

# 2009 Course Catalog



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# Building Relationships with Others

No matter what your job, building relationships with coworkers and customers is crucial to your success. The following series of workshops are designed to help you build trust, reliance, and commitment.

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# Adventures in Attitude



30  
Hours

## Overview

When you need something that will help motivate your employees to do their best work, what you don't want is a quick-fix workshop that's forgotten by dinner. What you do want is a proven process to effect permanent and lasting change in each and every individual. When it improves the individual, it improves the bottom line.

Employee attitude is increasingly cited as the number one performance-related issue of companies. Other top skills defined by employers as being critical to the success of employees in the workforce include:

- Communication
- Adaptability
- Personal Management
- Group Effectiveness
- Leadership

This 30 hour workshop consists of interactive, experiential learning addressing each of the above critical topics. It can be delivered in 10 three-hour units or 20 ninety-minute modules, providing a range of scheduling options.

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## How You Will Benefit

Participants will work on 74 projects that cause them to focus on important questions such as:

- How do I handle people problems at home and work?
- How do I solve my problems? Make decisions?
- What is my work and what are my attitudes toward work? Do they need to be changed? How?

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## Adventures in Attitude, Continued

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30  
Hours

### What You Will Cover

- Communication skills
  - Problems of communication
  - Understanding yourself
  - Removing personal roadblocks
  - Managing yourself
  - Managing emotions
  - Understanding others
  - Keys to good relationships
  - Leading by attitude and personality
  - Fulfillment of personal needs
  - Getting through to people
  - Problem solving skills
  - How you come across to others
  - Getting along in groups and teams
-

# Building Sales One Relationship at a Time



1 Day

## Overview

Building Sales One Relationship at a Time helps you increase your sales effectiveness by sharing ways to communicate better and improve your sales relationships. This one day workshop is designed to help you better reach your potential as a salesperson by discovering your selling strengths and challenges while also teaching you how to quickly identify your customer's preferences and priorities. It uses the DiSC learning model, a simple, proven, intuitive way to gain insight into ourselves and our relationships. The model has been used around the world to improve working and personal relationships, and has specifically helped millions of salespeople become more aware of the psychological nuances that are so critical in connecting with customers.

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## How You Will Benefit

- Discover your selling style, priorities, and challenges.
  - Integrate self-knowledge into practical scenarios and exercises to solidify what you have gleaned.
  - Learn to quickly identify your customer's preferred buying style and the priorities which drive their buying decisions.
  - Apply proven strategies to improve relationships with your customers.
  - Build customized sales interaction plans for your customers.
- 

## What You Will Cover

- Your DiSC Sales Style.
  - How to recognize and understand your customers' buying styles.
  - How to adapt your sales style to your customers' buying style.
  - How to prioritize your customers' priorities and expectations.
-

# Building Trust with Your Customers and Team



2 Hours

## Overview

Another way to help build customer loyalty is to build trust. Trust is an integral part of any interaction. This 2 hour workshop provides participants with tools and tips for developing and maintaining trust and building rapport.

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## How You Will Benefit

- Identify actions and behaviors which build customer and team trust.
  - Learn techniques to quickly build rapport with others.
  - Discuss the value and importance of recognizing the feelings and beliefs of yourself and others.
  - Recognize the intrinsic and extrinsic value associated with trust.
- 

## What You Will Cover

- Building Relationships
  - Feelings and Beliefs
  - Belief Systems
  - Empathy and Understanding
  - Bonding with Your Customers and Teammates
  - Establishing Rapport
  - Building Trust
  - Trust Builders and Breakers
  - Value of Trust
-

# Conflict Management



1 Day

## Overview

Conflict can tear a team apart, so it is crucial that problems be resolved before they take over a group. This one day workshop is a straightforward program that helps employees develop the understanding and self-awareness necessary to resolve interpersonal conflict. In addition to helping people learn how to work through conflict on an individual basis, the program offers a strong foundation for resolving issues within an entire team. The program builds important skills that are necessary for effective communication and teamwork.

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## How You Will Benefit

- Recognize your unique preferences and behaviors when working on a team.
  - Identify what your behaviors may look like when under stress and in conflict.
  - Create a model for understanding how people of diverse styles react differently to conflict.
  - Understand how your own and others' behaviors may be interpreted in different ways.
  - Create a non-threatening way to communicate preferences and discuss differences.
  - Create action plans for dealing with conflict situations by exploring effective methods for coping with conflict in the workplace.
- 

## What You Will Cover

- Four different approaches to conflict and how your natural styles influence those approaches.
  - The importance of finding common goals in conflict situations.
  - How to share all perspectives in conflict situations in a productive rather than a harmful way.
  - How to improve your ability to generate solutions when in conflict.
  - How a balanced approach can lead to better decisions that satisfy the needs of all involved.
-

# Creating a Positive First Impression

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1 Day

## Overview

Evoke Development takes a holistic view of professional presentations. Top notch presenters incorporate the:

- Mind - Knowledge of the subject, the audience, and associated skills
- Body - Posture, body language, movement, and appearance
- Spirit - Passion for and belief in the topic along with sincerity and interest in others

By focusing on each of these aspects, individuals become more polished, approachable, confident, and persuasive when giving both formal and impromptu presentations.

