tasks for maximum efficiency – even before the project begins. Understand the direction you and your coworkers need to take, establish priorities to drive success, and build plans to produce actionable outcomes. Discover how the motivation of yourself and others to

become engaged and accountable for the processes and the execution of tasks which lead to clear, measurable results.

Goal Setting for Success

Attainable goals are what will keep you and your organization moving forward in the right direction. This goal setting program will help you understand what makes a goal attainable by discovering your strengths, weaknesses, opportunities and threats when setting goals. Many times goals are identified correctly but poorly accomplished because there is a lack of planning and strategy regarding how the goal will be achieved. This program will dig deep into the goal setting process to practice writing measurable goals and strategize the best approach to make that goal a reality.

Increasing Your Emotional Intelligence

People with high emotional intelligence are poised, outgoing and cheerful, have empathy for others, express their feelings directly but appropriately, and have a capacity for developing meaningful relationships. All of these traits are very important aspects of a collaborative, high achieving workplace. This program offers you techniques to increase and develop your emotional intelligence. It guides you through proven methods to apply emotional intelligence in the workplace to enhance employee relationships and increase productivity.

Juggling Multiple Priorities

Have you ever wondered, "How am I supposed to get all of this done? Reports, meetings, evaluations, proposals…and everything needs to be done NOW." In order to decide what work is most important, you must know the specific outcomes you/your organization desire(s), and take those outcomes and break them down into daily roles and responsibilities. This program examines many different approaches to time management and introduces new techniques to enhance your approach in different situations. Practice tools for prioritizing tasks, setting boundaries, eliminating tainted time, and much more in this action packed program.

Problem Solving Assessment

Objective: **To provide participants with a quick problem-solving method for everyday problems**
Intended for: **Individuals or teams**

You encounter a range of problems at work, but let's face it: the small everyday problems – the ones that need quick but effective solutions – really can be time consuming. So how do you solve these problems and still leave time for the more complex issues at hand?

This assessment-based workshop provides participants with a 5-step problem-solving process designed specifically to tackle everyday problems.

Participants will:

- Discover a quick and easy 5-step problem-solving process
- Identify strengths and weaknesses at each step of the process
- Create action plans for improvement

Problem Solving in Organizations (Force Field Model)

Objective: **Provide a reliable formula for group problem solving.**
Intended for: **New, intermediate, or established work groups.**

This workshop provides a reliable and creative framework for solving problems, which includes a step-by-step exercise appropriate for team's at all organizational levels. Participants will learn an effective way to solve everyday problems on an individual and group basis. In addition, participants will identify strengths and weaknesses at each step of the process, and create action plans for improvement using a 5-step process:

1. Describe the situation and define the problem
2. Agree on solution objectives
3. Identify forces
4. Determine the importance and ease of change for each force
5. Create change strategies and develop action plans

Problem Solving Style Inventory

Objective: **To identify and capitalize on problem-solving and decision-making preferences**
Intended for: **Supervisors, managers, and team leaders**

Do your managers and supervisors resist involving their employees in the problem-solving process -–even when a participative approach is most appropriate? This inventory and workshop centers on the notion that all problem solving and decision-making preferences stem from ego-centered or other-centered behavior. Participant's preferred styles result from the interaction of these two sets of behavior. Participants will learn the strengths, weaknesses, and most appropriate uses of their preferred style.

Project Leadership Assessment

Project leadership isn't just about logistics. It's also about the ability of the project leader to motivate the project team, build relationships, and sustain the performance of the team throughout the life of the project.

The *Project Leadership Assessment* is an innovative learning instrument that focuses on the necessary "people skills" by evaluating behavior in five vital skill areas. This learning tool is perfect for anyone who has project management responsibilities, regardless of their title or reporting relationship to the project team.

Learning Outcomes

- Identify project leadership strengths and areas for improvement
- Understand five interpersonal skills critical to effective project leadership
- Learn how to enable team members to complete their project work successfully
- Apply leadership skills at each project phase
- Develop action steps for leading projects

Theory

Project management is now becoming a mainstay of organizational life. And, just as it has evolved, so has the role of the project leader. The literature and research on project management identifies numerous skills that a project manager or leader should possess – both technical skills (such as planning, organizing, scheduling, etc.), and "people skills." The focus of the *PLA* is on the five important interpersonal skills for project leadership. These five skills are:

- Encouraging Open Communication
- Inspiring a Positive Outlook
- Influencing Effectively
- Managing Conflict
- Developing the Team

The successful project leader uses both technical and interpersonal skills to guide the efforts of the project team. Both sets of skills are needed to work through the Project Life Cycle, which consists of planning, managing the process, and wrap-up.

