



Sarkany
your hr business partner

TRAINING CATALOGUE



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ACCOUNTING SKILLS FOR NEW SUPERVISORS

Many of us flinch when we hear terms like depreciation, cash flow, balance sheet, and (worst of all!) budgets. However, these are all important concepts to understand if you're going to succeed in today's business world, particularly as a supervisor. Even better, financial terms are not as scary as they seem!

LEARNING OUTCOMES

Describe the art of finance and financial management Explain key financial terms Determine your role in company finances Find the rules and regulations for your area and industry Discuss various types of financial reports, including income statements, balance sheets, cash flow statements, and statements of retained earnings Explain how a chart of accounts is created Tell the difference between cash and accrual accounting Explain single-entry and double-entry bookkeeping Differentiate

between debits and credits Identify and analyze important financial data Make financial decisions Read annual reports Determine whether a company is financially high or low risk Recognize different types of organizational financial plans Explain what budgets are and how to prepare them Recognize what computer skills you need to make you a financial whiz Deal with financial situations that impact the people that work for you

COURSE OUTLINE

1. Course Overview
2. Getting the Facts Straight Starting with the Basics
3. General Accepted Accounting Principles (GAAP)
4. Getting to Know the Players Identifying the Key Players in Your Organization Governing Organizations
5. The Accounting Cycle
6. Underlying Principles Overview of the Accounting Cycle
7. Case Study: Happy Haircuts
8. The Key Reports
9. The Income Statement Sample Income Statement The Balance Sheet Sample Balance Sheet The Cash Flow Statement
10. Statement of Retained Earnings
11. Keeping Score
12. Understanding the Chart of Accounts
13. Single vs. Double Entry Accounting
14. Self-Test
15. A Review of Financial Terms
16. Understanding Debits and Credits Understanding Debits and Credits
17. Working with Debits and Credits
18. Your Financial Analysis Toolbox Identifying the Relevant Data Analyzing the Data
19. Reading Annual Reports Case Study
20. Using Charts and Graphs Using Ratios for Decision Making
- 21.
22. Identifying High and Low Risk Companies
23. General Guidelines Case Study
24. The Basics of Budgeting Defining a Budget
25. The Budgeting Process Case Study
26. Working Smarter
27. Computer Survival Skills Things to Consider When Choosing Accounting Software
28. People and Numbers
29. Personal Action Plan
30. Recommended Reading List
31. Post-Course Assessment

ACTIVE LISTENING

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 OUTCOMES

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

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 OUTCOMES

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

ADVANCED SKILLS FOR THE PRACTICAL TRAINER

Behind every spectacular training session is a lot of preparation and meticulous attention to detail. The truly skilled trainer can make a program exciting! This course will teach you advanced skills that can help you take your training programs to the next level.

We recommend that you complete "The Practical Trainer" before beginning this course.

LEARNING OUTCOMES

Demonstrate your understanding of learning styles and how to accommodate all four learning styles in the classroom
 Apply the key principles of effective communication in a workshop setting
 Use a variety of training techniques to stimulate participation
 Develop a plan and prepare for an effective training session

Explain the different levels of evaluation and when to use each
 Identify advanced interventions for difficult situations
 Put your skills to work for a training presentation

COURSE OUTLINE

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Course Overview
 Learning Objectives Pre-Assignment
 Pre-Course Assessment 2. Preparing to Learn
 Pre-Assignment Review Individual Reflection 3. Understanding Learning The Trainer's Role Case Study
 Personal Skill Identification 4. Competencies for Adult Educators Questionnaire
 Competency Questionnaire Making Connections 5. Accommodating Learning Preferences
 The Learning Process, Part One
 The Learning Process, Part Two
 The Stages of Learning
 Preparing a Plan
 Learning Styles: The Authentic Idealist, Part One
 Learning Styles: The Authentic Idealist, Part Two
 Learning Styles: The Inquiring Rational, Part One
 Learning Styles: The Inquiring Rational, | <ol style="list-style-type: none"> Part Two
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 Things We Know About Adult Learners and Their Motivation
 Design Considerations
 Things We Know About Designing Curricula, Part One
 Things We Know About Designing Curricula, Part Two
 Things We Know About the Learning Environment, Part One
 Things We Know About the Learning Environment, Part Two
 Changing Points of View |
|---|---|

ADVANCED SKILLS FOR THE PRACTICAL TRAINER CONT'

COURSE OUTLINE CONT'

7. Using Existing Materials Customizing Courseware What Does It Take To Customize A Program? Copyright Considerations Over-Plan and Over-Prepare, Part One
Over-Plan and Over-Prepare, Part Two
8. Managing the Stress of Training Easy De-Stressing Techniques Building Resilience, Part One Building Resilience, Part Two De-Stressing in Class
9. Planning a Workshop
Preparing the Essentials What Significance Does This Have for Us as Trainers or Facilitators?
Preparation Activities Planning for Success Anticipating Challenges, Part One Anticipating Challenges, Part Two
10. Preparing Visual Aids
PowerPoint Slides
Video (Digital or DVD)
Flip Charts
Whiteboard or Chalkboard
Smartboards
11. Your Role as an Effective Communicator
Good Discussions
Making Connections
12. Questioning as a Training Technique Asking Questions
Types of Questions
13. Kirkpatrick's Levels of Evaluation Level One: Reaction, Part One Level One: Reaction, Part Two Sample One
Sample Two Sample Three Sample Four
Level Two: Knowledge Evaluation
Sample Comfort Level Evaluation
Sample Pre and Post Test Level Three: Transfer of Learning
Level Four: Impact Evaluation, Part One
- Level Four: Impact Evaluation, Part Two
Sample Impact Evaluation for Participants
Skill Application
14. On-the-Job Support
Designing Effective On-the-Job Support
15. Dealing with Difficult Situations Potential Problems
16. Training in Different Forums In Person or Not?
Limitations and Considerations, Part One
Limitations and Considerations, Part Two
17. Webinar
Webinar Platforms Webinar Planning Webinar Agenda Exercise
18. Team Teaching
What is Team Teaching? Co-Facilitation
Inventory Training Presentations
19. Training Preparation
Training Preparation Worksheet
20. Training Presentations
Training Evaluation Form
21. Personal Action Plan
Starting Point
Where I Want to Go
How I Will Get There
22. Course Summary
23. Recommended Reading List
24. Post-Course Assessment

ADVANCED WRITING SKILLS

As a writer you want your readers to be sincerely interested and engaged by your writing. If your message has been designed and executed effectively, you can capture your audience's full attention.

LEARNING OUTCOMES

Make your writing clear, complete, concise, and correct. Improve sentence construction and paragraph development. Deal with specific business requests. Create effective business cases, proposals, and reports. Thoroughly document sources that you use in your writing.

COURSE OUTLINE

1. Course Overview
2. Learning Objectives Pre-Assignment
3. Pre-Course Assessment
4. The C's of Writing
5. Writing Clearly Familiar Words Precise Words Concrete Nouns Jargon, Part One Jargon, Part Two Writing Concisely Making Connections Writing Correctly Style
6. Facts, Part One Facts, Part Two Facts, Part Three
7. Choosing Your Sources
8. Writing Mechanics
9. Building Paragraphs: Emphasis, Part One
10. Building Paragraphs: Emphasis, Part Two
11. Building Paragraphs: Sentence Unity Building Paragraphs: Sentence Structure, Part One
12. Building Paragraphs: Sentence Structure, Part Two
13. Building Paragraphs: Paragraph Size Proper Paragraphs
14. More on Paragraphs Making Connections
15. Dealing with Specific Requests Types of Letters
16. Keeping it Real
17. Online Business Communications Blogging for Business, Part One Blogging for Business, Part Two Guidelines
18. Making Connections
- 19.
20. Connecting Through Social Media, Part One
21. Connecting Through Social Media, Part Two
22. Documentation, Part One Documentation, Part Two
23. Editing Techniques
24. Pre-Assignment Review
25. Personal Action Plan
26. Starting Point Where I Want to Go
27. How I Will Get There
28. Course Summary
29. Recommended Reading List
30. Post-Course Assessment

AN ENVIRONMENTAL AUDIT PRIMER

This course provides participants with the knowledge and skills to conduct internal environmental audits. Practical, proven techniques for planning, conducting, and reporting on internal environmental audits will be introduced. Role-plays and case studies based on actual audits will be used to reinforce the concepts and provide participants with practice in applying the principles to situations typically encountered during internal auditing.

LEARNING OUTCOMES

Explain the different types of audits and the levels of auditing available.

Know the qualifications of auditors and the preparation that they need to conduct an audit.

Understand the basics steps in an audit and how auditors gather information and evidence.

Develop open-ended questions which will help in audit interviews. Understand the essential aspects of an audit checklist.

Develop an audit checklist based on EMS procedures. Prepare for an audit.

Use an Internal Audit Noncompliance and Corrective Action Report to record non-conformances.

Understand the corrective action process and its importance in closing out non-conformances.

Gain experience in conducting an audit closing meeting.

COURSE OUTLINE

1. Course Overview
2. Auditing
3. Overview Types of Audits
4. Internal Audit
5. Internal Audit Auditors
6. Preparing and Conducting
7. The Audit
8. Basics of an Audit Listening Techniques
Questioning Techniques
9. Audit Checklist
10. Developing an Audit Checklist
11. Conducting an Audit
12. Conducting the Audit
13. Noncompliance and Corrective Action
Recording Noncompliance
14. Taking Corrective Action
15. Audit Closing
16. Closing Meeting
17. Personal Action Plan
18. Recommended Reading List
19. Post-Course Assessment

ANGER MANAGEMENT: UNDERSTANDING ANGER

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 OUTCOMES

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?
3. About Anger
4. Pre-Assignment Review
5. Costs and Pay-Offs
6. The Costs of Anger
7. What Are Your Anger Pay-Offs?
8. The Anger Process
9. What is the Process? Understanding Trigger Thoughts Using an Anger Log
10. Considering Our Anger
11. How Does Anger Affect Our Thinking?
12. Is Anger the Best Response? Distorted Thinking
13. Understanding Behavior Types
14. Managing Anger
15. Coping Strategies Sanctuary
16. Relaxation Techniques
17. Communication Tips and Tricks Asking Good Questions Active Listening Skills
18. The Assertive Formula
19. Personal Action Plan
20. Recommended Reading List
21. Post-Course Assessment

APPRECIATIVE INQUIRY

Do you love those moments of exception, when everything seems to have come together and things are working beautifully? Would you like to create an environment where those rare extraordinary moments become the norm? Then you may just be ready to learn the value of Appreciative Inquiry, also known as AI. AI is a method for implementing change that is rooted in being positive, sharing stories of things that work well, and leveraging people's strengths and the power of co-creation to initiate lasting, powerful changes that can make an organization the best it has ever been, because of people who care and are committed.

LEARNING OUTCOMES

Recognize and work with the fundamentals of Appreciative Inquiry Describe the 4-D's of Appreciative Inquiry: discovery, dreaming, design, and destiny Work through a simple Appreciative Inquiry process Create thoughtful, meaningful questions

for your own Appreciative Inquiry initiative Help organizations review what's important, what they can become, and how they can get there

COURSE OUTLINE

1. Course Overview
2. Defining Appreciative Inquiry What Is Appreciative Inquiry?
Pre-Assignment Review
How is AI Different?
Getting Started
3. Success Principles
Five Key Principles Teaching Positivity
Measuring Tangible Success Setting the Interview
Groundwork
Practical Power
4. The 4-D Model
Introduction to the Model The 4-D Model
5. Test Driving
Getting the Hang of It Creating the Guide
The Summary
From Design to Destiny
6. Personal Action Plan
7. Recommended Reading List
8. Post-Course Assessment

BALANCED SCORECARD BASICS

Over the past several decades, organizations have come to realize that success cannot only be measured in dollars and cents. Intangible assets (like a company's reputation, the knowledge base created by their employees, and training initiatives) can make up a huge portion of a company's wealth.

It only makes sense, then, that we need a new tool to help us measure this expanded definition of success. Enter the balanced scorecard! This tool and its related components will help your organization identify, document, plan, and execute a balanced strategic mission. It will also help your organization evaluate and revise its strategic execution.

This course will introduce you to the basics of the balanced scorecard and help you determine if this powerful tool is a good fit for your organization.

LEARNING OUTCOMES

Define what the balanced scorecard is
Identify the benefits of the scorecard
Describe the common balanced scorecard pitfalls and how to avoid them
Determine if the balanced scorecard is right for your organization
Describe the key elements of the balanced scorecard process
Identify a strategy map, tactical action plan, and balanced scorecard
Create a vision statement for the balanced scorecard

Understand what corporate values, mission statements, and vision statements are and how they tie into the balanced scorecard process
Identify the components of supporting balanced scorecard plans
Understand what processes you will need to support the balanced scorecard
Identify the members of different balanced scorecard teams

COURSE OUTLINE

1. Course Overview
2. Understanding the Balanced Scorecard
What is the Balanced Scorecard? The Need for the Balanced Scorecard
3. The Ingredients for Success
Is the Balanced Scorecard Right for Us? Top Ten Scorecard Pitfalls
4. Overview of the Balanced Scorecard Process
The Big Picture Sample Strategy Map
Sample Balanced Scorecard Sample Tactical Action Plan
5. Creating a Project Vision Statement Why We're Doing What We're Doing
6. Making a Statement
Understanding Organizational Mission, Vision, and Values
The Building Blocks for Your Balanced Scorecard
Analyzing Sample Statements
7. Plans and Processes to Build Building Core Plans
A Checklist of Processes Case Study
8. Building Balanced Scorecard Teams
9. Personal Action Plan
10. Recommended Reading List
11. Post-Course Assessment

BASIC BUSINESS MANAGEMENT: BOOT CAMP FOR BUSINESS OWNERS

Owning a business requires a vision balanced with attention to detail. You need to be a generalist who understands the multiple aspects of running a business, as well as the ability to step back and see the big picture and to reach into the future.

The business environment is a complex place to be. Whether you wish to work as a consultant or freelancer, establish a corporation, or set up an operation that meets a need for very particular type of customer, there is a tremendous amount of information that you need to know and to apply.

This course provides essential learning for new business owners, whether the business is just in the idea stage or you have already begun and need to fill in the gaps.

LEARNING OUTCOMES

Apply the best methods for creating, leading, and managing your own business
Establish an organizational framework through operations, finance, and leadership
Set up an effective and efficient system for hiring, retaining, and succession planning

Start researching and designing your strategic plan
Describe the essential elements of marketing, sales, and your company brand
Apply financial and accounting terms correctly

COURSE OUTLINE

1. Course Overview
2. Who Are You and What Are You About?
3. What is Our Business? Pre-Assignment Review The Owner's Role Keeping Things Moving
4. Designing Your Organizational Structure
5. Bringing the Idea to Life Leveraging Structure Looking at the Options Who is in Charge?
6. Structural Considerations
7. Introduction to Operations Management
8. Defining Operations Management
9. Types of Operations Practical Application
10. Understanding Financial Terms Accounting Terminology General Accepted Accounting Principles (GAAP)
11. Key Reports
12. Getting the Right People in Place Six Essential Steps of Hiring Making Connections
13. Getting Your Product Together Inventory Management Understanding the Value Chain Outsourcing Options
14. Quality Control
15. Building a Corporate Brand Your Brand
16. Brand Names and Slogans Developing a Slogan Creating a Visual Identity Types of Visual Identities Working It Out
17. Marketing Your Product
- 18.
19. Introduction to Marketing Stage One: Consumer and Market Analysis
20. Stage Two: Analyzing the Competition and Yourself Stage Three: Analyzing Distribution Channels Stage Four: Creating a Marketing Plan

BASIC BUSINESS MANAGEMENT: BOOT CAMP FOR BUSINESS OWNERS CONT'

COURSE OUTLINE CONT'

21. Making Connections
22. The Final Stages: Implement, Evaluate, Review, and Revise Leveraging Social Media
23. Selling Your Product
24. Building Your Sales Force The Sales Cycle
25. Planning for the Future Introduction to Strategic Planning
26. Making Connections
27. The Strategic Plan Pyramid
28. Goal Setting and Goal Getting Setting Achievable Goals Goals with SPIRIT Getting Into It
29. Succession Planning 101
30. What is Succession Planning? Defining Succession Planning
31. Managing Your Money
32. What is a Budget? Managing Your Budget
33. Ethics 101
34. Are You Ready? Sample Codes of Ethics Your Code of Ethics
35. Building a Strong Customer Care Team
36. The Pillars of Success The Remaining Elements
37. Developing and Maintaining Relationships
- 38.
39. Training Employees for Success Why Continuous Learning? Making Connections
40. Leadership Essentials
41. Leading and Managing Understanding Your Comfort Zone
42. Managing Performance
43. Personal Action Plan
44. Recommended Reading List
45. Post-Course Assessment

BASIC INTERNET MARKETING

This course is an ideal start for business owners and people new to marketing to learn the basics of Internet marketing. We've included information on how to market online, and even more importantly, how to determine what results you are getting. Then, you can figure out whether you are reaching your target market, where your qualified prospects are, and how they are engaged as a result of your efforts. This course includes sessions on search engine optimization, e-mail campaigns, pay per click advertising, and more.

LEARNING OUTCOMES

Determine how your Internet marketing strategy fits with your overall marketing plan
Apply techniques to influence and engage your target market
Weigh the value of using a distribution service for e-mail marketing campaigns
Get started with search engine optimization
Use online advertising to boost your marketing results
Adjust your Internet marketing plan based on metrics and reporting

COURSE OUTLINE

1. What is Internet Marketing? What it Looks Like Popular Strategies
2. Creating an Internet Marketing Plan Leveraging What You Already Have
3. Making Our Way through the Marketing Process
4. Extending Your Influence Sharing Messages Making Connections Making it Real
5. E-mail Marketing
6. You Can Do It!
7. Getting Your Message Out
8. Search Engine Optimization (SEO) Monitoring Search Engine Ranking What is SEO? Understanding Search
9. The Search Engines Alternative Search Optimizing Keywords Working With Others Making Connections
10. Advertising Online
11. What is Advertising?
12. What Service Should I Use? Making Commitments
13. Personal Action Plan
14. Recommended Reading List
15. Post-Course Assessment

BECOMING A BETTER LEARNER

There was a time when what you learned in school before entering the workforce would be all you needed to know for the rest of your career. That is no longer the case, as today skills can become outdated very quickly. The rapid evolution of workplace technologies and best practices means you need to keep your skills current. You must truly be a life-long learner and can no longer rely on what you already know.

LEARNING OUTCOMES

Understand what it means to learn and become a life-long learner Know what a mindset for learning looks like and how to adopt one Set realistic goals Understand what your network is and why expanding it is important Know how to ask questions and why that is important Become accountable for your goals and take responsibility Know how to accelerate your learning

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. Adopting the Best Mindset for Learning
What Does it Mean to Learn? But What Does That Mean in a Practical Sense?
What Does It Mean to Learn? Continuing to Learn
Adopting the Right Mindset, Part One
Adopting the Right Mindset, Part Two
Adopting the Right Mindset, Part Three
Mindset in Practice Mindset Reflections
Practicing Mindset and Learning?
Where to Start
3. Taking Better Notes
Become a Better Learner Using Notes, Part One
Become a Better Learner Using Notes, Part Two
Five Methods of Note Taking The Cornell Method
The Mapping Method The Outlining Method The Charting Method The Sentence

- Method
How Do You Take Notes? The Cornell Note Taking Method
The Mapping Note Taking Method
The Outlining Note Taking Method
The Charting Note Taking Method
The Sentence Note Taking Method
Extra Information
4. Setting and Managing Goals How Do Goals Play into Learning?
SMART Goals
Setting Goals Activity
 5. Expanding Your Network
Learning About Your Network, Part One
Learning About Your Network, Part Two
Asking Questions, Part One Asking Questions, Part Two Asking Questions, Part Three
 6. The Whole Picture
Becoming Accountable, Part One
Becoming Accountable, Part Two
Embracing Responsibility Embracing Technology, Part One Embracing Technology, Part Two
 7. Mind and Body
Mind and Body Working Together, Part One Mind and Body Working Together, Part Two
 8. How You Can Accelerate Your Learning
Tips to Accelerate Your Learning
 9. Personal Action Plan
Starting Point
Where I Want to Go
How I Will Get There
 10. Course Summary
 11. Recommended Reading List
 12. Post-Course Assessment

BECOMING A PROGRESSIVE EMPLOYER

Many people like to think of themselves as progressive in some fashion, but is this usually the case? Employers can be considered progressive for numerous reasons, from the way they treat their staff to their approach to technology. This one-day course will point the way towards being a progressive employer for those who wish to be on the forefront of employee relations and develop an innovative stance on business.

LEARNING OUTCOMES

Understand what being progressive means
See the process for getting from the status quo to being progressive
Develop or enhance a progressive mindset
Truly examine what it means to be progressive
Develop innovative ideas
Understand the importance of a succession plan

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. What Does Progressive Mean? A Definition
Examples of Progressive Companies
Case Study: Eyes on the Skies, Part One
Case Study: Eyes on the Skies, Part Two
Brainstorming
3. Getting From Here to There Gap Analysis
Analyzing
Process Overview, Part One
Process Overview, Part Two
4. Progressive Mindset
Being Open to Progress A Progressive Mindset
Progressive Thinkers
5. The Good and Not So Good Pros and Cons
6. It Can Come From Within Thinking About it Finding Examples
Going it Alone, Part One
Going it Alone, Part Two
Creativity and Innovation in Business, Part One
Creativity and Innovation in Business, Part Two
7. Workers Matter
Workers Matter Avenues to Consider:
Compensation
Avenues to Consider: Employee Well-being
Avenues to Consider: Flexible Working Arrangements
Avenues to Consider: Training
Avenues to Consider: Communication
Avenues to Consider: Social Media Policy
Avenues to Consider: Work and Play
Pen to Paper
8. As the Curtain Comes Down Succession Planning
Key Ingredients of a Successful Plan
Plan Production, Part One
Plan Production, Part Two
9. Personal Action Plan
Starting Point Where I Want to Go
How I Will Get There
10. Course Summary
11. Recommended Reading List
12. Post-Course Assessment

COURSE OUTLINE

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. What Does Progressive Mean? A Definition
Examples of Progressive Companies
Case Study: Eyes on the Skies, Part One
Case Study: Eyes on the Skies, Part Two
Brainstorming
3. Getting From Here to There Gap Analysis
Analyzing
Process Overview, Part One
Process Overview, Part Two
4. Progressive Mindset
Being Open to Progress A Progressive Mindset
Progressive Thinkers
5. The Good and Not So Good Pros and Cons
6. It Can Come From Within Thinking About it Finding Examples

BECOMING MANAGEMENT MATERIAL

At its core, leadership means setting goals, lighting a path, and persuading others to follow. By accepting the challenge to lead, you come to realize that the only limits are those you place on yourself.

LEARNING OUTCOMES

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. Overview Learning Objectives
Pre-Assignment
Pre-Course Assessment
2. Session Two: About the Learning Organization
What Is a Learning Organization? Are You a Lifelong Learner?
Scoring
3. Session Three: Achieving Personal Mastery
What Is Personal Mastery?
Your Personal Vision
Our Personal Vision and Our Values
Step One: Identify Your Values
Step Two: Define Your Values
Step Three: Put It All Together
4. Session Four: Analyzing Our Mental Models
Our Mental Models
Mental Models in the Workplace
Strategies for Working with Mental Models
You Can Create New Mental Models!
The Ladder of Inference
Reflection: Using Your Own Experiences as a Resource
5. Session Five: Achieving a Shared Vision
What Is a Shared Vision?
6. Session Six: Team Learning
Team Learning Diagram
Protocols for Skillful Discussion
Preparing the Ground for Skillful Discussion
7. Session Seven: Systems Thinking
Systems Thinking
8. Session Eight: Understanding Leadership
About Leadership
Think About Your Leadership Style
Your Comfort Zone
Understanding Your Comfort Zone
Managing Performance
Servant Leadership
Onboarding and Orientation
9. Session Nine: Five Practices
Practices One: Challenge the Process
Practices Two: Inspire a Shared Vision
Practices Three: Enable Others to Act
Image Identification
Practice Four: Model the Way
Practice Five: Encourage the Heart
Practices in Practice

BECOMING MANAGEMENT MATERIAL

COURSE OUTLINE CONT'

10. Session Ten: Building Trust
The Cycle of Trust and Performance Trust
Exercise
11. Session Eleven: Managing Change About Change
Making Connections
Key Factors in Successful Change A Step-by-Step Plan for Change Case Study: Getting More From the Last Hour
12. Session Twelve: The Four Room Apartment
The Four Room Apartment
13. Session Thirteen: Time Management Tips and Tricks
Getting Things in Order Mastering E-mail
Time Management Tips A Planning Checklist
Putting Plans into Action with Scheduling Aids
Organizing Your Work Area and Your Paperwork
14. Session Fourteen: Managers vs. Leaders Managers vs. Leaders
15. Session Fifteen: Learning and Thinking Styles Learning Styles Learning Styles Exercise Thinking Styles
Learning and Thinking Styles Exercise
16. Session Sixteen: Influence Strategies Common Influence Strategies Cialdini's Six Strategies
17. Session Seventeen: Managing Relationships
The Relationship Cycle Coaching Through Conflict Preparing for Conflict Managing Stress
The Positive Effect
Fifteen Steps for Dealing with Upset People
Five Tips for Dealing with Difficult People
Six Steps for Dealing with Angry People
18. Session Eighteen: A Simple Problem-Solving Process
Systematic Problem Solving
Personal Problems
19. Session Nineteen: Strategic Planning SWOT Analysis
Individual Analyses
20. Session Twenty: Doing Delegation Right What Is Delegation?
Definitions
Levels of Delegation Breaking Down the Model Delegation Case Study
21. Session Twenty-One: Criteria for Useful Feedback
Giving Constructive Feedback
22. Session Twenty-Two: Feedback Techniques
Feedback Techniques Case Study
23. Session Twenty-Three: Mastering Your Body Language
Mastering Your Body Language
24. Session Twenty-Four: Meeting Management
Preparing for Meetings Reading the Reports During the Meeting Managing Meetings Presentation Tips
25. Session Twenty-Five: Pumping up a Presentation
Pumping up a Presentation
26. Session Twenty-Six: Personal Development
Personal Development Plan
27. Personal Action Plan
Starting Point Where I Want to Go
How I Will Get There
28. Course Summary
29. Recommended Reading List
30. Post-Course Assessment

BEING A TEAM PLAYER

Teamwork is essential in any successful enterprise, and to have effective teams, an organization must be comprised of individuals who pride themselves on being great team players. Many of us consider ourselves to be team players, but are we really? Do we know what that takes; and what managers consider to be the qualities that make a person a team player, or that make a good team player a 'great' team player? Everyone brings their own skills and strengths to the table; understanding how to use those skills within the context of a team is vital to help an organization succeed.