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## How You Will Benefit

- Create positive first impressions
  - Build rapport and positively influence others
  - Deliver a winning presentation
- 

## What You Will Cover

- Establishing rapport
  - Communicating effectively
  - Identifying expectations and preferences of individuals quickly
  - Active listening skills
  - How to structure the presentation
  - How to prepare for impromptu presentations
  - What people look at (in regard to the presenter)
  - What people look for (in regard to the content)
-

# Creating Positive Memorable Interactions

1 Day

## Overview

Creating positive, memorable interactions requires awareness of one's own behaviors and the expectations and motivations of others. This workshop teaches individual's skills to build rapport and develop relationships with customers and coworkers.

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## How You Will Benefit

- Diagnose and prescribe customized responses for each interaction by quickly identifying the motivations and expectations of others.
  - Use tools that can be applied immediately to the workplace and all interactions associated with it.
  - Realize the value that each staff member provides to the organization.
  - Develop action plans to increase the effectiveness of each interaction.
- 

## What You Will Cover

- Generational differences
  - Expectations and motivations of others
  - Customizing your service
  - Verbal and nonverbal communication
  - Listening and responding to others
  - Listening barriers
  - Building relationships and increasing self awareness
  - DESA Behavioral Index
  - Feelings and beliefs
  - Building trust
  - Working as a team
-

# Critical Elements of Customer Service



2 Days

## Overview

Have you ever encountered an unpleasant customer and not known what to do? Do you worry that you're not assertive enough with demanding people? Do you struggle to solve problems? Do you know who your customers are? Do you have individual and organizational goals to strive for?

This two day workshop will help you in all of these areas, and more!

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## How You Will Benefit

- Recognize that service delivery is an individual response value.
  - Understand how your own behavior impacts the behavior of others.
  - Develop more confidence and skill as a problem-solver.
  - Communicate more assertively and effectively.
  - Make customer service a team approach.
- 

## What You Will Cover

- Who are your customers?
  - Understanding and meeting expectations
  - Your self-image
  - Meeting expectations
  - Setting standards
  - Smart goals
  - Telephone techniques
  - Communication skills
  - The talkative caller
  - Dealing with difficult people
  - Steps to problem-solving
  - Resolving conflict
  - Service pride
  - Acting assertively
  - Managing stress
-

# Dealing with Difficult Customers



2 Hours

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## Overview

This 2 hour workshop looks at the characteristics that make individuals difficult for us to deal with and provides strategies for countering objections and problem situations. It also provides practical approaches to resolving conflict and managing anger and negative behavior.

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## How You Will Benefit

- Recognize how your own attitudes and actions impact others.
  - Learn the best approaches for dealing with a variety of difficult situations.
  - Use effective techniques for dealing with difficult people.
- 

## What You Will Cover

- What people really want when they are upset.
  - Characteristics of difficult behavior and how to address them.
  - Tips for improving your communications with others.
  - Techniques for dealing with difficult behavior/conflict
  - How to turn a negative situation into an exceptional customer service opportunity.
  - Strategies for managing anger.
-

# Delivering a Winning Presentation (Public Speaking Survival)



1 Day

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## Overview

A great presenter has two unique qualities - appropriate skills and personal confidence. This confidence comes from knowing what you want to say, and being comfortable with your communication skills. In this two-day workshop, you will master the skills that will make you a better speaker and presenter.

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## How You Will Benefit

- Edit your conversations effectively.
  - Make positive first impressions.
  - Build trust and rapport with your audience.
  - Make the most of meeting presentations.
- 

## What You Will Cover

- Speaking characteristics
  - Clichés
  - The Johari Window
  - Four good rules for any conversation
  - Presenting at meetings
  - Fifteen ways to master a meeting
  - Learning names and shaking hands
  - Body language
  - Sticky situations
  - Planning your presentation
  - Overcoming nervousness
  - The STARR pattern
  - Limit your information
  - Audience profile
  - Presentation preparation
  - Your speaking voice
  - Mastering your material
  - Add punch to your presentation
  - The power of threes
  - Visual aids
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# Effective Communication Strategies



2 Hours

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## Overview

This 2 hour workshop is designed to help you improve your interactions with other people at work or at home. Learn how to improve your critical communication skills of listening, asking questions, and being aware of non-verbal messages.

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## How You Will Benefit

- Enhance your ability to handle difficult situations without being manipulated.
  - Develop skills in asking questions that give you the information you need.
  - Learn what your non-verbal messages may be telling others.
  - Develop skills in listening actively and empathetically toward others.
- 

## What You Will Cover

- Benefits to Communicating Effectively
  - Negative and Positive Communication Styles
  - Verbal and Non-Verbal Cues
  - Communication Barriers
  - Listening Skills
  - Listening Barriers
  - How to Probe for Answers
-

# Effective Communication Strategies



2 Days

## Overview

This two-day workshop is designed to help participants improve their interactions with people by improving their critical communication skills (listening, asking questions, and being aware of nonverbal messages). This workshop also helps participants who are struggling to find that middle ground between being too aggressive and too passive by teaching techniques on how to counter the manipulative tactics of difficult people. By learning more about the elements of our communication with others, participants will reveal appropriate information about themselves and portray a professional image.

