



Course Offerings Catalog

COURSE OFFERINGS CATALOG

The courses vary in length, subject and type of delivery (virtual or live classroom). Train-the-Trainer programs are available if you wish to certify your own facilitators. Some courses provide an on-line self-assessment profile. Sample profile reports, course flyers and lengthier course descriptions are available upon request.

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Leadership Development / Employee Development

1. **Agile EQ – Building an Effective Team**
Program Length: 3 Hours
Assessment: Everything DiSC® Agile EQ™

This course teaches participants to read the emotional and interpersonal needs of a situation and respond accordingly. By combining the personalized insights of DiSC® with active emotional intelligence development, participants learn to navigate outside their comfort zone, empowering them to meet the demands of any situation.

Major Topics:

- Discovering your DiSC Style
- Understanding your EQ strengths
- Recognizing our EQ potential
- Committing to customized strategies for building agility



2. **Behavioral Interviewing**
Program Length: 3 Hours

The skill of the interviewer dramatically impacts the organization's ability to attract the most qualified candidate to a job position. By selecting the right candidate, an organization can increase the likelihood of higher job satisfaction and reduce turnover rates.

A behavioral interview is a series of open-ended questions that helps the interviewer obtain a good picture of a person's capabilities. Good interviewing skills involve directing candidates to focus on past situations where a specific competency would have been demonstrated. To be sure that an individual has the capabilities needed to perform a job, it is important to recognize if they have demonstrated these capabilities in the past. A

behavioral interview allows the interviewer to gather evidence indicating that the candidate has the critical skills and behavior required for a specific position.

Major Topics:

- The benefits of behavioral interviewing
- How to write behavioral questions and probes
- Identifying what skills are really needed for a position
- The most effective process for effective interviewing
- How to prepare and evaluate
- Legal concerns

3. **Communication Skills (On-site and Virtual)**

Program Length: 1 Hour

Effective communication skills are a key ingredient for successfully leading other people. When they are strong, relationships are built with staff members and productivity is enhanced. When they are lacking, they are the primary reason for conflict and dissatisfaction at work. This course addresses the fundamental skills every manager needs to use on a regular basis to encourage greater productivity and engagement.

Major Topics:

- The importance of showing appreciation for other's efforts
- The most effective way to praise
- Focusing on specific behavior to enhance understanding
- Focusing on outcomes desired
- Using effective questioning techniques to explore ideas
- Listening effectively to promote understanding

4. **Conflict Management**

Program Length: 2 hours

Assessment: Thomas-Kilmann Conflict Mode Instrument (TKI)

One of the key reasons for lack of productivity is interpersonal conflict. It slows down the decision-making process and prevents people from willingly sharing information. It also inhibits the opportunity for synergistic creativity and innovation. There are five specific methods for dealing with conflict addressed in this program, such as: Competing, Accommodating, Avoiding, Collaborating, and Compromising.

Major Topics:

- Causes for conflict
- When to use each conflict mode
- The challenges of overusing any conflict mode
- The need for flexibility in response to conflict situations
- Identifying the needs of the other person
- Planning the best response to any conflict situation

Each participant in this session receives an individualized **Thomas-Kilmann Conflict Mode Instrument (TKI®)**. While each individual can use all the conflict modes, the report will indicate what is their most preferred and least preferred approach. This can provide insight when learning to adapt one's conflict approach to the needs of any situation.

5. **Decision Making (on-site and virtual)**

Program Length: 2 hours / 1 hour

This program offers a straightforward, easy-to-follow process designed to improve the way decisions are made to achieve specific goals. Our decisions shape our professional and personal lives. Sadly, decision-making is seldom taught as a skill in its own right. This session will present a clear process and user-friendly techniques for making smart choices.

