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Active Listening

Course Overview

Communication skills are at the heart of everything we do each day, whether at home, at work, or at play. Active listening encompasses the best of communication, including listening to what others are saying, processing the information, and responding to it in order to clarify and elicit more information. This course will help participants develop and practice their active listening skills.

Learning Objectives

✓ Define active listening and its key components
✓ Identify ways to become a better listener
✓ Use body language to reflect a positive listening attitude
✓ Understand the difference between sympathy and empathy, and when each is appropriate
✓ Create a listening mindset using framing, positive intent, and focus
✓ Be genuine in your communications
✓ Understand the communication process
✓ Ask questions, probe for information, and use paraphrasing techniques
✓ Build relationships to create an authentic communication experience
✓ Identify common listening problems and solutions

Course Outline

1. Course Overview
2. Defining Active Listening
   ✓ What is Active Listening?
   ✓ Identifying Good Listeners
   ✓ Tips for Becoming a Better Listener
   ✓ Pre-Assignment Review
3. Body Language Basics
4. Attitude is Everything!
   ✓ Understanding Sympathy and Empathy
   ✓ Creating the Right Mindset
   ✓ Being Genuine
   ✓ Making Connections
5. Encouraging Conversation
   ✓ What Is Said and What Is Heard
   ✓ Asking Questions
   ✓ Probing Techniques
   ✓ Paraphrasing Techniques
6. Building Relationships
   ✓ Building Common Ground
   ✓ NLP Tips and Tricks
7. Getting Over Listening Roadblocks
8. Personal Action Plan
9. Recommended Reading List
10. Post-Course Assessment
Advanced Project Management

Course Overview

It’s easy to forget the “manager” part of your “project manager” title among the other range of activities you are responsible for. However, your management skills are an important part of your success as a project manager, so it is crucial that you grow both of those skill sets. There are also some advanced project management techniques that you can master to help bring your projects to successful completion.

This course presumes that students have a thorough understanding of project management, including topics such as preparing a statement of work, setting project goals, scheduling, budgeting, managing project risks, and executing a project.

Learning Objectives

✓ Think critically when choosing a project team
✓ Make the best of an assigned project team
✓ Help teams move through various stages to become a high-functioning unit
✓ Maximize productivity at team meetings
✓ Reward and motivate your team
✓ Develop and execute a communication plan
✓ Communicate with sponsors and executives more effectively
✓ Identify strategies for working with problem team members

Course Outline

1. Course Overview
2. Choosing the Project Team
   ✓ Choosing the Team
   ✓ Pre-Assignment Review
   ✓ Four Issues to Address with Project Teams
3. Building a Winning Team
   ✓ Why is Teamwork Important?
   ✓ The Stages of Team Development
4. Managing Team Meetings
   ✓ Starting on the Right Foot
   ✓ Making Committees Work
   ✓ Making Connections
5. Easy Ways to Reward Your Team
6. Developing a Communication Plan
   ✓ The Five Components
   ✓ Case Study
7. Communicating with Sponsors and Executives
   ✓ Communication Excellence
   ✓ Making Connections
8. Dealing w/Problem Team Members
   ✓ Developing Understanding
   ✓ When to Walk Away
   ✓ When Things Don’t Work
9. Personal Action Plan
10. Recommended Reading List
11. Post-Course Assessment
Anger Management – Understanding Anger

Course Overview

Anger is a universal experience. Dogs get angry, bees get angry, and so do humans. You don’t have to be a psychologist to know that managing anger productively is something few individuals, organizations, and societies do well. Yet research tells us that those who do manage their anger at work are much more successful than those who don’t.

The co-worker who can productively confront his teammate about his negative attitude increases his team’s chance of success as well as minimizes destructive conflicts. The customer service agent who can defuse the angry customer not only keeps her customers loyal but makes her own day less troublesome. This course is designed to help give you and your organization that edge.

Learning Objectives

✓ Recognize how anger affects your body, your mind, and your behavior
✓ Use the five-step method to break old patterns and replace them with a model for assertive anger.
✓ Use an anger log to identify your hot buttons and triggers
✓ Control your own emotions when faced with other peoples’ anger
✓ Identify ways to help other people safely manage some of their repressed or expressed anger
✓ Communicate with others in a constructive, assertive manner

Course Outline

1. Course Overview
2. What is Anger?
   ✓ About Anger
   ✓ Pre-Assignment Review
3. Costs and Pay-Offs
   ✓ The Costs of Anger
   ✓ What Are Your Anger Pay-Offs?
4. The Anger Process
   ✓ What is the Process?
   ✓ Understanding Trigger Thoughts
   ✓ Using an Anger Log
   ✓ Considering Our Anger
5. How Does Anger Affect Our Thinking?
   ✓ Is Anger the Best Response?
   ✓ Distorted Thinking
6. Understanding Behavior Types
7. Managing Anger
   ✓ Coping Strategies
   ✓ Sanctuary
   ✓ Relaxation Techniques
8. Communication Tips and Tricks
   ✓ Asking Good Questions
   ✓ Active Listening Skills
   ✓ The Assertive Formula
9. Personal Action Plan
10. Recommended Reading List
11. Post-Course
12. Assessment
Body Language – Reading Body Language as a Sales Tool

Course Overview

Body language can make or break our efforts to establish long, trusting relationships. Our body language can help to reinforce and add credibility to what we say, or it can contradict our words. Understanding what signals you are sending, as well as being able to read the signals that your clients send, is an essential skill in sales and throughout our lives. What is your body language saying about you? Find out in this course!