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## How You Will Benefit

- Identify common communication problems that may be holding you back.
  - Develop skills in asking questions that give you information you need.
  - Identify what your non-verbal messages are telling others.
  - Develop skills in listening actively and empathetically to others.
  - Learn how to firmly stand your ground and make your feelings heard.
  - Enhance your ability to handle difficult situations without being manipulated.
  - Be aware of the five types of relationships.
- 

## What You Will Cover

- 10 commandments of positive relationships
  - Self-awareness
  - Feeling competent
  - Communication barriers
  - Asking good questions
  - Listening skills
  - Johari Windows
  - Improving your self-image
  - Five approaches to relationships
  - Your frame of reference
  - The assertive formula
  - Saying no
-

# Improving Your Listening Skills



1 Day

## Overview

Have you ever noticed how good it feels when someone really listens to you? When you are listened to, your feelings and needs are taken into account, you're more relaxed and open, and you feel you can achieve your objectives. The goal of this one day workshop is to help participants get these kinds of results when communicating with others.

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## How You Will Benefit

- Recognize the importance of developing good listening skills by reflecting on your past listening experiences.
  - Discover the five different listening approaches used in communication and the specific characteristics of each approach.
  - Discover your most natural listening approaches.
  - Explore your strengths and challenges as listeners.
  - Identify effective listening approaches and behaviors, and practice modifying your listening approaches to meet the communication needs of team members.
  - Create action plans to improve your ability to communicate effectively to all team members by using different listening approaches.
- 

## What You Will Cover

- The role that listening plays in communication.
  - The five approaches to listening.
  - Your own listening approaches, including strengths and challenges.
  - How to recognize and use effective approaches for different listening situations.
  - How to create action plans to help apply your new listening skills.
-

# Knowing Your Customers



2 Hours

## Overview

Who do you serve? Throughout the day you interact with a variety of people ranging in age, background, and experience. Successful organizations realize the need to vary their approach to service and personal interactions due to these differences. This workshop will help participants identify trends within the different generational groups and create strategies for working with all of them based on their different expectations of service.

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## How You Will Benefit

- Learn about the similarities and differences of the generations you encounter (Veterans, Baby Boomers, GenXers, GenYs).
  - Discover effective communication techniques to improve interaction with individuals older or younger than you.
  - Learn to appreciate how different approaches to the same situation can still offer value.
- 

## What You Will Cover

- Who Do You Serve?
  - Generational Differences
    - Experiences
    - Values and Traits of Each Generation
    - Motivations and Service Expectations
    - Communication Styles and Preferences
  - How Can I Better Communicate with You?
  - Respecting Differences
  - Strategies for Working More Effectively Across the Generations
-

# Teamwork: Building Better Teams



1 Day

## Overview

Teams have become a principle building block of successful organizations. Team leaders and team members will focus on the characteristics of an effective team player and the elements of an effective team. Participants will leave the workshop with plans for your personal development as a team player and ideas for developing your back-home team.

A critical element of this workshop is the Glen Parker Team Player Survey (PTPS), an 18-item self-assessment instrument that will help you identify your primary team player style, increase your personal effectiveness in team situations, and effectively develop your group into a high performing team.

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## How You Will Benefit

- Apply useful feedback about your team player style.
  - Identify ways you will want to change to improve your team player style.
  - Have a better understanding and appreciation of differences among team members.
  - Identify those ways your team must improve to be more effective.
  - Develop an action plan for those improvements.
- 

## What You Will Cover

- Your team player style
  - Strengths of each style
  - Challenges for each style
  - Establishing team norms
  - Building team trust
  - Working through the stages of team development
  - Communication skills
-

# Valuing Individuality in Teams

1 or 2  
Days

## Overview

At some point, everyone is part of a team which, depending on your perspective, may be challenging, exciting, frustrating, and/or rewarding. Negative team experiences often occur due to limited understanding and appreciation of differences. Positive experiences occur when everyone on the team understands and values the unique contributions each member can provide.

Part I of the workshop focuses on the strengths of each individual's behavioral traits using the WorkPlace Big Five Profile™ along with identifying communication norms for the group.

Part II continues to build on communication and team work. The class will spend time looking at the WorkPlace Big Five Profile's Human Resource Optimization™ techniques - ways in which individuals need to compensate, support, or develop their skills based on their trait structure.

## How You Will Benefit

- Appreciate commonalities and differences of team members.
- Identify traits that directly relate to each member's behavior and expectations including:
  - Need for Stability
  - Extraversion
  - Originality
  - Accommodation
  - Consolidation
- Apply strategies to improve communication among team members.
- Identify strategies to personally optimize their performance based on their unique trait structure.
- Determine ways to enhance team performance by capitalizing on each member's strengths.
- Create a personalized developmental action plan.