LEARNING OUTCOMES

Understand the definition of a team player and a non-team player
Know the difference between a team player and a non-team player
Learn the qualities possessed by a team player
Determine what type of team player you are and how that functions in your workplace
Know and understand what it takes to be a team player

Discover the different types of teams that exist within a company
Learn what working together as a team looks like
Learn the different types of workplace teams and what types of teams successful organizations need
Develop strategies to improve teamwork
Give participants a moment to write down their own learning objectives in their workbook.

COURSE OUTLINE

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. Being a Team Player
What is a Team Player? Who Is a Team Player?
Characteristics of a Team Player, Part One
Characteristics of a Team Player, Part Two
3. Being a Good Team Player
Actions Speak Louder than Words, Part One
Actions Speak Louder than Words, Part Two
How to Be a Good Team Player Are You a Good Team Player? Take 1
Be Prepared for the 'Teamwork' Question in an Interview, Part One
Be Prepared for the 'Teamwork' Question in an Interview, Part Two
The Interview
4. Team Work
Team Work Definition, Part One
Team Work Definition, Part Two
Types of Workplace Teams A Closer Look, Part One
A Closer Look, Part Two
5. Five Types of Workplace Teams Organizations Need, Part One
Five Types of Workplace Teams Organizations Need, Part Two
6. Why Teamwork Fails
Five Reasons, Part One
Five Reasons, Part Two
Employee Recognition, Part One
Employee Recognition, Part Two
Types of Recognition
Tips for Recognizing Employees, Part One
Tips for Recognizing Employees, Part Two
One Bad Apple...Part One
One Bad Apple...Part Two
7. Strategies to Improve Teamwork
20 Strategies
Bringing it All Together
8. A Personal Action Plan
Starting Point Where I Want to Go
How I Will Get There
9. Course Summary
10. Recommended Reading List
10. Post-Course Assessment

BEYOND WORKPLACE POLITICS: USING SOCIAL AND EMOTIONAL COMPETENCIES

Workplace politics encompasses the power and authority processes and behaviors that are at work in a particular workplace. It is how the links between people in the workplace work. There are workplace politics at play in every organization!

In 1990, two American psychologists (Dr. Jack Mayer and Dr. Peter Salovey) purported that if there was a cognitive intelligence or IQ then there must be an emotional intelligence (sometimes known as EQ). Daniel Goleman, the co-founder of the Collaborative for Academic, Social, and Emotional Learning (CASEL) theorized the social aspect of behavior as a complement to the emotional. His definition expanded to: "Social and emotional intelligence involves understanding your feelings and behaviors, as well as those of others, and applying this knowledge to your interactions and relationships." In his work with CASEL he developed five interrelated sets of Social and Emotional Competencies: Self-Awareness, Self-Management, Social Awareness, Good Relationship Skills, and Responsible Decision Making. This course will explore the social and emotional competencies and their role in working beyond workplace politics!

LEARNING OUTCOMES

Understand what Workplace Politics is and why it is not always bad. Distinguish between formal and informal workplace hierarchies.

Use practical steps to negate the influence of rumors.

Define Social and Emotional Intelligence and understand their importance in navigating workplace politics.

Understand the importance of Self-Awareness in dealing with workplace politics and think about your own strengths and abilities.

Understand the role of Self-Management in the workplace and learn to improve self-management through reflection. Understand the roles of Empathy, Organizational and Service Awareness in the workplace and social awareness skill development.

Identify good relationship skills.

See the importance of responsible decision making and identify decision traps that should be avoided.

Create your own Workplace Philosophy Statement.

COURSE OUTLINE

1. Course Overview
2. What is Workplace Politics?
Workplace Politics
3. Lessons from Social and Emotional Intelligence
History of Social and Emotional Intelligence
Defining Social and Emotional Intelligence
4. Self-Awareness
Understanding Self-Awareness
5. Self-Management
Understanding Self-Management
Improving Self-Management through Reflection
6. Social Awareness
Empathy, Organizational and Service Awareness
7. Good Relationship Skills Identifying Relationship Skills N'Derial III
8. Responsible Decision Making Decision Making Decision-Making Traps Decision Wheel Method
9. Creating Your Workplace Philosophy Philosophy Statement
10. Personal Action Plan
11. Recommended Reading List
12. Post-Course Assessment

BODY LANGUAGE: READING BODY LANGUAGE AS A SALES TOOL

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 OUTCOMES

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

BRANDING: CREATING AND MANAGING YOUR CORPORATE BRAND

Your brand is the vehicle that propels your product or service into your customer’s lives, and into their hearts. A good brand is much more than an attractive image combined with some witty type. Your brand must reflect the heart and soul of your product, and offer a promise that you can live up to.

This course will get you started on the road to creating a perfect brand. The first half of the course will cover the basics of branding, including how to develop a visual identity from start to finish. We will also give you some graphic design tips to help you communicate your expectations to a professional designer. The second half will focus on how to put your brand out there in the right way. We’ll also talk about how to keep your brand energized and alive with monitoring and evaluation tools.

LEARNING OUTCOMES

<p>Define what a brand is (particularly a strong brand) and what branding is about</p> <p>Define various types of brand architecture and brand extension</p> <p>Identify your brand’s products, the features of those products, and their values</p> <p>Write a mission, vision, and style statement for a brand</p> <p>Describe the basics of positioning a brand</p> <p>Understand the basics of creating a visual</p>	<p>identity, including a brand name, slogan, and logo</p> <p>Help your employees live the brand by empowering them to be ambassadors and creating strong brand touchpoints</p> <p>Effectively plan an internal and external brand launch</p> <p>Monitor and evaluate your brand, and understand how to respond to the results</p>
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COURSE OUTLINE

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| <ol style="list-style-type: none"> 1. Course Overview 2. Defining Branding
Defining Brands and Branding Characteristics of a Strong Brand 3. What Are You All About? Identifying Your Products and Features
Identifying Your Values Individual Exercise 4. Creating a Mission
What a Mission Statement is All About
Time for Reflection 5. Creating a Vision of the Future 6. Positioning Your Brand
Identifying Your Ideal Position
Positioning Workout | <ol style="list-style-type: none"> 7. Developing Your Style
Writing a Style Statement
Style Exercise 8. Developing a Brand Name and Slogan
The Forward-Facing Elements
Developing Your Brand Name
Developing a Slogan 9. Creating a Visual Identity
Graphic Design 101 Types of Visual Identities
Pop Culture Test 10. Living Your Brand
Transforming Your Employees into Ambassadors
Understanding Touchpoints
Creating a Unique Experience at Each Touchpoint 11. Connecting with Customers 12. Launching Your Brand 13. Taking Your Brand’s Pulse | <ol style="list-style-type: none"> 14. Performing a SWOT Analysis
What Does SWOT Stand For?
Sample SWOT Analysis 15. Measuring Brand Health with a Balanced Scorecard 16. Middleton’s Brand Matrix
Understanding the Matrix Using the Matrix 17. Interpreting Evaluation Results 18. Keeping the Brand Alive
Refreshing and Re-Launching
Taking on a Total Re-Brand Case Study 19. Going Beyond the Brand
Understanding Brand Architecture
Understanding Brand Extension 20. Personal Action Plan 21. Recommended Reading List 22. Post-Course Assessment |
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BUDGETS AND MANAGING MONEY

For managers in today's business world, it's essential to have a working knowledge of finance. We all play a role in our organization's financial health, whether we realize it or not. If you don't have training or a background in finance, you may be at a disadvantage as you sit around the management table.

Understanding the cycle of finance will help you figure out where you fit into your company's financial structure, and how to keep your department out of the red. This course will help you prepare budgets and make decisions with confidence.

LEARNING OUTCOMES

Define basic financial terminology Prepare a budget of any type or size Get your budget approved

Perform basic ratio analysis Make better financial decisions

COURSE OUTLINE

1. Course Overview
2. Finance Jeopardy
3. The Fundamentals of Finance Basic Concepts
Generally Accepted Accounting Principles
Your Role in Company Finances Identifying the Key Players in Your Organization
4. The Basics of Budgeting Defining a Budget
Types of Budgets
Understanding Where Your Budget Fits In
5. Parts of a Budget
6. The Budgeting Process Overview
Step One: Gather the Budget Package
Step Two: Lay the Groundwork Case Study (Part One)
Step Three: Identify Your Goals Case Study (Part Two)
Step Four: Gathering Your Resources
Steps Five and Six: Planning and Doing Case Study (Part Three)
7. Budgeting Tips and Tricks
8. Monitoring and Managing Budgets
9. Crunching the Numbers Understanding Ratio Analysis Making Connections
10. Getting Your Budget Approved
11. Comparing Investment Opportunities
12. ISO 9001:2008
What is ISO 9001:2008?
Making Connections
13. Directing the Peerless Data Corporation
Task Explanation
Decision One: Office Relocation Decision
Two: Reproduction Backlog
Decision Three: Improving Supervision
Decision Four: Job Enrichment Decision
Five: Staff Expansion
14. Personal Action Plan
15. Recommended Reading List
16. Post-Course Assessment

BUILDING AN ONLINE BUSINESS

The Internet has changed the way that we work, live, shop, and play. You can take advantage of this new way of doing business whether you want to set up a part-time venture or create the next million-dollar enterprise. This course will give you everything that you need to build a successful online business.

LEARNING OUTCOMES

Define what an online business is
Identify opportunities for an online business
Find resources to support your business
Create a business strategy that includes a business plan, budget, and marketing plan
Begin setting up a website, mobile presence, and storefront with e-commerce

support
Decide whether or not your online business can benefit from joining an online marketplace
Market your online business using social media and the Internet

COURSE OUTLINE

1. Course Overview
2. How Online Businesses Can Benefit You
3. Laying the Groundwork Who Are You?
Pre-Assignment Review
4. Session Four: Creating a Business Plan
Creating a Business Plan Sample Business Plan
Gathering Resources
5. Breaking Down the Plan Creating a Marketing Plan
Creating Financial Projections Raising Startup Capital with Crowdfunding
6. Building Your Online Business The Basic Elements
Creating a Website
Checking Out the Sites, Part One
E-Commerce Options
Creating a Mobile Presence
Checking Out the Sites, Part Two
Joining Online Marketplaces
7. Internet Marketing Basics
Social Media Strategies for Success
Building Relationships
8. Personal Action Plan
9. Recommended Reading List
10. Post-Course Assessment

BUILDING A BRAND ON SOCIAL MEDIA

LEARNING OUTCOMES

Define terms related to social media branding Create a strategy for your social media brand
Describe various social media platforms and identify what platforms fit your brand
Communicate effectively over social media Deal with negative feedback and criticism
Create a social media playbook to guide brand ambassadors Evaluate your brand strength and revise your strategy

Your brand speaks for your company and its products and/or services. In today's online- focused world, it's important that your brand has a definitive, consistent, and responsive presence.

Whether you're looking to build a brand from scratch, or strengthen an existing brand, this course will help you build a brand using social media. We'll cover how to build a social media strategy, identify social media platforms that fit your brand, craft strong messages that will engage your audience, and evaluate and revise your strategy.

COURSE OUTLINE

1. Course Overview
2. Defining the Terms
What is Branding? What is Social Media?
3. Building Your Social Media Branding Strategy
Key Ingredients for Your Branding Strategy
Pre-Assignment Review
4. Identifying Your Social Media Audience
5. The Key Social Media Platforms Choosing the Right Platform for Your Brand
Making Connections Looking at the Options
6. Creating Brand-Focused Messages
What's In a Message?
Making Connections
Dealing with Negative Feedback
7. Building Customer Trust Making Connections
8. Developing a Communication Strategy
Developing Social Media Guidelines for Your Brand Making Connections
Letting Others Speak For You
9. Reviewing and Revising
10. Personal Action Plan
11. Recommended Reading List
12. Post-Course Assessment

BUILDING A CONSULTING BUSINESS

Today's business environment isn't focused on 9-to-5, lifelong, static positions like it was decades ago. Our world is constantly shifting and evolving, meaning that businesses (and workers) must evolve with it. As a result of this shift, consultants have more opportunities than ever before. This course will show you how to build a business as a consultant.

LEARNING OUTCOMES

Define the term "consultants" and explain their role in today's business world

Identify consulting opportunities

Create a business strategy that includes a business plan, budget, marketing plan, fee structure, and resources

Use social media and networking skills to grow your consulting business

Protect your work with contracts

Identify ways to stay on top of trends and changes

COURSE OUTLINE

1. Course Overview
2. What It's All About
3. Business Building Blocks Building Blocks
Pre-Assignment Review
4. Crunching the Numbers Developing Financial Budgets and Projections
Setting up a Fee Structure
5. Planning Your Business Creating a Business Plan
Checklist for Setting Up Your Business
Gathering Resources
6. Test Driving
Making Connections What Do You Think?
7. Creating a Sales and Marketing Strategy
The Marketing Cycle Leveraging Social
Media Getting Noticed
8. Getting the Work Done Identifying Sources of Work Developing Contracts and Statements of Work
The Tough Stuff Staying Current
9. Personal Action Plan
10. Recommended Reading List
11. Post-Course Assessment

BUILDING BETTER TEAMS

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.

LEARNING OUTCOMES

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
Learning Objectives
Pre-Assignment: What's Your Team
Player Type?
Identifying Your Characteristics and Preferences
Example Questionnaire
Pre-Course Assessment | Your Score
What Does it Mean To Have a Number?
Mostly A's – Inquiring Rationals
Mostly B's – Authentic Idealists
Mostly C's – Organized Guardians
Mostly D's – Resourceful Artisans | Strategies for Virtual Team Success
Scheduling and Conducting Team Meetings
Team Building in a Virtual Environment
Informal Bonding Interaction |
| 2. Defining Teams
What is a Team?
What Does That Mean? Types of Teams
Making Connections | 6. Building Team Trust
Why is Trust Important?
What Happens When Teams Trust Each Other?
Building Trust | 9. Communication
Defining Communication Listening Skills
Tips for Becoming a Better Listener |
| 3. Establishing Team Norms Characteristics of Teams
Ground Rules
Team Contracts Sample Team Contract | 7. The Stages of Team Development
Introduction
Stage One: Forming Stage Two: Storming
Stage Three: Norming
Stage Four: Performing Stage Five: Adjourning
Activity Forming an Effective Team Making Connections | 10. Becoming a Good Team Player Attitude is Everything
11. Personal Action Plan Starting Point Where I Want to Go
How I Will Get There |
| 4. Working as a Team
Putting it Into Perspective No Need for Black and White Thinking
Degrees of Support | 8. Virtual Teams
Virtual Teams | 12. Course Summary
13. Recommended Reading List
14. Post-Course Assessment |
| 5. Your Team Player Type
What's Your Team Player Type? | | |

BUILDING RELATIONSHIPS FOR SUCCESS IN SALES

No one questions that making friends is a good thing. In this course, you are going to discover that the business of business is making friends, and the business of all sales professionals is making friends and building relationships. Strategic friendships will make or break any business, no matter how big and no matter what kind of market.

LEARNING OUTCOMES

Discover the benefits of developing a support network of connections
Understand how building relationships can help you develop your business base
Learn how to apply communication techniques to build your network
Identify the key elements in strong working relationships, and how you might put more of these elements in your working relationships
Recognize the key interpersonal skills and practice using them

COURSE OUTLINE

1. Course Overview
2. Focusing on Your Customer Customer Focused Selling Understanding Effort vs. Results Considering the Possibilities
3. What Influences People in Forming Relationships?
Influences at Work
Building Customer Connections
4. Disclosure
5. How to Win Friends and Influence People
About Dale Carnegie
Carnegie's Principles
6. Communication Skills for Relationship Selling
7. Active Listening
8. Asking Questions
9. Non-Verbal Messages
10. Managing the Mingling
11. The Handshake
12. Small Talk
13. Networking
Organizing Your Network
Case Study
14. Personal Action Plan
15. Recommended Reading List
16. Post-Course Assessment

BUILDING YOUR SELF ESTEEM AND ASSERTIVENESS SKILLS

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 OUTCOMES

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
Tyrone'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

BULLYING IN THE WORKPLACE

Bullying is called the silent epidemic. Although half of workers have experienced or witnessed bullying, policies and laws dealing with it are far less prevalent. This is, in part, because bullying can be hard to identify and address. People wonder, what does bullying look like? How can we discourage it in our workplace? What can I do to protect my staff and co-workers? All of these questions (and more!) will be answered in this course.

LEARNING OUTCOMES

Define what bullying is and is not
Understand the costs of bullying to people and organizations Identify bullying behaviors and the reasons behind them
Know some ways to prevent bullying and understand what role you can play Know some ways to protect yourself from bullying
Know what to do if you are bullied
Identify appropriate solutions for a bullying incident (within and outside the organization)
Assist in creating an anti-bullying policy

COURSE OUTLINE

1. Course Overview
2. Defining Bullying
What is Bullying?
Some Scary Statistics The Costs of Bullying
3. Why Bullies Do What They Do Origins of Bullying Behavior Defining Bullying Behavior
Other Types of Bullying
4. Building a Shield Against Bullies Distorted Thinking
Your Toolkit Against Bullies
5. What to Do If It Happens to You Telling it Like it Is
What Works and What Doesn't?
Applying My Skills
6. What to Do If You Witness Bullying Speak Up!
Things to Say
7. Creating an Anti-Bullying Workplace
Creating Anti-Bullying Policies Implementing and Enforcing Anti-Bullying Policies
Lessons for the Workplace
8. The Law on Bullying
9. Personal Action Plan
10. Recommended Reading List
11. Post-Course Assessment

BUSINESS ETHICS FOR THE OFFICE

What exactly makes a decision ethical? The problem with ethics is that what may seem morally right (or ethical) to one person may seem appalling to another.

This course will not provide you with an easy way to solve every ethical decision you will ever have to make.

It will, however, help you define your ethical framework to make solving those ethical dilemmas easier. We'll also look at some tools that you can use when you're faced with an ethical decision. And, we'll look at some techniques you can use so you don't get stuck in an ethical quandary. Best of all, we'll look at a lot of case studies so that you can practice making decisions in a safe environment.

LEARNING OUTCOMES

Understand the difference between ethics and morals
Understand the value of ethics
Identify some of your values and moral principles
Be familiar with some philosophical approaches to ethical decisions
Identify some ways to improve ethics in your office

Know what is required to start developing an office code of ethics
Know some ways to avoid ethical dilemmas
Have some tools to help you make better decisions
Be familiar with some common ethical dilemmas

COURSE OUTLINE

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. What are Ethics?
Defining Ethics and Morals The Gray Area
Values Identification Step One: Identifying Your Values
Values Identification Step Two: Defining Your Values
Values Identification Step Three: Put It All Together
3. Taking Your Moral Temperature, Part One
Case Studies
Case Studies
4. Why Bother with Ethics? Ethical Behavior
5. Kohlberg's Six Stages
The Six Stages and Three Levels Different Levels for Different Situations
Identifying Stages
6. Some Objective Ways of Looking at the World
An Introduction to Philosophy
7. Applying Philosophical Approaches
7. What Does Ethical Mean?
Merck Pharmaceuticals Decision Analysis
8. Avoiding Ethical Dilemmas Some Easy Strategies Case Studies
9. Pitfalls and Excuses
Common Pitfalls
10. Developing an Office Code of Ethics Are You Ready?
Sample Codes of Ethics
Making Connections Your Code of Ethics
11. Ethical Issues for Business Fundamental Ethical Issues for Business
22 Keys
Pre-Assignment Review
12. Basic Decision Making Tools
The Three-Phase Model
The Problem-Solving Model Another Perspective
Phase One

BUSINESS ETHICS FOR THE OFFICE CONT'

COURSE OUTLINE CONT'

Phase Two

Phase Three

Solution Planning Worksheet The Problem-Solving Toolkit

13. Ethical Decision Making Tools Three Types of Tools Advanced Processes
The Potter Box The Kidder Process Case Study
14. Dilemmas with Company Policy Common Dilemmas
15. Dilemmas with Co-Workers Potential Dilemmas Case Studies
16. Dilemmas with Clients
Potential Dilemmas Making Connections
17. Dilemmas and Supervisors Dilemmas with Your Supervisor
Dilemmas as a Supervisor
18. What to Do When You Make a Mistake
Six-Step Plan
19. Taking Your Moral Temperature, Part Two
Case Studies
Revisited A Look Back
20. Personal Action Plan
Starting Point Where I Want to Go
How I Will Get There
21. Course Summary
22. Recommended Reading List Post-Course Assessment

BUSINESS ETIQUETTE: GAINING THAT EXTRA EDGE

If you've ever had an awkward moment where: You aren't sure which fork to use,
You don't know which side plate is yours,
You've ever had to make small talk with a Very Important Person and been lost
for words...

Then you know just how agonizing such moments can be. Even worse (and what can be even more damaging to your career) are the social gaffes you aren't even aware you make. This course will help you handle most of those socially difficult moments. You'll have an extra edge in areas you may not have given a lot of thought to before.

LEARNING OUTCOMES

Network effectively, including making introductions, shaking hands, and using business cards appropriately

Dress appropriately for every business occasion

Feel comfortable when dining in business and formal situations

Feel more confident about your business communication in every situation Develop that extra edge to establish trust and credibility

COURSE OUTLINE

1. Course Overview
2. Business Etiquette Basics
3. Test Your Business Etiquette
4. The Handshake
5. Business Card Etiquette
6. The Skill of Making Small Talk
7. Do You Remember Names?
8. Making That Great First Impression
9. Dress for Success
 - Dressing the Part Maintaining Your Positive Impression
 - What's Your Code?
10. Business Dining
 - Seven Hot Tips Demonstration Other Rules
11. E-Mail and Telephone Etiquette
 - The Power of the Written Word Note Writing Practice
12. Personal Action Plan
13. Recommended Reading List
14. Post-Course Assessment

BUSINESS PROCESS MANAGEMENT

Business process management helps organizations leverage processes to achieve their goals and be successful. Once processes are implemented, they must be monitored, evaluated, and optimized to make sure they are still meeting the goals that they were designed to accomplish. A business that can successfully manage its processes is able to maintain a competitive edge, while increasing productivity and efficiency and decreasing costs.

This course will introduce you to business process management. You'll learn how business processes can help you improve your company's bottom line by providing a higher level of quality and consistency for your customers.

LEARNING OUTCOMES

Define business process management and related concepts
 Recognize the vital role processes play in a business
 Appreciate the role of technology in process management
 Develop a vision to guide process improvement
 Understand how to design or enhance an existing process using the business process life cycle

Construct a process map
 Perform a what-if analysis to improve your processes
 Implement and monitor process changes
 Identify how Lean and Six Sigma methods can assist in managing and improving processes
 Use a variety of tools and techniques to eliminate waste and redundancies

COURSE OUTLINE

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|--|--|---|
| <ol style="list-style-type: none"> 1. Course Overview 2. The Fundamentals of Business Process Management
What is Business Analysis? What is Enterprise Content Management? Enterprise Content Management Model
What is Business Process Re-Engineering? Business Process Re-Engineering Model 3. Defining Business Process Management
What is Business Process Management? Brief History of Business Process Management What are the Benefits of Business Process Management? 4. Reflecting on Processes | <ol style="list-style-type: none"> 5. The Business Process Life Cycle 6. The Vision Phase
Creating a Vision and Seeing the Big Picture
Sharing Your Vision Dreaming Big 7. The Design Phase
Gathering Information Defining Your Problem Identifying Existing and Future Processes
About Process Mapping Creating a Process Map with a Flow Chart
Creating a Process Map with a Swimlane Diagram
Map it Out
Defining Improvements Establishing Functions and Identifying Function Leaders 8. The Modeling Phase
Performing What-if Analysis Test Driving
Testing the Design 9. The Execution Phase
Implementing Processes Exploring Automation Automating Pro- | <ol style="list-style-type: none"> cesses Understanding Business Rules Making Connections
The Role of Workflow Engines Case Studies
Steps to Implement a Workflow Engine 10. The Monitoring Phase
Implementing Measures What is Business Activity Monitoring (BAM)?
The Balanced Scorecard Creating a Balanced Scorecard Identifying Gaps with Process Mining 11. The Optimizing Phase
What It's All About
Business Process Improvement Introduction to Lean
Cut Out the Waste
Introduction to Six Sigma Tie It All Together 12. Personal Action Plan 13. Recommended Reading List 14. Post-Course Assessment |
|--|--|---|

BUSINESS SUCCESSION PLANNING: DEVELOPING AND MAINTAINING A SUCCESSION PLAN

Change is a hallmark of today's business world. In particular, our workforce is constantly changing – people come and go, and move into new roles within the company. Succession planning can help you make the most of that change by ensuring that when someone leaves, there is someone new to take their place. This course will teach you the basics about creating and maintaining a succession plan.

LEARNING OUTCOMES

Demonstrate an understanding of the value of succession planning for successful businesses

Demonstrate expertise with the key elements of a succession plan Create and discuss aspects of a succession plan

Discuss the elements of a succession plan in terms of roles, responsibility, function, scope, and evaluation

COURSE OUTLINE

1. Course Overview
2. A Need for Succession Planning
3. Defining a Succession Plan Strong Leaders and a Strong Organization
Components of the Plan Setting the Scope
4. Pre-Assignment Review
5. Identifying Resources and Analyzing Risks
Identifying Resources Risk Assessment
6. Defining Roles, Responsibilities, and Functions
Individualized Engagement Plans Working the Plan
7. Gathering Information
8. Forecasting Needs
Key Ingredients of a Successful Plan
Coaching and Mentoring
9. Putting the Plan Together
Using Appreciative Inquiry (AI) How to Choose the Leader
10. Putting the Plan into Action Phased Implementation Technology
11. Evaluating and Reviewing the Plan Evaluation Challenges
Sample Evaluation Check Out the Checklist
12. Your Action Plan
Plan and Then Do Next Steps
13. Personal Action Plan
14. Recommended Reading List
15. Post-Course Assessment

BUSINESS WRITING THAT WORKS

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 OUTCOMES

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
About the Index Using the 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
17. Writing Effective E-mails E-mail Basics
Managing E-Mail E-mail at Work
18. Spelling and Proofreading Spelling Tips
Proofreading Tips
19. Writing Memos
The Anatomy of a Memo Acme Funfest
20. Reviewing Your Writing
21. Writing Challenges
22. Personal Action Plan
23. Recommended Reading List
24. Post-Course Assessment

CALL CENTER TRAINING: SALES AND CUSTOMER SERVICE TRAINING FOR CALL CENTER AGENTS

Whether we choose to embrace them or cannot stand being interrupted by their calls, call centers are a business element that is here to stay. This course will help call center agents learn to make the most of their telephone-based work, including understanding the best ways to listen and be heard. Each phone interaction has elements of sales and customer service skills, which we will explore in detail throughout this energizing and practical course.