Learning Objectives

- Apply your knowledge of body language to improve communication
- Understand the impact of space in a conversation
- Understand the nuances of body language from a range of areas including your face, hands, arms, legs, and posture
- Use mirroring and matching techniques to build rapport
- Shake hands with confidence
- Dress for success

Course Outline

1. Course Overview
2. Body Language
   - Making the Grade
   - Looking into Ourselves
3. Give Me Some Space!
4. What’s Your Face Saying?
   - Your Face is the Base
   - The Eyes Have It
5. What’s Your Body Saying?
   - Speaking with your Hands
   - Getting a Leg Up
   - Tools of the Trade
6. Pre-Assignment Review
7. Mirroring and Leading
   - Creating Relationships
   - Matching and Mirroring
   - Pacing and Leading
8. Monitoring Your Posture
9. Dressing Up
   - What Should I Wear?
   - Things to Consider
10. Shaking Hands
11. How Are You Doing?
12. Personal Action Plan
13. Recommended Reading List
14. Post-Course Assessment
Building Better Teams

Course Overview

Teams are an important building block of successful organizations. Whether the focus is on service, quality, cost, value, speed, efficiency, performance, or other similar goals, teams are the basic unit that supports most organizations.

With teams at the core of corporate strategy, your success as an organization can often depend on how well you and other team members operate together. How are your problem-solving skills? Is the team enthusiastic and motivated to do its best? Do you work well together? This course can help you get there!

Learning Objectives

- Understand the value of working as a team
- Develop team norms, ground rules, and team contracts
- Identify your team player style and how it can be used effectively with your own team
- Build team trust
- Identify the stages of team development and how to help a team move through them
- Recognize the critical role communication skills will play in building and maintaining a team atmosphere
- Identify ways that team members can be involved and grow in a team setting

Course Outline

1. Course Overview
2. Defining Teams
3. Establishing Team Norms
   - Characteristics of Teams
   - Ground Rules
   - Team Contracts
4. Working as a Team
5. Your Team Player Type
   - What’s Your Team Player Type?
   - What Does it Mean To Have a Number?
   - My Team Style
6. Building Team Trust
   - Why is Trust Important?
   - Building Trust
7. The Stages of Team Development
8. Team Building with TORI
9. Communication
   - Defining Communication
   - Listening Skills
10. Becoming a Good Team Player
11. Personal Action Plan
12. Recommended Reading List
13. Post-Course Assessment
Building Your Self Esteem and Assertiveness Skills

Course Overview
A healthy self-esteem is essential for growth and achieving success. Of all the judgments you make in life, none is as important as the one you make about yourself. Without some measure of self-worth, life can be painful and unrelenting. In this course, you will discover some techniques that can dramatically change how you feel about yourself, and how you approach the world to get the things that you want.

Learning Objectives

✓ Recognize that you have worth and are worthy of happiness
✓ Develop techniques for eliminating unhealthy thought patterns and replacing them with supportive patterns
✓ Learn how to turn negative thoughts into positive thoughts
✓ Learn how to make requests so that you get what you want
✓ Set goals that reflect your dreams and desires and reinforce healthy patterns

Course Outline

1. Course Overview
2. What is Self-Esteem?
   ✓ Defining Self-Esteem
   ✓ Origins of Low Self-Esteem
   ✓ Putting Things in Perspective
3. Improving Self-Esteem
   ✓ Stop Spreading Negative Messages
   ✓ Throw out Perfectionism
4. Building Self-Esteem
   ✓ Building Confidence in Others
   ✓ Creating Positive Impressions
5. Increasing our Self-Esteem
6. Esteemed Confidence
7. The Power of Thought
   ✓ Negative Thoughts
   ✓ Flip it Around
   ✓ Tyron’s Thinking
   ✓ Making Connections
8. Ask for What You Want
   ✓ What Do You Want?
   ✓ Case Study
9. Create What You Want
   ✓ Identifying Dreams and Setting Goals
   ✓ My Own Goal Setting
10. Personal Action Plan
11. Recommended Reading List
12. Post-Course Assessment
Course Overview

This course 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. Leaders must get their message out in a way that inspires, make the most of their limited time, and build roads to precious resources. They must negotiate alliances, improve their colleagues, and align the ambitions of the many with the needs of the organization.

What makes for a great leader? Is it something to do with inward characteristics, such as confidence and focus? Is it more about outward presence, including charm and compassion? Or is it about the ability to create a vision and get others to commit to it?

The answer is all of the above. By accepting the challenge to lead, you come to realize that the only limits are those you place on yourself.

Learning Objectives

- Define your role as a manager and identify how that role differs from other roles you have had
- Understand the management challenge and the new functions of management
- Discover how you can prepare for and embrace the forces of change
- Identify ways to get you and your workspace organized and get a jump on the next crisis
- Identify your leadership profile and explore ways to use this knowledge to improve your success as a manager
- Enhance your ability to communicate with others in meetings and through presentations
- Create an action plan for managing your career success

Course Outline

1. Course
2. Overview
3. About the Learning Organization
   - What is a Learning Organization?
   - Are You a Lifelong Learner?
4. Achieving Personal Mastery
   - What is Personal Mastery?
   - Your Personal Vision
   - Our Personal Vision and Our Values
5. Analyzing Our Mental Models
6. Achieving a Shared Vision
7. Team Learning
8. Systems Thinking
9. Understanding Leadership
   - About Leadership
   - Understanding Your Comfort Zone
Managing Performance
Servant Leadership
Onboarding and Orientation

10. Five Practices
- Practice One
- Practice Two
- Practice Three
- Image Identification
- Practice Four
- Practice Five
- Practices in Practice

11. Building Trust
- The Cycle of Trust and Performance
- Trust Exercise

12. Managing Change
- About Change
- Making Connections
- Key Factors in Successful Change
- Case Study: Getting More from the Last Hour