*Continued on next page*

## Valuing Individuality in Teams, Continued

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1 or 2  
Days

### What You Will Cover

- Big Five Super and Sub Traits
  - Communication styles
  - Individual competencies
  - Core competencies for your job
-

# What Is Service?



2 Hours

## Overview

How do you treat the people who support your company? Good service will make you feel better about your job and yourself. Think of the customers as the reason you have a job. If you don't service them properly, you may lose your job. This 2 hour workshop looks at the philosophy of service and discusses the importance of standards and goals to ensure you provide the highest level of service possible.

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## How You Will Benefit

- Identify what service expectations mean to you and your organization.
  - Learn how to develop and provide a unified approach to serving your customers.
  - Develop strategies to use that exceed your customer's service expectations.
- 

## What You Will Cover

- What Is Service?
  - Why Should I Give Super Service?
  - Who Are You Serving?
  - Managing and Meeting Expectations
  - Providing Value to Customers Beyond Their Expectations
  - Setting High Standards
  - Dealing with Challenges
  - Doing Your Part
  - Creating Excellence
  - Developing a Unified Approach to Serving the Customer
  - Removing Barriers to Provide Exceptional Customer Service
-

# What Motivates You?



2 Hours

## Overview

Motivation is typically defined as that which drives one to do what needs to be done based on his or her own best interests. Without it, situations generally appear worse than they are and things often seem more difficult to accomplish. Although workplace motivation varies based on people and situations, productivity and effectiveness rarely thrive without it. This workshop helps participants recognize different motivators and value sets individuals have. It also shows how motivation plays a role in the service we offer others and the loyalty customers demonstrate to organizations.

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## How You Will Benefit

- Discover the three things that motivate you and ultimately make you want to get out of bed each morning.
  - Find out which type of motivation is most effective.
  - Learn the three most used forms of motivation managers use to foster performance.
  - Discover how to apply motivational strategies to influence those around you.
- 

## What You Will Cover

- Types of Motivation
  - How Motivation Impacts Business
  - Maslow's Hierarchy of Needs
  - McGregor's X & Y Theory
  - Motivators
  - Work Values
-

# Leading Others

It is not always easy being a leader. These workshops are designed to help individuals new to a leadership role, or those just wanting to brush up on their skills, an opportunity to visit key aspects associated with leading others.

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# Business Leadership: Becoming Management Material



3 Days

## Overview

This workshop is a tool for your leadership development. It is designed to help you create and accomplish your personal best, and to help you lead others to get extraordinary things done. At its core, leadership means setting goals, lighting a path, and persuading others to follow. But the responsibility entails much more. By accepting the challenge to lead, you come to realize that the only limits are those you place on yourself.

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## How You Will Benefit

- Identify your leadership profile and explore how you can use this knowledge to create your own future.
  - Assess your leadership competencies and learn how you can develop your strengths.
  - Identify those additional skills and tools that can make you a better leader.
  - Develop your ability to influence and communicate with others.
  - Become a better problem-solver and decision-maker.
  - Discover how you can prepare for and embrace the forces of change.
  - Create a strategy to actively use these skills back in the workplace.
- 

## What You Will Cover

- Leadership profile and competencies to highlight your strengths and challenges.
  - Directional and consequential thinking and how to develop these skills.
  - Strategies for influencing others through improved communication and interaction.
  - Your role in making meetings effective, both as a leader and as a participant.
  - Critical problem-solving skills and the tools and techniques you can use.
  - Strategic planning with a SWOT analysis to introduce change.
  - Ways to manage the change process effectively for sustainable growth.
-

## Overview

Managers traditionally have had the task of contributing to the effectiveness of their organization while maintaining high morale. Today, these roles often have to be balanced with the reality of implementing changes imposed by senior management. Managers who have an understanding of the dynamics of change are better equipped to analyze the factors at play in their own particular circumstances, and to adopt practical strategies to deal with resistance. This one-day workshop will help you deal with change and will give you strategies to bring back to your employees.

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## How You Will Benefit

- Accept that there are no normal or abnormal ways of reacting to change.
  - See change as an essential element that is positive.
  - Recognize that adapting to change is all about attitude.
  - Identify the stages of change we go through as we learn to deal with change.
  - See change as an opportunity for self-motivation and innovation.
  - Develop strategies for dealing with and accepting changes in your organization.
- 

## What You Will Cover

- The change process
  - The human response to change
  - The pace of change and the pace at which people adopt change
  - The pyramid response to change
  - Resisting and welcoming change
  - The Four-Room Apartment of change and how to use it
  - How to increase your resiliency to change
  - Managing anger
  - Dealing with stress
  - An action plan for success
-

# Coaching: A Leadership Skill



1 Day

## Overview

Coach, Role Model, Counselor, Supporter, Guide...do these words ring a bell? Being a coach involves being a role model, sometimes a counselor or supporter, and always a guide. Coaching is based on a partnership that involves giving both support and challenging opportunities to employees. Knowing how and when to coach is an essential skill that can benefit both you and your organization. This one-day workshop will help you become a better coach in all senses of the word.