Major Topics:

- How to frame the decision
- Gathering information
- Analyzing the information
- Why bad things happen
- Making the decision

Each participant in this course will receive a personalized **Everything DiSC® Agile EQ™** assessment to help discover their DiSC style, learn about their instinctive mindsets that shape their responses, recognize opportunities to stretch, and gain actionable strategies to become more agile in their approach to social and emotional situations.

6. **Emotional Intelligence (On-site / virtual)**

Program Length: 3 hours / 90 minutes

Assessment: HRDQ Emotional Intelligence Skills Assessment

Emotional Intelligence (EQ) is the ability to comprehend one's emotions and manage them effectively. Research shows that people who show high levels of emotional intelligence skills are stronger leaders, better decision makers, foster better relationships, and increase team efficiency in the workplace. It also suggests that EQ is a more accurate predictor of success at work and in life than the more traditional IQ test.

Major Topics:

- Discover the major components of emotional intelligence
- Recognize the behaviors and characteristics of an emotionally intelligent person
- Identify areas where emotional intelligence skills can be applied
- Evaluate personal strengths and growth opportunities
- Generate action steps to improve emotional intelligence and success

Each participant in this course will receive a personalized **Emotional Intelligence Skills Assessment**. This instrument measures adult emotional intelligence on five scales: Perceiving, Managing, Decision Making, Achieving, and Influencing.

7. **Leading Diverse Behavioral Styles**

Program Length: 3 Hours

Assessment: Everything DiSC® Management Profile

We each think, act and are motivated in unique ways. One management approach that worked excellently with one person may yield a different response from someone else. This program utilizes the DiSC® model for understanding behavioral styles to help managers understand themselves and recognize approaches for being most effective with each individual they lead. The four styles include: Dominance, Influencing, Steadiness, and Conscientious. An emphasis is placed on the benefit each style brings to the workplace.

Major Topics:

- How we develop behavioral style tendencies
- Characteristics of each of the 4 behavioral styles, and the combination patterns
- Why each style is needed for effective teamwork
- What to value in the diverse behavioral tendencies of each employee
- How each style wants to be managed
- What to emphasize and what to avoid when leading each style
- Action Plan for leveraging one's own style strengths and development opportunities

Each participant in this session receives an individualized ***Everything DiSC Management Profile*** to gain insight into their own preferred behavioral style. This profile is also an excellent reference tool to identify the style tendencies of all 15 behavioral style patterns.



8. **Leading the Multi-Generational Workforce**

Program Length: 2 hours

The events we experience in our “coming of age” years greatly impact our life perspectives and approaches to work. People who have experienced similar events at the same time in their lives will share core values, preferences, attitudes and behaviors. People from different generational cohorts are motivated differently, learn differently and communicate differently. By learning about these differences, new strategies can be developed to strengthen workplace relationships and productivity.

Major Topics:

- Workplace attitudes and belief systems of each cohort group
- The strengths and weaknesses of each generational group

- Motivating generational groups for the best performance
- How to interact with each group most effectively

9. **Leveraging Your Personal Strengths (On-site and virtual)**

Program Length: 2 Hours

Assessment: VIA Me Strengths Assessment

When people identify and then use their personal character strengths at work, they are happier and more productive. Research shows that using character strengths can help managers become a positive role model to lead others effectively. Using one's strengths helps to buffer against, manage and overcome problems. It also improves relationships with team members and enhances a sense of personal well-being.

Major Topics:

- About the different character strengths
- Benefits each strength brings
- Why signature strengths matters
- Ideas for applying signature strengths in various situations
- Ideas for using secondary strengths
- Action Planning

Each participant in this session will receive the *VIA Me Strengths Assessment* to vividly capture and detail one's signature strengths. This assessment is also an excellent reference tool to identify tips and techniques to use those strengths at work.

10. **Managing Performance Discussions**

Program Length: 3 Hours

It's not easy to address performance problems effectively with employees. Most managers prefer to look the other way. When they do make the effort to address performance issues, however, they don't know how to do it effectively. This program provides a 7-step process for addressing performance issues in a way that improves behavior while helping the employee feel empowered to improve. This session typically follows the Communication Skills session.