LEARNING OUTCOMES

Understand the nuances of body language and verbal skills, which are so important in conversations that do not have a face-to-face element Learn aspects of verbal communication such as tone, cadence, and pitch Demonstrate an understanding of questioning and listening skills Acquire comfort with delivering bad news and saying no

Learn effective ways to negotiate Understand the importance of creating and delivering meaningful messages Use tools to facilitate communication Realize the value of personalizing interactions and developing relationships Practice vocal techniques that enhance speech and communication ability Personalize techniques for managing stress

COURSE OUTLINE

1. Course Overview
2. What's Missing in Telephone Communication?
It's Not What You Say; It's How You Say It
In the Absence of Body Language
3. Verbal Communication Techniques Being Yourself and Sounding Your Best
A Service Image
4. Who are Your Customers?
Define the Customer and Client About Relationships
5. To Serve and Delight
6. Did You Hear Me?
Listening Skills
The Mission: To Listen
7. Asking the Right Questions Open vs. Closed Questions Probing Techniques
8. Saying No
When We Say "No"
Delivering Bad News
9. Sales by Phone
Benefits of Telemarketing Rapport Building
10. Taking Messages
Pen in Hand Effective Messages
11. Staying Out of Voice Mail Jail
12. Closing Down the Voice
13. Cold and Warm Calls
The Cold Call The Warm Call
14. Developing a Script
Scripting Techniques Sample Script
15. Perfecting the Script
Making the Script Yours Using Cheat Sheets
16. Going Above and Beyond Fifteen Techniques for CCA Success
Customize Your Service
17. Handling Objections
18. Closing the Sale

CALL CENTER TRAINING: SALES AND CUSTOMER SERVICE TRAINING FOR CALL CENTER AGENTS

COURSE OUTLINE CONT'

19. Feelings
20. Changes in the Customer The Changing Customer
What the Customer Wants
21. Negotiation Techniques Mastering Negotiation Skills Practicing Negotiation
22. It's More Than Just a Phase
Phases of Negotiation
Negotiation Made Easier
23. High Impact Moments
Make It Count
Creating Case Studies
24. Tips for Challenging Callers
Tips and Tricks
Caller Behaviors Up the Mountain
25. Dealing with Difficult Customers Dealing with Problems Dealing with Vulgarity
26. Phone Tag and Getting the Call Back Phone Tag
Following Up
27. This is My Mentor
28. Stress Busting
29. News from Within
Management Reports Pre-Assignment Review
CCA Reports
30. Wrapping Up
It's a Wrap – Just About! Debrief
31. Close with Vocals
32. Personal Action Plan
33. Recommended Reading List
34. Post-Course Assessment

CANNABIS AND THE WORKPLACE

One of the most commonly used recreational drugs in the world is cannabis. No matter what the legal status of using cannabis is where you live and work, employees who are under the influence of the drug can become an issue in your workplace. This course will help you develop the skills and knowledge to mitigate the risks to safety and lost productivity, and create a policy to protect employees from harm and the company from loss.

LEARNING OUTCOMES

Understand what cannabis and other forms of cannabis are and how they are used
Understand how cannabis use affects a person physically, cognitively, and behaviorally
Recognize the signs of cannabis impairment
Define the potential issues cannabis use creates in the workplace
Understand the legal rights of employers and employees with regards to cannabis use in the workplace
Respond to incidents of suspected cannabis use in the workplace
Develop a proactive workplace drug and alcohol policy

COURSE OUTLINE

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. Drugs and the Workplace
Why Is Drug Use a Workplace Issue?
3. Cannabis
The Cannabis Plant, Part One
The Cannabis Plant, Part Two
The Cannabis Plant, Part Three
The Cannabis Plant, Part Four
Cannabis and Your Body, Part One
Cannabis and Your Body, Part Two
Cannabis and Your Body, Part Three
Cannabis and Your Body, Part Four
Debunking the Myths, Part One
Debunking the Myths, Part Two
4. Workplace Impacts
Trouble in the Workplace Cannabis and Productivity
Productivity Safety, Part One
Safety, Part Two
Safety, Part Three
Safety, Part Four
5. Medical Cannabis
Rights and Responsibilities, Part One
Rights and Responsibilities, Part Two
Rights and Responsibilities, Part Three
Rights and Responsibilities, Part Four
Rights and Responsibilities, Part Five
Medical Cannabis Scenarios
6. How to Intervene
The Intervention Process
Step 1: Document
Step 2: Consult, Part One
Step 2: Consult, Part Two
Step 3: Approach
Step 4: Monitor
Step 5: Follow up
Practicing the Difficult Conversation
Role Play 1
Role Play 1 - Questions
Role Play 2 - Questions
7. Drug and Alcohol Policy
Why a Drug and Alcohol Policy? Part One
Why a Drug and Alcohol Policy? Part Two
Example 1 – Carroll Air Systems Example 2 – Cianbro-Williams Bros
Example 3 – A-Able Rents Company
8. Applying and Publicizing the Policy, Part Four
9. Personal Action Plan
10. Starting Point Where I Want to Go
11. How I Will Get There
12. Course Summary
13. Recommended Reading List
14. Post-Course Assessment

COACHING AND MENTORING

Coach, Mentor, Role Model, Supporter, Guide... do these words ring a bell? Being a coach involves being able to draw from several disciplines. Coaching is based on a partnership that involves giving both support and challenging opportunities to employees. Mentorship is a related skill that is often a part of coaching. It's about being a guide, offering wisdom and advice when it is needed.

Knowing how and when to coach (and when to use other tools, like mentoring) is an essential skill that can benefit both you and your organization.

LEARNING OUTCOMES

Understand how coaching can be used to develop your team
Develop the coaching and mentoring 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 to correct them

COURSE OUTLINE

1. Course Overview
2. Defining Coaching and Mentoring Coaching and Mentoring Matching Mentors
3. Defining Coaching Coaching Skills
4. Coaching Assessment Review Coaching Assessment and Scoring
5. Making Connections
6. Interpersonal Communication Skills What are Communication Skills? Getting Better with Communication
7. Probing Techniques Active Listening Skills
8. Critical Coaching Skills
9. Setting Goals with SPIRIT Setting Achievable Goals
10. Getting on Track
11. Learning Styles and Principles
12. The Benefits/Consequences Matrix
13. Skills Involved in Coaching
14. The Coaching Model
15. Giving Effective Feedback
16. Coaching Problems and Solutions
17. Personal Action Plan
18. Recommended Reading List
19. Post-Course Assessment

CODE OF CONDUCT

Workplaces are made up of diverse groups of people with diverse motivations, backgrounds, and ethics. When such groups are brought together, sometimes there are opportunities for ethical, moral, financial, or even legal, boundaries to be crossed.

Sometimes those boundaries are crossed with disastrous results.

A workplace code of conduct is a tool that can be used to prevent such digressions by providing a framework for employees to follow of what is expected of them and how to conduct themselves in various situations.

This course will look at the material that goes into a code of conduct and will allow participants to build their own as the day goes on.

LEARNING OUTCOMES

Identify what a code of conduct is and why a business should have one
Identify what goes into a code of conduct
Discuss how to implement a code of conduct in the workplace
Create a code of conduct for a business

COURSE OUTLINE

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Assessment
2. What Is It, and Why
For Your Consideration Pre-Assignment
Review
3. What to Leave In, What to Leave Out
What to Include What to Exclude
Identifying Areas of Risk Who Writes It
4. What's It All About?
In a Word Spreading the Word Training
Violations
5. A Random Sample
Sample Codes
6. What to Do When You Make a Mistake
7. Auditing
Auditing Techniques Sample Audit Questions
8. Putting it Together
The Toolbox
Making Connections
9. Personal Action Plan
10. Recommended Reading List
11. Post-Course Assessment

COLLABORATION

Collaboration is a skill that is utilized with one or more people to produce or create a result or shared goal. Everyone in the group has a shared vision or outcome. The group not only has to work together, they must think together, and the product comes from group effort. Collaborators are equal partners. Do we know what it takes to achieve successful collaboration with colleagues? What are the importance and benefits of collaboration in the workplace and how can employers create a collaborative environment and reward employees for collaborative efforts?

LEARNING OUTCOMES

Understand the definition of collaboration
Distinguish collaborative qualities individuals often possess
Know and understand what it takes to work collaboratively with your colleagues
Discover the difference between collaboration, cooperation and teamwork
Know what a collaborative environment looks like

Know the six steps to make collaboration work
Understand the advantages of collaboration
Be aware of obstacles to collaboration
Develop strategies to improve a collaborative work environment
Share tips for employers to reward collaboration
Understand how technology affects collaboration

COURSE OUTLINE

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. Being Collaborative
What is Collaboration? Part One
What is Collaboration? Part Two
Who is a Collaborator?
Qualities of a Collaborator Part One
Qualities of a Collaborator Part Two
Qualities of a Collaborator Part Three
3. Elements of Successful Collaboration
Elements of Collaboration
Five Elements of a Successful Collaboration Part One
Five Elements of a Successful Collaboration Part Two
Collaboration, Teamwork, Cooperation: What is the Difference?
How to Make Collaboration Work: 6 Predictable Stages
4. Benefits of Collaboration
What Are the Advantages of Collaboration, Part One
What Are the Advantages of Collaboration, Part Two
Collaborative Workspace
Corporate Culture of Collaboration
Features to Help Create a Collaborative Workspace
Design Your Collaborative Workspace
5. Common Obstacles
Five Arguments Against Collaboration
Tips to Overcome Collaborative Obstacles
Rewarding Team Collaboration Part One
Rewarding Team Collaboration Part Two
Rewarding Team Collaboration Part Three
6. Technology and Collaboration
Technology and Collaboration Part One
Technology and Collaboration Part Two
Implementing Technology to Facilitate Collaboration Part One
Implementing Technology to Facilitate Collaboration Part Two
Collaborative Conclusion
7. Personal Action Plan
Starting Point
Where I Want to Go
How I Will Get There
8. Course Summary
9. Recommended Reading List
10. Post-Course Assessment

COMMUNICATION STRATEGIES

Have you ever wondered why it seems so difficult to talk with some people, yet so easy to talk with others? This course explores how to improve your communication skills to make it easier for you to get along in the workplace, and in life.

LEARNING OUTCOMES

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

- | | | |
|---|--|---|
| <ol style="list-style-type: none"> 1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment 2. Creating Positive Relationships
Ten Quick Wins
Making Connections, Part One
Making Connections, Part Two 3. Growing Our Self-Awareness Do You Question Your Competence?
Developing Confidence 4. Communication Basics
Defining a Skilled Communicator
Making Connections 5. Communication Barriers
Case Study: New Neighbors Common Barriers
Applying the Answers Being Mindful 6. Asking Questions
Asking Good Questions, Part One
Asking Good Questions, Part Two
Asking Good Questions, Part Three
Asking Good Questions, Part Four
Probing
Five Ways to Probe, Part One
Five Ways to Probe, Part Two
Pushing My Buttons 7. Listening Skills
Can You Hear Me? Example One
Can You | <ol style="list-style-type: none"> Hear Me? Example Two
Can You Hear Me? Example Three
Can You Hear Me? Example Four
Can You Hear Me? Example Five
How Do You Rate Your Listening Ability?
Scoring
Active Listening Skills, Part One
Active Listening Skills, Part Two
Responding to Feelings
Reading Cues
Demonstration Cues
Tips for Becoming a Better Listener
What is Said and What is Heard
Communication Situations 8. Body Language
What Do Our Bodies Say? Part One
What Do Our Bodies Say? Part Two
What Do Our Bodies Say? Part Three
What Do Our Bodies Say? Part Four
The Signals People Send
Gestures
Communication Styles
Dichotomies in Theory
Making Connections
Advantages and Disadvantages
Dichotomies in Action, Example One
Dichotomies in Action, Example Two
Dichotomies in Action, Example Three
Dichotomies in Action 9. Creating a Positive Self-Image Sev- | <ol style="list-style-type: none"> en Things People Determine from Your Appearance
Pre-Assignment Review
Self-Evaluation, Part One
Self-Evaluation, Part Two 11. Frame of Reference
Your Frame of Reference
Suspending Belief 12. Techniques for the Workplace Prepare, Prepare, Prepare
Testing Our Theories, Situation One
Testing Our Theories, Situation Two
Delivering Your Message
Check for Understanding 13. Assertiveness
Self-Attitude
Words to Watch Out For
Your Inner Self
Talk Persuasion
30 Ways to Persuade
Case Study: A Negative Image I Messages
The Assertive Formula
Expressing Your No, Part One
Expressing Your No, Part Two
The Persistent Response
Guidelines for Saying No 14. Personal Action Plan
Starting Point Where I Want to Go
How I Will Get There 15. Course Summary 16. Recommended Reading List 17. Post-Course Assessment |
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COMMUNICATIONS FOR SMALL BUSINESS OWNERS

Communication between individuals is a two-way street, but communication between a small business and its customers is a multi-lane highway. Navigate this highway successfully and you increase customer numbers and profits. Set out on this highway unaware, ill-prepared, or unconvinced of its importance, and you will lose ground to your competitors.

This course will introduce and reinforce the essential components of written communication that will connect you with existing and potential customers. If you are new to the communications highway, this course will provide the foundation for future development. If your company has some communications expertise, this course will help you strengthen and polish your essential components.

LEARNING OUTCOMES

Define the essential pieces of communication
Customize these essential pieces for your company
Identify the processes and plans needed for clear communications
Develop, maintain, and evolve effective content for your communications

1. Course Overview
2. Key Communication Components What Communication Is All About
Pre-Assignment Review
3. The Building Blocks
Business and Marketing Strategy
Public Relations Plan
Working on the Plan Elevator Pitch and Executive Summary
Developing Your Pitch Practice Makes Perfect
4. Your Communications Plan Introduction
Selecting Your Communications Destination
Choosing a Communications Route
Making Connections Establishing a Communications Vehicle
Developing an Approval Process
Inbound vs. Outbound: How Can We Help You?

5. The Five C's of a Successful Message
Be Clear
Be Concise
Be Complete
Be Correct
Be Compelling
6. Communication Strategies Setting a Goal for Each Communications Piece
Strengthening Your Core Message
7. Sharing Information Through Media Releases
Key Pieces of the Media Release
Drafting Your Message
Getting Into It
8. Communicating Online
Blogging Tips and Tricks
Making Connections
Connecting Through Social Media
Social Media Plan Worksheet
9. Using Stories to Communicate The Importance of Story Tell Me A Story
10. Polishers and Time Savers
Communication Fact Sheets
Getting It Together
Reduce, Re-Use, and Recycle
11. Enhancing Your Results
Search Engine Optimization (SEO)
Optimizing Our Results
Taking Your Communication Pulse
Focusing on the Research
SWOT Analysis
Making Connections
12. Maintaining Your Message in Crisis
13. Personal Action Plan
14. Recommended Reading List
15. Post-Course Assessment

CONDUCTING ACCURATE INTERNET RESEARCH

As the Internet grows, it becomes more challenging to find the correct information from a reliable source in a timely manner. As research expert Gary Price puts it, "The haystack is growing and finding the needles takes more time and requires greater skill."

This course will teach you how to conduct accurate Internet research by creating a search plan, searching both the surface web and the deep web, and staying organized. You will also learn how to think critically and find the best sources for your Internet search.

LEARNING OUTCOMES

Describe why Internet research skills are important
Create a search plan
Identify what resources are the most appropriate for your search
Search the surface web and the deep web using a variety of tools
Assess the credibility and validity of a website
Organize research notes
Cite sources and avoid plagiarism

COURSE OUTLINE

1. Course Overview
2. Creating a Search Plan
Key Elements of a Search Plan
Getting Focused
3. Searching the Surface Web
What is a Search Engine?
Building a Keyword List
Step-By-Step Searching Guide
Performing an Advanced Search
Searching for Quick Facts
Internet Scavenger Hunt
Debrief
4. Diving Into the Deep Web
About the Deep Web
Making Connections
5. Searching for Multimedia
Search Techniques
Making Connections
6. Assessing Research Sites
Analyzing Your Sources
Making Connections
Checking Your Facts
7. Staying Organized with Research Tools
8. Citing Sources
9. Personal Action Plan
10. Recommended Reading List
11. Post-Course Assessment

CONDUCTING EFFECTIVE PERFORMANCE REVIEWS

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 OUTCOMES

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

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
Sample Performance Appraisal Forms
6. 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
Pre-Assignment Review
25. Performance Management Checklists
26. Personal Action Plan
27. Recommended Reading List
28. Post-Course Assessment

CONFERENCE AND EVENT MANAGEMENT

Although it does take plenty of creativity to design an event that is memorable and meaningful, it also takes careful attention to detail, adaptability, effective delegating, and a lot of work. This course will walk you through the process of event management, from the beginning stages of planning, to the final touches (like decorations, food, and music).

While this course is specifically for corporate event planning, the elements here can also be applied to more personal event planning like anniversaries, special birthday gatherings, weddings, and more. Essentially, we're creating an effective and well planned design that is ready for implementation and can be used over and over again.

LEARNING OUTCOMES

Plan a complete corporate event, including an agenda, budget, goals, venue, audience, food, and whatever else your client needs

Keep your event on budget

Design an advertising and marketing plan that includes a comprehensive use of media, take-aways, and/or swag bags

Determine whether partners, sponsors,

and volunteers can help to make your event unforgettable

Create an atmosphere of service that delegates will remember

Select speakers and a master of ceremonies to add impact to your event Create a diversity plan

Evaluate the process once it's all wrapped up

COURSE OUTLINE

1. Course Overview
2. Event Planning Essentials Identifying Key Event Elements Setting Goals and Objectives Getting Organized
3. Budgeting Basics
Pre-Assignment Review The Real Budget
Getting Strict About the Budget
4. Using the Committee Approach Getting the Right People Doing the Right Things Doing Delegation Right
5. Connecting with Partners and Sponsors
Benefits of Support Step Up and Ask!
6. Advertising and Marketing Getting the Word Out
The "Touch" Factor Take-Away Planning
7. Selecting the Venue
8. Feeding the Masses
Setting up the Menu
Finding Food Solutions
9. Business Etiquette Basics
Don't Be Afraid!
The Edge of Etiquette Think Space!
10. Celebrating Diversity
What Does It Mean?
11. Creating an Atmosphere of Service I
Introduction to Customer Service
Critical Elements of Customer Service
12. Selecting Speakers and a Master of Ceremonies
People in Your Event People in Practice
13. Managing Contracts
14. Gathering Feedback
Gathering Feedback from Delegates
Gathering Feedback from the Client
Designing Feedback
15. Adding the Finishing Touches
16. Event Day Roles
Things to Do Managing Your Image
17. Closing the Event
Creating the Conference Report
Holding the Post-Event Meeting and Thanking Those Involved
18. Practicing Planning
Creating an Event Plan Draft Presentations
19. Personal Action Plan
20. Recommended Reading List
21. Post-Course Assessment

CONFLICT RESOLUTION: GETTING ALONG IN THE WORKPLACE

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 OUTCOMES

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

- | | |
|--|---|
| <ol style="list-style-type: none"> 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
Conflict Outcomes Strategies for Dealing with Conflict 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 | <ol style="list-style-type: none"> 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

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 OUTCOMES

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

CONTINUOUS IMPROVEMENT WITH LEAN

Companies everywhere, no matter what their industry, can benefit from the principles of continuous improvement with Lean. Whether they adopt a very formal process or commit to something less structured, they can follow its principles and improve their bottom line by reducing wasted time and resources.

This course is designed for learners who have completed the pre-requisite Lean Process Improvement course, and perhaps have been involved in implementation of its principles in their workplace. It is the ideal next step along the path of learning and creating a workplace culture committed to continuous improvement.

LEARNING OUTCOMES

Describe what continuous improvement with Lean is all about
Explain the concepts of the continuous improvement cycle: Identify, Plan, Execute, and Review
Apply Lean continuous improvement concepts to a case study
Present ideas for continuous improvement

COURSE OUTLINE

1. Course Overview
2. How to Use This Guide
3. Course Overview
4. Defining Continuous Improvement Definitions
Pre-Assignment Review
How Can Lean Help?
Four-Stage Cycle
5. Stage One – Identify Areas For Improvement
Making It Valuable
Test the Theory
6. Stage Two – Create a Plan for Improvement
Building the Plan Where Are You At?
7. Stage Three – Implement the Changes
Taking the Lead Value Stream
8. Stage Four – Review the Impact Remember to be Green with Lean
The Review Stage Review in Progress
9. Test Driving
Background Information Identify Opportunities for Improvement
Define the Process to Improve Work on Your Plan
Polish Your Plan
10. Personal Action Plan
11. Recommended Reading List
12. Post-Course Assessment

CONVERSATIONAL LEADERSHIP

Effective leaders understand how powerful an opportunity can be when they can tap into the intelligence, wisdom, and innovation present in their workforce. Conversational leadership provides the space and infrastructure for knowledge sharing to take place; for employees, stakeholders, and the community to be involved in discussing big, important questions; and to generate solutions that people within the organization can take action on.

LEARNING OUTCOMES

Understand the wisdom inherent in encouraging conversational leadership
Describe the four I's of conversational leadership
Apply the principles of conversational leadership to improve results
Organize a simple World Café as an example of conversational leadership

COURSE OUTLINE

1. Course Overview
2. What's In A Word?
3. Fundamental Elements
4. The Four-I Model of Organizational Conversation
5. The Conversational Leadership Framework
6. World Café
7. Personal Action Plan
8. Recommended Reading List
9. Post-Course Assessment

CREATING A DYNAMITE JOB PORTFOLIO

The job market continues to change, as does the way we look for work. This course examines the value of presenting yourself as a complete package by using a resume as an introduction to an employer and backing it up with a portfolio presented at the interview.

LEARNING OUTCOMES

- Speak about yourself using descriptive language
- Apply the essential elements of cover letters and resumes
- Understand the need for pre-employment testing and what to expect in your target market
- Design a personalized portfolio
- Develop a plan that moves you to a new job within 60 days

COURSE OUTLINE

1. Course Overview
2. Who Are You?
Exploration
Self-Description
3. Writing the Resume
Essential Ingredients Writing the Resume
4. Creating a Noticeable Package Personal
Branding
Types of Resumes
5. Cover Letters
Essential Ingredients The Writing
6. Getting into the Flow
7. The Portfolio
Essential Components Designing Your
Portfolio
8. Refining and Perfecting
9. Dealing with Awkward Points Gaps in Your
Resume Pre-Employment Testing
10. Getting to a New Job in 60 Days 60 Days to
a New Job Getting the Lead Out
11. Goal Setting
Creating a Plan
Choosing Your References
12. Thank-You Notes
13. Personal Action Plan
14. Recommended Reading List
15. Post-Course Assessment

CREATING A GOOGLE ADWORDS CAMPAIGN

Many companies advertise with pay per click ads. This course focuses on the largest machine available: Google AdWords. In this course, participants will learn how Google AdWords work, what pay per click means, the importance of correctly setting an AdWord budget, how to select keywords and set up ad groups, how to design a compelling ad, and how to make adjustments to increase success.

LEARNING OUTCOMES

Define Google AdWords and pay per click
Set up keywords lists and groups
Find tracking and statistical information
Describe conversions from click-throughs
Decide whether you will write your own ads or enlist help

COURSE OUTLINE

1. Course Overview
2. Understanding AdWords Lingo First Up, SEO
Pre-Assignment Review
AdWords Defined
How PPC Works
3. Creating an AdWords Strategy Planning
Choosing Keywords
Getting Good with Keywords Long Tail and Short Tail Understanding Ad Groups
4. Creating a PPC Campaign Setting Your PPC Budget The Quality Score
5. Designing Your Ads
Choosing Your Language Persuasive Techniques Keeping Your Eyes Open Structuring your Ad
6. Looking at Success
Understanding Key Metrics Higher Click-through Rates (CTR) Help
Setting Up Split Tests
Using Google's Display Network (GDN)
When to Ask for Help To Be Continued
7. Personal Action Plan
8. Recommended Reading List
9. Post-Course Assessment

CREATING A POSITIVE WORK ENVIRONMENT

Not all of us have had the opportunity to work in a truly positive work environment. A positive work environment is important for the productivity of a company but it is also important to us personally. Our emotional and physical health can be improved by working in a positive work environment. We should wake up each morning wanting to go to work - not trying to think of excuses to not go. We want to be proud of where we work and enjoy telling others about where we work. As an employee or a leader within a company you have a responsibility to create and maintain a positive work environment. Everyone has a responsibility to create and maintain a positive work environment. Even if this is not a companywide reality you can seek to provide this type of environment for your department/ division or those within your sphere of influence. This course will give you tools to be able to create the type of company environment that you crave through building and nurturing effective workplace relationships.

LEARNING OUTCOMES

Recognize what a positive workplace looks like

Know and understand the key elements necessary to create and maintain a positive work environment

Understand as an employee what you can do personally to create and maintain a positive work environment

Understand as a leader the responsibility you have to create and maintain a positive work environment

Discover what type of team player you are and how that relates to your functioning in the team

Know the importance of effective work-

place relationships in creating and maintaining a positive work environment

Know and understand the importance of working as a team and guidelines to good teamwork

Discover your personal strengths and weaknesses in working cooperatively

Discover your preference for dealing with workplace conflict

Learn and practice various methods to deal with workplace problems

Learn some of the common meeting problems to how make your meetings more positive and effective.

1. Course Overview
2. What Does a Positive Environment Look Like
Introduction Characteristics of a Positive Work Environment
3. What Can I Do?
As an Employee
As a Leader
4. Team Player
Team Member Roles and Responsibilities

5. A: Effective Workplace Relationships
Teams
Working Cooperatively Managing Conflict
Self-Assessment Preventing Problems
B: Effective Workplace Relationships
Dealing with Problems Meeting Management
6. Conclusion
7. Personal Action Plan
8. Recommended Reading List
9. Post-Course Assessment

CREATING A TOP-NOTCH TALENT MANAGEMENT PROGRAM

Organizations recognize that they do better business when their people are engaged, motivated, and yes, talented. Having the right people in place at the right time is a key aspect to continued growth, success, or even just stability. This course will provide you with just what it takes to have the right people ready. It will help you create a program to measure the talents of your people and how to help them grow in preparation for the future. It will also help you support and grow your organization by teaching you how to apply the most current research and adapt your organization to the ever-changing marketplaces.