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## How You Will Benefit

- Understand how coaching can be used to develop your team.
  - Develop the coaching skills that help improve individual performance.
  - Demonstrate the behaviors and practices of an effective coach.
  - Recognize employees' strengths and give them the feedback they need to succeed.
  - Identify employee problems and ways you can help correct them.
- 

## What You Will Cover

- Defining coaching
  - The two schools of coaches
  - Five critical coaching skills
  - Communication skills
  - Non-verbal communication
  - Johari Windows
  - Learning styles and principles
  - Methods of feedback
  - Benefits/consequences approach
  - Dealing with problem employees
-

# Delegating Effectively



2 Hours

## Overview

Effective delegation is one of the most valuable skills you can master. It reduces your workload and develops employee skills. Delegating prepares employees who work for you to be able to handle your responsibilities and simultaneously allows you to advance to other career opportunities within your organization.

Delegation is also often one of the hardest skills for a manager to master. However, the skill can be learned. This workshop will explore many of the facets of delegation including when to delegate and who to delegate to. We will also go through the delegation process step by step, to see where the pitfalls lie, and what we can do about getting around them.


## How You Will Benefit

- Clearly identify how delegation fits into your job and how it can make you more successful.
- Identify opportunities within the scope of your authority for delegating effectively to others.
- Identify the criteria for fair and responsible delegation to all employees.
- Recognize common delegation pitfalls and how to avoid them.

## What You Will Cover

- Advantages and Disadvantages of Delegation
- Levels of Authority
- Picking the Right Person for the Job
- Giving Instructions
- Developmental Checklist

# Developing High Performance Teams



3 Days

## Overview

Your success as a manager can often depend on how well your team operates. How are their problem-solving skills? Are they enthusiastic and motivated to do their best? Do they work well together? There have been hundreds of studies demonstrating that human beings function better and learn better in groups. If you want to develop your team leadership skills and unleash the talent of your individual team members, this workshop is a practical look at current leadership practices that work.

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## How You Will Benefit

- Identify different types of teams.
  - Build teamwork by recognizing and tapping into the twelve characteristics of an effective team.
  - Promote trust and rapport by exploring your team player style and how it impacts group dynamics.
  - Recognize the key elements that move a team from involvement to empowerment and how to give these elements to your team.
  - Develop strategies for dealing with team conflict and common situations.
  - Understand how action planning and analysis tools can help your team perform better.
- 

## What You Will Cover

- Types of teams
  - The TORI model
  - The Team Player Survey
  - Organizations today
  - The stages of team development
  - Communication skills
  - Shared leadership
  - DeBono's Thinking Hats
  - Managing team conflict
  - The Trust/Relationship Model
  - Obtaining consensus
  - Team-shaping factors
  - Team problem-solving
  - SWOT analysis
-

# Effective Problem Solving and Decision Making

2 Hours

## Overview

Why is it that some people find it easy to solve tough problems with simple solutions while others find this feat nearly impossible? You've no doubt looked at solutions to problems and said, "I should have thought of that." But you didn't. The answer is not just creativity, although that certainly helps. Rather, the power to find these creative solutions lies in our ability to search for and find facts that relate to the situation, and put them together in ways that work. As an individual, your facts and knowledge can only go so far. By tapping into the knowledge of others (staff, colleagues, family, or friends) you can expand the range of solutions available to you.

If you are tired of applying dead-end solutions to recurring problems in your company, this workshop should help you reconstruct your efforts and learn new ways to approach problem-solving, and develop practical ways to solve some of your most pressing problems and reach win-win decisions.

## How You Will Benefit

- Improve your problem-solving and decision making skills through identifying your own problem-solving style.
- Increase your awareness of problem solving steps and problem-solving tools.
- Recognize the rules of good decision making.

## What You Will Cover

- Discovering Your Problem Solving Style
- The Problem Solving Model
- Problem Solving Toolkit
- Making Good Decisions
- Decision Making Process

# Managing Customer Service



1 Day

## Overview

The need for leading, promoting, and enhancing customer-focused culture is essential within every organization. This one-day workshop will provide you with an opportunity to explore your responsibilities within your role as a customer service agent. As you discuss various skills and techniques, you will draw from your own personal and varied experiences to share elements of reward and challenge. Consider this workshop as a time to re-energize, build, and expand from where you are now.

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## How You Will Benefit

- Identify ways to establish links between excellence in customer service and your business practices and policies.
  - Develop the skills and practices that are essential elements of a customer service focused manager.
  - Recognize what employees are looking for to be truly engaged.
  - Recognize who the customers are and what they are looking for.
  - Develop strategies for creating engaged employees and satisfied customers in whatever business units you manage.
- 

## What You Will Cover

- Who our customers are and what they expect
  - Sustaining an individual level of engagement
  - Communication skills
  - Appropriate sharing
  - Self-image and first impressions
  - Effective leadership
  - Situational leadership
  - Developing your leadership style
  - Managing employee engagement
  - Alpha leaders
  - Developing a service management system
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# Managing Employee Performance



3 Days

## Overview

This three-day workshop is for supervisors who wish to better understand themselves and others through completing and interpreting personality typing, to develop their problem solving and decision making skills, and to explore performance management issues.