13. The Four Room Apartment

14. Time Management Tips and Tricks
- Getting Things in Order
- Mastering E-mail
- Time Management Tips

15. Managers vs. Leaders

16. Types of Thinking
- Directional Thinking
- Consequential Thinking
- Ethics 101

17. Influence Strategies

18. Managing Relationships
- The Relationship Cycle
- Coaching Through Conflict
- Preparing for Conflict
- Managing Stress

19. A Simple Problem Solving Process
- Systematic Problem Solving
- Personal Problems

20. Strategic Planning
- SWOT Analysis
- Individual Analyses

21. Doing Delegation Right
- What is Delegation?
- Defining Delegation
- Levels of Delegation
- Delegation Case Study

22. Criteria for Useful Feedback

23. Feedback Techniques
- Feedback Techniques
- Case Study

24. Mastering Your Body Language

25. Meeting Management
- Preparing for Meetings
- Managing Meetings
- Presentation Tips

26. Pumping up a Presentation

27. Personal Development

28. Personal Action Plan

29. Recommended Reading List

30. Post-Course Assessment
Business Writing That Works

Course Overview

We all know what good writing is. It’s the novel we can’t put down, the poem we never forgot, and the speech that changes the way we look at the world. Good writing is the memo that gets action and the letter that says what a phone call can’t.

In business writing, the language is concrete, the point of view is clear, and the points are well expressed. Good writing is hard work, and even the best writers get discouraged. However, with practice you can feel more confident about your own writing. This course will give you the tools to become a better writer.

Learning Objectives

✓ Learn the value of good written communication
✓ Learn how to write and proofread your work so it is clear, concise, complete, and correct
✓ Apply these skills in real world situations
✓ Understand the proper format for memos, letters, and e-mails

Course Outline

1. Course Overview
2. Why Write?
3. Be Clear
   ✓ Writing Clearly
   ✓ Making Connections
4. Be Concise
   ✓ Writing Concisely
   ✓ Rewriting Exercises
5. Be Complete
   ✓ Making Your Writing Complete
   ✓ Making Connections
6. Be Correct
7. Word Agreement
   ✓ Making Words Agree
   ✓ Rewriting Exercises
8. Active and Passive Voice
9. Sentences and Sentence Types
   ✓ Sentences and Paragraphs
   ✓ Making Connections
10. Readability Index
11. Manners and Courtesy
    ✓ Courtesy
    ✓ What’s My Style?
12. Practical Language
13. Inclusive Language
14. Sentence Construction
15. Punctuation
   ✓ The Comma
   ✓ The Semi-Colon
   ✓ The Colon
   ✓ The Apostrophe
16. Writing Business Letters
   ✓ Steps to Writing Business Letters
   ✓ Parts of a Business Letter
   ✓ Types of Letters
   ✓ Dissecting Letters
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Communication Strategies

Course Overview

Have you ever wondered why it seems so difficult to talk with some people, yet so easy to talk with others? Can you recall an occasion where you met someone for the first time and immediately liked that person? Something about the individual made you feel comfortable.

A major goal of this course is to help you understand the impact your communication skills have on other people. You will also explore how improving these skills can make it easier for you to get along in the workplace and in life.

Learning Objectives

✔ Identify common communication problems that may be holding you back
✔ Develop skills to ask questions that give you information you need
✔ Learn what your non-verbal messages are telling others
✔ Develop skills to listen actively and empathetically to others
✔ Enhance your ability to handle difficult situations
✔ Deal with situations assertively

Course Outline

1. Course Overview
2. Creating Positive Relationships
3. Growing Our Self-Awareness
   ✔ Do You Question Your Competence?
   ✔ Developing Confidence
4. Communication Basics
5. Communication Barriers
   ✔ Case Study: New Neighbors
   ✔ Common Barriers
   ✔ Applying the Answers
   ✔ Being Mindful
6. Asking Questions
   ✔ Asking Good Questions
   ✔ Probing
   ✔ Pushing My Buttons
7. Listening Skills
   ✔ Can You Hear Me?
8. Body Language
   ✔ What Do Our Bodies Say?
   ✔ Gestures
9. Communication Styles
   ✔ Dichotomies in Theory
   ✔ Dichotomies in Action
10. Creating a Positive Self-Image
   ✔ Seven Things People
   ✔ Determine from Your Appearance
   ✔ Pre-Assignment Review
   ✔ Self-Evaluation
   ✔ Testing Our Theories
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Conducting Effective Performance Reviews

Course Overview

Performance reviews are an essential component of employee development. The performance review meeting is an important aspect of career planning, and the outcomes of the meeting should be known to the employee and supervisor before the meeting actually takes place. Remember what the German philosopher Goethe said: “Treat people as if they were what they ought to be and you help them become what they are capable of being.”

Setting goals and objectives to aim for will give both supervisors and employees a focus, and is one of the key aspects to meeting overall company objectives. Supervisors must also learn how to give feedback, both positive and negative, on a regular and timely basis so that employees can grow and develop. Performance appraisals involve all these activities.

Learning Objectives

- Recognize the importance of having a performance review process for employees
- Understand how to work with employees to set performance standards and goals
- Develop skills in observing, giving feedback, listening, and asking questions
- Identify an effective interview process and have the opportunity to practice the process in a supportive atmosphere
- Make the performance review legally defensible