Major Topics:

- What employees really want from their jobs
- How to praise effectively
- Examining the source of the problem
- 7 step process for conducting performance discussions
- Practice exercises

11. **Performance Management**

Program Length: 3 Hours

It takes a special skill set to manage and lead others effectively. Managing the performance of one's staff is one of the most important, critical components for effective management. Yet research shows that most individuals, when first promoted to a

management position, feel ill-equipped for doing this. More seasoned managers, when not provided with adequate performance management training, have similar experiences. This program addresses the performance management cycle, and important management responsibilities to be conducted each step of the way.

Major Topics:

- The performance management cycle
- Establishing goals and objectives
- Conducting progress reviews
- Communicating the annual performance appraisal

This program can be tailored to incorporate the use of your company's performance management system and related documents.

12. **Situational Leadership**
Program Length: 2 Hours

The fundamental responsibility of every leader is to help their people to succeed. However, team members will have unique needs from others, and they will also have different needs based upon the task. This session helps leaders understand when to be directive, and when to be supportive, based on the level of willingness and ability the employee possesses for each task.

Major Topics:

- How to identify the various development level each employee has for the task
- Identifying which leadership approach is best for each situation
- Recognizing each leadership style in action
- Tips and strategies to use based on specific situational needs



13. **Time and Priority Management**

Program Length: 2 Hours

Assessment: HRD Press – Time Management Effectiveness Profile

Setting Priorities and managing time are vital to enhancing individual and organizational performance. This program provides specific tips and techniques that can be implemented immediately.

Major Topics:

- Distinguishing what's Important from what's Urgent
- Identifying key priorities
- Establishing goals
- Handling interruptions
- Delegation
- Developing a personalized Action Plan

This program utilizes the ***Time Management Effectiveness Profile®*** to help participants assess their personal time challenges and strengths. The profile also serves as an excellent future reference with suggestions for enhancing time mastery skills.



14. **The Work of Leaders**

Program Length: 3 Hours

Assessment: Everything DiSC® Work of Leaders Profile

Using the framework of Vision, Alignment and Execution, this session provides an opportunity for leaders at all levels of learning to reflect on how they approach each of these steps and to identify best practices to lead their teams towards targeted objectives.

Major Topics:

- Understanding the Vision, Alignment and Execution model (V-A-E)
- Identifying the best practices for identifying and communicating the targeted goal
- Recognizing the most important activities to gain alignment from the team
- How to lead others to execute the desired actions

- Identifying one's strengths and developments needs for each step of the VAE model
- Clarifying individualized strategies for development
- Creating a clear development plan as a leader

The **Everything DiSC® Work of Leaders** profile helps participants recognize leadership tendencies they may not have been aware of and plan to enhance best practice leadership characteristics. It provides context-specific feedback and developmental steps along with helpful case-in-point narratives to show how progress can be demonstrated back on the job.

15. Leading Organizational Change

Program Length: 3 Hours

Assessment: Leading Change at Every Level

In today's empowered organizations, the responsibility of championing change cascades throughout the organization, regardless of authority or position. Throughout the course, participants become aware of the behaviors that contribute to leading change, assess current and past behaviors related to leading change, identify gaps in personal performance, and commit to an action plan to develop the necessary skills to become a leader of change.

Major Topics:

- Modeling the change
- Communicating about the change
- Involving others in the change
- Helping others break from the past
- Creating a supportive environment for change

Each participant will receive the **Leading Change at Every Level** assessment to measure their natural approach to each of the five change behaviors and create an action plan for ongoing professional development.

16. Responding to Organizational Change

Program Length: 3 Hours

Assessment: Mastering the Change Curve

Change is a part of everyday life, and often, multiple change initiatives are happening at once. This can quickly leave employees feeling overwhelmed, lost and burnt out. Organizations today need to provide employees with the tools needed to master the change curve consistently and easily.