Project Management

This one-day program is the most practical and comprehensive introduction to the many facets of project management. From planning to scheduling, budgeting to risk management, it's all right here. Learn what it takes to stay on top of deadlines and expenses and ways to rebound quickly from surprises and setbacks. But most importantly, gain advanced communications skills to get ideas, instructions and requests across quickly and accurately.

Real-World Project Management

The buck stops here. As a project manager, that is often true. Project management is getting more complex as organizations are keeping a close eye on schedules and budgets in order to maintain productivity and profitability. This course covers the steps of project management from definition and planning to implementation, monitoring, completion and evaluation. You will be able to complete a thorough and accurate project plan including task identification, scheduling and budgeting; monitor the key project issues of schedule, budget and performance deliverables; and develop appropriate responses to potential problems. After the project is completed, you will deliver clear and effective reports that include a formal evaluation of the project.

Strengths-Finder Assessment/Maximizing Employee Engagement & Productivity

World-class organizations select great managers, build high-performing teams, hire for talent, and create workplace cultures rooted in employee engagement, among other things -- all to deliver a great customer experience. The Strengths-Finder Assessment/Maximizing Employee Engagement and Productivity workshop utilizes the Strengths-Finder assessment to assist employees in assessing their top 5 talent/strengths from 34 categories. These top 5 strengths are aligned with organizational strategies designed to maximize employee engagement and enhance organizational productivity.

Seeds of Innovation: Team and Organization Assessment

Objective: To assess and promote organizational innovation management
Intended for: All employees

If evolution is the key to survival, innovation is the key to success in the 21st century marketplace. Empower your organization to succeed by cultivating the fertile ground needed for innovation.

Seeds of Innovation allows individuals and teams to identify where new ideas and processes are thriving – and where they are hindered. Eight vital elements are assessed:

- Shared Innovation Vision and Strategy
- Innovation Culture Supports
- Innovation Resource Allocation
- Innovation Process Networks
- Innovation Programs
- Innovation Skills Development
- Innovation Rewards and Recognition
- External Stakeholder Innovation

Once participants recognize where innovation needs to grow, the assessment helps them target development areas, make a plan for "innovation management," and maximize return on investment.

Team Learning Survey

Objective: **To measure the team's capacity to engage in group learning**
Intended for: **Teams at any organizational level**

Measure the "learning IQ" of your teams with an assessment tool that identifies the conditions that help or hinder group learning – within the team and the organization.

The Team Learning Survey can:
- Pinpoint potential obstacles to team learning
- Optimize the effectiveness of existing teams
- Create a strong foundation for team learning
- Determine the impact of new members on team learning effectiveness
- Provide insights into the ways that teams can be used to stimulate organizational learning

The Seven Habits of Highly Effective People

Objective: **To identify the successful strategies for effective management and leadership**
Intended for: **Organizational managers/supervisors and leaders**

This workshop is based on the national best-selling book written by Stephen Covey who identifies seven patterns of behavior that promotes outstanding results with regard to management and leadership. During the course of this workshop, participants will learn about the transforming power of seven key principles that govern human and organizational effectiveness. Participants will also learn how these habits can be developed and incorporated into their management style, resulting in improved communication skills and enhanced managerial effectiveness.

The Speed of Trust

Objective: **To identify the successful strategies for effective management and leadership**
Intended for: **Organizational managers/supervisors and leaders**

This workshop is based on the national best-selling book written by Stephen Covey who thirteen aspects of behavior that promotes trust in organizations and produces outstanding results with regard to management and leadership. During the course of this workshop, participants will learn about the transforming power of trust and the key principles that govern human and organizational effectiveness. Participants will also learn how the speed of trust can be developed and incorporated into their management style, resulting in improved communication skills and enhanced managerial effectiveness.

What's My Learning Style

Objective: **To assess learning preference styles**
Intended for: **All employees**

Discover how to approach all types of learning in a comfortable way. With *What's My Learning Style?*, a 20-item assessment, participants identify a preference for one of 4 styles. Since the instrument presents both positive and negative aspects of each style, individuals are able use this knowledge to create greater success in learning.