Course Outline

1. Course Overview
2. Performance Appraisals Done Well
   - What are Performance Appraisals?
   - Making Connections
   - Building Trust
3. Errors We Make
   - Three Slippery Areas
   - Making Connections
4. Types of Performance Reviews
   - Choosing What Works
   - Winning Performance Appraisals
5. The Performance Management Process
   - The Four Steps
6. Sample Performance Appraisal Forms
7. Goals with SPIRIT
   - Identifying Dreams and Setting Goals
   - My Dreams and Goals
   - Putting it All Together
7. The Performance Management Cycle
   - The Four Phases
   - The Basis for Review
8. Setting Standards
9. Creating a Performance Development Plan
10. Feedback and Communication
11. Listening Skills
   ✓ Active Listening
   ✓ The Mission: To Listen
12. Communication Strategies
   ✓ Basic Skills
   ✓ Probing
   ✓ Non-Verbal Messages
   ✓ Interpretation Exercise
13. Giving Feedback
   ✓ The Importance of Feedback
   ✓ Six Characteristics
   ✓ Case Studies
14. Accepting Criticism
15. Planning the Interview
16. The Interview
   ✓ A Basic Format
   ✓ Preparation
17. Goal Setting Role Play
18. Providing Feedback
19. Coaching
   ✓ The Importance of Coaching
   ✓ Task Preparation
20. Appraisal Preparation
21. The Interview
22. Maintaining Performance
23. Handling Performance Problems
   ✓ Make the Commitment
   ✓ Behavior Contracts
   ✓ Recognizing Mrs. Stanford
24. The Part Where Someone Gets Fired
   ✓ If You Have To Let Them Go…
   ✓ Role Play
25. Pre-Assignment Review
26. Performance Management Checklists
27. Personal Action Plan
28. Recommended Reading List
29. Post-Course Assessment
Conflict Resolution – Getting Along In The Workplace

Course Overview

Many people see conflict as a negative experience. In fact, conflict is a necessary part of our personal growth and development. Think of when you were trying to choose your major in college, for example, or trying to decide between two jobs. However, conflict becomes an issue when the people involved cannot work through it. They become engaged in a battle that does not result in growth. When this type of conflict arises, negative energy can result, causing hurt feelings and damaged relationships. This course will give you the tools that will help you resolve conflict successfully and produce a win-win outcome.

Learning Objectives

✓ Understand what conflict is and how it can escalate
✓ Understand the types of conflict and the stages of conflict
✓ Recognize the five most common conflict resolution styles and when to use them
✓ Increase positive information flow through non-verbal and verbal communication skills
✓ Develop effective techniques for intervention strategies
✓ Become more confident of your ability to manage conflicts to enhance productivity and performance

Course Outline

1. Course Overview
2. Defining Conflict
   ✓ What is Conflict?
   ✓ Positives and Negatives
3. Types of Conflict
4. Open Conflict vs. Hidden Conflict
5. Spontaneous and Reflective Behavior
6. The Johari Window
   ✓ Understanding the Johari Window
   ✓ My Window
   ✓ Case Study: Spontaneous and Reflective Behaviors
7. Stages of Conflict
   ✓ The Five Stages of Conflict
   ✓ Another Version of the Conflict Process
8. Creating the Win/Win
9. Conflict Resolution Style Questionnaire
   ✓ The Questionnaire
   ✓ Scoring
   ✓ The Conflict Grid
   ✓ Pros and Cons
10. The Role of Communication in Conflict Resolution
    ✓ The Communication Chain
    ✓ Other Barriers
    ✓ Establishing Positive Intent
11. Active Listening Skills
12. Paraphrasing Skills
   ✓ What is Paraphrasing?
   ✓ Making Connections
13. Powerful Questions
   ✓ Asking Questions
   ✓ Probing Techniques
14. Body Language
15. Pre-Assignment Review
16. The Conflict/Opportunity Test
   ✓ The Conflict/Opportunity Test
   ✓ Skills Test
17. Conflict and Its Resolution
   ✓ Visualizing Conflict
   ✓ A Strategy for Conflict Resolution
18. Helping Others Through Conflict
   ✓ Preparing for Conflict
   ✓ Conflict Resolution with Facilitation
   ✓ Setting Norms
   ✓ Coaching Through Conflict
   ✓ Managing Your Emotions
19. Personal Action Plan
20. Recommended Reading List
21. Post-Course Assessment
Conquering Your Fear of Speaking in Public

Course Overview

Do you get nervous when presenting at company meetings? Do you find it hard to make conversation at gatherings and social events? Do you lock up in awkward social situations? If so, this course is just for you! It’s aimed at anybody who wants to improve their speaking skills in informal situations. We’ll give you the confidence and the skills to interact with others, to speak in informal situations, and to present in front of small groups.

Learning Objectives

✓ Speak with more confidence in one-on-one conversations
✓ Feel more confident speaking socially or small groups such as meetings
✓ Practice developing these skills

Course Outline

1. Course Overview
2. Good Communication Skills
   ✓ Defining Communication
   ✓ Barriers to Communication
3. Interpersonal Skills
   ✓ Listening
   ✓ Asking Questions
4. Getting Comfortable in Conversation
   ✓ Four Levels
   ✓ Level One: Small Talk
   ✓ Level Two: Fact Disclosure
   ✓ Level Three: Viewpoints and Opinions
   ✓ Level Four: Personal Feelings
5. Practicing Dialogue
6. Redesigning Yourself for Strength
7. Professionalism
8. Maximizing Meetings
   ✓ Four Areas of Opportunity
   ✓ Fifteen Ways to Master a Meeting
9. Sticky Situations
10. Controlling Nervousness
11. Tell Me a Story
12. Personal Action Plan
13. Recommended Reading List
14. Post-Course Assessment
Creative Thinking and Innovation

Course Overview

Creative thinking and innovation are vital components in both our personal and professional lives. However, many people feel as though they are lacking in creativity. What most of us do not recognize is that we are creative on a daily basis, whether it’s picking out what clothes to wear in the morning or stretching a tight budget at work. While these tasks may not normally be associated with creativity, there is a great deal of creativity involved to get those jobs done.

While some people seem to be simply bursting with creativity, others find it a struggle to think outside the square. If you fall into the latter category, it is important to understand that boosting your creative and innovative abilities takes practice. Recognizing and honing your own creative potential is a process. That’s what this course is all about.