LEARNING OUTCOMES

Apply the multifaceted aspects of talent management in your own organization
Describe the skills required to manage high potential candidates
Recognize and foster talent within an organization
Explain the principles of competency-based management
Use the language for talent management

COURSE OUTLINE

1. Course Overview
2. Understanding Talent Management
What is Talent Management? A Focused Effort to Manage Talent
3. Understanding Performance Management
The Differences Between Performance Management and Talent Management
The Shared Management Model
4. Understanding Succession Planning
Replacing vs. Succeeding
Understanding Succession Planning Terms
Identifying Critical People
Identifying Resources
Risk Assessment
5. Creating a Talent Management Plan
Overview
Developing Your Vision
6. About Competency-Based Programs
Understanding Competencies
Goleman's Emotional Intelligence Model
7. Identifying Talent
Key Talent Groups
Case Study: Smith Plumbing Inc. Fast-Track Programs
8. Bring on Bench Strength
Getting the Right Person for the Job
Three Pillars
9. Conducting Talent Assessments to Create a Talent Profile
A Three-Phase Process
Sample Form
Compiling the Results
10. Keeping People Interested
Understanding Abilities and Aspirations
Case Study: Jim's Job
Keeping Superstars from Falling
11. Talent Review Meetings
Structuring the Talent Review Meeting
Case Study
Following Up
12. Show Me the Money!
Building Incentives into the Plan
About Competency-Based Pay and Pay-For-Performance
13. Communicating with High Potentials
14. Development Strategies
Goals with SPIRIT
360° Feedback
Coaching and Mentoring
Creative Development Ideas
15. Reality Check!
16. Fostering Engagement
17. Evaluating the Plan
Why is Evaluation Necessary?
Sample Evaluation
18. Personal Action Plan
19. Recommended Reading List
20. Post-Course Assessment

CREATING A WORKPLACE WELLNESS PROGRAM

Whether you are creating a workplace wellness program from scratch, or enhancing what you already have, you're already on the right track! With increasing costs of health care, a shrinking workforce, and aging workers, a savvy workplace understands the value in supporting workers to improve their conditioning and to live a fitter lifestyle. This course includes all aspects of designing or upgrading a program, from concept through implementation, to review.

LEARNING OUTCOMES

Create program elements that reflect the needs of employees and the objectives of the organization
Select program elements that fit the context of current operations
Establish implementation and evaluation strategies

COURSE OUTLINE

1. Course Overview
2. The Case for Wellness
Benefits of Workplace Wellness Programs
Program Elements
3. Building the Foundation
Creating the Committee
Outlining the Program
Making Connections
Gathering Resources
Workplace Organizational Culture
4. Gathering Support
Taking Action
Reflection
5. Gathering Data
Gathering Data
Current Reality – Pre-Assignment Review
Looking Around Us
Research Help
6. Performing a Needs Analysis
The ICE Method
Making the Pitch
7. Program Elements
Designing Your Program, Part One
Designing Your Program, Part Two
Designing Your Program, Part Three
8. Implementing Your Workplace Wellness Program
Implementation Options
Identifying Motivators
9. Reviewing the Plan
Evaluating Prior to Launch
Getting the Executive on Board
Getting Employees on Board
10. Evaluating and Reporting Results
Ratios and Statistics
Making it Count
11. Personal Action Plan
12. Recommended Reading List
13. Post-Course Assessment

CREATING SUCCESSFUL STAFF RETREATS

A staff retreat can evoke some pretty strong emotions. Dread of a week hanging around with people you would never invite home for dinner. Queasy thinking about throwing yourself backwards hoping your 'new friends' will catch you. However, staff retreats still continue even in hard times. Why? Many of the things we really need to get done take longer than the two hours you have in meeting time. As well, the retreat itself can bring about a change in approach not possible sitting in your boardroom for a meeting. This course will give you tools to be able to create staff retreats that are successful and help to bolster productivity, sales and positive workplace culture.

LEARNING OUTCOMES

Discuss experiences with staff retreats
Know the reasons why staff retreats are conducted
Understand the main staff retreat undertakings categories
Develop and present retreat activities
Identify the critical elements for success of a staff retreat
Develop a planning checklist
Appreciate the keys to running a staff re-

Develop an evaluation questionnaire
Recognize post-retreat activities that will ensure the continuing success of your staff retreats
Realize your top three take home ideas for creating successful staff retreats

COURSE OUTLINE

1. Course Overview
2. Staff Retreats
Introduction
Why a Staff Retreat
3. Types of Undertakings at a Staff Retreat
Undertakings Developing Activities for Undertakings
4. Designing a Staff Retreat
Critical Elements for Success Staff Retreat Activities
5. Running the Retreat
Things to be Considered
6. Post-Retreat
Follow-up
7. Personal Action Plan
8. Recommended Reading List
9. Post-Course Assessment

CREATING WINNING PROPOSALS

Proposals are persuasive documents that are fundamental tools in organizational funding and output. This course will look at sources of funding, types of proposals and how to write proposals that will meet funding agencies requirements. This will include a number of tips and techniques to increase the potential success of your proposals. An important but often overlooked aspect of proposal writing will also be covered- Building and Maintaining Relationships. Relationships are built on honesty. Potential projects must be a good fit for your organization and your organization must be ready to do the work contained in the proposal. The most successful proposals are going to be those that fulfill the mission and values of your organization and that of the funding agencies as well!

LEARNING OUTCOMES

Locate potential funders for your organizations on the Internet and use evaluative skills to identify the appropriateness of funding related to your own organization

Explain the necessity of matching funders interests with organizational needs and use this knowledge in decisions about the validity of submitting a funding proposal
Describe and understand the basic elements of proposal writing for not-for-

profit organizations

Describe and understand the basic process for successful proposal writing
Analyze effective relationship-building strategies to engage with funders and use this knowledge in writing a funding proposal
Describe at least five reasons why funding proposals can be rejected
Plan, write and submit a proposal in response to funders guidelines

COURSE OUTLINE

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. Sources of Funding
Trends in the Funding Environment
Types of Funders Potential Funders
3. Funder Selection
Personal Proposal Funder Selection
4. Types of Proposals
Proposal Forms Letter Proposal Partnership Proposal
5. Proposals as a Relationship Builder Portfolio Approach
Building the Relationship Going Steady
6. RFPs/RFQs (Requests for Proposals or Request for Quote)
RFP Case Study
7. The Ten Steps of Proposal Writing
8. Defining Your Proposal 10-Step Exercise
9. Key Elements of a Proposal Portfolio Approach
10. Defining the Needs and Desired Results
Defining the Need Desired Results
11. Resources and Activities and Evaluation
Resources and Activities Evaluation
12. Sustainability and Budget Sustainability
Budget
13. Conclusion, Introduction, and Executive Summary
Portfolio Approach
14. Personal Action Plan
15. Recommended Reading List
16. Post-Course Assessment

CREATING WINNING WEBINARS

Webinars are now a common and effective tool being used by thousands and thousands of companies and people, across all industries. They are being used for everything from training to customer service, and education to marketing. Webinars are an affordable means of connecting with your staff, customers and online community.

This course will take you through the entire process of creating an effective webinar.

- Why and how to use Webinars
- Defining your webinar objectives
- Choosing the structure and content of your webinar
 - Creating the outline
 - Choosing the platform

This course will offer an introduction to Webinar Creation and provide you with a tool that is both appealing to you, the creator, and Webinar Attendees. With millions of webinars taking place online every month this is a medium to be embraced.

COURSE OUTLINE

1. Course Overview
 - Course Overview Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Webinars Defined
 - Introduction
 - What is a Webinar?
 - Pre-Assignment Review
 - Why use Webinars?
3. Best Practices
 - What Not to Do Lack of Preparation
 - Lack of Testing Lack of Flexibility The Keys to success
4. Choosing the Structure
5. Creating the Outline
 - Webinar Creation Formula Webinars for Education and Collaboration with Staff or Colleagues
6. Choosing the Platform
7. Personal Action Plan
8. Recommended Reading List
9. Post-Course Assessment

LEARNING OUTCOMES

Understand what webinars are and why they are important to your workplace Implement best practices when developing and delivering webinars Choose appropriate structure and platform for your webinar Outline a webinar for your development and delivery

CREATIVITY IN THE WORKPLACE

Creative thinking in the workplace is in demand. We live in a competitive society and creativity improves productivity, teamwork, and innovation.

LEARNING OUTCOMES

Define creativity.

Identify the characteristics of a creative person. Develop your creativity.

Understand the importance of creativity in the workplace. Identify the benefits of creativity in the workplace.

Examine creative corporate cultures. Foster creativity in the workplace.

Apply brainstorming techniques.

4. Creative Corporate Cultures Examples of Corporate Creativity How Does My Business Compare and How Can It Improve?
5. Fostering Creativity in Your Workplace Fostering Creativity
6. Ideas to Help Employers Bolster Creativity
7. Creative Challenge Workplace Scenario
8. Brainstorming Techniques
9. Definition of Brainstorming, Part One
10. Definition of Brainstorming, Part Two
11. Visual Brainstorming Techniques Idea Sorting Techniques
12. Creative Brainstorming Games and Exercises
13. Brainstorming Activity
14. Six Hats Brainstorming Technique
- 15.
16. Six Hats Brainstorming Activity
17. Personal Action Plan
18. Starting Point Where I Want to Go
19. How I Will Get There
20. Recommended Reading List
21. Post-Course Assessment

1. Course Overview
2. What is Creativity?
Two Myths of Creativity Myths of Creativity
Ten Characteristics of Creative People
Self-Reflection Exercise, Part One Self-Reflection Exercise, Part Two How Can You Develop Your Creativity?
Lateral Thinking Puzzle
3. The Importance of Creativity in The Workplace
What Do CEOs Think? Part One What Do CEOs Think? Part Two What Do CEOs Think? Part Three 30 Circles Challenge
Benefits of Creativity in the Workplace
Creative Companies

CREATIVE THINKING AND INNOVATION

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 OUTCOMES

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

- 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
Bring on the Toys! Draw It Out!
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

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
What Does a Creative Environment Look Like?
Build Your Creative Environment
6. Creativity and Innovation in Business
The Role of Creativity and Innovation in Business
The Birth of the Four Seasons: A Case

CRISIS MANAGEMENT

Viable organizations need to be ready for emergencies because they are a fact of doing business. The worst plan is not to have any kind of plan at all, and the best plans are tested and adjusted so that they work over time. Fortunately, you do not need separate plans for fire, weather disasters, and all the different kinds of crises that can occur. One solid plan will help you to prevent, respond, and recover from all crises. This course will help you ensure your organization is ready to manage any kind of crisis.

LEARNING OUTCOMES

Assign people to an appropriate crisis team role
Conduct a crisis audit
Establish the means for business continuity
Determine how to manage incidents
Help your team recover from a crisis
Apply the process in practical exercise

8. Incident Management Techniques Case Study
Responding to Incidents Documenting Incidents Investigating Incidents
9. Working through the Issues Model Overview
Phase One Phase Two Phase Three
Types of Decisions
10. Establishing an Emergency Operations Center
EOC Considerations
Who is In Charge?
11. Building Business Continuity and Recovery
Creating Continuity
Essential Crisis Plan Elements
12. Walliallia
Background
Exercise One: Gas Line Explosion at Water Plant
Exercise Two: How are you Feeling?
Exercise Three: The Last Question
13. Recovering and Moving On Initial Adjustments Working Things Out
14. Personal Action Plan
15. Recommended Reading List
16. Post-Course Assessment

1. Course Overview
2. What is Crisis Management? Defining Terms
The Crisis Management Team Creating the Team
3. Training Leaders and Staff Training Essentials Conducting Training
4. Conducting the Crisis Audit Why Audit? Using a Risk Matrix
5. Performing a Risk Level Analysis The Four Categories
Case Studies
6. Developing a Response Process Pre-Assignment Review Crisis Response Process
7. Consulting with the Experts

CRITICAL ELEMENTS OF CUSTOMER SERVICE

While many companies promise to deliver an incredible customer experience, some are better at supplying this than others. This course is designed around six critical elements of customer service that, when a company truly embraces them, bring customers back to experience service that outdoes the competition.

LEARNING OUTCOMES

Understand what a customer service approach is

Understand how your own behavior affects the behavior of others Demonstrate confidence and skill as a problem solver

Apply techniques to deal with difficult customers Know how to provide excellent customer service

1. Course Overview
Course Overview Learning Objectives
Pre-Assignment
Pre-Course Assessment
2. What is Customer Service? What is Customer Service? Who Are Your Customers?
Meeting Expectations
3. Pre-Assignment Review
Pre-Assignment Review Making Connections
4. Setting Goals
Creating a Personal Vision Statement
Identifying and Setting Goals What is a SMART Goal?
How to Create a SMART Goal Statement
Making Connections
5. The Critical Elements of Customer Service
Six Elements of Customer Service
The First Critical Element – A Focus on Customer Service
The Second Critical Element –
6. Procedures
7. What Are Out Standards? Drafting Standards Making Connections
8. The Third Critical Element - Culture What Do You Think?
9. Quiz
10. The Fourth Critical Element –
11. Problem-Solving
12. Seven Steps to Customer Problem Solving
13. Making Connections
14. The Fifth Critical Element - Measurement
15. Tools to Use Measurement in Practice
16. The Sixth Critical Element - Reinforcement
17. Reinforcement Techniques Developing and Maintaining Relationships
18. Recognizing the Power of Your Behavior
19. Likeability Works
20. Communication Skills
21. Defining Communication Body Language Basics Voice
22. Asking Questions Empathy
23. Dangerous Misconceptions Power Talk
24. How to Feel Powerful in Your Position
25. Telephone Techniques
26. Telephone Basics
27. Handling Everyday Requests Taking a Message
28. Tips and Tricks
29. Dealing With Difficult Customers Reducing Conflict
30. Caller Behavior
31. Dealing With Challenges Assertively An Assertiveness Model Dealing With Challenges
32. Dealing with Difficult People Getting to the Heart of the Matter
33. What is Missing?
34. The Three F's
35. Service Difficult People The Recovery Process
36. Reflective Practice
37. Conducting a Reflection Reflections
38. Extra Information
39. Dealing With Stress
40. About Stress
41. Personal Action Plan
42. Course Summary
43. Recommended Reading List
44. Post-Course Assessment

CRITICAL THINKING

In today's society, many people experience information overload. We are bombarded with messages to believe various ideas, purchase things, support causes, and lead our lifestyle in a particular way. How do you know what to believe? How do you separate the truth from the myths?

The answer lies in critical thinking skills. The ability to clearly reason through problems and to present arguments in a logical, compelling way has become a key skill for survival in today's world. This course will give you some practical tools and hands-on experience with critical thinking and problem solving.

LEARNING OUTCOMES

Define critical and non-critical thinking
Identify your critical thinking style(s), including areas of strength and improvement
Describe other thinking styles, including left/right brain thinking and whole-brain thinking
Work through the critical thinking process to build or analyze arguments
Develop

and evaluate explanations
Improve key critical thinking skills, including active listening and questioning
Use analytical thought systems and creative thinking techniques
Prepare and present powerful arguments

COURSE OUTLINE

1. Course Overview
2. Understanding Critical Thinking
What is Critical Thinking? Characteristics of a Critical Thinker
Common Critical Thinking Styles Making Connections
3. Where Do Other Types of Thinking Fit In?
Left- and Right-Brain Thinking Whole-Brain Thinking
4. Pitfalls to Reasoned Decision Making
5. The Critical Thinking Process
The Critical Thinking Model The Standards of Critical Thinking
Identifying the Issues Identifying the Arguments Clarifying the Issues and Arguments
Establishing Context Checking Credibility and Consistency
Evaluating Arguments Case Study
6. A Critical Thinker's Skill Set
Asking Questions Probing Techniques Pushing My Buttons
Critical Thinking Questions Active Listening Skills
7. Creating Explanations
Defining Explanations
Steps to Building an Explanation Making Connections
8. Dealing with Assumptions
9. Common Sense
10. Critical and Creative Thought Systems
Techniques for Thinking Creatively
Creative Thinking Exercise
DeBono's Thinking Hats
11. Putting It Into Practice
Presenting and Communicating Your Ideas to Others
Pre-Assignment Preparation Presentations
12. Personal Action Plan
13. Recommended Reading List
14. Post-Course Assessment

CRM: AN INTRODUCTION TO CUSTOMER RELATIONSHIP MANAGEMENT

This course will introduce the different facets of CRM and identify who the customers really are. It will also analyze the key components of CRM and explore how it can be integrated within an organization.

As with many significant undertakings, undergoing a CRM review (even simply considering its implementation) requires learners to analyze technical and complicated systems. This course sorts through a myriad of information and brings you the basics you need to make a decision about the need for CRM, its benefits, and how to coordinate the base requirements for a CRM undertaking.

LEARNING OUTCOMES

Demonstrate an understanding of the terms and benefits of CRM on a company's bottom line

Analyze the different components of a CRM plan Develop a checklist for readiness and success in CRM

Describe how CRM creates value for organizations and customers Consider developmental roles that have the greatest impact on CRM

COURSE OUTLINE

1. Course Overview
2. Customer Relationship Management Customer Relationship Management in Your Everyday Life
What's In It For Me?
3. What CRM Is and Who It Serves Different Faces of CRM Who is the Customer?
4. Checklist for Success
Evaluation Metrics Privacy Issues
5. Requirement Driven Product Selection
Requirement Driven Product Selection
Determining Function
6. Considerations in Tool Selection What's Your Function in the Field?
Getting Information In and Out
7. Strategies for Customer Retention Getting More from Your Core Customer Scenarios
8. Building the Future
Roadblocks Selling CRM
9. Homegrown vs. Application Service Provider
A Broad Look A Closer Look
10. The Development Team
11. Evaluating and Reviewing Your Program
Customer Profiles Customer Life Cycles
Evaluating and Reviewing CRM
12. Personal Action Plan
13. Recommended Reading List
14. Post-Course Assessment

CUSTOMER SERVICE TRAINING: MANAGING CUSTOMER SERVICE

The need to lead, model, and promote the organizational values within a customer service environment is essential for business success. This course will provide you with opportunities to explore your responsibilities within your role as a leader (supervisor or manager) in a customer service environment.

LEARNING OUTCOMES

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

COURSE OUTLINE

1. Course Overview
2. Six Critical Elements
 - Element One: A Customer Service Focus
 - Element Two: Defined in Your Organization
 - Element Three: Given Life by the Employees
 - Element Four: Problem Solving Making Connections
 - Element Five: Measure It Element Six: Reinforce It Measurement in Practice
3. Understanding Leadership About Leadership
 - Understanding Your Comfort Zone
 - Managing Performance Servant Leadership Onboarding and Orientation
4. Five Practices of Leadership
 - Challenging, Inspiring, and Enabling
 - Modeling and Heart Practices in Practice
 - Pre-Assignment Review
5. Personal Action Plan
6. Recommended Reading List
7. Post-Course Assessment

DEALING WITH DIFFICULT PEOPLE

In this course you will learn how to manage situations involving difficult people at work, through lessons that include the benefits of confrontation, how to prevent problems, using emotional intelligence, how to manage anger, causes of difficult behavior, and a three-step conflict resolution model.

Learning Objectives

LEARNING OUTCOMES

Recognize how your own attitudes and actions affect others
Find new and effective techniques for dealing with difficult people
Learn some techniques for managing and dealing with anger
Develop coping strategies for dealing with difficult people and difficult situations

COURSE OUTLINE

1. Session One: Course Overview Learning Objectives
Pre-Assignment
Pre-Course Assessment
2. Session Two: Conflict as Communication
Understanding Conflict
Do We Have To Fight? What is A Conflict?
How About Avoidance? Self-Assessment
Initiating the Move
3. Session Three: Benefits of Confrontation
To Talk or Not to Talk
Determining Your Involvement Reciprocal Relationships
Pre-Assignment Review Improving Relationships
4. Session Four: Preventing Problems
The Importance of Empathy Dangerous Misconceptions
Active Listening
5. Session Five: Emotional Intelligence
The Six Seconds Model
Identify Emotions Understand and Manage Use and Communicate
6. Session Six: Getting Focused
Getting to the Heart of the Matter What is Missing?
The Three F's
7. Session Seven: Managing Anger Coping
Strategies Expressing Anger
Dealing with Other People's Anger Guidelines for Assertive Anger
8. Session Eight: Dealing with Problems
Dealing with Problems
Working With the Suggestions Explaining the Suggestions Causes of Difficult Behavior
The Difficulty of Others Dealing with Others
9. Session Nine: The Three-Step Conflict Resolution Model
The Three-Step Model Step 1: Research
Step 2: Presentation Step 3: Take Action
Getting the Hang of Things
10. Session Ten: Practice, Practice, Practice
Planning: Step 1 - Research Planning: Step 2 - Presentation Planning: Step 3 - Take Action
11. Session Eleven: Changing Yourself
Negative vs. Positive Interactions Negative Interaction
Positive Interaction Take the Wheel!
Walking Away Your Organization
Dealing with Negative Feelings
12. Session Twelve: Why People Do Not Always Do What They Are Supposed To
The Big Question Answering the Question
13. Session Thirteen: De-Stress Options to Use When Things Get Ugly
De-Stress Options
General Coping Thoughts When Things Get Messy
14. Personal Action Plan
Starting Point Where I Want to Go
How I Will Get There
15. Course Summary
16. Recommended Reading List
17. Post-Course Assessment

DELEGATION: THE ART OF DELEGATING EFFECTIVELY

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 often one of the hardest skills for a manager to master. However, the skill can be learned. This course will explore many of the facets of delegation, including when to delegate and whom to delegate to. We will also go through the delegation process step by step and learn about techniques to overcome problems.

LEARNING OUTCOMES

Clearly identify how delegation fits into your job and how it can make you more successful
Identify different ways of delegating tasks
Use an eight-step process for effective delegation Give better instructions for better delegation results
Recognize common delegation pitfalls and how to avoid them Monitor delegation results
Give effective feedback

COURSE OUTLINE

1. Course Overview
2. Why Delegate?
Advantages and Disadvantages More on Delegation
Self-Assessment
3. What is Delegation?
Delegation Definitions Levels of Delegation
Guidelines for Success Lateral Delegation
4. Pre-Assignment Review
5. Picking the Right Person
6. The Delegation Meeting
7. Putting it into Practice
8. Giving Instructions
Three Types of Instructions Preparing Instructions
9. Monitoring Delegation
10. Practicing Delegation
Decision One
Decision Two
Decision Three
Decision Four
Decision Five
11. Giving Feedback
The Ingredients of Good Feedback
Case Studies
12. Becoming a Good Delegator
13. Personal Action Plan
14. Recommended Reading List
15. Post-Course Assessment

DESIGN THINKING: AN INTRODUCTION

Design Thinking is a collaborative problem-solving process based on design used in artistic endeavors. Whether you are involved with marketing, product development, customer service, or leadership — you can benefit from Design Thinking. This course focuses on:

- **Empathy to understand a design for your users**
- **Ideation to develop solutions for your users' wants and needs**
- **Prototyping and testing to refine solutions**

LEARNING OUTCOMES

Use Design Thinking to solve problems more creatively Understand problems from the customer's perspective

Apply different brainstorming techniques to identify innovative ideas Use effective design research

Understand the value of creating prototypes to test your ideas Keep your design ideas moving forward

COURSE OUTLINE

1. Course Overview
Course Overview
Learning Objectives
Pre-Assignment
Pre-Course Assessment
2. Introduction to Design Thinking Benefits of Design Thinking Design Thinking in a Nutshell Design Thinking Phases Real-world Design Thinking Examples
3. Empathize
What is Empathy?
Traits of Empathetic People Empathy Mapping
Types of Questions Creating an Empathy Map
4. Define
Developing a Point of View Developing a Persona Defining Your Users
Defining Your Questions
Work-based Design Thinking "HMW"
5. Ideation Part 1 – Ideas and Potential Solutions Methods for Ideation: Brainstorming Limitations of Brainstorming Methods for Ideation: Brain Writing Using Your "How Might We" Questions More Methods
Tips
DeBono's Thinking Hats Value of the Six Thinking Hats Using the Six Hats Method Making Connections Selecting the Best Idea Making Connections
6. Ideation Part 2 – Journey Mapping Developing a Journey Map Journey Mapping
7. Prototyping and Testing Prototyping and Testing Prototyping
Prototype Brainstorming Testing
User Testing Methods Testing Prototypes
8. Personal Action Plan
9. Recommended Reading List
10. Post-Course Assessment

DEVELOPING A HIGH RELIABILITY ORGANIZATION

Today's world is full of the unexpected. System failures, terrorism events, disease outbreaks, and superstorms disrupt businesses every day, sometimes to an unrecoverable point. Despite these challenges, some services (such as power plants, hospitals, and airports) have no choice but to continue operating.

This course will explore how these organizations maintain high reliability even in times of serious crisis and stability. We will share their secrets in a way that can be applied to all organizations in order to create high reliability and continued success.

LEARNING OUTCOMES

- Define the characteristics of a high reliability organization
- Define key concepts required for high reliability, including mindfulness and expectations
- Describe the five principles governing high reliability organizations: preoccupation with failure, resistance to simplification, sensitivity to operations, commitment to resilience, and deference to expertise
- Audit activities at all stages to assess the business' reliability

COURSE OUTLINE

1. Course Overview
2. What is a High Reliability Organization?
3. Key Concepts
 - Expectations, Normalization, and Mindfulness
 - Making Connections
4. The Anticipation Principles Preoccupation with Failure Resistance to Simplification Sensitivity to Operations
 - Pre-Assignment Review, Part One
5. The Containment Principles Commitment to Resilience Deference to Expertise
 - Pre-Assignment Review, Part Two
6. Auditing for High Reliability Auditing Techniques
7. Test Driving
 - Case Study
 - Making Connections
8. Personal Action Plan
9. Recommended Reading List
10. Post-Course Assessment

DEVELOPING A LUNCH AND LEARN PROGRAM

If you look at any successful organization they have the support of employee development as a core part of their culture. For these organizations it goes beyond professional or even personal development to offering learning opportunities that create increased energy, creativity and fun. Lunch and Learns are a venue to foster sharing and peer learning and are typically aimed at fostering cross-organization collaboration and communication. They are a tool for sharing of information, approaches and talent. Further, they offer opportunities for networking in a safe, friendly and relaxed atmosphere.

This course will give you tools to be able to create a Lunch and Learn Program that creates opportunities for learning that might not otherwise happen. You will also prepare a short Lunch and Learn session and receive feedback from other course participants.

LEARNING OUTCOMES

Explain the benefits of implementing a Lunch and Learn Program
Outline the aims and expectations of a Lunch and Learn Program for your organization
Utilize a number of success factors to create a Lunch and Learn Program for your organization
Develop a promotion plan for your orga-

nization's Lunch and Learn Program
Develop a list of potential Lunch and Learn session topics
Maintain an ongoing Lunch and Learn Program for your organization
Develop and deliver a Lunch and Learn session

COURSE OUTLINE

1. Course Overview
2. So, What is a Lunch and Learn? Introduction
Why Have a Lunch and Learn Program?
3. The Underpinnings of Lunch and Learn Programs
How to Start a Lunch and Learn Program
Creating a Successful Lunch and Learn Promotion
Topics for a Lunch and Learn and Learn Session
4. Ongoing Administration of a Lunch and Learn Program
5. Developing a Lunch and Learn Presentation
Critical Elements for Success
Presentation Skills
Building Your Presentation
6. Presentations
Evaluation Form
7. Personal Action Plan
8. Recommended Reading List
9. Post-Course Assessment

DEVELOPING A SAFETY PROCEDURES MANUAL

Safety procedures are the backbone of an organization's Safety Management System. They provide consistency and when followed create a safe working environment and greater productivity due to less injury down time. However, safety procedure writing is more difficult and time consuming than it at first appears. This course will give you the foundation to start writing effective safety procedures.