Learning Outcomes

- Identify preference for one of 4 learning styles: Direct, Spirited, Considerate, or Systematic
- Recognize the strengths and weaknesses of each learning style
- Discover how to approach all types of learning in a way that is comfortable
- Create a plan for developing less-preferred styles

What's My Learning Style? is ideal for training anyone to recognize his or her preferences for the way in which they learn. It makes an effective component in training programs for a variety of topics and purposes, including:

- Learning Style
- Communication
- New Hire Orientation

Sales and Negotiation

Dealing With Tough Negotiators

You can't turn a tough negotiator into a collaborative, problem-solving partner. But you can achieve win-win outcomes if you apply the right negotiating techniques. This 30-item assessment helps respondents identify their areas of strength and weakness in 5 key negotiating skill areas: Maintaining Composure, Developing Data, Refocusing the Discussion, Being Creative, and Handling Information Strategically.

Learning Outcomes

- Learn 5 key skills for dealing with tough negotiations
- Identify strengths and weaknesses in 5 skill areas
- Practice handling tough negotiations
- Understand how to enable win-win solutions with tough negotiators

Theory

Dealing with Tough Negotiators is based on a study of the relevant literature and the Model of Negotiating Behavior. The literature on collaborative negotiating points to 5 skills that move a negotiation back to constructive, objective discussion. These skills prepare the collaborative negotiator for both offense (proactive collaboration) and defense (wariness, solid research, and constant questioning).

The 5 negotiating skills are:

- Maintaining Composure
- Developing Data
- Refocusing the Discussion
- Being Creative
- Handling Information Strategically
-

Getting to Yes: Successful Sales Negotiation

The difference between selling and negotiating can be the difference between winning or losing the sale. While selling requires persuasiveness, negotiation is principally about problem solving, and developing creative solutions to challenges. Learn to identify negotiation styles in yourself and others, and how to use negotiation during the sales process to get to "yes." Through skill building exercises and role play, you will learn how to plan and conduct effective negotiations, to respond to difficult questions and obstacles, and finally, close the deal.

Negotiating Style Profile

Introduce the theory and practice of collaborative negotiation with the Negotiating Style Profile (NSP). Based on Ury and Fisher's win-win model, the NSP offers a simple framework for determining one's negotiating style and the likely effect of that style in a negotiating situation. Ultimately, participants will learn to focus on those skills and methods that are likely to produce synergistic outcomes.

Learning Outcomes

- Understand 5 styles of negotiating
- Identify personal negotiating characteristics
- Learn why a win-win approach is most effective
- Gather peer feedback about one's negotiating style

Uses for NSP

The Negotiating Style Profile is appropriate for anyone involved in negotiations. It is flexible enough to be used as a stand-alone instrument or as a component in a larger negotiating, communication, or leadership program.

Negotiating Style Profile is a starting point — and probably most effectively administered, scored, and interpreted before any formal negotiation skills training begins. Once individuals are aware of their own negotiating style, they can learn to negotiate effectively by acquiring good negotiating skills.

Sales Presentation Skills

What makes one sales presentation stand out over another? How can you distinguish yourself from your competition? With confidence, credibility and composure. This program will teach you all three skills, along with many others. You'll learn how to gain information and insights about a prospective buyer in order to develop a presentation that addresses his/her specific needs, buying criteria and motivators; heighten interest, attention and retention of prospects by injecting creativity into your sales presentation; and increase the impact of your presentation by being ready to overcome objections and gaining buy-in more easily. The result: you'll shine with professionalism and proficiency.

Selling Skills Inventory

Teach your salespeople the basics of smart, collaborative selling with the revised and expanded Selling Skills Inventory. Not only does this instrument measure aptitude, it also outlines a collaborative, step-by-step sales model your reps can put to immediate use.

Learning Outcomes

- Identify selling skills strengths and weaknesses
- Understand and utilize a model for collaborative selling
- Learn how to be viewed by customers as a partner, not a manipulator

How It Works

The instrument begins with 18 selling situations — the type your sales reps are most likely to encounter during a sales call. Each scenario is followed by 4 alternative courses of action. By choosing the actions they would most likely take, individuals generate a profile of how well they use the skills required to sell successfully. Sub scores measure effectiveness in each of the 6 steps of the Collaborative Selling Process. Participants then learn about The Collaborative Selling Process Model.