Learning Objectives

- Identify the difference between creativity and innovation
- Recognize your own creativity
- Build your own creative environment
- Explain the importance of creativity and innovation in business
- Apply problem solving steps and tools
- Use individual and group techniques to help generate creative ideas
- Implement creative ideas

Course Outline

1. Course Overview
2. What Is Creativity and Innovation?
   - Creativity and Innovation: A Breakdown
   - Know Your Creative Potential
3. Individual Creativity
   - Know Yourself
   - Boost Your Creative Juices
4. Get Creative
5. Developing the Right Environment for Creativity
6. Creativity and Innovation in Business
   - The Role of Creativity and Innovation in Business
   - The Birth of the Four Seasons: A Case Study
7. Where Does Creativity Fit Into the Problem-Solving Process?
   ✓ Problem-Solving Models
   ✓ Phase One
   ✓ Phase Two
   ✓ Phase Three

8. Defining the Problem
   ✓ Problem Identification
   ✓ Eight Essentials to Defining a Problem
   ✓ Tie It All Together
   ✓ Using the Power of Eight

9. Creative Techniques
   ✓ The RAP Model
   ✓ The Shoe Swap Technique
   ✓ Walk A Mile
   ✓ Using Mind Mapping
   ✓ Map It Out!
   ✓ Metaphors and Analogies
   ✓ Make a Metaphor
   ✓ Situation/Solution Reversal
   ✓ Reverse It to Solve It

10. Encouraging Creativity In A Team
    ✓ Brainstorming
    ✓ Plan It Out!
    ✓ Rolestorming
    ✓ Act It Out!
    ✓ The Stepladder Technique
    ✓ Brainwriting
    ✓ The Slip Writing Technique

11. Putting It All Together
    ✓ Nancy Clue and the Case of the Software Upgrade
    ✓ Create Ideas and Choose Your Solution

12. Personal Action Plan

13. Recommended Reading List

14. Post-Course Assessment
Employee Dispute Resolution – Mediation through Peer Review

Course Overview

Have you ever been in a workplace situation where a supervisor has made a decision that you didn’t agree with? Did you wish that you could ask someone else what they thought of the decision; whether they would have done the same thing? The peer review process offers employees just that chance, using a formalized procedure to ask, consider, and resolve just these sorts of questions. This course will teach you everything you need to know about employee dispute resolution through mediation.

Learning Objectives

- Describe what the peer review process is
- Apply a process for employees to file grievances and for management to respond
- Choose a facilitator and panel
- Understand what is involved in the hearing process, from preliminary meetings to the hearing, and the decision process
- Explain what responsibilities and powers a panel should have
- Apply professional questioning and probing techniques
- Understand why peer review panels fail and how to avoid those pitfalls

Course Outline

1. Course Overview
2. What is Peer Review?
3. Initiating the Process
   - The First Three Stages
   - Making Connections
4. The Peer Review Panel
   - Choosing a Facilitator
   - Choosing the Panel
   - Making Connections
   - The Panel’s Contract
   - The Panel’s Role and Responsibilities
5. Asking Questions
   - Asking Good Questions
6. The Peer Review Process
   - Pushing My Buttons
   - Preparing for the Hearing
   - The Hearing
   - Making the Decision
7. Panel Walk Through
   - Preparation
   - Panel Presentation
8. Why Does the Process Fail?
9. Personal Action Plan
10. Recommended Reading List
11. Post-Course
12. Assessment
Leadership Skills for Supervisors – Communication, Coaching, and Conflict

Course Overview

Supervisors represent an important force in the economy. You have the power to turn on or turn off the productivity of the people who report to you. You are the crucial interface between the employee on the shop floor or the service desk and the managers of the organization. Although you usually have more technical experience than the employees you supervise, you may not have had a lot of leadership experience. This course will give you the skills in communication, coaching, and conflict that you need to be successful.

Learning Objectives

- Learn ways to prioritize, plan, and manage your time
- Identify your primary leadership style
- Develop some flexibility to use other leadership styles
- Determine ways you can meet the needs of employees and co-workers through communication and coaching
- Explore ways to make conflict a powerful force for creative, well-rounded solutions to problems

Course Outline

1. Course Overview
2. Pre-Assignment Review
3. What’s Your Type? How About Mine?
   - Seeking Information
   - What Does it Mean To Have a Number?
   - Debrief
   - Introversion/Extroversion Survey
4. Understanding Leadership
   - About Leadership
   - Understanding Your Comfort Zone
   - Managing Performance
   - Servant Leadership
   - Onboarding and Orientation
5. Manage Your Time and Your Energy
6. The Commitment Curve
   - The Big Picture
7. Stages of the Curve
8. Employee Development Models
   - The Coaching Model
   - The Dialogue Model
   - I Messages
   - The Consequences and Benefits Matrix
9. Dealing with Conflict and Difficult Issues
   - Reflection
   - Techniques for Resolving Conflict
10. What Successful Leaders Do
    - Secrets to Success
    - Making Connections
11. Personal Action Plan
12. Recommended Reading List
13. Post-Course Assessment
Managing Difficult Conversations

Course Overview

We have so many interactions in the run of a day, it’s reasonable to expect that some of them are going to be difficult. Whether these are conversations that you have in person, or you manage a virtual team and need to speak with someone in another city, there are things that you can do to make these conversations go smoothly. This course will give you the tools to manage difficult conversations and get the best results possible out of them.