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## How You Will Benefit

- Develop useful techniques for setting and achieving goals.
  - Apply and interpret personality typing.
  - Use the results of personality typing to improve communication and team building.
  - Understand the roles of a leader and how to fulfill them.
  - Identify the stages of team development and use appropriate strategies for each stage.
  - Solve problems and make decisions.
- 

## What You Will Cover

- Setting goals
  - Typology
  - Kersey and Bates Temperament Types
  - The Situational Leadership Model
  - Four stages of team development
  - The problem solving process
  - Making effective decisions
  - Documenting performance
  - Performance reviews
-

# Managing to Your Strengths



1 Day

## Overview

Managing to Your Strengths uses the *Everything DiSC® Management* tools to teach managers how to bring out the best in each employee. Through online pre-work, engaging facilitation, and a contemporary video, a personalized learning experience is created where participants learn how to read the styles of the people they manage. The result is managers who adapt their styles to manage more effectively.

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## How You Will Benefit

- Learn about different management styles using the *DiSC Management Styles* report.
  - Identify your strengths and challenges when directing and delegating others.
  - Learn how your management style influences and motivates people differently.
  - Identify how your management style affects your priorities as a manager.
  - Develop others by focusing on your natural management style.
  - Influence and communicate more effectively with others by learning how to meet their needs and preferences.
- 

## What You Will Cover

- Personalized *DiSC Management Styles* report
  - Management Priorities
  - Directing and delegating
  - Motivation
  - Developing others
  - Working with others
-

# Motivating Your Workforce



1 Day

## Overview

It's no secret. Employees who feel they are valued and recognized for the work they do are more motivated, responsible, and productive. This is a busy one-day workshop to help supervisors and managers create a more dynamic, loyal, and energized workplace. This program is designed specifically to help busy managers and supervisors understand what employees want and to provide them with a starting point for creating champions.

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## How You Will Benefit

- Identify what motivation is.
  - Learn about common motivational theories and how to apply them.
  - Learn when to use the carrot, the whip, and the plant.
  - Discover how fear and desire affect employee motivation.
  - Explore ways to create a motivational climate and design a motivating job.
- 

## What You Will Cover

- Motivational theories
  - The carrot, the whip, and the plant
  - Fear and desire
  - Setting goals
  - The role of values
  - Creating a motivational climate
  - The expectancy theory
  - Designing a motivational job
  - A motivational checklist
-

# Problem-Solving and Decision Making



2 Days

## Overview

As an individual, facts and knowledge can only go so far. Solving tough problems requires the ability to define the true problem, analyze the possible causes, create options, select the most feasible option, and then implement it. This two-day workshop helps individuals improve their efforts to find sustainable solutions and learn new ways to approach problem-solving to reach win-win decisions.

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## How You Will Benefit

- Increase your awareness of problem-solving steps and problem-solving tools.
  - Distinguish root cause from symptoms to identify the right solution for the right problem.
  - Improve your problem-solving and decision making skills through identifying your own problem-solving style.
  - Improve your ability to participate in and communicate about a collaborative problem-solving process.
  - Recognize the top ten rules of good decision making.
- 

## What You Will Cover

- Practical application in problem solving
  - Define a “problem”
  - Describe the ideal problem solver
  - Identify the types of problems encountered
  - The Problem-Solving Model
  - Using Fishbone Analysis
  - Problem-Solving Toolkit
  - Facts vs. information
  - 10 ingredients for good decision making
  - Gradients of agreement
  - The Decision Making Process
  - Decision Making Traps
  - Problems as given/problems as understood
  - Types of decisions (including bad ones)
  - Implementing a decision
-

# The ABC's of Supervising Others



2 Days

## Overview

This two-day workshop is designed to help you overcome many of the supervisory problems you will encounter in your first few weeks as a boss, whether you are a team leader, a project manager, or a unit coordinator. Dealing with the many problems a new supervisor encounters isn't easy but it doesn't have to lead to discouragement.

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## How You Will Benefit

- Help clarify roles and responsibilities of the new job.
  - Adjust to the new role with confidence and an assurance you can handle the position.
  - Develop your communication skills in listening, asking questions, and giving feedback to employees.
  - Develop a technique for making sure you give employees instructions that are clear and understood.
  - Identify some techniques to deal with employee challenges such as hostility, complaints, and laziness.
  - Recognize the importance of being visible and available to employees.
  - Understand the importance of developing good relationships with employees and peers, so you are seen as fair and consistent.
- 

## What You Will Cover

- Getting started as a new boss
  - Understanding your responsibilities
  - Setting goals
  - Identifying priorities
  - Communication skills
  - Giving feedback
  - Giving orders, requests, and suggestions
  - Mistakes to avoid
  - Dealing with difficult employees
  - Managing conflict
-

# The Art of Delegating Effectively



1 Day

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## Overview

Delegation is often one of the hardest skills for a manager to master. However, the skill can be learned. This one-day workshop will explore many of the facets of delegation: when to delegate and who to delegate to. The workshop goes through the delegation process step by step, to see where the pitfalls lie, and what we can do about getting around them.