Uses for the Selling Skills Inventory

The Selling Skills Inventory is perfect for selling situations in which building long-term customer relationships is critical to the selling process. Appropriate for use with individual sales reps, a group of sales reps in a regional office, or all the sales reps in an entire organization. The Inventory can also be used for individuals who have expressed interest in the area of sales. It may be used by any internal or external sales training consultant, sales training manager, or sales manager with sales rep development responsibilities. Some of the ways in which the Selling Skills Inventory can be used include:

- As a part of a program to train sales reps in face-to-face selling skills
- As a development tool used by a sales manager to coach sales reps in conducting sales calls using a collaborative sales approach
- As an individual assessment tool to help a sales rep identify his or her own selling skills strengths and improvement needs
- As a tool to help sales reps gain insight into how to conduct successful, face-to-face sales calls using a collaborative sales approach

---

Successful Selling Skills and Strategies

Successful salespeople know that sales don't just "happen." They require a combination of technical and people skills that allow you to understand your customer's true expectations and position your products and services to meet them. This results-oriented program reveals how an integration of customer focus throughout the sales process - the consultative system of selling – can help you close more sales and create stronger customer relationships. Learn how specific customer needs shape the entire sales process, and discover how crafting a well tailored solution and sharpening your communication skills to present concepts, identify opportunities, will help you overcome objections to successfully close the sale.

Team Building

Benchmarks of Team Excellence

Objective: **To assess quality in teams**
Intended for: **Groups or teams at all levels of development**

The focus of this workshop is on the assessment and measurement of the extent that teams possess the six indicators of excellence, including: alignment, team effectiveness, empowerment, energy level, commitment, and results. The assessment results are then used to identify team strengths and areas that could be improved with a target goal of team excellence – essential information for quality initiatives.

Creating Team Synergy

Have you ever witnessed a winning sports team, a well-rehearsed orchestra, or a synchronized surgical unit and felt the commitment and energy the team demonstrated? What you saw was more than just teamwork — it was team synergy, a phenomenon that occurs when a team achieves greater results than the sum of its parts.

Give your team the opportunity to experience that phenomenon with *Creating Team Synergy*. A complete one-day program, *Creating Team Synergy* focuses on 5 key issues that hinder team effectiveness.

Using experiential tools that include learning instruments, hands-on activities, and an interactive team simulation, teams gain a clearer sense of direction, clarify roles and responsibilities, improve operating processes, and bolster both interpersonal and interteam relationships.

Learning Outcomes

- Pinpoint the team's current level of development
- Recognize and reduce or eliminate blockages to maximum performance
- Define criteria for meaningful mission, vision, and goal statements
- Identify team member communication styles

Cross-Functional Teams

Working in teams is not new, but working effectively and in a timely fashion can be a challenge for even the finest tuned teams. This course will make the exchange of information much easier. You will learn how to lay the groundwork, the best way to build and shape a team, how to get the work accomplished and ways to evaluate performance. Why not make the job of cross-functional teams more enjoyable. Take this program and learn the necessary skills to thrive and succeed in a team environment.

Defining Team Roles and Responsibility

When a team is working well together, the result is high productivity and satisfaction. However, when team roles and responsibilities are not clearly defined, the benefits of teamwork often vanish. This program helps ensure that every team operates at its highest potential by defining the team vision and mission, creating a mission critical action plan, establishing clear roles and expectations for individuals and obtaining unconditional commitment and accountability from every team member.

Effective Team Member Profile

Objective: **To identify individual team member strengths and weaknesses**
Intended for: **Individuals who are members of a team or teams**

We know that a team is only as good as the sum of its parts, so what makes an effective team member?

The *Effective Team Member Profile* helps individuals understand what it takes to be a viable and potent member of a team –and how their behavior clearly indicates the extent to which they are (or aren't) effective. Participants will focus on assessing and developing an improvement plan for the following areas:

- Understanding Team Direction
- Clarifying Team Roles
- Showing Commitment
- Encouraging Open Communication
- Learning Continuously
- Sharing Leadership Responsibilities

Extraordinary Teams

Extraordinary Teams is the powerful new training solution that will transform your organization's teams from just plain ordinary to extraordinary! Based on the popular book, *Extraordinary Groups: How Ordinary Teams Achieve Amazing Results*, this combination online team inventory, participant workbook, and half-day workshop offers a thorough examination of team effectiveness. The performance improvement tool starts with an assessment of the Five Indicators of Extraordinary Team Performance followed by in-depth team discussion and developmental action planning.

So what's the difference between an ordinary team and one that's *extraordinary*?

Of course extraordinary teams have the ability to achieve tangible results. But they also do something ordinary teams cannot: They cultivate an exciting, collaborative environment that's built upon mutual trust, respect, and engagement. As team members, individuals experience a positive personal change—and your organization reaps the benefits of better team performance.