Learning Objectives

✓ Define frame of reference
✓ Establish a positive intent and a desired outcome
✓ Use good communication skills during a conversation
✓ Draft a script for a difficult conversation
✓ Use specific steps to carry out a difficult conversation
✓ Access additional resources as required
✓ Maintain safety in a conversation

Course Outline

1. Course Overview
2. Choosing to Have the Conversation
   ✓ Considering the Consequences
   ✓ Establishing Your Frame of Reference
   ✓ Establishing Positive Intent
   ✓ Identifying the Desired Outcome
3. Toolkit for Successful Conversations
   ✓ Managing Your Body Language
   ✓ Speaking Persuasively
   ✓ Active Listening
   ✓ Asking Questions
   ✓ Probing Techniques
4. Choosing the Time and Place
5. Framework for Difficult Conversations
   ✓ What’s Your Purpose?
   ✓ Steps for a Difficult Conversation
   ✓ Creating a Conversation Template
6. Staying Safe
7. Testing the Waters
8. Personal Action Plan
9. Recommended Reading List
10. Post-Course Assessment
Meeting Management – The Art of Making Meetings Work

Course Overview

Meetings come in all shapes and sizes, from the convention to a quick huddle in an office hallway. This course will be concerned with small working meetings; with groups that have a job to do requiring the energy, commitment, and talents of those who participate.

Members of such a group want to get some kind of result out of their time together: solving problems, brainstorming, or simply sharing information. At its best, such a group knows what it is about, and knows and utilizes the strengths of individual members.

Learning Objectives

- Understand the value of meetings as a management tool
- Recognize the critical planning step that makes meeting time more effective
- Identify process tools that can help create an open and safe forum for discussion
- Develop and practice techniques for handling counterproductive behaviors

Course Outline

1. Course
2. Overview
3. The Basics for Effective Meetings
4. The Best and Worst of Meetings
5. Holding Productive Meetings
   - Keys to Productivity
   - Case Study
6. Preparing for Meetings
7. Agendas
   - Setting an Agenda
   - In Order
8. Setting the Place
9. Leading a Meeting
   - Functions of a Leader
   - Making Connections
   - Your Role as Group Leader
10. Process and Content
    - Defining Process and Content
    - Rules of Work
    - Meeting Styles
    - Facilitation Skills
11. How to Control a Meeting
    - Dealing with Difficult People
    - Mix and Match
12. A Plan for Success
13. Personal Action Plan
14. Recommended Reading List
15. Post-Course Assessment
Motivation Training – Motivating Your Workforce

**Course Overview**

It’s no secret that employees who feel they are valued and recognized for the work they do are more motivated, responsible, and productive. This course will help supervisors and managers create a more dynamic, loyal, and energized workplace. It is designed specifically to help busy managers and supervisors understand what employees want, and to give them a starting point for creating champions.

**Learning Objectives**

- Identify what motivation is
- Describe common motivational theories and how to apply them
- Learn when to use different kinds of motivators
- Create a motivational climate
- Design a motivating job

**Course Outline**

1. Course
2. Overview
3. What is Motivation?
4. Supervising and Motivation
   - Why is Motivation Important?
   - Identifying Motivators
5. Motivational Theories
   - A Look at Theory
   - Pre-Assignment Review
6. Setting Goals
   - Setting Goals with SPIRIT
   - Goal Setting and Goal Getting!
7. The Role of Values
   - Work Values
   - What Do We Value In Work?
   - Bringing It All Together
8. Creating a Motivational Climate
   - Behavioral (Reinforcement) Theory
   - Expectancy Theory
   - McClelland’s Needs Theory
9. Applying Your Skills
   - Situational Analysis
   - Case Studies
10. Designing Motivating Jobs
    - Designing My Job
    - Techniques for Job Design or Redesign
    - A Motivational Checklist
11. Personal Action Plan
12. Recommended Reading List
13. Post-Course Assessment
Problem Solving and Decision Making

Course Overview

We make decisions and solve problems continually. We start making decisions before we even get out of bed (shall I get up now or not?). Sometimes, we will have made as many as 50 decisions by the time we leave for work. Despite all the natural decision making that goes on and the problem solving we do, some people are very uncomfortable with having to make decisions. You may know someone who has a hard time making decisions about what to eat, never mind the internal wrestling they go through in order to take on major decisions at work.

Likewise, we’ve probably all looked at a solution to something and said, “I could have thought of that.” The key to finding creative solutions is not just creativity, although that will certainly help. The answer rests in our ability to identify options, research them, and then put things together in a way that works. Having a process to work through can take the anxiety out of problem solving and make decisions easier. That’s what this course is all about.

Learning Objectives

- Apply problem solving steps and tools
- Analyze information to clearly describe problems
- Identify appropriate solutions
- Think creatively and be a contributing member of a problem solving team
- Select the best approach for making decisions
- Create a plan for implementing, evaluating, and following up on decisions
- Avoid common decision-making mistakes

Course Outline

1. Course
2. Overview
3. Definitions
   - Defining Problem Solving and Decision Making
   - Problem Identification
   - Eight Essentials to Defining a Problem
4. Making Decisions
   - What it Means
   - Types of Decisions
   - Facts vs. Information
   - Decision-Making Traps
5. Getting Real
6. The Problem Solving Model
   ✓ Model Overview
   ✓ Real Problems
   ✓ Phase One
   ✓ Phase Two
   ✓ Phase Three

7. Case Study

8. The Problem Solving Toolkit
   ✓ The Basic Tools
   ✓ The Fishbone
   ✓ Degrees of Support
   ✓ Creative Thinking Methods
   ✓ Brainstorming and Brainwriting
   ✓ More Methods

9. Aspirinia
   ✓ Decision Information
   ✓ Individual Action Steps

10. Swotting Up
    ✓ SWOT Analysis

✓ Individual Analysis

11. Making Good Group Decisions
    ✓ Working Toward the Decision
    ✓ Avoiding Fatal Mistakes

12. Analyzing and Selecting Solutions
    ✓ Selecting Criteria
    ✓ Creating a Cost-Benefit Analysis

13. Planning and Organizing
    ✓ Introduction
    ✓ Follow-Up Analysis
    ✓ Evaluate
    ✓ Adapt, Close, and Celebrate

14. Personal Action Plan

15. Recommended Reading List

16. Post-Course Assessment
Project Management Fundamentals

Course Overview

Project management isn’t just for construction engineers and military logistics experts anymore. Today, in addition to the regular duties of your job, you are often expected to take on extra assignments, and to get that additional job done well, done under budget, and done on time.