Major Topics:

- Pinpoint one's current stage in the change management assessment process
- Learn the four phases of change
- Understand the "Change Curve Model"
- Identify productive and nonproductive change behaviors
- Develop a strategy for mastering change

Each participant shall receive the ***Mastering the Change Curve*** assessment to identify how far they have progressed in the change process. The dimensions of change addressed include: Denial, Resistance, Acceptance and Commitment.

17. **360 Degree Feedback and Developmental Planning**

Program Length: One-Half Day

Assessment: There are several 360-degree feedback assessments, depending on your unique needs

One of the most effective tools for dramatic behavior change is the ability to receive candid 360-degree feedback from people one works with (manager, direct reports, peers and own self-assessment). This program provides feedback with developmental planning.

Major Topics:

- Identification of key strengths
- Identification of key development needs
- Peer coaching and brainstorming
- What to say to those who provided feedback
- Communicating with one's manager for follow-up
- Creation of a personalized Development Plan

This program provides a 360 Degree Feedback report to each participant. Respondents can include one's manager, direct reports, peers and a self-assessment. The topics can be customized to include questions addressing specific topics addressed in a course.



Multi-Day Programs

18. **Advanced Leadership**

Program Length: 2 Days

Assessments: Everything DiSC Work of Leaders and 360 Feedback Report

The Advanced Leadership program is designed to provide in-depth, personalized development opportunities as the next step in a leader's professional development. This course includes a personalized Work of Leaders assessment, and 360-Degree Feedback. Participants draft a Leadership Development Plan during class and then work with a Professional Coach once a month for 3 months afterwards. The combination of in-depth developmental planning and coaching creates long-lasting impact.

Major Topics:

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| Leadership Values | Interactive simulation to identify the key leadership values needed and their impact on high performance. |
| Work of Leaders | Personalized assessment identifies each participant's approach to Crafting a Vision, Gaining Alignment and Championing Execution. |
| Discovering Personal Strengths and Challenges | Peer coaching exercises to identify next steps for development |
| Solutions Thinking | Solutions Thinking vs. Problem Thinking. Small groups identify common leadership challenges and solutions for addressing them |
| About 360-Degree Feedback | Benefits to be gained from 360-degree feedback. Distribution of Reports and how to interpret them. |
| Leadership Development Plan | Peer coaching to help complete the Leadership Development Plan |
| One-on-One Coaching | One coaching call a month for 3 months to help participants act on the action items included in their Leadership Development Plan |

Abundant reinforcement resources are included with this program. The course can be tailored to meet your targeted objectives by including or excluding the specific modules needed. See the course listings above for optional modules available.



19. **Foundations of Leadership**

Program Length: 2 Days

Assessments: Everything DiSC® Management Profile and the Thomas-Kilmann Conflict Mode Instrument (TKI®)

It takes a special skill set to manage and lead others effectively. Research shows that most individuals, when first promoted to a management position, feel ill-equipped for the role. More seasoned managers, when not provided with adequate training, have similar experiences. The Foundations of Leadership program is designed to provide new and experienced managers and supervisors with the fundamental skills needed to lead their staff to higher levels of productivity.

Major Topics:

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|---|--|
| Most Effective Approach to Leadership | Identify which leadership approach is most effective for engaging passion and performance in your people. |
| Key Communication Skills | Incorporate the key communication skills needed to use on a regular basis, but that are especially important when providing coaching. |
| Performance Coaching | Address performance issues in a way that encourages personal accountability, ownership and lasting behavior change. |
| Leading Diverse Styles | Apply the knowledge of DiSC styles to lead and motivate each individual employee in the most effective manner. |
| Performance Management | Understand the performance management cycle by identifying SMART goals, coaching throughout the year, and discussing end of year results achieved. |
| Situational Leadership | Utilize the most effective leadership approach based on each employee's willingness and ability for the specific task at hand. |
| Managing Conflict Effectively | Identify common approaches to conflict and recognize which one is most effective in a variety of situations. |
| Putting New Knowledge into Immediate Action | Create an individualized Leadership Development Plan to apply key concepts addressed in the class back on the job. |

Abundant reinforcement resources are included with this program. The course can be tailored to meet your targeted objectives by including or excluding the specific modules needed. See the course listings above for optional modules available.