LEARNING OUTCOMES

Develop a Safety Procedure Template

Develop a flowchart to accurately depict process activities

Use brainstorming to gather necessary information for safety procedure creation Understand a variety of procedure types (Step-by-Step, Playscript, Decision Tree, Decision Tables)

Write and revise Step-by-Step safety procedures Add communication elements to safety procedure

COURSE OUTLINE

1. Course Overview
2. Setting the Stage
 - Policies and Procedures
3. Safety Procedures Basics
 - Developing Safety Procedures
 - Developing a Safety Procedure Template
4. Flowcharting
 - Organizing the Steps in the Procedure
 - Constructing a Flowchart
5. Gathering Information
6. Brainstorming
7. Procedure Writing
8. Guidelines for Writing Procedures
9. Honing the Draft Procedure Communication Aids
10. Some Other Methods
11. Step-by-Step Procedures Playscript
12. Decision Trees
13. Procedures Building
14. Personal Action Plan
15. Recommended Reading List
16. Post-Course Assessment

DEVELOPING A TRAINING NEEDS ANALYSIS

The right training at the right time can make a huge difference in the productivity and profitability of your organization. Whether you are scanning your workplace for opportunities to make things better and training is the answer, or a client asks you to come into their organization and do an assessment, your answer is best framed in the form of a training needs analysis. Your ability to create an analysis that is comprehensive yet simply prepared is critical for it to be understood and acted upon. This course will help you to gather the information, assess the data, and present your suggestions for training or non-training solutions.

LEARNING OUTCOMES

Understand the value of creating a training needs analysis
Apply the ICE method to assess the situation and build your training needs analysis
Create a simple yet thorough training needs analysis for your organization or client

COURSE OUTLINE

1. Course Overview
2. A Closer Look at the Training Needs Analysis
 - What Is It?
 - Developing the Business Case Process Overview – The ICE Method
3. Collecting Data
 - Step One: Identify the Future State
 - Step Two: Identify the Current State
 - Steps Three, Four, and Five Making Connections
 - Pre-Assignment Review
4. Diving Deeper Into the Data So Many Questions
 - The McKinsey 7S Model SWOT Analysis
 - Five Whys
 - Making Connections
5. Creating the Report
6. Taking Action
 - Making Connections Designing Evaluations
7. Personal Action Plan
8. Recommended Reading List
9. Post-Course Assessment

DEVELOPING YOUR EXECUTIVE PRESENCE

Some people immediately command attention and respect when they walk into a room. Do you have that kind of presence? If not, is it something that you would like to develop? This course will help you do just that by building your credibility, improving your personal appearance, honing your networking skills, and enhancing your ability to communicate effectively. You will also receive an introduction to core leadership skills.

LEARNING OUTCOMES

Identify the elements of a strong executive presence
Build trust and credibility with others
Communicate effectively using verbal and non-verbal techniques
Create a strong, positive first impression and maintain that impression as you build a relationship with others
Develop key leadership skills, including techniques for coaching, motivating, and delivering feedback

COURSE OUTLINE

1. Course Overview
2. Managing Your First Impression Being Confident
Dressing for Success
The Professional Handshake Remembering Names Building Trust and Credibility
3. Interpersonal Communication Skills Active Listening Skills
Asking Open and Closed Questions
Probing Techniques
Managing Your Body Language
4. Speaking with Impact
What's Your Sound? Redesigning Yourself for Strength
Five Points for Any Presentation
5. Maintaining Your Impression A Word About Business Etiquette
Making Connections
Networking Tips and Tricks
6. Three Leadership Skills to Start Mastering Right Now
Delivering Effective Feedback Motivational Techniques Coaching Others to Success
7. Pre-Assignment Review
8. Personal Action Plan
9. Recommended Reading List
10. Post-Course Assessment

DEVELOPING YOUR TRAINING PROGRAM

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 (or 'onboarding') for newly hired employees is a key factor in retention.

In order for training to be valuable, the person that designs and plans the training must have an excellent understanding of what the training objectives are. In addition, if the trainer is able to research the strategic objectives of the company providing the training to their staff, what resources are available, and what elements of those plans can enhance the training experience, the entire experience is much more meaningful. At the same time, if a trainer is aware of any barriers that training could present (such as trainees being on call during a session, having to spread training over a long period of time, or trainees who are not accustomed to theory or classroom types of presentations), then the trainer can present a much stronger program that is tailored specifically to the participants' needs.

This course 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.

LEARNING OUTCOMES

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

Be prepared to create a training program proposal

COURSE OUTLINE

1. Course Overview
2. Program Design
Training Program Considerations When is Training Necessary?
Alternatives to Training Essential Elements
Communicating Training
3. Identifying Needs
The ICE Method
Building Your Training Needs Analysis
4. The Training Model
Basic Principles
Building an Engaging Program Instructional Systems Design Model
5. The Program's Basic Outline Learning Objectives Objectives Exercise
6. Evaluation Strategies
Methods of Evaluation Evaluating the Evaluation Evaluations Exercise
7. Defining Your Approach Methodology
Five Tips for Top Notch Results Approaches to Learning: A Lesson in Itself
8. Researching and Developing Content Researching Content
Content Considerations
9. Pre-Assignments in Training
10. Choosing Openings and Energizers
11. Training Instruments, Assessments, and Tools
12. Creating Supporting Materials
13. Testing the Program
14. Creating Proposals
Organizing Your Proposal Proposal for a Training Program
15. Building Rapport
16. Pulling it all Together
17. Personal Action Plan
18. Recommended Reading List
19. Post-Course Assessment

DIGITAL TRANSFORMATION

Digital transformation looks different for every business, but at its core, it means altering how a company operates with the addition of technology and with the goal of improving the customer experience and the workplace. This one-day course will teach you about digital transformation, and what companies in different industries are doing, as well as best practices so you can do it yourself.

LEARNING OUTCOMES

Define digital transformation Understand why it matters
Pinpoint which businesses are succeeding and how they are doing it
Get started on your own company's digital strategy

COURSE OUTLINE

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. Digital Transformation – What Is It? Why Does It Matter?
Defining Digital Transformation, Part One
Defining Digital Transformation, Part Two
Defining Digital Transformation, Part Three
Why?
3. Where Do We Start?
Start Thinking About Changes Questions to Ask, Part One
Questions to Ask, Part Two
Customer Interaction
4. Who Is Doing It Well?
Mistakes That Can be Made Case Study Review
Case Study 1: Netflix
Case Study 2: Domino's
Case Study 3: The Washington Post
5. Case Study 4: Air New Zealand Case Study
Case Study 5: Town of Cary, North Carolina
6. Awareness Is The First Step Use Technology to Build on Success, Part One
Use Technology to Build on Success, Part Two
Use Technology to Build on Success, Part Three
7. Let's Do This
Things to Keep in Mind
8. Make A Plan
Digital Transformation Plan
9. A Personal Action Plan
Starting Point Where I Want to Go
How I Will Get There
10. Course Summary
11. Recommended Reading List
12. Post-Course Assessment

DISABILITY AWARENESS: WORKING WITH PEOPLE WITH DISABILITIES

This course aims to raise awareness about hiring people with disabilities in order to create a more inclusive work environment while leveraging the skills and knowledge that people with disabilities possess.

LEARNING OUTCOMES

Prepare to welcome people with disabilities into your workplace Interact with people with disabilities

Identify and overcome barriers in the workplace

Use respectful, appropriate, acceptable language in any circumstance Understand what your company can do during hiring and interviewing Understand what job accommodation is and how it applies in your workplace

COURSE OUTLINE

1. Session One: Course Overview
Learning Objectives
Pre-Assignment
Pre-Course Assessment
2. Session Two: Defining Terms
What are Disabilities? About Stereotypes
Some Common Phrases and the Stereotypes Behind Them Making Connections
3. Session Three: Misconceptions and Realities
Misconceptions and Realities
4. Session Four: A Business Case
Getting Into It
Case Study Summary
5. Session Five: Dissecting Labels
Giving Your Words Some Thought Ground Rules
Being Practical Mingle with Me Using Sensitive Language
6. Session Six: Barriers and Accessibility Barriers
Common Barriers
Introduction to Physical Accessibility How to Remove Barriers
Case Studies
7. Session Seven: The Cornerstones of Diversity
About the Cornerstones Knowledge Understanding Acceptance Behavior
8. Session Eight: Pre-Assignment Review
Pre-Assignment Review
9. Session Nine: Encouraging Diversity by Hiring
What Can We Ask?
What Can the Candidate Expect? What Do You Do?
Do You Wait to Disclose?
10. Session Ten: Appropriate Behavior
The Four Steps of the STOP Technique Tips for Using STOP Making Connections
11. Session Eleven: Communication Essentials for Disability Awareness
Ground Rules to Get Started Respecting Confidentiality Sample Consent Form Asking the Right Questions
Sample Work Plan Information Request Sending the Right Message
12. Session Twelve: Communication Styles Understanding Dichotomies Making Connections
Advantages and Disadvantages Dichotomies in Action
13. Session Thirteen: Critical Conversations
Introductory Elements Getting the Conversation Started A Basic Script
A Script for Mental Health Issues A Script for Physical Disability Issues Introduction
Treatment Questions Functional Abilities Education/Employment History Conclusion
14. Session Fourteen: Accommodation and Adaptation
How Far Do You Go In Accommodation?
Knowing What is Required Value of Job Shadows
15. Personal Action Plan
Starting Point Where I Want to Go
How I Will Get There
16. Course Summary
17. Recommended Reading List
18. Post-Course Assessment

DIVERSITY TRAINING: CELEBRATING DIVERSITY IN THE WORKPLACE

More than ever, a workplace is a diverse collection of individuals proud of who they are: their gender, their sexual orientation, their religion, their ethnic background, and all the other components that make an individual unique. One of the challenges for workplace leaders is how to help these diverse individuals work as a team.

We all know what happens to organizations that don't have effective teamwork: they fail. And, failing to embrace diversity can also have serious legal costs for corporations. This course will give you ways to celebrate diversity in the workplace while bringing individuals together.

LEARNING OUTCOMES

Describe what diversity and its related terms mean
Explain how changes in the world have affected you and your view Identify your stereotypes
Use terms that are politically correct and avoid those which are not Apply the four cornerstones of diversity
Avoid the pitfalls related to diversity
Use a technique for dealing with inappropriate behavior Develop a management style to encourage diversity
Take action if you or one of your employees feels discriminated against

COURSE OUTLINE

1. Course Overview
2. Defining Diversity
Defining the Terms Defining Related Terms
3. How Does Diversity Affect Me?
Changes in My World
Self-Awareness Inventory Making Connections
4. Identifying Stereotypes About Stereotypes
Your Experience with Stereotypes
5. Wise Words
6. The Cornerstones of Diversity About the Cornerstones Knowledge
7. How to Discourage Diversity
8. The STOP Technique
The Four Steps Making Connections
9. Managing for Diversity
10. Dealing with Discrimination
11. Personal Action Plan
12. Recommended Reading List
13. Post-Course Assessment

DYNAMITE SALES PRESENTATIONS

A great sales presentation does not demand that you have all the bells and whistles to impress the client with your technical skills. Rather, try impressing your clients with your knowledge of the products and services you sell and your understanding of their problems and the solutions they need. This course will show you how to create a winning proposal and how to turn it into a dynamite sales presentation.

LEARNING OUTCOMES

Identify the key elements of a quality proposal
Perfect your first impression, including your dress and your handshake
Feel more comfortable and professional in face-to-face presentations
Write a winning proposal
Feel more comfortable and professional in face-to-face presentations

COURSE OUTLINE

1. Course Overview
2. Getting Down to Business Business Writing Basics Types of Proposals
3. Writing Your Proposal
Getting Organized Drafting a Proposal
4. Getting Thoughts on Paper Planning Your Proposal Exercise
5. Basic Proposal Formats
6. Expert Editing Tips
7. The Handshake
8. Getting Ready for Your Presentation
Preparation Tips
Persuasive Language
9. Elements of a Successful Presentation
You Count Too! Positives and Negatives
10. Dressing Appropriately
11. Presentations
Preparation Evaluations
12. Personal Action Plan
13. Recommended Reading List
14. Post-Course Assessment

E-COMMERCE MANAGEMENT

As the global Internet population continues to grow, electronic commerce is growing as well. By the end of 2015, e-commerce is expected to generate over \$400 billion annually. This huge market encompasses traditional e-commerce, as well as m-commerce (which is growing faster than any other sector) and location-based e-commerce.

This course will teach entrepreneurs how to develop, market, and manage an e-commerce business, giving them a crucial advantage in today's competitive market.

LEARNING OUTCOMES

Describe what the terms e-commerce and m-commerce mean
Develop an e-commerce business plan
Evaluate e-commerce software options
Build an online store with product pages, supporting features, a shopping cart, and an effective checkout process
Test, launch, and update your e-commerce site
Design engaging, responsive web content
Understand e-commerce payment options and choose appropriate options for your site
Use appropriate tools to track key e-commerce metrics
Identify and optimize supporting e-commerce activities, such as customer service, sales, and inventory management
Create a marketing plan with all the essential elements
Market your online store using social media and other appropriate channels
Use discounts and promotions to market your e-commerce business
Understand what security and privacy issues face e-commerce businesses and handle customers' information accordingly
Protect your intellectual property
Identify the rules and regulations that will govern your e-commerce businesses

E-COMMERCE MANAGEMENT CONT'

COURSE OUTLINE

1. Course Overview
2. Getting to Know E-Commerce What is E-Commerce? The Six Models
The Language of E-Commerce
3. E-Commerce Building Blocks
What's Your Goal?
The E-Commerce Business Plan Making Connections
4. Software Options and Solutions Looking at the Options Test Driving
5. Building Your Online Store Your Internet Address
Navigating Through Your Site Building Effective Product Pages Shopping Cart Features Optimizing the Checkout Process Additional Site Elements Pre-Assignment Review
6. The Finishing Touches
Testing, Launching, and Updating Making Connections
7. Creating an Engaging User Experience
Designing Engaging Web Content Building Relationships Making Connections
8. Transaction Management
9. M-Commerce
10. E-Commerce Analytics Key Metrics
Tools to Track Data Making Connections
11. Supporting Your E-Commerce Business
12. Marketing Your E-Commerce Business
Creating a Marketing Plan Essential E-Commerce Marketing Channels Marketing with Social Media Making Connections Creating Promotions that Make You Money
13. Security and Fraud Awareness Protecting Your Customers and Your Business
Intellectual Property on the Internet
14. Rules and Regulations
Trade Rules and Regulations Privacy Regulations Making Connections
15. Personal Action Plan
16. Recommended Reading List
17. Post-Course Assessment

EFFECTIVE PLANNING AND SCHEDULING

As project managers and leads, we all know how difficult it can be to accurately determine the duration of a project, yet that is exactly what is expected of us on a regular basis. This course will not disclose the secret of creating an accurate schedule, because there isn't one. However, it will provide the factors and fundamental elements that you should consider and address when creating any type of schedule.

LEARNING OUTCOMES

Define and create a Work Breakdown Structure Identify and understand task relationships
Estimate task durations and determine project duration Construct a network diagram
Calculate the critical path of a project
Use the Program Evaluation and Review Technique (PERT) to create estimates Plan for risks
Create a communication plan Effectively allocate project resources
Update and monitor the project schedule

COURSE OUTLINE

1. Course Overview
2. Projects and Schedules
3. The Work Breakdown Structure (WBS)
What is a Work Breakdown Structure?
The Role of a Work Breakdown Structure
Creating a Work Breakdown Structure
Work Breakdown Structure Formats
Work Breakdown Structure Numbering
Work Breakdown Structure Dictionary
Work Breakdown Structure Exercise
4. Estimating Activity Durations
5. Camping Case Study
6. Identifying Task Dependencies
About Task Dependencies
Task Dependency Types Case Study: Trip to New York
Task Relationships Exercise
7. Aligning Resources with Activities Definitions
Stages of Resource Scheduling Case Study: Planning an Outdoor Concert
8. Project Planning
Network Diagrams Critical Path Method
Critical Path Exercise
Program Evaluation and Review Technique (PERT)
About Gantt Charts Gantt Chart Exercise
9. Scheduling Software
10. Uncertainty and Risk Management About Risk Management
Risk Management Planning Pre-Assignment Review
11. Communication Strategies About Communication Team Members Communication Exercise
12. Creating a Viable Schedule Creating a Schedule
Common Scheduling Problems
13. Updating and Monitoring the Schedule
Schedule Updates Case Study
14. Personal Action Plan
15. Recommended Reading List
16. Post-Course Assessment

EMOTIONAL INTELLIGENCE

Emotional intelligence, also called EQ, is the ability to be aware of and to manage emotions and relationships. It's a pivotal factor in personal and professional success. IQ will get you in the door, but it is your EQ, your ability to connect with others and manage the emotions of yourself and others, that will determine how successful you are in life.

We have all worked with and listened to brilliant people. Some of them were great and... well, some were not so great. The mean and the meek and all those in between can teach us more than they realize. When we look at the truly extraordinary people who inspire and make a difference you will see that they do this by connecting with people at a personal and emotional level. What differentiated them was not their IQ but their EQ – their emotional intelligence. This course will help you develop your emotional intelligence.

LEARNING OUTCOMES

Understand what emotional intelligence means
Recognize how our emotional health and physical health are related
Learn techniques to understand, use, and appreciate the role of emotional intelligence in the workplace
Understand the different emotions and how to manage them Create a personal vision statement
Understand the difference between optimism and pessimism Validate emotions in others

COURSE OUTLINE

1. Course Overview
2. History of Emotional Intelligence
3. Emotional Intelligence
Defined Definitions and Thoughts Making Connections
4. EI Blueprint
5. Optimism
What is Optimism? ABC's of Optimism Pessimism vs. Optimism Adversities
6. Validating Emotions in Others
7. Understanding Emotions
The Seven Human Emotions Positives and Negatives
The Emotional Map
8. Setting Your Personal Vision Defining Your Principles Understanding Your Values Considering Your Strengths and Talents What's Standing in Your Way? Think in Terms of Relationships Creating Your Vision Statement
9. Personal Action Plan
10. Recommended Reading List
11. Post-Course Assessment

EMPLOYEE ACCOUNTABILITY

An article in the March 11, 2010 edition of TIME magazine purported to explain “why we have entered the post-trust era.” Indeed, we seem to be in a time where people act inappropriately and then refuse to take responsibility for their actions. Who can we blame for the world economic crisis, issues with religion, the outcomes of our governments, or the state of the environment? More to the point, why do we spend so much time and energy looking to pin the blame on someone (usually anyone but ourselves)?

With this in mind, it’s no wonder that organizations who promote accountability are more successful and more productive. In this course, you will learn about what accountability is, how to promote it in your organization, and how to become more accountable to yourself and others.

LEARNING OUTCOMES

Understand what accountability is and what events in history have shaped our view of it
Identify the requirements for personal and corporate accountability
Apply the cycle of accountability and the fundamental elements required to build an accountable organization
Describe what individuals must do to be-

come accountable
Build skills required for accountability, including goal setting, giving and receiving feedback, and delegation
Pinpoint ways to build ownership in your organization
Isolate areas for further self-improvement

COURSE OUTLINE

1. Course Overview
2. Defining Accountability What is Accountability? The Era of Distrust Lessons Learned
3. Creating an Accountable Organization
4. The Accountability Cycle The Building Blocks Case Study
5. Accountability Starts with Me! Pre-Assignment Review
6. Setting Goals and Expectations Tips and Tricks
7. Making Connections
8. Top Ten Ways to Create and
9. Share Ownership
10. Doing Delegation Right Understanding
11. Offering Feedback
12. The Ingredients of Good Feedback
13. Making Connections
14. A Toolbox for Managers
15. Personal Action Plan
16. Recommended Reading List
17. Post-Course Assessment

EMPLOYEE DISPUTE RESOLUTION: MEDIATION THROUGH PEER REVIEW

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 OUTCOMES

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
4. The First Three Stages Making Connections
5. The Peer Review Panel Choosing a Facilitator Choosing the Panel Making Connections The Panel's Contract The Panel's Role and Responsibilities
6. Asking Questions
7. Asking Good Questions Pushing My Buttons
8. The Peer Review Process Preparing for the Hearing The Hearing
9. Making the Decision
10. Panel Walk Through
11. Preparation
12. Panel Presentation
13. Why Does the Process Fail?
14. Personal Action Plan
15. Recommended Reading List
16. Post-Course Assessment

EMPLOYEE RECOGNITION: APPRECIATING YOUR WORKFORCE

Everyone likes to be recognized for a job well done. Some people like more recognition than others, but it's all important on some level. It can be doubly important in the workplace, as it keeps employees happy and therefore results in a strong business that serves customers well and keeps the bottom line strong. Employee recognition can be a simple, but effective, tool.

This course looks at the value of recognizing employees and how to carry it out in the workplace, both formally and informally.

LEARNING OUTCOMES

Define who employees are
State why employees should be recognized
Develop a program for employee recognition
Implement and measure an employee recognition program

COURSE OUTLINE

1. Course Overview
2. Employees
3. Who are Your Employees Strategies for Virtual and Remote Team Success
4. Why Do It?
5. Why recognize Your Employees?
6. Appreciation
7. Where Does Recognition Overlap Just Doing Your Job? To Motivate or Instigate
8. What Can a Supervisor Do to Motivate Others
9. Laying the Groundwork Setting the Stage
10. The Nuts and Bolts
11. The Framework How to Implement a Recognition Program Follow up
12. Personal Action Plan
13. Recommended Reading List
14. Post-Course Assessment

ENCOURAGING SUSTAINABILITY AND SOCIAL RESPONSIBILITY IN BUSINESS

The ideas behind encouraging sustainability and social responsibility in business seem noble, as organizations commit to creating optimal circumstances for people to live and work. The reality is that every company, whether it is a micro-business or a large multinational corporation, can take steps to create sustainable, socially responsible environments that contribute to positive workplaces, communities, and futures.

LEARNING OUTCOMES

- Define sustainability and social responsibility
- Discuss the principles of social responsibility in business
- Apply the principles of sustainability and social responsibility in the context of ISO 26000
- Develop a program for sustainability and social responsibility in business

COURSE OUTLINE

1. Course Overview
2. What is Corporate Social Responsibility?
A Business Case for Corporate Social Responsibility
Frame Your Business Case Pre-Assignment Review
About the ISO 26000 Standards
3. Creating a Corporate Social Responsibility Program
Setting Up the Project Vision Creating the Project Plan Engaging Stakeholders and Employees
Implementation Tips Measuring, Reporting, and Revising
4. Corporate Social Responsibility Principles
 - Due Diligence Protecting Human Rights
 - Organizational Governance and Ethics
 - Operating Practices
 - Human Rights and Labor Practices
5. Environmental Awareness and Sustainability
Creating Community Making Connections
Consumer Issues Community Involvement
Review the List
6. Personal Action Plan
7. Recommended Reading List
8. Post-Course Assessment

ENGLISH AS A SECOND LANGUAGE: A WORKPLACE COMMUNICATIONS PRIMER

“A different language is a different vision of life,” said the Italian filmmaker Federico Fellini. Employees who use English as a second language demonstrate great commitment and skill in learning a language other than their native tongue. There are subtle differences between languages because of social influences and workplace demands that can create or strengthen the language barrier for employees who have learned a language other than English in their formative years. That barrier is an obstacle for both employer and employee, severing what could be productive relationships with co-workers and clients.

This course will identify any gaps in communication as the result of cultural language differences, and provide exercises to help connect those gaps. This course is written for employees with intermediate competency in English as their second language. Exercises will explore the four main categories of communication: Speaking, Listening, Reading and Writing.

LEARNING OUTCOMES

Acknowledge existing skills in the areas of Speaking, Listening, Reading and Writing. Recognize gaps in skills compared to workplace communication needs.

Understand cultural and workplace influences on communication and how to function within them.

Learn and practise effective skills for oral and written communication, including technical forms such as email and videoconferencing.

Develop an individual Action Plan for continued skill reinforcement and growth.

COURSE OUTLINE

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. Self Awareness – Skills of Self and Others
Skills, Influences and Environment
3. Words and Positive Workplace culture
Language in the Workplace
The Tone of the Message
4. Productive Conversations Productive Conversations
Defining Emotional Intelligence
Productive Word Choices
5. Telephone/Videoconferencing Review
Telephone/Videoconferencing Telephone
Videoconferencing
6. Wordsmith’s Toolbox
Bones of Good Writing Parts of Speech
From Words to Sentences Punctuation
Grammar Guidelines
7. Putting Words to Work
8. Good Communications
Ingredients of an Effective Email Ingredients
of a Good Proposal Selling Your
Brand and Ideas
9. Personal Action Plan
10. Recommended Reading List
11. Post-Course Assessment

ENTREPRENEURSHIP 101

Wouldn't it be nice to be your own boss, work on your own schedule, and make money doing something that you're passionate about? Millions of people around the world are living that dream and running their own business.

This course will teach you the basics of entrepreneurship. You'll consider if entrepreneurship is right for you and learn the basic steps of creating your own business. At the end of the course, you'll have a solid foundation to start your entrepreneurial journey.