This course is not intended to take you from a supervisory or administrative position to that of a project manager. However, these topics will familiarize you with the most common terms and practices in terms of working on projects.

Learning Objectives

- Describe what is meant by a project
- Explain what project management means
- Identify benefits of projects
- Identify the phases of a project’s life cycle
- Sell ideas and make presentations related to pitching a project
- Prioritize projects
- Begin conceptualizing your project, including goals and vision statements
- Use project planning tools
- Contribute to creating a Statement of Work

Course Outline

1. Course Overview
2. Defining Projects and Project Management
3. The Role of a Project Manager
4. Pre-Assignment Review
5. How Can Projects Help Me?
   - The Benefits of Projects
   - Case Study: Mary Marvelous
6. A Project’s Life Cycle
   - The Life Cycle
   - Stages of a Project
7. Selling a Project
8. Creating a Vision
9. Project Goals
   - Setting Goals with SPIRIT
   - Your Project’s Goals
10. Using a Target Chart
11. Preparing Your Project
12. Laying Out the Project
    - The Statement of Work
Research Skills

Course Overview

In this age of information overload, it can be hard to know where to find good information that you can trust. If you’re doing research for an important project, report, or proposal, how do you find information that you can count on?

This course will teach you how to research any topic using a number of different tools. We will start with basic techniques, such as reading, memory recall, note-taking, and planning. We will also talk about creating different kinds of outlines for different stages of your project, and how to move from the outline to actual writing, editing, and polishing. Most importantly, we will talk about how to use all kinds of sources, including a library’s Dewey Decimal System, journals, and the Internet.

After you complete this course, you’ll be ready to find reliable information on any topic, and turn that information into a compelling, accurate piece of writing.

Learning Objectives

- Identify the benefits of proper research and documentation
- Read for maximum information retention and recall
- Take effective notes
- Plan a research strategy
- Identify and use various types of research sources
- Create preliminary and final outlines
- Know how to use style guides and be able to identify the most common styles
- Document and attribute your work to ensure you don’t plagiarize

Course Outline

1. Course Overview
2. Why Are Research Skills Important?
3. Basic Skills
   - Reading and Note-Taking
4. Planning Your Research Strategy

Techniques

- PARSE in Action
- Improving Your Recall
CARCINOMICS SOCIETY
PROMOTING DISCOVERY, DIAGNOSTICS AND DEVELOPMENT

✓ Laying the Groundwork
✓ Getting Focused
✓ Writing a Draft Outline
5. Where to Look and What to Look For

6. Finding Information the Old-Fashioned Way
   ✓ Useful Resources
   ✓ Understanding the Dewey Decimal System
7. Researching with the Internet

✓ Finding the Good Stuff
✓ Mind Mapping
8. Getting Ready to Write
9. Putting Pen to Paper
   ✓ Writing Basics
   ✓ Documenting Your Sources
   ✓ Putting it Into Practice
10. Personal Action Plan
11. Recommended Reading List
12. Post-Course Assessment

The ABC's of Supervising Others

Course Overview

This course is for people who are new supervisors or who are interested in a supervisory position, as well as those who are team leads or part-time supervisors without a great deal of authority. This course is designed to help students overcome many of the supervisory problems that they will encounter as a workplace leader. Dealing with the problems that a new supervisor encounters isn’t easy, but it doesn’t have to lead to discouragement.

Learning Objectives

✓ Adjust to the supervisor’s role with confidence
✓ Develop your skills in listening, asking questions, resolving conflict, and giving feedback to employees
✓ Identify key attitudes that you can develop to enhance your supervisory skills
✓ Use time management and planning techniques to maximize your success
✓ Develop a technique for giving instructions that are clear and understood
✓ Understand the importance of developing good relationships with employees and peers, so you are seen as fair and consistent

Course Outline

1. Course Overview ✓ How Will My Role Change?
2. Pre-Assignment Review ✓ Questions Supervisors Have
3. Making the Transition 4. Responsibilities of a Supervisor
5. Key Behaviors and Attitudes
   ✓ Building the Right Environment
   ✓ Motivation from Within
   ✓ Committing to Lifelong Learning

6. Setting Goals
   ✓ Know Where You Are Going
   ✓ Setting Goals with SPIRIT

7. Planning for Success
   ✓ How Can Planning Help Me?
   ✓ Getting Things In Order
   ✓ Mastering E-mail
   ✓ Time Management Tips
   ✓ The Parts of a Good Plan
   ✓ The Next Steps

8. Active Listening Techniques
   ✓ About Active Listening
   ✓ Key Listening Skills
   ✓ Tips for Becoming a Better Listener

9. Communication Skills
   ✓ Questioning Skills
   ✓ Probing Techniques
   ✓ Pushing My Buttons
   ✓ What Is Said and What Is Heard

✓ Managing Our Non-Verbal Messages

10. Giving Feedback
    ✓ Six Characteristics of Effective Feedback
    ✓ Skill Building
    ✓ Receiving Feedback

11. Giving Instructions

12. Orders, Requests, and Suggestions
    ✓ Defining the Terms
    ✓ Making Connections

13. Managing Conflict
    ✓ The Conflict Resolution Process
    ✓ Breaking Down the Process

14. Managing Challenging Situations
    ✓ Steps for a Difficult Conversation
    ✓ Case Studies

15. Developing Relationships
    ✓ Understanding Your Relationships
    ✓ Establishing Credibility

16. Personal Action Plan

17. Recommended Reading List

18. Post-Course Assessment
The Professional Supervisor

Course Overview

With a host of new challenges and responsibilities to tackle, new supervisors need training that helps them adjust to their new role. Learning how to supervise your new employees on a trial and error basis can lead to discouragement. This course can help you overcome many of the problems a new supervisor may encounter, and to set the groundwork for a successful change in your working life!