Learning Outcomes

- Realize the difference between ordinary and extraordinary teamwork
- Identify a team's ETI Profile
- Understand team member perspectives about performance
- Pinpoint specific team and individual actions to improve effectiveness
- Increase team member self-awareness, trust, and commitment to the team

---

Group Development Assessment

Objective: To diagnose a group or team's present stage of development
Intended for: Groups or teams at all levels of development

As your groups evolve into teams, it's vital that they periodically assess their current level of group development – and be willing to discuss it openly. The Group Development Assessment gives groups a clear, comprehensive picture of how they're functioning – and of what it will take to become a team. The assessment measures group development along two dimensions: task behaviors and process behaviors. Group scores are graphed to uncover the group's current stage of team development. This assessment is used to diagnose group blockages and to clarify group-development roles.

The Five Dysfunctions of a Team

Based on Patrick Lencioni's New York Times best-seller, The FIVE DYSFUNCTIONS of a TEAM addresses the five obstacles that prevent even the best teams from succeeding. This tool offers a powerful model and actionable steps that can be used to overcome common hurdles and build a cohesive, effective team. The FIVE DYSFUNCTIONS of a TEAM includes a comprehensive Facilitator's Guide, team assessment, participant workbook, poster and more!

The Five Dysfunctions of a Team:

- Absence of Trust
- Fear of Conflict
- Lack of Commitment
- Avoidance of Accountability
- Inattention to Results

The Facilitator Guide provides everything you need to deliver a high-impact workshop for intact teams, including an introduction to the model, instructions for administering and debriefing the 38-item team assessment, and a script for presentation delivery.

Learning Outcomes

- Discover teamwork is a strategic choice. It's a purposeful decision that organizations make.

- Understand that functional teams make higher-quality decisions and accomplish more in less time.
- Learn the Five Dysfunctions of a Team model.
- Overcome common problems that stop your team from performing.
-

Jungle Escape Simulation

Jungle Escape is a teambuilding training game for employee and management development training. The team activity is an engaging and interactive instructional game that improves team effectiveness. The experiential training game addresses teamwork and group process skills that affect team performance such as team planning, problem solving and decision making.

Jungle Escape is an excellent way to introduce or reinforce the basic concepts of teamwork. The hands-on training game presents a survival scenario to immerse participants in the learning experience and surface team dynamics. Teams learn that their airplane has crash-landed in a remote jungle. To survive, each group must build an escape helicopter using spare parts, a diagram, and limited access to a completed model.

Jungle Escape guarantees an exciting yet powerful training session. More than just a fun game, it does an excellent job at introduction group process skills and illustrating the importance of balancing planning time and execution. Groups also learn whether they operate as a Fragmented, Divergent, or Cohesive team.

Mars Surface Rover – Team (Simulation)

Introduce basic teamwork concepts such as interdependence, common goals, continuing interaction, valuing diversity, and creating a supportive environment.

First, participants work independently — each performing a confidential task for building a prototype astronaut vehicle. Then they complete the vehicle as a team, discussing ideas and sharing their individual expertise. Finally, participants evaluate and discuss 3 key elements of teamwork.

Tall Ships (Simulation)

Raise your team's effectiveness with Tall Ships, the fast-paced simulation that challenges teams to race against the clock — and others teams — to build the tallest ship mast at the lowest cost. Participants learn about and practice the 7 skills critical to effective team performance: Clarity, Capability, Collaboration, Commitment, Communication, Continuous Improvement, and Creativity.

The Scenario

The Seven Seas Company has selected your company to collaborate with them in an attempt to win a lucrative contract for designing and building a tall ship. But your company must first demonstrate that it can successfully perform the "Seven C's" upon which The Seven Seas Company is founded. Can your team rise to the challenge to win the deal?

Learning Outcomes

- Practice and understand the 7 factors critical to effective teamwork
- Identify strategies to improve team performance
- Learn how to apply the 7 skills to an actual team scenario

Theory

Studies show that effective team performance is the result of several interrelated factors that, when adequately addressed, create optimal conditions for success. This research indicates that high performing teams differentiate themselves in 7 key performance areas — the Seven C's of Effective Team Performance. The foundation of Tall Ships, these "Seven C's" operate as a system as well as a set of separate elements.

Clarity — An understanding of the team's purpose, expected outcomes, roles, responsibilities, and stakeholder expectations.

Capability — Having the necessary skills and knowledge (or ensuring individuals acquire the necessary skills) to complete tasks efficiently and appropriately.

Collaboration — An understanding of how to work together and use resources effectively to achieve team goals.

Commitment — A high degree of commitment to the team's mission and to each other.

Communication — An understanding of positive communication practices, including active listening and giving and receiving feedback.

Continuous Improvement — A commitment to continuously improve work processes and team effectiveness.

Creativity — Conditions that encourage diverse thinking, new ideas, and innovative solutions.