20. **Leadership Excellence**
Program Length: 2 Days
Assessments: 360 Degree Feedback and the Everything DiSC® Work of Leaders Profile

A key element of effective leadership is developing talent to meet the organization’s future needs. Career development is recognized as one of the strongest tools for driving engagement and business results. Yet, many managers don’t focus on it. This program helps leaders create an Individual Development Plan (IDP) to enhance their own development, while also helping their team members to do the same. It also identifies the leadership skills needed to help move their staff through change initiatives to accomplish targeted results.

Major Topics:

Abundant reinforcement resources are included with this program. The course can be

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| The Changing Needs of Leaders Today | Understand what’s important to employees in order to retain your best and brightest in today’s highly connected world. |
| Receive 360-Degree Feedback | Gain targeted insight into leadership strengths and development needs from one’s manager, direct reports and peers. |
| Create an Individualized Development Plan (IDP) | The IDP identifies a clear and specific path for one’s own career development and is also a tool to also be used with employees. |
| Coaching Skills Needed for Employee Career Discussions | Practice the specific communication skills needed when coaching an employee during a development discussion. |
| Identify Options for Development | Recognize opportunities for employee enrichment, even when current career options may seem limited. |
| Conduct Development Discussions with Employees | Practice the development discussion process to encourage employees to create, own and enhance their own IDP. |
| Lead Your Team to Accomplish Key Targets | Further develop one’s leadership approach towards Vision, Alignment and Execution to help each individual accomplish targeted goals. |

tailored to meet your targeted objectives by including or excluding the specific modules needed. See the course listings above for optional modules available.



21. **Five Behaviors of a Cohesive Team™**

Program Length: Can vary, depending on the team's needs and objectives

Assessment: Five Behaviors of a Cohesive Team Profile™

This program is an assessment-based process that helps team members identify their strengths and challenges regarding each of the key components of the Five Behaviors model. It is designed exclusively for intact teams and work groups and is based on the best-selling book *The Five Dysfunctions of a Team*. The team generates action plans during the process for their targeted needs. A progress assessment report is available to identify marked improvements. The key components of the Five Behaviors of a Cohesive Team program are:

- Trust one another
- Engage in conflict around ideas
- Commit to decisions
- Hold one another accountable
- Focus on achieving collective results

Live Virtual Courses for all Employees

22. **Listening Skills**

Program Length: 90 minutes

Assessment: Learning to Listen Profile

Research shows that people screen out or change the intended purpose of what they hear in over 70% of all communications. The biggest factor contributing to such miscommunications is our listening approach. Topics addressed in this course include:

- Listening vs. Hearing
- Communication Filters
- Key techniques to use when staying focused, capturing the message and helping the speaker
- How to use listening dimension appropriate to the situation
- Developing effective listening strategies

The Learning to Listen Profile assess 3 key dimensions of listening: Staying Focused, Capturing the Message and Helping the Speaker.

23. **Enhance Your Negotiating Skills**

Program Length: 90 minutes

Assessment: Negotiating Style Profile

Everybody negotiates. And whether people are striving to hit their monthly sales quota, campaigning for a deadline extension, or pitching ideas to a team, the same principles apply. There's more to effective negotiating than the outcome alone. In fact, building productive relationships is equally important. Skillful negotiators know this is the key to their success - and it's what sets them apart from the rest.

Each participant in this course will receive a personalized Negotiating Style Profile, which offers a simple framework for determining one's preference for one of five negotiating styles: Defeating, Accommodating, Collaborating, Withdrawing, or Compromising.