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## How You Will Benefit

- Identify how delegation fits into your job and how it can make you more successful.
  - Identify opportunities within the scope of your authority for delegating effectively to others.
  - Identify the criteria for fair and responsible delegation to all employees.
  - Develop communication skills so that employees will be open to delegation.
  - Recognize common delegation pitfalls and how to avoid them.
  - Use techniques to test your delegation skills.
- 

## What You Will Cover

- Advantages and disadvantages of delegation
  - Self-assessment
  - Levels of authority
  - When and how to share the load
  - Giving instructions
  - Picking the right person for the job
  - The delegation meeting
  - Communication skills
  - Ingredients for good feedback
  - Developmental checklist
-

# The Professional Supervisor



3 Days

## Overview

In today's changing workplace, many new supervisors are unsure of their roles and responsibilities. They have little experience dealing with the challenges of managing work through others. They haven't had the opportunity to develop those critical skills of planning work, leading their group, and communicating with their employees, their colleagues and their manager. Learning these skills can have a tremendous impact on an organization's productivity.

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## How You Will Benefit

- Understand the scope and nature of the supervisory position.
  - Learn ways to deal with the challenges of the role.
  - Recognize the responsibilities you have as a supervisor, yourself, your team, a team member, and a member of your organization.
  - Identify key techniques to help you plan and prioritize effectively.
  - Acquire a basic understanding of and develop strategies for leadership, team building, communication, and motivation and determine what part they play in effective supervision.
- 

## What You Will Cover

- Your role as a supervisor
  - The challenges you face and how to deal with them
  - Finding time to plan
  - Organizing and prioritizing
  - What it means to be a leader
  - Working with your team
  - Communicating with your employees and your manager
  - Your role in employee orientation and training
  - Motivating your team
  - Providing and accepting feedback
  - Resolving conflict
  - Problem solving
-

# Training Others

Often experts and leaders unexpectedly find themselves in a training role. The following workshops help individuals become more effective and confident in these new roles.

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# Developing Your Training Program



3 Days

## Overview

Training is an essential element of development in any organization. Being knowledgeable and continuing to learn throughout your career can make you a very valuable asset. We also know that training and orientation for newly hired employees is a key factor in retention. This two-day workshop is designed for a trainer who wants to develop training programs that are meaningful, practical, and will benefit both trainees and the organizations they work for.

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## How You Will Benefit

- Describe the essential elements of a training program.
  - Apply different methodologies to program design.
  - Demonstrate skills in preparation, research, and delivery of strong content.
  - Explain an instructional model.
  - Create your own training program proposal.
- 

## What You Will Cover

- Program design
  - Identifying needs
  - The training model
  - The basic outline of the program
  - Evaluation strategies
  - Defining your approach
  - Researching and developing content
  - Pre-assignments in training
  - Choosing openings and energizers
  - Training instruments, assessments, and tools
  - Creating supporting materials
  - Testing the program
  - Creating proposals
  - Building rapport
  - Pulling it all together
-

## Overview

It is impossible to be part of an organization today and not attend meetings. Staff meetings, project meetings, planning and coordinating meetings—they all take time.

There has been a growing realization that we have to pay attention to the process elements of meetings, if we want them to be effective. With its focus on asking rather than telling, and listening to build consensus, facilitation is the new leadership ideal, the core competency everybody needs. Managers and supervisors are often asked to facilitate rather than instruct or manage their meetings and training sessions.

This workshop has been created to make core facilitation skills better understood and readily available for your organization. It represents materials and ideas that have been tested and refined over twenty years of active facilitation in all types of settings.

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## How You Will Benefit

- Distinguish facilitation from instruction and training.
  - Identify the competencies linked to effective small group facilitation.
  - Understand the difference between content and process.
  - Identify the four stages of team development and ways to help teams through each stage.
  - Use common process tools to make meetings easier and more productive.
- 


## What You Will Cover

- What is a facilitator?
  - Types of groups
  - Content and process
  - Group norms
  - Types of thinking
  - Facilitating an open discussion
  - Controversial issues
  - Listening for common ground
- 

*Continued on next page*

## Facilitation Skills, Continued

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2 Days

### What You Will Cover (continued)

- The language of facilitation
  - Dealing with difficult dynamics
  - Interventions
  - Sustainable agreements
  - Stages of team development
  - Analysis tools
-

# The Practical Trainer



3 Days

## Overview

If you do on-the-job training in your organization this workshop can help you feel more comfortable and more competent. You will explore how adults learn and take a step-by-step approach to create training sessions that meet employee needs. You will also have the opportunity to practice these skills in a safe environment. Training results are too important to leave to chance. This workshop will help you be more prepared when you are asked to stand and deliver.