LEARNING OUTCOMES

Identify the traits of an entrepreneur and assess your own entrepreneurial capabilities
Outline and evaluate a business idea Develop a product idea
Identify your target market and customers Develop your value proposition
Understand different types of business ownership and structures Evaluate franchising and business purchasing opportunities
Create a pitch deck, executive summary, company presentation, technical white paper, and business plan
Create financial projections for your business Identify where to find business funding
Create a product development plan, marketing plan, and sales strategy Identify ways to protect your intellectual property
Describe effective ways to brand your product Choose the right location for your business
Launch and grow your business
Demonstrate the behaviors of an entrepreneurial leader Find appropriate resources to help you on your journey

COURSE OUTLINE

1. Course Overview
2. What It Takes to Make It
Pre-Assignment Review
Traits of an Entrepreneur
3. Resources to Consider
4. Laying the Groundwork Finding Business Ideas Considering the Options (I) Outlining Your Ideas
Considering the Options (II) Assessing Your Ideas Considering the Options (III)
Evaluating Your Capacity for Risk
5. Building On Your Business Idea Developing Your Product Idea Making Connections
Identifying Your Target Market Developing Value Proposition Creating Financial Projections
6. Business Ownership Options Types of Business Ownership Purchasing a Franchise
Purchasing an Existing Business
7. Key Documents to Prepare Business Plan
Executive Summary Pitch Deck
30-Second Pitch Practicing the Pitch White Papers
8. Gathering Funding
Basics of Financial Statements Brainstorming Solutions Funding Options
9. Developing Your Product
Steps of Product Development Protecting Your Intellectual Property
10. Creating a Sales and Marketing Strategy
Introduction to Marketing Stage One: Consumer and Market Analysis
Stage Two: Analyzing the Competition and Yourself Stage Three: Analyzing Distribution Channels Stage Four: Creating a

ENTREPRENEURSHIP 101

COURSE OUTLINE CONT'D

- Marketing Plan
- Making Connections
- Stages Five and Six: Implement, Evaluate, Review, and Revise
- Leveraging Social Media Building Your Sales Force
- 11. Branding 101
 - What Branding Is All About Developing Your Brand Name
 - Developing a Slogan
 - Types of Logos Getting Creative
- 12. Setting Up Your Office
 - Choosing a Location
 - The Pros and Cons of Home- Based Businesses
- 13. Launching the Business Getting Off the Ground
 - Setting Up Your Organizational Chart
 - Recruiting and Engaging the Right People
- 14. Keeping the Business Moving Keeping Track of Your Business
 - Growing Your Business
 - Don't Give Up!
- 15. Being an Entrepreneurial Leader Michael Gerber's Three Perspectives
 - Case Study
- 16. Personal Action Plan
- 17. Recommended Reading List
- 18. Post-Course Assessment

ENVIRONMENTAL SUSTAINABILITY: A PRACTICAL APPROACH TO GREENING YOUR ORGANIZATION

Environmental Management Systems (EMS) involve a set of processes and practices that enable an organization to reduce its environmental impacts and increase its operating efficiency. A well-designed EMS can help an organization address its regulatory demands in a systematic manner thereby reducing the risk of non-compliance. An EMS can also help address non-regulated issues such as pollution prevention, odor management, water usage and energy conservation.

In this course, participants will learn about EMS and how it can benefit their organization. Through the use of a Case Study and information they bring about their own company participants will leave with a draft EMS for their organization. It will include organizational Environmental Aspect and Impacts, and Objectives and Targets for their organization's significant environmental impacts.

COURSE OUTLINE

1. Course Overview
2. Environmental Management
Environmental Management System (EMS)
3. Developing an EMS
How to Develop an EMS Steps in Developing an EMS
4. Environmental Aspects and Impacts
Determining Environmental Aspects and Impacts
5. Environmental Significance
Determining Environmental Significance
6. Objectives and Targets
Setting Objectives and Targets
7. Personal Action Plan
8. Recommended Reading List
9. Post-Course Assessment

LEARNING OUTCOMES

Define what an Environmental Management System (EMS) is and the benefits of establishing one in your organization
Understand 'greenwashing' and ways that your organization can avoid 'greenwashing'
Know the six KPI areas as defined by the Eco-Management and Audit Scheme (EMAS)
Know the steps necessary to develop an EMS
Be able to determine the Environmental Impacts and Aspects within an organization
Understand and apply an Environmental Significance standard to organizational Environmental Impacts
Set Objectives and Targets for significant organizational environmental impacts.

FACILITATION SKILLS

It is impossible to be part of an organization today and not attend meetings. Staff meetings, project meetings, and planning and coordinating meetings 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 instructor manage their meetings and training sessions.

How can you facilitate, rather than control, group decision-making and team interaction? With no formal training, people may find it difficult to make the transition from instructors or managers to facilitators.

This course 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.

COURSE OUTLINE

1. Course Overview
2. Defining Your Role
Facilitation, Training, and Chairing
Making Connections
3. How Facilitators Work Key Skills
Facilitation Skill Levels Facilitation at a
Glance
4. Establishing Ground Rules
5. Content and Process
6. Types of Thinking
Divergent Thinking and Convergent Think-
ing Grey Matters
7. Handling Controversial Issues
8. Communication Skills
Getting Started Active Listening Asking
Questions Non-Verbal Messages
9. Listening For Common Ground
10. Common Facilitation Techniques Top
Techniques
Making Connections
11. Providing Effective Feedback Giving Feed-
back
The Feedback Process One Step Further
12. Managing Divergent Perspectives
13. The Language of Facilitation Applying the
Language Case Study
14. Building Agendas

LEARNING OUTCOMES

- Distinguish facilitation from instruction and training
 - Identify the competencies linked to effective small group facilitation
 - Understand the difference between content and process
 - Identify the stages of team development and ways to help teams through each stage
 - Use common process tools to make meetings easier and more productive
15. Dealing with Difficult Dynamics
Mix and Match
12 Easy Ways to Intervene
 16. Building Sustainable Agreements
 17. Stages of Team Development The Five
Stages
Making Connections
 18. Analysis Tools
 19. Personal Action Plan
 20. Recommended Reading List
 21. Post-Course Assessment

FOSTERING INNOVATION

Innovation is what drives companies; by coming up with new and fresh ideas, companies are able to remain relevant and drive success. Learn how companies who are considered to be innovative conduct business, and how to foster innovation in your own organization.

LEARNING OUTCOMES

Understand what fostering innovation means Learn what an innovative workplace looks like

Determine how you can help create an innovative workplace environment Understand your role in helping to foster innovation

Know what happens in the workplace when you help foster innovation Describe ways that innovation can help your company

COURSE OUTLINE

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. Creating an Innovative Environment What Does Fostering Innovation Mean? Part One
What Does Fostering Innovation Mean? Part Two
What Does Fostering Innovation Mean? Part Three
Creating an Innovative Environment, Part One
Creating an Innovative Environment, Part Two
Implementing Innovation in the Workplace
3. Who Is Doing It Well?
Case Study: Google, Part One
Case Study: Google, Part Two
The Best Business Activity, Part One
The Best Business Activity, Part Two
4. A Leader's Role in Innovation
What Does an Innovative Leader Look Like?
Here Are Five Key Traits That Innovative Leaders Possess
How to Be a Great Leader
Activity
Pre-Assignment Review
Are You an Innovative Leader? Creating Employee Engagement
- How to Get Employees Involved, Part One
How to Get Employees Involved, Part Two
5. Systems and Processes for Innovation
Systems and Processes, Part One
Systems and Processes, Part Two
Types of Processes that Lead to Innovation
Hiring the Best, Part One
Hiring the Best, Part Two
Creative Interviewing Activity
6. Is it Okay to Fail?
Failure in Innovation
Shaping a New Mindset, Part One
Shaping a New Mindset, Part Two
7. Innovation and Teams
Is Innovation a Team Sport? Diverse Teams
8. What Happens When You Foster Innovation
Why Is It Important to Foster Innovation in the Workplace? Bringing it All Together
9. Personal Action Plan
Starting Point Where I Want to Go
How I Will Get There
10. Course Summary
11. Recommended Reading List
12. Post-Course Assessment

FROM BOSS TO LEADER

Being in charge of a department or a company does not automatically make someone a leader. Becoming a good leader involves nurturing and inspiring your team while using emotional intelligence, communicating clearly and giving them confidence to do their jobs well. This course will touch on all of this and more.

LEARNING OUTCOMES

Know the differences between good and bad bosses
Understand how those who hold management positions can develop into good leaders
Recognize characteristics of good leaders Know the elements of leading by example
Comprehend how to use common sense in workplace dealings Know why it is important to use clear communication techniques Understand the importance of providing effective feedback
Understand how to apply emotional intelligence to your dealings with others

COURSE OUTLINE

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. Good Boss versus Bad Boss
Bad Bosses, Part One
Bad Bosses, Part Two
Bad Bosses, Part Three Good Bosses,
Part One Good Bosses,
Part Two Team Player Activity
3. The Boss as a Leader
The Boss, Part One The Boss, Part Two
Admirable Leaders Behaviors of Leaders
Set Reasonable Goals Lead, not Dictate
Be Humble
Be Responsible Pick Your Battles
Lead by Example, Part One Lead by Example,
Part Two Lead by Example, Part Three
Attitude is Everything
4. Communication is Key
Communication Skills, Part One Communication
Skills, Part Two Mastering the Art of
Communication
High Stakes Characteristics of Effective
Feedback, Part One Characteristics of
Effective Feedback, Part Two Providing
Feedback
5. Common Sense
Using Common Sense, Part One Using
Common Sense, Part Two The Key to Successful
Management
6. The Science Behind Good Leadership
Be Nice, Not Tough, Part One Be Nice, Not
Tough, Part Two Work-Life Balance
Negative Attitude Feeling Valued
Team Building Activities Rewards Program
Reward Example Celebrating Your Team
7. Emotional Intelligence
Displaying Emotional Intelligence
Fostering Emotional Intelligence Emotional
Intelligence Activity Employing Emotional
Intelligence
Scenario
Response 1
Response 2
Response 3
8. Elements of Success
Additional Tips Taking Action
9. Personal Action Plan
Starting Point Where I Want to Go
How I Will Get There
10. Course Summary
11. Recommended Reading List
12. Post-Course Assessment

GDPR READINESS: CREATING A DATA PRIVACY PLAN

The Data Privacy Plan is the best way an organization can document and enforce the privacy of personal information they hold. It puts in place procedures and guidance for how to properly handle data, respond to information requests, and deal with unexpected incidents or breaches. It contains information that applies to the day-to-day work of employees, as well as higher-level policies and guiding principles that apply to the company as a whole. The Data Privacy Plan is one of the best ways for an organization to become privacy compliant.

LEARNING OUTCOMES

Explain what a data privacy plan will include
Know the important terminology and legislation regarding data privacy
Map the flow of data in an organization visually
Understand and write an information request procedure
Develop an internal data handling procedure
Understand and write a data security policy
Understand and write a personal data protection policy
Adapt your current client privacy policy
Develop a data breach procedure
Decide on training solutions for data privacy
Know the other necessary pieces of the data privacy plan
Help your organization write, implement, and review a data privacy plan

COURSE OUTLINE

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. Writing a Data Privacy Plan Elements of the Plan
Additional Tips
3. Privacy Awareness
What is Data Protection? What is Data Privacy? Part One
What is Data Privacy? Part Two
Why is Data Privacy So Important Anyway?
What is the GDPR? Part One What is the GDPR? Part Two
4. Data Mapping
The First Step
Tips to Keep in Mind Case Study Data Map Making Connections
5. Information Request Procedure Information Request Procedure, Part One
Information Request Procedure, Part Two Making Connections
6. Internal Data Procedures Internal Data Procedures Making Connections
7. Data Security Policy
Data Security Policy Making Connections
8. Personal Data Protection Policy The Cornerstone
9. Client Privacy Policy
Privacy Policy, Part One Privacy Policy, Part Two
Privacy Policy, Part Three Making Connections
10. Data Breach Procedure
Data Breach Procedure, Part One
Data Breach Procedure, Part Two
Making Connections
11. Training
Privacy Training Awareness Training for All Employees
Specific Policy Training Making Connections
12. Other Necessary Pieces
Additional Pieces
Data Processing Agreement or Data Processing Addendum (DPA)
Data Processing Impact Assessment (DPIA) Supervising Authorities
13. A Personal Action Plan
14. Course Summary
15. Recommended Reading List
16. Post-Course Assessment

GDPR READINESS: GETTING THE MESSAGE OUT

Good communication is essential for getting your privacy message out. Your organization's employees need to know how to use privacy policies and procedures in their work. Customers also need to know your organization's stance on privacy, and to be given the information they need to make informed choices.

LEARNING OUTCOMES

Identify methods to communicate privacy-related content internally to your team Develop an internal training program

Promote a positive privacy culture in your organization Develop methods to enforce internal privacy practices

Identify the important components of a good client privacy policy Properly notify clients regarding policy changes

Add a privacy policy to your website

Develop your own cookie disclaimer banner for your website Modify your online web forms for better compliancy

COURSE OUTLINE

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. Spreading the Word Internally Creating a Communication Plan Tool Box Activity
3. Internal Training
Privacy Training in the Workplace
Training for All Employees Specific Policy Training Five Minutes of Training Activity, Part One
Five Minutes of Training Activity, Part Two
4. Promoting a Positive Privacy Culture The First Step
Making Connections
5. Monitoring Your Privacy System Monitoring Procedures
Internal Audits
Question It Activity, Part One
Question It Activity, Part Two
6. Privacy Policy Overview Customer Privacy Policy Missing Parts Activity
7. Notifying Customers
Customer Notification
8. Web Design – Making Your Privacy Policy Public
Making Your Privacy Policy Publicly Accessible
Privacy Positioning Activity
9. Web Design - Cookie Banners Cookies Background
Designing Your Cookie Banner Cookie Time Activity
10. Web Design – Forms
Online Forms Making Connections
What Do You Need to Consider? Part One
What Do You Need to Consider? Part Two
11. Personal Action Plan
Starting Point Where I Want to Go
How I Will Get There
12. Course Summary
13. Recommended Reading List
14. Post-Course Assessment

GENERATION GAP: CLOSING THE GENERATION GAP IN THE WORKPLACE

There are currently five generations in the workforce. Only a few short years ago employers who were expecting to be faced with mass retirements are now looking at accommodating workers who cannot afford to retire, or are simply healthy and happy enough they'd like to stay at work. However, the labor force continues to put in hard work and lots of strategy to find the right people to fill vacancies and to be able to serve their customers.

This course examines the history and reality of the generation gap, especially for recruiters and succession planning. In it, we will explore whether defining the actual limits of each generation is most important, or whether the merits of people within the context of employment is the bigger issue. After all, understanding others helps us to understand ourselves and to manage the people that we work with. We will also explore problems, solutions, and strategies to help overcome issues of the generation gap.

LEARNING OUTCOMES

Identify where the generation gap issue surfaces, and the impact it has on the modern workforce

Describe and apply language that is specific to each generation currently in the workplace

Explore organization strategies that overcome gap issues

Evaluate the need and effectiveness of recruiting, retention, and succession plans in context of the generation gap

COURSE OUTLINE

1. Course Overview
2. History in Brief
3. Finding Common Ground
Common Ground
What's the Underlying Issue?
4. Silents, Boomers, Xers, Y's,
Millennials, and Gen Z
Speaking Across Generations Exploring
the Generations' Times
5. Recruiting that Bridges the Gap
Recruiting is an Adventure! Benefiting the Masses
6. Pre-Assignment Review
How About This for a Gap? Generalizations
7. Creative Solutions
Knowing What You Want Having It All
8. The Value of Planning
Succession Planning in a Nutshell
Coaching and Mentoring
9. Developing Targeted Retention Strategies
Retention Considerations Pulling Things
Together
10. What We Really Want
Filling in the Gaps
What's the Plan?
11. Personal Action Plan
12. Recommended Reading List
13. Post-Course Assessment

GETTING STUFF DONE: PERSONAL DEVELOPMENT BOOT CAMP

Why are there so many different organizational systems and time management methods out there? The answer is simple: it's like any other personal challenge, like weight loss or money management. There is no simple, one size fits all answer. You must build a solution that works for you.

Over the course of this program, we will explore various time management and organizational tools and techniques so that you can build a customized productivity plan for your personal and professional lives. At the end of the course, you will emerge with a plan that works for you, so that you can start regaining control of your life!

LEARNING OUTCOMES

Identify what personal efficiency is, what skill sets can improve your personal productivity, and what attitudes we should cultivate

Explain why multi-tasking is a myth

Describe what role long-term goals play in short-term efficiency
Share a personal vision and develop dreams and goals from it
Apply the 80/20 rule and learn how it should affect planning
Identify the characteristics of a good organizational system
Develop a plan for an efficient workspace, including a customized information cen-

ter and a filing system

Apply a system that will allow you to process any type of information that crosses your desk, including e-mail, electronic files, paper files, voice mail, text messages, and drop-in visitors

Use the Eisenhower principle to prioritize work
Say no

Use routines to simplify your life

Understand why you procrastinate and develop methods for tackling tasks
Apply ideas and tools to make your household more productive and efficient

COURSE OUTLINE

1. Course Overview
2. Understanding Personal Efficiency
3. Developing the Right Attitude Useful Skill Sets
Useful Attitudes
4. Laying the Foundation
Creating a Personal Vision Statement
Bringing It All Together Making Connections Identifying Dreams and Setting Goals
My Dreams and Goals
5. The Building Blocks of a Good Organizational System
Pareto's Principle Characteristics of a Good Organizational System
6. Creating the Right Environment Garbage Out!
Laying Out Your Workspace Re-Designing Your Workspace Setting up a Daily System Setting up a Filing System Putting it in Action
7. Setting Up Your Virtual Environment Organizing Electronic Files Making Your E-Mail Program Work for You
8. Exploring Applications
8. Setting Up Your Information Management Center
Key Components of a System Case Studies Making Connections Lessons Learned
9. Managing Information in Six Easy Steps
GOPHER It!
Processing E-Mail Messages Digging Donald out of the Hole
10. Prioritizing Your Tasks
The Urgent-Important Matrix Putting Tasks in Their Place
11. Saying No
12. Creating Routines
13. Stopping Procrastination Now (Not Later!)
Tackling Procrastination A Challenge to Change
14. Applying Our Lessons at Home
15. Personal Action Plan
16. Recommended Reading List
17. Post-Course Assessment

GETTING YOUR JOB SEARCH STARTED

While looking for work can be an exciting time, it can also involve fear and discomfort about change and the unknown. Whether you are already in the midst of a job search or just thinking about it, this course will help you to determine what your skill set is made up of, the kind of work that is important and realistic to include in your search, and how to get started. Today's job market is not the same as it was even five years ago. Knowing where to go, who to talk to, and the opportunities that are available will help to shift you from someone who dreams about having a job, to someone who has the job they always wanted.

LEARNING OUTCOMES

Describe your skills, values, and beliefs about work and looking for opportunities
Demonstrate an understanding for the types of work available to you and where to go for more information
Recognize the differences and benefits available through career coaches, counselors, and mentors
Apply different approaches to job searching, such as networking and tapping into the hidden job market

COURSE OUTLINE

1. Course Overview
2. Change and Transitions Managing Change On the Bridge
3. The Important Stuff Values Check Values Defined
4. Skill and Ability The Things You Do Well Pre-Assignment Review
5. Vocation and Strategy What Does Vocation Mean? Job Satisfaction Survey
6. Resources Checking Out the Jobs Resource Room
7. The Job Market Job Searching Means Action! The Hidden Pieces
8. Invite Your Network Identifying Your Network Asking Questions
9. Ready, Set, Goal! Setting Work Goals Fine-Tuning Goals Take it Away!
10. Thinking Unconventionally to Get What You Want Without Convention Working to Get What We Want
11. Getting Things Moving
12. Personal Action Plan
13. Recommended Reading List
14. Post-Course Assessment

GIVING EFFECTIVE FEEDBACK

As human beings, we often hunger for feedback. However, many people will tell you that when they do get feedback, it's often because of something they have done wrong. This course is designed to help workplace leaders learn how to provide feedback any time that the message is due. Whether feedback is formal or informal, and whether it is provided to employees, peers, or someone else, there are ways that it can be structured to be effective and lasting.

This course will help students learn why the way we deliver feedback is important, how to deliver a message so that people accept it and make changes that may be needed, and how to accept feedback that we are offered.

LEARNING OUTCOMES

Explain why feedback is essential

Apply a framework for providing formal or informal feedback Use descriptive language in delivering feedback

Describe six characteristics of effective feedback Provide feedback in real situations

COURSE OUTLINE

1. Course Overview
2. Definitions
 - Food for Thought
 - When Feedback is Needed
3. Speaking Clearly
 - Being Descriptive Staying Neutral
4. Communication Strategies Basic Skills
 - Probing
 - Non-Verbal Messages Interpretation
 - Exercise
5. Characteristics of Effective Feedback Six
 - Characteristics
 - Formal Feedback Framework Informal
 - Feedback Framework State Your Case
 - Pre-Assignment Review
6. Receiving Feedback Graciously
7. Testing the Waters
8. Personal Action Plan
9. Recommended Reading List
10. Post-Course Assessment

GLOBAL BUSINESS STRATEGIES

strategically, smartly, and profitably accomplish more than you can by staying local. To prepare, you need to set your business up for success by being open to learning, to applying new ideas, and to continually re-viewing how you can create success in the global market.

Topics such as trade financing, regulatory considerations, international business planning, sustainability, and much more are included in this course. The materials here are well suited for small and medium sized business leaders as they prepare to take their company into the global marketplace.

LEARNING OUTCOMES

Describe the complexities of doing business in a global context Discuss trends in global business

Apply strategies and tools needed to help shift a regional business into a global enterprise

Closely evaluate your current business operation and determine its readiness for moving into a global marketplace

Create an international business plan and prepare it for implementation

COURSE OUTLINE

1. Course Overview
2. Understanding the Global Business Environment
 - Defining Globalization Factors in Globalization
 - Exercising Knowledge Top Trends
 - Take on the World
3. The Global Trade Market Evaluating Your Options
 - Understanding Trade Agreements
 - How Trade Transactions Work
4. Products and Services
 - How Services Are Traded How Goods Are Traded
 - How Intangible Products Fit In
 - What's Your Value? Mechanics of a Trade Transaction
5. E-Commerce on the Global Stage What is E-Commerce? Protection of Information Basic E-Commerce Business Models
 - Give It A Go
 - E-Commerce Goals and Models
6. Working in the Global Context Bridging the Cultural Gap Stepping Over the Cultural Gap Building Relationships
 - Is There a Global Culture Developing?
7. The Economics of Global Business Managing Multiple Currencies Mitigating Your Risks
 - Basics of Trade Finance Getting Paid
 - Trade Finance and Technology Making Connections
8. The Logistics of Global Business
 - Introduction to Supply Chain Management Identifying and Meeting Documentation Requirements Security and Safety Negotiating Market Entry
9. Rules and Regulations
 - International Regulations Extraterritoriality and Fair Trade Health and Environmental Regulations
 - Getting the Right Advice: The Legal Bits
 - Testing the Waters
10. Beyond the Rules – Ethical Concerns The Ethical Conundrum
 - Making Connections Different Points of View
 - Making Connections
 - Corporate Social Responsibility Sustainability Codes of Conduct
11. Choosing Your Growth Strategy The AAA Approach Leveraging Triple A
 - Making Connections
12. Building Your Growth Plan A Business Framework Outlining the Plan
 - The Planning Process Market Evaluation
13. Implementing Your Growth Plan Getting Your Product or Service to Global Markets
 - Marketing Your Product or Service to Global Markets
 - Contingency Plans Developing Product Names
14. Personal Action Plan
15. Recommended Reading List
16. Post-Course Assessment

GOAL SETTING

We all have things we want in life. The route to success is to take the things that we dream about and wish for and turn them into reality. This course will lead students through thinking, planning, and taking action on the things they really want. They will learn ways to ensure that they get where they want to go in life.

LEARNING OUTCOMES

Identify what's important to you in your life
Use goal setting activities and appropriate language to articulate what you want in your life
Explain what your dreams and goals are for both the short and long term
Use motivating techniques to help you reach your goals
Understand how to deal with setbacks

COURSE OUTLINE

1. Course Overview
2. Pre-Assignment Review
3. Self-Understanding
 - Understanding the Importance of Goal Setting
 - Choosing a Mentor
4. Laying the Foundation
 - Creating Your Personal Vision Statement
 - A Closer Look
 - Where our Values Live
5. What's In Your Bucket?
 - The Bucket Principle
 - Digging Deeper into the Bucket Steps to Success
 - Getting Down to Business Identifying Goals
 - Goals with SPIRIT
 - My Dreams and Goals
6. Getting Started Today
 - Ready, Set, Go! Visualization Techniques Support Systems
 - Action Planning and Follow- Through
 - Motivators
7. Dealing with Setbacks
8. Personal Action Plan
9. Recommended Reading List
10. Post-Course Assessment

GROWTH HACKING

The new economy calls for a new way of attracting customers and sales. Growth hacking is a system of rapid growth for start-up companies, with a goal of sharing a message and making a sale. This course will teach you how to tap into this method, learning how to create your own growth hacking plan.

LEARNING OUTCOMES

Identify the growth hacking mindset
Recognize the differences between growth hacking and marketing. Identify the customer need your business can fill
Create and implement product placement and services to fit the need
Learn and practice techniques of growth hacking
Review and practice growth marketing strategies
Identify the essentials of conversion and optimization
Create your own growth hacking plan

COURSE OUTLINE

1. Course Overview
 - Learning Objectives Pre-Assignment
 - Pre-Course Assessment
2. Learning the Mindset
 - Growth Hacking Defined, Part One
 - Growth Hacking Defined, Part Two
 - Growth Hacking Recap Mantras of a Growth Hacker
 - The Customer is Always Right An Example
 - The Result
 - Making Connections: A Growth Recipe
3. Framing the Need
 - The Relationship Understanding Your Customers
 - Making Connections: Who, What, How
 - Product Market Fit (PMF)
 - Consider the Example of Airbnb The Key to Their Success?
 - Making Connections: What Do You Know?
 - Understanding Your Company, Part One
 - Understanding Your Company, Part Two
 - Understanding Your Company, Part Three
 - Making Connections: Sourcing Feedback
 - Making Connections: Digesting Feedback
4. Making the Match
 - Making the Match in Growth Hacking
 - Relationships Reviewed Strengthening Relationships
 - The Customer Is Always Right Making Connections: Get the FAQs
 - Building an Effective Audience The Size of Your Audience
 - Making Connections: An Enduring Outlook
 - Elements of Negotiation Traits of a Negotiator
 - Social and Emotional Intelligence Making Connections: Positive Outcome
 - Unique Selling Proposition (USP) Making Connections: Your USP
5. Going Live
 - Process Steps
 - Making Connections: Workplan Development
 - Reaching Customers: The Storefront
 - Making Connections: Making it Look Good
 - Reaching Customers: The Signage
 - Making Connections: Getting Noticed
 - Reaching Customers: The Action Plan
 - Creating a Project Plan Work Structure Breakdown
 - Making Connections: Creating a Plan for Success
 - Organizing the Tasks
 - Your Growth Hacking Outline
6. Maximizing Results
 - The Path to Growth Hacking Success, Part One
 - The Path to Growth Hacking Success, Part Two
 - Defining Success Key Phrases
 - Learning to Experiment An Experiment in Tech An Experiment in Sweets An Experiment in Words
 - Steps to Developing a Successful Experiment
 - Making Connections: A Trial
7. Optimizing and Moving Forward
 - Optimizing Ingredients for Optimization, Part One
 - Ingredients for Optimization, Part Two
 - Examining your Ingredients Making Connections: Task Check
 - Resources and Inspiration Searching for More Information Activity
8. Personal Action Plan
 - Starting Point Where I Want to Go
 - How I Will Get There
9. Course Summary
10. Recommended Reading List
11. Post-Course Assessment

HIRING FOR SUCCESS: BEHAVIORAL INTERVIEWING TECHNIQUES

Interviewing sounds easy enough: you arrange for a conversation between you and potential candidates, and then select the best person for a particular position. But what if you could refine the process in such a way that you were confident that you are selecting the right person? How do you separate the good from the great, when they have similar work experience and strengths to offer? This course will give you the skills and tools to hire successful candidates.