Learning Outcomes

- Learn five styles of negotiating
- Identify your personal negotiating style
- Learn how one's negotiating style is perceived by others
- Develop an action plan to improve negotiating-style strengths



24. Recognizing and Adapting Your Learning Style

Program Length: 90 minutes

Assessment: What's My Learning Style? Assessment

Every person uses a preferred personal learning style during the learning process, whether or not they are conscious of it. Some people learn best in a group, while others prefer to learn independently. Some approach learning with enthusiasm; some require time for reflection. There isn't one "correct" learning style but building awareness of your own learning preferences can help develop the ability to function in a variety of different learning situations.

During this program, participants will:

- Identify a preference for one of 4 learning styles
- 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 to branch out of the "style comfort zone"

25. **Developing a Cohesive Team**
Program Length: 90 minutes
Assessment: Five Behaviors Personal Development Profile

This program teaches individuals to become better teammates by integrating the behaviors defined in Patrick Lencioni's best-selling book "The Five Dysfunctions of a Team". Participants do not need to be part of an intact team. This session is appropriate for anyone who desires to improve their team member skills.

The Five Behaviors Personal Development Profile helps each team member learn about their own approach and create an action plan to improve in each of the five behaviors listed below:

- **Trust** One Another
- Engage in **Conflict** Around Ideas
- **Commit** to Decisions
- Hold one Another **Accountable**
- Focus on Achieving Collective **Results**



The Five Behaviors of a Cohesive Team™ Model

26. **Meeting Management**
Program Length: 60 minutes

The difference between participating in an effective meeting versus one that is unproductive reflects the skill and discipline of each team member involved. A few common-sense guidelines will make all the difference in helping structure productive meetings. Topics addressed include:

- Planning and organizing
- Deciding who should attend the meeting
- Creating an agenda and sticking to it
- Ways to maintain control
- Taking minutes when needed
- Preparing a follow-up action plan
- Critiquing the meeting quality

27. **Overcoming Unconscious Bias: Fostering a Climate of Inclusion and Respect**
Program Length: 60 minutes

Most people are not overtly prejudiced and, if asked, would claim in all sincerity that they believe everyone is equal. However, despite people's good intentions, unconscious bias shows itself in several subtle ways. Bias becomes unproductive when we allow it to control our decision making without questioning our assumptions, or to impact our behavior towards others. Topics addressed include:

- How to understand the subtle ways that bias occurs
- Identifying instances of devaluing others through small, subconscious behaviors and micro-inequities
- How to establish a framework to increase inclusion at the organizational level
- Recognizing different ways of conveying respect
- How to lead by example and be part of the solution

28. Enhancing Happiness at Work
Program Length: 60 minutes

Research shows that happy employees are more productive, more creative, and more engaged at work. They also enjoy better relationships, can better manage problems, and enjoy an enhanced sense of health and well-being. There are many tactics each individual can use to improve their happiness at work every day and experience all the benefits of improved happiness. Topics addressed include:

- Latest research about the power of happiness at work
- 7 specific strategies for increasing happiness you can implement now
- Why knowing your key strengths can improve happiness
- How to use your strengths at work
- Tools and resources that improve happiness

This course contains information for accessing a free Strengths Assessment to learn more about your personal strengths.

29. Working with Diverse Styles
Program Length: 3 Hours
Assessment: Everything DiSC® Workplace Profile

We each think, act and work in unique ways. This program utilizes the DiSC model for understanding behavioral styles to help team members understand themselves and recognize approaches for being most effective with each individual on the team.

Major Topics:

- Characteristics of each of the 4 DiSC styles
- Distribution of styles within one's team
- Why each style is needed for effective teamwork
- What to value in the diverse behavioral tendencies of each team member
- What to emphasize and what to avoid when working with each style

Each participant will receive the **Everything DiSC® Workplace Profile** to gain insight into their own preferred behavioral style. A Team View Profile is also presented which indicates the DiSC style of each team member.



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