How It Works

Three game rounds reveal the team dynamics that impact team effectiveness. In Round 1, teams are asked to assemble the tallest ship mast possible in the least amount of time. Lessons learned from this round are discussed and applied to the Seven C's model. Round 2 challenges teams to rethink their strategy and build yet a taller mast in the same amount of time, but at the lowest cost. Following a team performance assessment and debrief, teams make one last attempt at the task, assembling the mast according to new specifications and requirements. Finally, an action-planning phase provides teams and team members with an opportunity to improve their performance.

Team Building

Before you can build a cohesive team, individual team members must understand their own values and ways they connect with others. In this program you will learn skills to communicate more effectively, minimize misunderstandings and conflict, and build your sense of value. The program takes you further, helping you take your individual strengths to build a group identity. You will create a team mission statement, ground rules and a plan to foster trust and morale that will lead your team to success.

Team Communication Inventory

Improve the overall quality of your team discussions and meetings with the TeamCommunication Inventory (TeamComm), an instrument designed to identify the roles team members typically play during team interaction.

How it works

Using a specific discussion or meeting to evaluate, respondents rate themselves on the use of 7 Task Roles and 7 Maintenance Roles. Individuals then gain additional insight into their behavior. Finally, action plans help teams make specific plans for improvement - as individuals and as a group.

Team Effectiveness Profile

Objective: To diagnose and work through obstacles to effective teamwork
Intended for: Members and leaders of teams at any stage of development

All successful teams must learn how to surface, diagnose, and wrestle with the issues that impede effective teamwork. The Team Effectiveness Profile is an assessment used to improve the group's awareness and performance with regard to the following areas:

- Mission, planning, and goal setting
- Organization and roles
- Operating processes
- Interpersonal relationships
- Intergroup relations

Team Performance and Personality Assessment

Objective: To assess individual personality styles and the impact of different
**   personality styles on team performance**
Intended for: Groups or teams at all levels of development

This workshop is designed to assess individual personality styles through the use of the Myers-Briggs Type Indicator (MBTI) and discuss how these individual personality styles impact team performance. Each individual profile is factored into the creation of a team profile that diagnoses both the strengths and limitations of the group or team. Awareness of this information can promote improved communication and enhance productivity with regard to team performance.

Team Power Program

Great teams don't just happen. Authentic teamwork is built upon true commitment, trust, collaboration, and competence - qualities that can only be developed with considerable effort over time. TEAMPOWER accelerates the process, helping teams transform from ordinary to extraordinary. This comprehensive and interactive program provides in-depth skill development in the vital areas needed for effective performance, including group development, team roles and responsibilities, problem solving, group decision making, communication, and managing conflict. Teams emerge from the learning experience with a fresh sense of direction and practical strategies for working together better.

TEAMPOWER Learning Outcomes:

- Acquire and develop group process skills
- Learn how to encourage innovation and implement new work strategies
- Understand how to communicate and collaborate
- Unearth and work to resolve blockages to team performance
- Discover how to boost team spirit, camaraderie, and commitment
- Develop strategies to improve productivity and work satisfaction

Team Skills Training Simulation

Objective: **To provide an interactive team-skills training experience**
Intended for: **New or intermediate teams**

This interactive training experience is a creative way of leading teams to discover their current level of development and to learn the group-process skills vital to effective teamwork, including communication, decision making, problem solving, and conflict resolution. Participants will also experience first-hand the impact of planning on group results, and understand the effect of individual behavior on group productivity.

Team-Work & Team-Roles

Objective: **Team development**
Intended for: **New, intermediate, or established teams at any organizational level**

Team-Work & Team-Roles is based on a model that assigns 8 specialized roles (*leader, moderator, creator, innovator, manager, organizer, evaluator, finisher*) to the 4 phases of the team-work cycle (*initiation, ideation, elaboration, completion*). Participants will:

- Identify their preferred individual and team roles and work phases.
- Learn how to cultivate the missing team-roles and work phases to enhance performance
- Explore the strengths and weaknesses of teams that are "stuck" in various team-work/team-role combinations

The Team Foundation

Since the advent of downsizing, organizational flattening and layoffs, teams rather than individuals are doing more work. This course provides a solid base for making the most of teams by looking at how to create the appropriate type of team to accomplish a particular task, how to prepare employees for the different stages of team development they will experience as their teams mature, and how to change organizational systems and structures in order to create a culture that supports teams.

What's My Team Member Style?