LEARNING OUTCOMES

Recognize the costs incurred by an organization when a wrong hiring decision is made
Develop a fair and consistent interviewing process for selecting employees
Prepare better job advertisements and use a variety of markets
Be able to develop a job analysis and position profile
Use traditional, behavioral, achievement oriented, holistic, and situational (critical incident) interview questions
Enhance communication skills that are essential for a skilled recruiter
Effectively interview difficult applicants
Check references more effectively
Understand the basic employment and human rights laws that can affect the hiring process

COURSE OUTLINE

1. Course Overview
2. History of the Interviewing Process
3. The Recruitment and Selection Process
4. Factors in the Hiring Process
5. Cost Analysis
6. Job Analysis and Position Profiles
7. Determining the Skills You Need
8. Finding Candidates
9. Advertising Guidelines
 - Five Key Points
 - Ten Tests for Advertising
10. Screening Resumes
 - The Screening Process
 - Developing a Guide
11. Performance Assessments
12. Problems Recruiters Face
13. Interviewing Barriers
14. Non-Verbal Communication
15. Types of Questions
 - Open and Closed Questions
 - Probing Techniques
16. Case Study
17. Traditional vs. Behavioral Interviews
 - Behavioral Interviewing
 - Sample Questions
18. Other Types of Questions
 - Achievement-Oriented and Holistic Questions
 - Making Connections
19. The Critical Incident Technique
20. Listening for Answers
 - Listen Well
 - Committing to Change
21. Difficult Applicants
22. Interview Preparation and Format
23. Other Interview Techniques
24. Scoring Responses
25. Checking References
26. Human Rights
27. Skill Application
28. Pre-Assignment Review
29. Personal Action Plan
30. Recommended Reading List
31. Post-Course Assessment

HONING AND DELIVERING YOUR MESSAGE

This one-day course will prepare students to develop a message and remain on topic when they are presenting that message to the media and public without straying from the point, or points, they want to make. The final session will give students the opportunity to craft and hone a message of their own.

LEARNING OUTCOMES

To effectively communicate a message and deliver a point in all forms of communication.

To present ideas to a group or use social media to share a message. How to become a better spokesperson.

COURSE OUTLINE

1. Course Overview
 - Learning Objectives Pre-Assignment
 - Pre-Course Assessment
2. What is Your Message?
 - What is Your Message, Part One
 - What is Your Message, Part Two
 - What is Your Message, Part Three
 - How to Present Your Message: Who is Your Target Audience? Part One
 - How to Present Your Message: Who is Your Target Audience? Part Two
 - How to Present Your Message: Who is Your Target Audience? Part Three
 - How to Present Your Message: Who is Your Target Audience? Part Four
3. Ways to Present Your Message
 - Brainstorming
 - Choosing a Communication Route, Part One
 - Choosing a Communication Route: Part Two
 - Choosing a Communication Route: Part Three
4. Delivering Your Message in a Different Way
 - Pre-Assignment Revisited
5. Effective Listening
 - What is Active Listening? Responding to Feelings Reading Cues Demonstrating Listening
6. What is Your Body Saying?
 - What is Your Body Saying? Part One
 - What is Your Body Saying? Part Two
 - Use Nonverbal Communication
 - The Value of a Pause Attitude
7. Presenting Your Message to an Audience
 - The Elevator Pitch, Part One
 - The Elevator Pitch, Part Two
8. A Personal Action Plan
 - Starting Point Where I Want to Go
 - How I Will Get There
9. Course Summary
10. Recommended Reading List
11. Post-Course Assessment

HUMAN RESOURCES TRAINING: HR FOR THE NON-HR MANAGER

In today's fast-moving world, many managers and supervisors are expected to deal with some human resource issues. They may be asked to take part in developing job descriptions, take part in interviews, or take responsibility for discipline. This course will introduce those managers to human resource concepts. We will walk you through the hiring process, from performing a skills inventory to conducting the interview; discuss orientation; and cover some issues that arise after the hiring (such as diversity issues, compensation, and discipline).

LEARNING OUTCOMES

Discuss current issues in the human resource field and the changing role of supervisors and managers in terms of HR functions
Write job specifications and identify core competencies
Apply methods of finding, selecting, and keeping the best people using behavioral description interviewing techniques
Get new employees off to a good start Understand compensation and benefits Maintain healthy employee relations
Make performance appraisals a cooperative process

COURSE OUTLINE

1. Course Overview
2. Defining Human Resources
The Basics of HR Management Case Study: Expansion Staffing
3. Performing a Skills Inventory
4. Forecasting Techniques
5. Job Analysis
Understanding Job Analysis Performing an Analysis
Job Analysis Formats
6. Identifying Job Competencies
7. Position Profiles/Job Descriptions Preparing a Profile
My Position Profile
8. Do You Really Need to Hire? Evaluate All Options
The Real Cost of Employee Turnover
9. Finding Candidates
10. Advertising Guidelines
11. Screening Resumes
Using a Resume Screening Guide Developing a Resume Screening Guide
12. Preparing for the Interview
13. Conducting the Interview
History of Interviewing Process An Objective Interview
- Basics of Behavioral Interviewing
Purpose of Behavioral Interviewing
Asking Questions Provocative Statements Sample
BDI Questions
Developing Behavioral Description Interview Questions
The Critical Incident Technique Creating a
Critical Incident
14. After the Interview
15. Employee Orientation and Onboarding
Why Have Orientation?
How Did Your Orientation Rate? Problems to Avoid
Planning Orientation
16. Follow the Leader
17. Planning Training
The Training Cycle
Internal vs. External Training
18. Working With External Providers
19. Performance Reviews
Performance Review Problems A Performance Management Checklist
Case Study
Dissecting a Performance Review
Identifying Behaviors
20. Attendance Management The Cost of Absenteeism
The Case of Gretchen Washington
Dealing with Attendance Management
21. Managing a Diverse Workforce Dealing with Diversity
Your Experience with Pigeon Holes
22. Privacy Issues
23. Compensation and Benefits
The Role of Compensation and Benefits
Pre-Assignment Review
Case Study: It's Not You, It's Me
24. Managing Disciplinary Issues
25. Terminating Employees Letting Staff Go Case Study
26. Exit Interviews
27. Personal Action Plan
28. Recommended Reading List
29. Post-Course Assessment

IDENTIFYING AND COMBATING FAKE NEWS

In this day and age, it's becoming increasingly important to learn how to recognize fake news and deal with it if necessary.

LEARNING OUTCOMES

Define 'fake news'
Recognize the difference between 'fake news' and objective reporting
Understand the impacts of 'fake news' on your organization
Examine proactive strategies and how they work
Learn reactive strategies and why they are essential
Discover opportunities for promotion and growth within 'fake news'
Create your own 'fake news' action plan

COURSE OUTLINE

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. Evolution of 'The Truth'
The Truth
Pre-Assignment Review Fake News Defined Making Connections: Your Thoughts
The Media Safety Valve, Part One
The Media Safety Valve, Part Two
Making Connections: Your Advisors
3. The Challenge of 'Social'
What is the Purpose of the Media?
Then a Few Things Happened... Making Connections: Social Communication
Feeding the Machine Making Connections: Your Advisors
4. Life of a Target
Links in the Chain
The Audience, Part One The Audience, Part Two
How Fake News Spreads, Part One
How Fake News Spreads, Part Two
You as a Link Abundance Mentality
Making Connections: Power of Persuasion
Understanding Your Company, Part One
Understanding Your Company, Part One
Making Connections: Newsfeed Search
5. Forums for Your Audience Making Connections: Storefront Review
Deconstructing Fake News Deconstructing Fake News, Part One
Deconstructing Fake News, Part Two
Deconstructing Fake News, Part Three
Making Connections: A Fake News E counter
Separating Fact from Fiction, Part One
Separating Fact from Fiction, Part Two
Making Connections: Real or Fake
6. Coping with a Crisis
Coping with a Crisis
From Crisis To Opportunity Crisis Defined, Part One
Crisis Defined, Part Two
Shrinking the Target, Part One Shrinking the Target, Part Two
Shrinking the Target, Part Three
Shrinking the Target, Part Four Making Connections: Reaction Time
Staying Clear of the Smear Real Versus Fake Revisited
7. Proactive Approaches
Letting Social Media Serve You Understanding Your Customers
A Closer Look at Customers Activity
Relationships Reviewed
The Customer Is Always Right, Part One
The Customer Is Always Right, Part Two
Making Connections: A Look at Methods
Examining Your Ingredients Making Connections: Checklist
Reaching Out Online
Making Connections: Reaching Out
Maintaining the Momentum Your Fake News Reaction Online
8. Personal Action Plan
Starting Point Where I Want to Go
How I Will Get There
9. Course Summary
10. Recommended Reading List
11. Post-Course Assessment

INFLUENCE AND PERSUASION

When we talk about influence and persuasion, we often talk about marketing and sales. However, we influence in many ways and with great frequency. If you want a raise, sometimes you need to persuade your boss. If you want to convince your team to adopt a change, help your staff make choices, or choose the best place for lunch, there is often influencing taking place. This course will help participants learn how to influence and persuade in a variety of areas.

LEARNING OUTCOMES

Make decisions about using persuasion versus manipulation
Apply the concepts of pushing and pulling when influencing others
Describe different techniques for getting persuasive conversations and presentations underway
Make a persuasive presentation by using the 5 S's
Apply storytelling techniques to extend influence
Leverage concepts of neuro linguistic programming in everyday influence and persuasion

COURSE OUTLINE

1. Course Overview
2. Understanding Persuasion How Persuasion Works
Pre-Assignment Review
3. Preparing to Persuade
Pushing and Pulling Communicating with Confidence
Frame of Reference
4. Getting Off on the Right Foot Building Rapport Matching
and Mirroring Pacing
Leading
5. Presentation Strategies
Five Points for Any Presentation Preparing with the Five
S Pattern
6. Using Stories to Persuade The Importance of Story
Storytelling Time
7. Using Neuro Linguistic Programming Defining Neuro
Linguistic Programming
A Brief History Understanding Common NLP Terms
Embedding Positive or Negative Commands
Influencing Outcomes
8. Personal Action Plan
9. Recommended Reading List
10. Post-Course Assessment

INTERMEDIATE PROJECT MANAGEMENT

Project management is not just restricted to certain industries, or to individuals with certification as a project manager. Lots of us are expected to complete assignments that are not a usual part of our job, and to get the job done well, within our budget, and on time.

This course is intended for those who understand the conceptual phase of a project's life cycle, including setting goals, creating a vision statement, and creating the Statement of Work. This course will take you through the remaining three stages: planning, execution, and termination.

LEARNING OUTCOMES

Identify your project's tasks and resources
Order tasks using the Work Breakdown Structure Schedule tasks effectively
Use basic planning tools such as a Gantt chart, PERT diagram, and network diagram
Prepare a project budget
Modify the project budget and schedule to meet targets Identify and manage risks
Prepare a final project plan Execute and terminate a project
Develop and manage a change control process

COURSE OUTLINE

1. Course Overview
2. What Really Needs To Be Done? Identifying Tasks
Identifying Resources
Pete's Cost List
3. The Work Breakdown Structure
4. Scheduling Techniques Preparing a Basic Schedule Other Scheduling Factors Planning Tools
Gantt Charts
Creating a Gantt Chart Network Diagrams
Flow Charts
5. Budgeting Tips and Tricks Budgeting Basics Pete's Budget
6. Assessing Project Risks
7. Preparing the Final Plan
8. Making it Fit
Schedule/Budget Compression Case Study
9. The Execution Phase
10. Controlling Changes
11. Closing Out a Project
12. Personal Action Plan
13. Recommended Reading List
14. Post-Course Assessment

INTRAPRENEURSHIP

Intrapreneurship has been described as a great way to make beneficial changes to your organization. People can choose to continue with the status quo, or they can work to make a difference in the lives of themselves and others within the company.

Who wants to feel empowered and recognized for their innovative and creative ideas? Who wants to make a difference? If you answered yes to these questions, then this course will help you become energized and ready to push your ideas forward. After you complete this course, you will have ways to get started and implement your plans.

LEARNING OUTCOMES

Understand the importance of intrapreneurship in today's economy

Identify the characteristics of an intrapreneur and assess your own strengths Create an intrapreneurial team within your organization

Understand the process of intrapreneurship Develop a new product or process idea Understand the importance of a sales strategy Create a start-up financial statement

COURSE OUTLINE

1. Course Overview
2. What Is Intrapreneurship?
3. Why Is Intrapreneurship Important? The Growth of Intrapreneurial Culture
History of Intrapreneurship Making Connections
4. Characteristics of Intrapreneurs What Makes Intrapreneurs Tick? Making Connections
5. Picking Your Team
6. Are You an Intrapreneur? Self-Assessment
Considering Our Strengths
7. Becoming an Intrapreneur
8. Creating and Selling Your Ideas The Intrapreneurial Process Making Connections, Part One Making Connections, Part Two
9. Screening the Ideas Selling Your Ideas
9. Pre-Assignment Review
10. The Implementation Plan
11. Personal Action Plan
12. Recommended Reading List
13. Post-Course Assessment

INTRODUCTION TO E-MAIL MARKETING

E-mail marketing is here to stay, and knowing how to do it well is essential for marketers as well as small business owners, coaches, and consultants. In this course you'll learn the essentials of planning, creating, and delivering exceptional e-mail marketing campaigns that support your overall marketing strategy. After this course, you will be able to reach more clients and potential clients through your efforts at being an e-mail influencer.

LEARNING OUTCOMES

Apply the concepts of e-mail marketing to grow the influence and reach of a business
Analyze the different applications of e-mail marketing
Select a campaign strategy that will help you increase your reach
Apply a defined strategy to get the best out of every e-mail campaign
Track and analyze the results of an e-mail campaign

COURSE OUTLINE

1. Course Overview
2. Getting to Know E-mail Marketing
What is E-Mail Marketing? Glossary of Terms
History of E-Mail Marketing Getting It Right
3. Setting Up Your Audience
Gathering Contacts Rules and Regulations Staying Organized
4. The Tools
Setting Up A Plan
Choosing an E-Mail Marketing Provider
Get Practical
5. Designing Your Campaign Strategy
Looking at Your Campaign Strategy
What's Your Campaign Strategy?
6. Crafting Messages for Each Campaign
Pre-Assignment Review
Crafting Your Message
The Message IS The Message
Designing an Eye-Catching E-Mail
Choosing the Right Design
Making Connections Make This Easy
7. Good Habits Get Optimal Results
Be a Good E-Mailer
8. Smart Rules Apply
Conversions Designing Content That Has Value
Developing Different Types of Content
9. What to Write
Give People What They Want
Be Green... Evergreen That Is!
Topic Generator Let's Get to Work
10. Subject Lines and Action Calls
Great Subject Lines
Action Items Use Strategy with Your Call to Action
11. If It Doesn't Get Measured, It Can't Be Counted
Key Metrics
Revenue Per E-Mail Sent
Timing Your E-Mail Message Test Before You Send
12. Test Driving
Making Connections
Writing Your Initial Welcome E-Mail
13. Personal Action Plan
14. Recommended Reading List
15. Post-Course Assessment

INTRODUCTION TO NEURO LINGUISTIC PROGRAMMING

Your brain, thoughts, and behavior are at the core of everything that you do every day, even if you aren't aware of it. In order to truly achieve the results that you want to achieve, you must master the art of bringing your unconscious thoughts to the surface, so that you can have real choice over how you interact with and respond to the world. Neuro linguistic programming can give you the tools to do just that.

In this introductory course, you will learn the basics of neuro linguistic programming. We will give you the tools to manage your thoughts, and thereby manage yourself.

LEARNING OUTCOMES

Define neuro linguistic programming (NLP) and its key terms Describe the key presuppositions of NLP

Describe the five senses as seen by NLP

Identify states of mind and modes of thinking using predicates and visual cues Develop and refine response strategies for any situation

Use enriched language to engage your audience Interpret body language based on NLP principles

Ask clean, precise questions to get the information you need Use hypnotic language and positive commands to get results

COURSE OUTLINE

1. Course Overview
2. What is Neuro Linguistic Programming?
Defining Neuro Linguistic Programming
A Brief History Understanding Common
NLP Terms
3. The NLP Presuppositions
4. The Senses According to NLP Making
Sense of Our Senses Senses and Lan-
guage
Eye Accessing Cues
5. Using Enriched Language
6. Interpreting Body Language
7. Asking Clean Questions
The NLP Style of Questioning
Sample NLP Question Frameworks
8. The Power of Hypnotic Language Embed-
ding Positive or Negative Commands
Influencing Outcomes
9. Putting it All Together
10. Personal Action Plan
11. Recommended Reading List
12. Post-Course Assessment

INVENTORY MANAGEMENT: THE NUTS AND BOLTS

No business can survive very long without an effective program of controls over the parts and materials that are used in producing or distributing goods and services of the firm. Like many other things that depend on human interpretation, "control" means different things to different individuals.

This is an introductory course for you, the warehouse or stockroom manager, the person in charge of what comes in and goes out of your company. You want a smooth and cost-effective operation, with enough products on hand to satisfy needs without stockpiling too much. This course will discuss all aspects of inventory management, including common terms, the inventory cycle, how to maintain inventory accuracy, and what some of the latest trends are.

LEARNING OUTCOMES

Understand terms that are frequently used in warehouse management
Identify the goals and objectives of inventory management and measure your process against these goals
Calculate safety stock, reorder points, and order quantities
Evaluate inventory management systems
Identify the parts of the inventory cycle
Better maintain inventory accuracy

COURSE OUTLINE

1. Course Overview
2. What is Inventory?
Definitions
Pre-Assignment Review
3. Types of Inventory
4. Key Players
5. Setting up the Warehouse
The Eight Objectives
Maintaining Location Accuracy
6. What Makes a Good Inventory Management System?
7. The Warehouse Inventory Cycle
8. Identifying Demand
Key Formulas
Case Study
9. The Receiving Process
10. Validating Inventory
11. The Put-Away Process
12. Maintaining Inventory Accuracy
13. The Outbound Process
14. Industry Trends
15. Personal Action Plan
16. Recommended Reading List
17. Post-Course Assessment

KICKSTARTING YOUR BUSINESS WITH CROWDSOURCING

Today's fast-paced marketplace demands that businesses think fast. Crowdsourcing can help all types of businesses keep on top of trends and stay competitive. This course will show you how to leverage all types of crowdsourcing (including microwork, macrowork, crowd voting, crowd contests, crowd wisdom, and crowdfunding) to kickstart your business' growth.

LEARNING OUTCOMES

Define what crowdsourcing is and its value to businesses
Determine when crowdsourcing makes sense for a project
Describe the crowdsourcing process
Identify platforms and social media tools that can support your crowdsourcing campaigns
Describe the major types of crowdsourcing, including microwork, macrowork, crowd voting, crowd contests, crowd wisdom, and crowdfunding
Attract and engage your crowd

COURSE OUTLINE

1. Course Overview
2. What Is Crowdsourcing?
What Crowdsourcing Is and Where It Came From
Pre-Assignment Review Identifying the Business Value
Is Crowdsourcing Right For You?
3. The Crowdsourcing Process
4. Choosing Your Crowdsourcing Platform
Identifying the Options Checking Out the Sites
5. Types of Crowdsourcing Crowdvoting and Crowdcontests
Microwork and Macrowork Crowdwisdom Crowdfunding
Case Study
6. Social Media and Crowdsourcing
7. Engaging the Crowd
8. Test Driving
9. Personal Action Plan
10. Recommended Reading List
11. Post-Course Assessment

KNOWLEDGE MANAGEMENT

Understanding how to manage the knowledge within your organization is the key to business success. Mismanagement of organizational knowledge comes with a price: frustrated employees, angry customers, and decreased productivity. All of these things can affect our business' bottom line. The purpose behind knowledge management is to help us bridge organizational gaps and to use our greatest asset (our knowledge) to take our business performance to the next level. The theory of knowledge management has emerged to help us harness and enhance both the individual and collective brain power of our businesses. This course will introduce you to knowledge management tips, techniques, and proven processes.

LEARNING OUTCOMES

Define knowledge and knowledge management

Explain the difference between explicit and tacit knowledge Identify various knowledge management theoretical models

Explain how a properly implemented knowledge management program can improve efficiency

Describe the steps for employing a new knowledge management program in an organization

Identify the required components for implementing a knowledge management framework within an organization

COURSE OUTLINE

1. Course Overview
2. Definitions
 - What is Knowledge? Communicating Explicit and Tacit Knowledge
 - What is Knowledge Management?
 - History of Knowledge Management
3. The Business Case for Knowledge Management
 - Reducing Costs and Growing Sales with Knowledge Management
 - Personal Work Performance and Bottom Line Benefits
 - Business Case Basics
 - Sample Knowledge Management Business Case
4. The Knowledge Management Mix
 - People Recognition within the Knowledge Management Mix
 - Technology Process
5. The Knowledge Management Framework
 - Introduction Needs Analysis
 - Resource Identification Process Analysis, Identification, and Construction
 - Accumulating, Sharing, and Storing Knowledge
6. ITandD's Conundrum
7. Knowledge Management Models
 - The KM Process Framework (Bukowitz and Williams)
 - Knowledge Management Matrix (Gamble and Blackwell)
 - Process Model (Botha)
 - Knowledge Spiral Model (Nonaka and Takeuchi)
8. The Knowledge Management Toolkit
 - Cross-Functional Teams
 - Mentoring
 - Organizational Culture
 - IT Solutions
 - Which Technologies Would Be Best?
9. Implementing Knowledge Management Initiatives
 - Building Knowledge Networks
 - Creating a Knowledge Management Body of Knowledge (KMBOK)
 - Creating a Chief Knowledge Officer (CKO) Position
 - Advertise for Your CKO
 - Creating a Post-Mortem Plan
 - Creating Measures
 - Start With a Pilot
 - Where Do I Put This?
 - Support Your Organization Through the Change
10. Personal Action Plan
11. Recommended Reading List
12. Post-Course Assessment

LEADERSHIP SKILLS FOR SUPERVISORS

Supervisors are the crucial interface between the employee on the shop floor or the service desk and the managers of the organization. Although they often have more technical experience than the employees they supervise, some may not have a lot of leadership experience. This one-day course will provide the skills in communication, coaching, and managing conflict that are necessary for success.

LEARNING OUTCOMES

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
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. Pre-Assignment Review Making Connections
3. What's Your Type? How About Mine?
Seeking Information
Identifying Your Characteristics and Preferences
Questionnaire Analyzing the Results
Mostly A's – Inquiring Rationals Mostly B's – Authentic Idealists
Mostly C's – Organized Guardians
Mostly D's – Resourceful Artisans
What's Important? Debrief
4. Introversion/Extroversion Questionnaire
Using the Continuum Case Study
Lessons to Learn
5. Understanding Leadership About Leadership, Part One
About Leadership, Part Two
The Situational Leadership II® Model
Understanding Your Comfort Zone
Choosing Our Style Managing Performance
6. Making Connections
Servant Leadership Making Connections
6. Manage Your Time and Your Energy Introduction
Time Management Tips, Part One
Time Management Tips, Part Two
Larks and Owls
Our Top Time Management Tip
7. The Commitment Curve Onboarding and Orientation
The Big Picture
Stages of the Curve Stage One: Uninformed Optimism
Stage Two: Informed Pessimism
Stage Three: Hopeful Realism
Stage Four: Informed Optimism
Summary
What Can Be Done to Bridge the Commitment Gap?
8. Employee Development Models The Coaching Model
Step One: Frame a Conversation
Step Two: Create Opportunities
Step Three: Create an Action Plan
Step Four: Give Feedback
The Dialogue Model
I Messages
The Consequences and Benefits Matrix
9. Dealing with Conflict and Difficult Issues
Reflection Conflict
Conflict Resolution Styles
Techniques for Resolving Conflict
10. What Successful Leaders Do
Secrets to Success
List of Practices Making Connections
Creating the Right Environment
11. Personal Action Plan
Starting Point Where I Want to Go
How I Will Get There
12. Recommended Reading List
13. Post-Course Assessment

LEAN PROCESS IMPROVEMENT

Lean principles have come a long way over the past 300 years. From Benjamin Franklin's early ideas, to Henry Ford's work in the 1920's and the Toyota precepts in the 1930's, to Jeffery Liker's publication of *The Toyota Way* in 2004, Lean processes have evolved from a simple concept to a set of widely used best practices.

This course will give participants the foundation to begin implementing Lean process improvement tools in their workplace. The first part of the course will explore the foundations of Lean through the Toyota precepts and the five critical improvement concepts (value, waste, variation, complexity, and continuous improvement). The second part of the course will give participants tools to perform continuous improvement in their organization, including 5S, 5W-2H, PDSA, DMAIC, Kaizen, Genchi Genbutsu, and various Lean data mapping methods.

COURSE OUTLINE

1. Course Overview
2. Understanding Lean
Defining Lean
The History of Lean Lean vs. Six Sigma
Pre-Assignment Review A Lean Glossary
3. The Toyota Production System Overview of the Liker Pyramid Exploring the Philosophy Considering the Processes Understanding People and Partners
Problem Solving Tools
4. The Toyota Production System House
5. The Five Critical Improvement Concepts
Key Ideas Case Study
6. Understanding Value with the Kano Model
7. Types of Waste
The Three Categories Making Connections
8. Creating a Lean Enterprise Going Green with Lean
The Characteristics of a Lean Organization
9. The Plan, Do, Study, Act (PDSA) Cycle
10. Using the R-DMAIC-S Model
11. Lean Thinking Tools 5W-2H
Genchi Genbutsu and Gemba Performing a 5-S
12. Kaizen Events
About Kaizen and Kaizen Events Typical Kaizen Blitz Workflow Personal Reflection
13. Data Gathering and Mapping
Flow Charts Making Breakfast
Ishikawa (Cause and Effect) Diagrams
SIPOC Diagrams Value Stream Maps
Tips for Effective Data Analysis
14. A Plan to Take Home
Roadblocks and Pitfalls Creating a Suc-

LEARNING OUTCOMES

Define Lean and its key terms
Describe the Toyota Production System and the TPS house Describe the five critical improvement concepts
Use the Kano model to understand, describe, analyze, and improve value Identify and reduce various types of waste
Create a plan for a more environmentally Lean organization
Use the PDSA and R-DMAIC-S models to plan, execute, and evaluate Lean changes
Use Lean thinking frameworks, including 5W-2H, Genchi Genbutsu, and Gemba Prepare for and complete a basic 5-S
Describe the key elements of Kaizen events, particularly a Kaizen blitz Gather, analyze, and interpret data using flow charts, Ishikawa (fish-bone) diagrams, SIPOC diagrams, and value stream maps
Go back to your organization with a plan to begin incorporating Lean into your corporate culture

15. Successful Organizational Structure Where To Get Started? A Plan for Success
16. Personal Action Plan
17. Recommended Reading List
17. Post-Course Assessment

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

The supply chain is a crucial part of any business' success. Optimizing the flow of products and services as they are planned, sourced, made, delivered, and returned can give your business an extra competitive edge.