Learning Objectives

- Clarify the scope and nature of a supervisory position
- Learn some ways to deal with the challenges of the role
- Recognize the responsibilities you have as a supervisor, to yourself, your team, and your organization
- Learn key techniques to help you plan and prioritize effectively
- Acquire a basic understanding of leadership, team building, communication, and motivation, and what part they play in effective supervision
- Develop strategies for motivating your team, giving feedback, and resolving conflict

Course Outline

1. Course Overview
2. Adjusting to Your Role
   ✓ A Survival Guide
   ✓ Pre-Assignment Review
   ✓ Making the Transition
3. A Supervisor’s Responsibilities
4. Action-Centered Leadership
   ✓ The Action-Centered Leadership Model
   ✓ Considering the Possibilities
5. Making Plans
   ✓ Old Sayings with Staying Power
   ✓ Urgent-Important Matrix
   ✓ Prioritizing Case Study
   ✓ The Elements of Planning
   ✓ Planning to Plan
6. Setting Goals
7. Defining Leadership
   ✓ What is Leadership?
   ✓ Brief History of Leadership Studies
   ✓ The Leadership Formula
   ✓ Case Studies
8. The Situational Leadership Model
   ✓ About Leadership
   ✓ Understanding Your Comfort Zone
9. What’s Your Type? How About Mine?
   ✓ Assessing Your Preferences
   ✓ What Does it Mean To Have a Number?
   ✓ Debrief
10. Team Building Tips
    ✓ What is a Team?
    ✓ Advantages and Disadvantages of Teams
11. Developing a High-Performing Team
    ✓ The Five Stages of Team Development
How Can I Help?
Team Problem Solving
Team Leadership

Communication Skills
- Defining Communication
- Communication Barriers
- Active Listening Skills
- Questioning Skills
- Probing Techniques
- The Communication Process

Motivating Employees
- To Motivate or Instigate
- Making Connections

Orientation and Onboarding
- The First 48 Hours
- How Did Your Orientation Rate?

Training Tips and Tricks
- Guidelines for Effective Training
- Developing Your Training Skills

Providing Feedback

Six Characteristics of Effective Feedback
Skill Building
Receiving Feedback

Doing Delegation Right
- What is Delegation?
- Defining Delegation
- Making Connections

Dealing with Conflict
- The Conflict Resolution Process
- The Problem Solving Process
- The Conference

Managing Disciplinary Issues
Personal Action Plan
Recommended Reading List
Post-Course Assessment
Writing for the Web

Course Overview

The Internet is full of fascinating places to find information, check out your favorite companies and stores, look for deals, read the news, and much more. However, people don’t read information on the web in the same way that they read a printed newspaper, magazine, or a book. As writers, we have to be very aware of how people approach a web page so that we can create interesting and engaging content. This course is for people who write for readers on the web.

Learning Objectives

✓ Apply engaging techniques that draw readers to web pages
✓ Plan what to write to reflect your web hierarchy
✓ Create engaging content, including catchy headlines
✓ Enhance your writing with other forms of media
✓ Make your writing accessible to a variety of readers

Course Outline

1. Course Overview
2. Getting to Know the Web
   ✓ Web Writing Is Not The Same!
   ✓ Design and Structure
   ✓ It’s Work to Influence Others
3. Tips on Creating a Site Hierarchy
   ✓ Designing the Site
   ✓ Pre-Assignment Review
   ✓ Menus, Links, and Buttons
4. Creating Your Content
   ✓ Writing Eye-Catching Headlines
   ✓ Writing Content
   ✓ Writing Goals
5. Testing the Waters
6. Deciding What’s Fit to Print
   ✓ What’s Getting Read?
   ✓ Reviewing and Planning
7. Adding Audio and Video to Your Content
8. Getting Your Content Noticed
   ✓ Standing out in Crowds
   ✓ Search Engine Optimization
   ✓ Alternative Search
   ✓ Optimizing Keywords
   ✓ Balancing SEO and Word Stuffing
9. Personal Action Plan
10. Recommended Reading List
11. Post-Course Assessment
Writing Reports and Proposals

Course Overview

It is essential to understand how to write reports and proposals that get read. We write reports in a range of formats and a variety of purposes. Whether you need to report on a product analysis, inventory, feasibility studies, or something else, report writing is a skill you will use again and again.

Having a method to prepare these documents will help you be as efficient as possible with the task. This course will build on a solid base of writing skills to present information in formal, informal, and proposal styles.

Learning Objectives

- Prepare reports and proposals that inform, persuade, and provide information
- Review your work so that it is clear, concise, complete, and correct
- Apply these skills in real work applications

Course Outline

1. Course Overview
2. The Stages of Report Writing
3. The First Stage – Investigating
   ✓ Gathering Information
   ✓ Let’s Get Thinking!
4. The Second Stage – Planning
   ✓ Choosing a Report Format
   ✓ Individual Activity
5. The Third Stage – Writing
6. The Fourth Stage – Revising
   ✓ Checklist for Success
   ✓ Spelling Test
7. Using Headings
8. Using Charts and Graphs
9. The Proposal
   ✓ The Differences When Writing Proposals
   ✓ The Ten Steps of Proposal Writing
   ✓ Writing Exercise
10. Persuasion
11. Practical Application
12. Giving Credit
   ✓ Citing Sources
   ✓ Bibliography Exercise
13. Personal Action Plan
14. Recommended Reading List
15. Post-Course Assessment