Objective: **Team development**
Intended for: **New, intermediate, or established teams at any organizational level**

Team performance begins with individual performance. So, what do team members need to do individually to contribute to their team's success? *What's My Team Member Style?* provides the needed insight. The 18-item assessment helps individuals evaluate how they typically behave on a team and the results reveal their preference for one of 4 team member styles. With increased awareness, they are able to appreciate other team members' contributions and address differences proactively.

Learning Outcomes

- Learn about the 4 team member styles
- Identify personal team member style
- Understand how to capitalize on style strengths and improve trouble spots
- Identify the styles of fellow teammates
- Plan how to take full advantage of the team mix of styles
- Realize how one is perceived by team members through peer feedback

Seminar Titles

Adapting Your Leadership Style
The Art of Effective Communication
The Art of Influencing Others
Assertiveness Skills
Balancing Priorities
Behavioral Interviews
Budgeting Basics
Business Etiquette
Challenging Negative Attitudes
Coaching Conversations
Coaching For Development
Creative Problem Solving
Critical Thinking Skills
Cultural Competency
Customer Service Over the Phone
Defining Team Roles and Responsibilities
Delegating For Growth
Developing Positive Relationships at Work
Developing Your Direct Reports
Diversity Awareness
Effective Listening Skills
Effective Negotiation Skills
Emotional Intelligence
Employee Engagement
Ethics in the Workplace
Fundamentals of Strategic Planning
The Golden Rule
How to Handle Change
How to make Yourself Indispensable
How to Manage Your Emotions
How to Put Ideas Into Action
Increasing Your Emotional Intelligence
Leading Others Through Change
Learning to Manage
Managing Offsite Employees

Managing Managers
Managing Teams
Meeting Management
Mental Models
Motivating Employees to be at Their Best
The Multigenerational Workforce
Navigating Difficult Conversations
Organizational Trust
Performance Management
Positive Approaches to Resolving Performance/Conflict
Preventing Workplace Harassment
Productive Work Habits
Real-World Project Management
Resilience
Resolving Conflict at Work
Selling Essentials: Understanding the Sales Cycle
Selling Essentials: Prospecting/Territory Management
Selling Essentials: Opening the Sales Call
Selling Essentials: What to Ask and How to Listen
Selling Essentials: Presenting
Selling Essentials: Overcoming Objections/Closing Sale
Selling Essentials: Developing Clients for Life
Selling Essentials: Coaching For Performance
Skillful Collaboration
Social Media at Work
Solid Business Writing
Succession Planning
Super Manager
Supervisor Communication Skills
Systems Thinking
Taking Control of Conflict
Team Excellence
Time Management
The Toughest Supervisor Challenges
What Customers Really Want
Women and Leadership

On-Line Training Courses

The Jefferson College Business and Workforce Development Center offers over 10,000 on-line courses that can be customized to fit any schedule. Courses are delivered 24/7 and are available for a through a variety of on-line publishers including the American Management Association, ProTrain, Gatlin Education, the e-learning Center, and ed2go-Pro.

Missouri Customized Training Program

I. Purpose

The Missouri Customized Training Program assists Missouri employers with job training programs and funding to help offset training costs for new and existing employees.
Customized Training has three goals:

- o Training and retraining workers to help meet the demands of new technologies and markets;
- o Create new jobs and expand the work force; and
- o Reduce the cost of training employees, increase company profits and improve worker productivity.

II. Eligibility

Missouri companies providing full-time permanent employment (a minimum of 35 hours per week) for Missouri residents may be eligible for training assistance if one of the following criteria is met:

Job Creation - New or expanding companies creating new jobs in the state.

Job Retention - Manufacturers retraining existing employees as a result of substantial new capital investments in manufacturing, or companies retraining existing employees as a result of the introduction of new products or services, or to upgrade quality or improve productivity. Other eligibility criteria may be applied, such as type of occupations and wage rates.

III. Application

The Business & Workforce Development Center works closely with employers to develop and submit training proposals to secure state funding through the Division of Workforce Development (DWD) and the Department of Elementary and Secondary Education (DESE).

IV. Activities Approved for State Funding

Classroom Skill Training

Customized Training is instruction in a classroom setting, at your place of business, at a local public school or other educational facility. Instructors may be from your staff, vendor trainers or a combination of both.

Curriculum is based on your specific training needs.

Local Educational Agencies coordinate skill training requests.

On-the-Job-Training

On-the-Job Training is instruction through hands-on experience and task performance. The length of the training is tied to the skill level required for the job, and the time needed for the trainee to become productive. Fifty percent of eligible trainee wages may be reimbursed during the approved On-the-Job Training period for certain types of occupations in the newly created jobs.