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## How You Will Benefit

- Recognize the importance of considering the participants and their training needs, including the different learning styles and adult learning principles.
  - Know how to write objectives and evaluate whether these objectives have been met at the end of a training session.
  - Develop an effective training style, using appropriate training aids and techniques.
  - Understand the importance of an instructional guide to help a trainer prepare and deliver effectively and consistently.
  - Conduct a short group training session that incorporates these training concepts.
- 

## What You Will Cover

- Successful training programs
  - Adult learning principles
  - Learning styles
  - Training objectives
  - Effective trainers versus ineffective trainers
  - Training aids
  - Training techniques
  - The training cycle
  - Presentation skills
  - Using visual aids
  - Dealing with difficult trainees
  - Evaluating your training
-

# Advanced Skills for the Practical Trainer



3 Days

## Overview

Behind every spectacular training session is a lot of preparation and meticulous attention to detail. The truly skilled trainer can make a program exciting. The learners will have fun while they are learning. The facilitator has been able to involve their emotions as well as their minds. You will see the involvement, and you will feel the energy.

To reach this stage as an adult educator isn't always easy, but success isn't just for the naturally gifted. It is possible for all of us who put effort into our personal growth and development, because we want the enormous satisfaction that comes from working with others to help them reach their potential as human beings. This workshop is your start to that goal.

## How You Will Benefit

- Enhance your understanding of learning styles and how to accommodate them in the classroom.
- Understand the key principles of effective communication in a workshop setting.
- Identify strategies to create a no-risk environment.
- Use a variety of training techniques to stimulate participation.
- Develop a plan and prepare for an effective training session.
- Practice thinking on your feet in a safe environment.
- Identify advanced interventions for difficult situations.
- Practice the skills needed for a team presentation.

## What You Will Cover

- Competencies for adult educators
- Understanding learning principles
- Accommodating learning preferences and styles
- Dealing with the special circumstances of adult training
- The art of facilitation
- Four levels of evaluation
- Your role as an effective communicator
- On-the-job support
- Dealing with difficult situations
- Using visual aids

# Improving Accuracy

**Increase the quality and productivity of employees by teaching them how to process transactions accurately the first time. If you read it, write it, hear it, say it, or key it, you are transferring data.**

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# Accurate Data Transfer



8 Hours

## Overview

This class uses pen and paper, rather than keyboards, to emphasize the specific visual and perceptual techniques taught. Using a variety of multimedia experiences, Accurate Data Transfer focuses on the brain's perception of the information and reinforces accuracy by applying the techniques learned through a series of tasks similar to those participants see regularly on the job.

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## How You Will Benefit

- Reduce transfer errors while increasing processing speed.
  - Concentrate more effectively.
  - Tune out noise and distractions at work.
  - Identify efficient grouping patterns for working with data.
  - Find appropriate systems for working with data.
  - Recognize errors in data.
  - Eliminate the errors typically made.
  - Work comfortably and accurately with long numbers.
  - Proofread all types of data including names and addresses.
  - Decipher handwritten data more accurately.
  - Listen more closely for information given verbally.
  - Speak more clearly when giving information verbally.
  - Evaluate data for correctness and punctuation.
  - Remember numbers more easily.
  - Relax muscles and relieve stress through brief exercise breaks.
  - Apply new skills to on-the-job tasks.
- 

## What You Will Cover

- Techniques for improving concentration.
  - Techniques for clustering and processing data.
  - Transferring and proofreading skills.
  - Ten common error patterns.
  - Techniques for handling names and addresses, alphanumeric data, and punctuated numbers.
  - Techniques for listening to data given verbally.
-

## Accurate Data Transfer Train-the-Trainer



8 Hours

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### Overview

Through the Train-the-Trainer course, your in-house trainers are certified to facilitate the Accurate Data Transfer course to the rest of your organization. The incremental costs are then limited to participant materials.

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### How You Will Benefit

- Present Accurate Data Transfer to future classes within their organization.
  - Be able to respond to participant questions pertaining to accuracy.
  - Help participants analyze individual error patterns.
  - Coach participants who need additional help.
  - Quantify accuracy and speed improvements on pre- and post-course assessments.
  - Address the organization's accuracy issues through training.
- 

### What You Will Cover

- Methods for identifying participant error patterns.
  - Techniques for improving participant concentration.
  - Techniques for clustering and processing data.
-

# Coaching for Accuracy



4 Hours

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## Overview

After supervisors and their teams have participated in the Accurate Data Transfer program, supervisors attend Coaching for Accuracy to learn how to reinforce Accurate Data Transfer techniques on the job. Coaching for Accuracy provides complete methodology for effective coaching.

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## How You Will Benefit

- Identify methods to improve employee performance.
  - Learn techniques to increase employee productivity.
  - Sustain higher levels of accuracy for the long term.
- 

## What You Will Cover

- How to reinforce what employees have learned.
  - Positive coaching approaches.
-