V. Reimbursements

Training expenses that can be fully or partially reimbursed are: instructor costs, instructional supplies (textbooks, workbooks, etc.), curriculum development costs, vendor trainers used in curriculum development or as instructors, and trainee vendors (50 percent for approved On-the-Job trainees). All training costs are not reimbursable and are awarded through a competitive application process as determined by the Missouri Customized Training program.

If your company is interested in reducing the cost of training employees, improving worker productivity, and increasing company profits, then call us today to discuss how the Jefferson College Business & Workforce Development Center can create a customized training solution that makes sense for your business.

For more information, go to our web site at www.jeffco.edu – Workforce Solutions

Bryan Herrick M.Ed.
Director Business and Workforce Development
Jefferson College
1000 Viking Dr.
Hillsboro, MO 63050

Phone: (636) 481-3168
E-mail: bherrick@jeffco.edu

Valued Business Partners and Customers

Ameren
Anheuser-Busch InBev
Apria Healthcare
Aramark
Ardagh
Arnold Defense & Electronics
Associated Builders
AT&T
Baker's Ice
Bates Electric
Behr Process Corporation
Boeing
Butler Supply Company
Buzzi Unicem USA, Inc. - River Cement Plant
CG Power
Chemical Lime Company
COMTREA
Convergys
Dept. of Natural Resources
Doe Run Company
Dow Chemical
DRS Marlo Coil
Eagle Bank & Trust
EDGE Manufacturing
Electro-Core
Enterprise Leasing
Festus Airport
Festus Ford
First State Community Bank
Good Earth Tools
Graphic Packaging International (GPI)
Heizer Aerospace
Haake Manufacturing
HJ Enterprises
Holcim Home Depot
Jefferson County Community Partnership
Jefferson County Development Disability Board
Jefferson County Government
Jefferson County Library
Jefferson Franklin Community Action
Jefferson Memorial Hospital
Koller Craft Plastics
Laclede Gas
LaRoche Industries
LMC Industries
Masterchem Industries LLC
McDonalds
Mercy Jefferson Hospital
Metal Container
MetalTek International
Metropolitan Engineering
Midwest Bank

"The quality of the training was excellent. The instructor was well versed in the field and facilitated the training very professionally keeping everyone interested. The planning of the subjects covered in the training was perfectly tailored for our company."

"In order for leaders to maximize effectiveness and efficiencies, we must capture the wisdom and ideas of all 350+ of our associates. The training gave us the tools to encourage, facilitate, and embrace everyone's contribution and drive rapid improvement in a highly competitive marketplace."

Missouri American Water
Missouri Career Centers
Missouri Department of Conservation
National Imagery & Mapping
Production Castings
Purina
Schnucks
Silgan
St. Anthony's Hospital
St. John's Breech Regional Medical Center
St. Joseph's Mercy Health Center
Saint Louis Carpenters Joint Apprenticeship Program
Saint-Gobain Containers/ArdaghSinclair & Rush Company
Supreme Tool & Die
Thomas Industrial Coatings
Union Pacific
U.S. Dept. of Agriculture
Western Wire

Evaluations From Our Corporate Clients: What Our Customers Are saying About Their Training Experience…

"The quality of the training was excellent. The instructor was well versed in the field and facilitated the training very professionally keeping everyone interested. The planning of the subjects covered in the training was perfectly tailored for our company."

"The training was expertly developed to specifically address the developmental needs of the leadership team at our company." – CEO DRS Marlo

"In order for leaders to maximize effectiveness and efficiencies, we must capture the wisdom and ideas of all 350+ of our associates. The training gave us the tools to encourage, facilitate, and embrace everyone's contribution and drive rapid improvement in a highly competitive marketplace." – CEO LMC

"The assessment based training helped me to figure out what I would need to do to improve my performance."

"The instructor was one of the best in this area that I have had the chance to study with."

"I think the course was best suited for my job and gave me a lot of good ideas on how to improve my performance."

"Everything was excellent, the training was great"

"I know this course will help me be a better supervisor."

"The instructor did a great job of presenting the material and relating the knowledge to our company."

"The training was excellent and the instructor was fantastic"

"The instructor was well informed, dynamic, and a great speaker. Good job!"

"The course was informative and interactive and gave us good ideas on how to improve on key aspects of the job."

"I liked everything about the course, the best instructor I have ever been associated with."

"The course seemed to "hit the nail on the head" as far as solving real problems that impact our company."

"The individualized assessments make you think about your own management/supervisor/team leader characteristics during the training."

The information was vital to improve leadership standards in our company."