This course will introduce you to the basic concepts of supply chain management, including the basic flow, core models, supply chain drivers, key metrics, benchmarking techniques, and ideas for taking your supply chain to the next level.

LEARNING OUTCOMES

Define supply chain management and logistics

Explain the vertical integration and virtual integration models Understand the stages in the basic supply chain flow

Identify participants in the supply chain

Recognize supply chain drivers and ways to optimize them Align supply chain strategy with business strategy

Determine what metrics to track and how to benchmark the related data Troubleshoot basic supply chain problems

Identify ways to develop your supply chain, such as using third-party logistics providers (3PL's), insourcing processes, developing sustainable and eco-friendly strategies, leveraging process improvement strategies, and adopting new techniques

COURSE OUTLINE

- | | | |
|---|--|---|
| 1. Course Overview | Business Strategy | Third- and Fourth-Party Logistic Providers |
| 2. Getting Started | Identifying Your Market Making Connections | Building Partnerships within Your Supply Chain |
| Defining the Terms Regulations and Resources | Looking at Your Role Analyzing the Data Taking the Next Steps Making Connections | 9. Sustainable Supply Chain Strategies What is Sustainability? Reducing the Impact on the Environment |
| 3. The Evolution of the Supply Chain Vertical Integration Model Virtual Integration Model What's Next? | 6. Managing Supply Chain Risks Tracking and Evaluating Supply Chain Data Ratios and Formulas What is Benchmarking? The SCOR Model The Balanced Scorecard Supply Chain Management Dashboards Making Connections | Applying Lean Techniques to the Supply Chain Lean 101 |
| 4. The Basic Supply Chain Structure The Links in the Supply Chain Making Connections Participants in the Supply Chain Designing Your Supply Chain The Bullwhip Effect | 7. Troubleshooting Supply Chain Problems Signs of Trouble in Your Supply Chain | Applying Lean to the Supply Chain The Future of Supply Chain Management Top Trends Making Connections |
| 5. Supply Chain Drivers Driving Success Choosing the Right Transportation Methods Making Connections Aligning Your Supply Chain with | 8. Sharing Supply Chain Activities Outsourcing, Insourcing, Offshoring, and Reshoring | 10. Personal Action Plan |
| | | 11. Recommended Reading List |
| | | 12. Post-Course Assessment |

MAKING TRAINING STICK

We have all participated in training courses or workshops. Some of these have been helpful and useful in our everyday lives and others have seemed redundant and a waste of time. How often have we cheered or grumbled at being asked to participate in a training day?

The good news is that all training can be useful and applicable if the trainer keeps some simple tips in mind when developing and applying training. We all learn differently, but there are some truths about learning that can be applicable to most groups and can be tweaked to fit any training session.

LEARNING OUTCOMES

Familiarize yourself with strategies that can help learning to stick with the audience in an effective and meaningful way

Know how to keep learners focused and motivated to absorb material

Develop an effective training style, using appropriate training aids and techniques

COURSE OUTLINE

1. Course Overview
2. Five Strategies for Stickiness! Background Information The Five Strategies
3. Designing a Program That Will Stick Building Support for your Program
Writing Learning Objectives
4. Teaching Tips and Tricks
5. What Method is the Stickiest?
6. Following Up
Seven Points for any Follow-Up Program
The Buddy System and Delegating Follow-Up Follow-up or Folly?
7. Strategies for Taking Training Further
Mentorship Programs Trainee Trains Others
8. Personal Action Plan
9. Recommended Reading List
10. Post-Course Assessment

MAKING YOUR BUSINESS BETTER

How a product or service is sold, and how a business is run, has changed. Customers want to know your company's values, selling is about relationships, and your workplace culture impacts productivity. Business relationships, a marketing strategy, and an understanding of the company's core values, guiding principles, strengths and opportunities is vital to growth. In this course, you will learn about these essentials, and how to combine that knowledge into your own Strategic Action Plan.

LEARNING OUTCOMES

Understand positioning and the supply chain. Recognize and work with elements of pricing. Identify your 'business culture'.

Create and implement essential marketing tools.

Learn and practice techniques of selling and negotiation. Create effective responses to requests for proposals (RFPs).

Identify the essentials of project management and create a management plan. Learn and implement elements to enhance workplace teamwork and productivity. Create your own strategic plan.

COURSE OUTLINE

- | | | |
|--|---|--|
| <p>1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment</p> | <p>One
Relationship Model Activity Elements of Negotiation
Social and Emotional Intelligence, Part One</p> | <p>Healthy Workplace Culture, Part One
Healthy Workplace Culture, Part Two</p> |
| <p>2. Positioning and Pricing
Knowing What You Sell, Part One
Knowing What You Sell, Part Two
Knowing What You Sell, Activity
Examining the Positioning
Supply Chain Activity Elements of Pricing, Part One
Elements of Pricing, Part Two
Elements of Pricing Activity</p> | <p>Social and Emotional Intelligence, Part Two
Styles of Negotiation Negotiating a Style Activity</p> | <p>Core Values
Core Values Activity Building a Team
Leadership Skills</p> |
| <p>3. Marketing
Your Business Culture Elements of Culture Activity
Understanding Your Customers
Customer Values Marketing Essentials, Part One
Marketing Essentials, Part Two
Marketing Essentials, Part Three
Your USP Activity Part One
Your Marketing Outline</p> | <p>5. Request for Proposals (RFPs)
Understanding Proposals Starting Point
Where I Want to Go How I Will Get There
Responding to an RFP RFP Activity</p> | <p>8. Strategic Planning
A Strategic Plan
Ingredients of a Good Strategic Plan
Detailed Description Products/Services
USP Review
Core Values and Guiding Principles, Part One
Core Values and Guiding Principles, Part Two</p> |
| <p>4. Selling and Negotiating Making the Sale
Seller and Contact Activity
Relationship Model of Selling, Part</p> | <p>6. Project Management
Elements of Project Management
Creating a Project Plan
Work Structure Breakdown
Work Structure Breakdown Activity
Organizing the Tasks, Part One
Organizing the Tasks, Part Two
Work Breakdown Structure Revisited</p> | <p>Core Values Revisited
Strengths and Opportunities
Guiding Principles Revisited
Assembling the Action Plan
Assemble the Strategic Action Plan</p> |
| <p>7. Team Building and Productivity
Individual Relationship Skills</p> | <p>9. Personal Action Plan</p> | <p>10. Course Summary
11. Recommended Reading List
12. Post-Course Assessment</p> |

MANAGING ACROSS CULTURES

Our culture defines many aspects of how we think, feel, and act. It can be challenging for managers to bridge cultural differences and bring employees together into a functioning team. This course will give supervisors and managers easy-to-use techniques for communicating across cultures, building teams, promoting multiculturalism in the organization, and leveraging the global talent pool.

LEARNING OUTCOMES

Define what culture is and how it shapes the workplace
Identify how stereotypes shape our perception
Develop useful cross-cultural attitudes
Communicate effectively across cultures
Effectively manage employees from different cultures
Help teams overcome cross-cultural and virtual barriers
Promote acceptance and awareness in your organization to help create a multicultural environment
Leverage the global talent pool

COURSE OUTLINE

1. Course Overview
2. What Is Culture?
Defining Culture About Stereotypes Making Connections
Globally Useful Attitudes
3. Communicating Effectively
High and Low Context Culture Communication Differences Across Cultures Communication Skills
Handling Miscommunication
4. Team Building Across Cultures The Five Stages of Team Development
Tips on Working with Virtual Teams
5. Managing Across Cultures
The Cornerstones of Diversity How Far Do You Accommodate?
Dealing with Culture-Based Conflicts between Employees Giving Culturally Sensitive Feedback
6. Building a Multicultural Organization Making Connections
Creating Inclusive Programs for New Employees
7. Working with the Global Talent Pool
8. Personal Action Plan
9. Recommended Reading List
10. Post-Course Assessment

MANAGING DIFFICULT CONVERSATIONS

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 OUTCOMES

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
Choosing the Time and Place
4. Framework for Difficult Conversations
What's Your Purpose? Steps for a Difficult Conversation
Creating a Conversation Template
5. Staying Safe
6. Testing the Waters
7. Personal Action Plan
8. Recommended Reading List
9. Post-Course Assessment

MANAGING PRESSURE AND MAINTAINING BALANCE

When things are extremely busy at work and you have your hands full with many tasks and dealing with difficult people, having skills you can draw on are essential for peace of mind and growth. This course will help participants understand the causes and costs of workplace pressure, the benefits of creating balance, and how to identify pressure points. They will also learn how to apply emotional intelligence, increase optimism and resilience, and develop strategies for getting ahead.

LEARNING OUTCOMES

Apply a direct understanding of pressure points and their costs and payoffs
Speak in terms related to emotional intelligence, optimism, and resilience
Create a personalized toolkit for managing stressors and anger
Work on priorities and achieve defined goals

COURSE OUTLINE

1. Course Overview
2. Under Pressure!
Causes and Costs of Workplace Pressure
Benefits of Creating Balance Pre-Assignment Review
3. Getting to the Heart of the Matter Identifying Your Pressure Points Creating an Action Plan
Facing Problems Head On Seeking Help
4. Emotional Intelligence
The Seven Human Emotions The Emotional Map Validating Emotions in Others
What is Optimism?
Resilience
5. Coping Toolkit
Building the Stress Management Kit
Managing Anger Expressing Yourself
6. Getting Organized
Working on Priorities
Doing It!
7. Personal Action Plan
8. Recommended Reading List
9. Post-Course Assessment

MANAGING THE VIRTUAL WORKPLACE

Virtual workers and virtual teams are an essential part of today's workforce. More than ever, people are using technology to work anywhere, anytime.

There are big benefits to today's virtual workplace, but there can be big challenges, too. This course will teach managers and supervisors how to prepare employees for the virtual workplace, create telework programs, build virtual teams, leverage technology, and overcome cultural barriers.

LEARNING OUTCOMES

Create a virtual workplace strategy
Develop, implement, and maintain telecommuting programs
Build a virtual team and lead them to success
Plan and lead virtual meetings
Use technology to support your virtual workplace
Overcome cultural barriers when leading virtual teams
Develop your virtual leadership skills

COURSE OUTLINE

1. Course Overview
2. Defining the Virtual Workplace
3. Creating Virtual Workplace Programs
Building a Virtual Workplace Strategy
Pre-Assignment Review
Setting up Employees for Telework
Managing Performance
Making Connections
4. Technology Tips and Tricks
The Latest and Greatest
Choosing the Right Tools
5. Building Virtual Teams
The Stages of Team Development
Making Connections
Choosing the Virtual Team Strategies for Success
6. Leading Virtual Team Meetings
Scheduling and Conducting Team Meetings
Test Driving
7. Working with Cross-Cultural Teams
8. Virtual Leadership Strategies
Making Connections
Debrief
9. Personal Action Plan
10. Recommended Reading List
11. Post-Course Assessment

MARKETING AND SALES

A small marketing budget doesn't mean you can't meet your goals and business objectives. You just have to be more creative in your marketing tactics. This course will show you how to get maximum exposure at minimum cost. You will learn effective, low- cost, and non-cost strategies to improve sales, develop your company's image, and build your bottom line.

LEARNING OUTCOMES

Recognize what we mean by the term "marketing"
Discover how to use low-cost publicity to get your name known
Know how to develop a marketing plan and a marketing campaign
Use your time rather than your money to market your company effectively
Understand how to perform a SWOT analysis

COURSE OUTLINE

1. Course Overview
2. Pre-Assignment Review
3. Defining Marketing
4. Recognizing Trends
5. Doing Market Research
6. Strategies for Success
 - Top Ten Strategies for Success
 - Identifying Opportunities (Part One)
 - Identifying Opportunities (Part Two)
7. Mission Statements
8. Brochures
9. Trade Shows
 - Why Attend a Trade Show?
 - Preparing for a Trade Show
10. Developing a Marketing Plan
 - The P's of Marketing
 - SWOT Analysis
 - A Simple Marketing Plan for Small Budgets
11. Increasing Business
12. Saying No to New Business
13. Advertising Myths
14. Networking Tips
15. Personal Action Plan
16. Recommended Reading List
17. Post-Course Assessment

MARKETING FOR SMALL BUSINESSES

Marketing is about getting your business known and building your position within the marketplace. Small businesses don't always have a big budget for marketing, so they have to do things a little differently than big businesses in order to grow their presence, increase results, and meet business goals. This course will help small business owners and managers develop their marketing message, create a marketing plan, and apply the right strategies.

LEARNING OUTCOMES

Describe the essential elements of a marketing plan, no matter the size of the business

Apply tools and strategy to create a marketing plan that supports the growth of your small business

Use six steps to create, implement, and review a marketing plan Leverage the best of Internet and social media marketing

COURSE OUTLINE

1. Course Overview
2. Marketing for Small Business
 - Defining Marketing in the Small Business Context
 - Pre-Assignment Review
3. Elements of a Successful Marketing Message
 - Your USP
 - Making Connections Building the Relationship Influence and Persuasion Testing and Revising
4. The Marketing Cycle in Small Business
 - Marketing Essentials Stage One: Consumer and Market Analysis
 - Stage Two: Analyzing the Competition and Yourself Stage Three: Analyzing Distribution Channels Stage Four: Creating a Marketing Plan
 - Bringing it All Together Making Connections
5. Identifying Marketing Strategies Key Marketing Strategies for Small Businesses
 - Getting the Most Bang for Your Buck
 - Making Connections
 - Top Ten Strategies for Success Identifying Opportunities (Part One)
 - Identifying Opportunities (Part Two)
 - A Simple Marketing Plan for Small Budgets
6. Implementing Your Plan
 - What is a Marketing Budget?
 - Four Rules for Establishing Your Budget
 - Managing Your Budget
 - Stage Five: Implementing and Evaluating
 - Stage Six: Reviewing and Revising
7. Internet Marketing Basics What It Looks Like Popular Strategies Sharing Messages
 - E-mail Marketing What is SEO?
 - Leveraging Social Media
8. Personal Action Plan
9. Recommended Reading List
10. Post-Course Assessment

MARKETING WITH SOCIAL MEDIA

Social media remains an evolving aspect of our daily lives in addition to being a part of our businesses. This course is designed for people who have some familiarity with social media already. Participants will learn to develop a social media marketing plan as a part of their overall marketing strategy, determine who should be on their team, and choose how they will measure what is taking place. In addition, we will explore some of the major social media sites and look at how specialty sites and social media management tools can take their social media marketing to the next level.

LEARNING OUTCOMES

Describe the value of social media to your marketing plan
Create and launch a social media marketing plan

Select the right resources for a social media marketing team
Define how to use social media to build an internal community
Use metrics to measure the impact of a social media plan
Manage difficult social media situations

Describe features of some of the key social media sites, including Facebook, LinkedIn, and Twitter

Decide whether a blog adds value to a social media plan

Speak about specialty sites and social media management tools

Stay on top of social media trends and adjust your plan as the online world evolves

COURSE OUTLINE

1. Course Overview
2. Getting Started
What is Social Media? Pre-Assignment
Review
3. Understanding the Marketing Mix The Five P's and Social Media Exercise Your Muscle
4. Developing a Social Media Plan Things to Think About Utilization Guidelines
Expanding Your Digital Presence
What's the Value?
5. Building Your Social Media Team Building the Team
The Community
6. Using Social Media to Build Internal Communities
Does it Mean Everyone is Online All the Time?
Make it Work
7. Analyzing Your Impact with Metrics Useful Metrics
Understanding Metrics Timing is Everything
8. Keeping on Top of the Trends
9. Damage Control
That's Not Good!
10. Using Facebook
Getting Started
Building Your Community Taking it Further
11. Using LinkedIn
LinkedIn Essentials Setting Up Your Account Getting Connected
12. Using Twitter
Tweeting
Making it Memorable Using Lists
13. Building a Blog
Should I Be Blogging? Blog Rules
Help People Find You What Will I Write About? Planning Your Blog
Vlogs and YouTube
14. Using Specialty Sites
15. Using Social Media Management Tools
16. Launching Your Plan
Pulling Everything Together Preparing for Delivery or Upgrade
17. Personal Action Plan
18. Recommended Reading List
19. Post-Course Assessment

MASTERING THE INTERVIEW

The interview is one of the key elements of the job search process. As with any skill, we can get better at it with preparation and practice. In this course, participants will explore how to prepare for an interview and become familiar with the types of questions to expect, as well as the questions they should think about asking. They will learn how to prepare for second interviews, testing, and shadowing, as well as how to follow up on their interview sessions.

LEARNING OUTCOMES

Understand the different types of interview questions and how to prepare to answer them
Apply the most effective ways to prepare for an interview, including how to present yourself professionally
Express yourself effectively
Know how to ask for feedback following an interview

COURSE OUTLINE

1. Course Overview
2. Understanding the Interview Planning for the Interview The Informational Interview
3. Types of Questions
Ready for Questions Preparing Interview Questions
4. Getting Ready
Question Tips
General Tips
5. Live and In Person
6. Unwinding for the Interview
7. Common Problems and Solutions Best Intentions
Making Connections
8. Phase Two
What to Expect After the Interview
Being Told "No, Thanks"
9. Practice Makes Perfect
10. Sealing the Deal
Job Offers
Resignations
11. Getting What You're Worth Negotiating
Tips and Tricks Keeping Perspective
12. Personal Action Plan
13. Recommended Reading List
14. Post-Course Assessment

MEASURING TRAINING RESULTS

There are lots of good reasons to offer training, and even more reasons to participate and take training. But there is also an accountability element, where we ask ourselves:

What was the value of that training?

Did we meet the objectives that were set out?

Did the training bring about some kind of lasting change in behavior?

In this course, we'll explore the essential elements in evaluating training and measuring results, while creating a process that is simple for trainers and human resource practitioners to implement.

LEARNING OUTCOMES

Identify the most effective methods of training evaluation

Describe the steps required in the essential elements of measuring training results Tie training measurements back to the original training objectives

Explore the most effective methods to report training results, including a return on investment

COURSE OUTLINE

1. Course Overview
2. Setting the Framework Identifying What You Will Measure
Determining How You Are Going to Measure It Designing an Evaluation Strategy to Fit Your Training Needs
3. Pre-Assignment Review
4. Kirkpatrick's Evaluation Model Methods of Evaluation Evaluating the Evaluation Getting Results by Testing the Program
5. The Return on Investment Clarifying Expectations What Training Does Getting the Evaluation Right Cost-Benefit Analysis
Making Connections Calculating the Return on Investment
6. Presenting Training Results Getting Ready Getting It Right Practice Never Hurts
7. Personal Action Plan
8. Recommended Reading List
9. Post-Course Assessment

MEETING MANAGEMENT: THE ART OF MAKING MEETINGS WORK

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 OUTCOMES

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

MOBBING IN THE WORKPLACE

**Could mobbing take place in your workplace?
There are steps you can take to ensure your
organization is mobbing-resistant.**

LEARNING OUTCOMES

Identify mobbing and how it differs from individual bullying
Know why and how it occurs

Know how it impacts the person targeted and the organization
Know what actions to take if you are being mobbed

Know how to avoid targeting someone

Know what action to take as an organization to stop mobbing before it starts

COURSE OUTLINE

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. What is Mobbing?
What and Why?
Bullying Incidents, Part One Bullying Incidents, Part Two Bullying Incidents, Part Three A Mobbing Scenario
Stats More Stats
Mobbing Reflection
3. Why Do We Turn on Each Other? Hierarchies
Tendencies Influences, Part One Influences, Part Two Influences, Part Three Toxic Workplaces
4. Mobbing Hurts
How Does Mobbing Hurt? Part One
How Does Mobbing Hurt? Part Two
Reflection
5. How to Deal with Mobbing
As the Victim, Part One As the Victim, Part Two Stress Relief
6. Watch For It
What Can Leadership Do? Halting Mobbing Workplace Health Check
A Reflection on Your Workplace
7. Make Your Own Policy
Creating Anti-Mobbing Policies Writing the Policy
Educating Staff Implementing and Enforcing Anti-Bullying Policies
Pre-Assignment Review Lessons for the Workplace A Plan for Success
8. Personal Action Plan
Starting Point Where I Want to Go
How I Will Get There
9. Course Summary
10. Recommended Reading List
11. Post-Course Assessment

MOTIVATION TRAINING: MOTIVATING YOUR WORKFORCE

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 OUTCOMES

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

NEGOTIATING FOR RESULTS

Negotiating is about resolving differences. People who can master the process of negotiation find they can save time and money, develop a higher degree of satisfaction with outcomes at home and at work, and earn greater respect in their communities when they understand how to negotiate well.

Negotiating is a fundamental fact of life. Whether you are working on a project or fulfilling support duties, this course will provide you with a basic comfort level to negotiate in any situation. This course includes techniques to promote effective communication and gives you techniques for turning face-to-face confrontation into side-by-side problem solving.

LEARNING OUTCOMES

Understand how often we all negotiate and the benefits of good negotiation skills
Recognize the importance of preparing for the negotiation process, regardless of the circumstances
Identify the various negotiation styles and their advantages and disadvantages
Develop strategies for dealing with tough or unfair tactics
Gain skill in developing alternatives and recognizing options
Understand basic negotiation principles, including BATNA, WATNA, WAP, and the ZOPA

COURSE OUTLINE

1. Course Overview
2. What is Negotiation?
Defining Negotiation
Types of Negotiation
Positional Bargaining
Principled Negotiating
Phases of Negotiation
3. The Successful Negotiator
Key Attributes
Pre-Assignment Review
4. Preparing for Negotiation
Getting Started
Managing Your Fear
Personal Preparation
Researching Your Side
Case Study
Researching the Other Side
5. The Nuts and Bolts
Preparing Documentation
Setting the Time and Place
Case Study
6. Making the Right Impression
First Impressions
The Handshake
Dress for Success
The Skill of Making Small Talk
7. Getting Off to a Good Start
Common Ground
Ground Rules
8. Exchanging Information
9. The Bargaining Stage
Six Techniques for Success
Case Study
10. Reaching Mutual Gain
Getting Rid of Obstacles
Overcoming the Obstacles
11. Moving Beyond "No"
Getting Past No
Breaking the Impasse
Getting to Yes
12. Dealing with Negative Emotions
13. Moving from Bargaining to Closing
Knowing When to Close
Formal vs. Informal Agreements
14. Solution Types
Possible Outcomes
Building a Sustainable Agreement
Getting Consensus
15. Personal Action Plan
16. Recommended Reading List
17. Post-Course Assessment

NETWORKING FOR SUCCESS

Business networking is an effective and efficient way for business people to connect, develop meaningful relationships, and grow their businesses. These achievements don't come through a direct sales approach, however. They come from being interested in helping others, in listening, and in purposefully meeting and introducing people to one another. In this course, you'll learn the essential ingredients for business networking, including in-person, people-centered connections and online spaces such as LinkedIn.

LEARNING OUTCOMES

Introduce yourself in a meaningful, memorable way, even if you've never worked on an elevator pitch before

Be goal focused about networking so that you make the most of events you attend

Apply the concept of give first and be helpful as part of a system of reciprocity Use strategy and systems in order to network effectively

Leverage the availability and usefulness of the Internet, including LinkedIn and Twitter

COURSE OUTLINE

1. Course Overview
2. Assessing Your Networking Skills Networking Dynamics
Are You Committed?
3. Identifying Opportunities and Customizing Your Approach
Creating Opportunities Customizing Your Approach
4. Creating a Positive First Impression Body Language
Be a Conduit
Pre-Assignment Review Remembering Names
5. Your Memorable Intro The Basics Memorability Factor
6. Starting the Conversation How To Get Started Conversation Stimulation Growing Skills
Plan Your Own Future
7. The Handshake
8. Business Cards
Business Card Etiquette In a Pinch
9. Handling Tough Situations The Things We Say What Others Say Introverts and Extroverts
10. Following Up
11. Organizing Your Network Contact Management Systems
Mastering Networking Independent Growth
12. Leveraging the Internet Using LinkedIn Getting Connected Using Twitter Strong Connections
Using Lists on Twitter Using Facebook
13. Personal Action Plan
14. Recommended Reading List
15. Post-Course Assessment

NLP TOOLS FOR REAL LIFE

Neuro linguistic programming (NLP for short) is all about bringing your unconscious thoughts to the surface, so that you can have real choice over how you interact with and respond to the world.

Once you have a grasp on NLP's basic principles, you might be interested in learning about some tools that can help you do more with NLP. This course will give you some hands-on experience with important NLP techniques, including anchoring, establishing congruency, developing rapport, creating outcomes, interpreting and presenting information efficiently, and even some self-hypnosis techniques.

LEARNING OUTCOMES

Develop a deeper rapport with others
Use anchoring to create a desired state of mind
Become congruent with your inner self
Understand and apply basic self-hypnosis techniques
Create goals with momentum using NLP's outcome framework
Present, interpret, and analyze information using the 7±2 rule and the chunking technique

COURSE OUTLINE

1. Course Overview
2. Developing Rapport
Defining Rapport Matching and Mirroring
Sensory Systems Pacing and Leading Making Connections
3. Getting in Tune with Yourself Establishing an Inner Map
What Does Congruency Mean for Me?
Achieving Congruency
4. Creating Comprehensive Outcomes
The Elements of a Well-Formed Outcome
Setting Some Personal Outcomes
5. Creating a Desired State
Basic Anchoring Techniques Collapsing Anchors
Chaining Anchors
Making Connections
6. Chunking Information
The 7±2 Rule and the Ladder of Abstraction
Making Connections
7. Personal Action Plan
8. Recommended Reading List
9. Post-Course Assessment

ONBOARDING: THE ESSENTIAL RULES FOR A SUCCESSFUL ONBOARDING PROGRAM

Did you know that most employees decide to leave a job within their first 18 months with an organization? When an employee does leave, it usually costs about three times their salary to replace them.

You can greatly increase the likelihood that a new employee will stay with you by implementing a well-designed onboarding program that will guide the employee through their first months with the company. This course will explore the benefits of onboarding, show you how to design an onboarding framework, give you ways to customize the program for different audiences (including managers and executives), and demonstrate how to measure results from the program.

LEARNING OUTCOMES

Define onboarding and describe how it is different from orientation Identify the business benefits of onboarding

List the factors that contribute to a successful onboarding program Build a team to create an onboarding program

Prepare a vision statement and goals for an onboarding program

Design a framework for an onboarding program that includes program setup, various types of training, games, progress tracking, and follow-up

Customize your onboarding framework

Identify which metrics you should track to evaluate program results

Create a branded, unique program that will strengthen your company's image and market position

COURSE OUTLINE

1. Course Overview
2. Defining Onboarding
What is Onboarding? Benefits for Your Business A Recipe for Disaster
3. Creating the Onboarding Steering Team
4. Gathering Supporting Information Finding the Processes and People
Personal Identification Putting it All Together Vision Summary Sample
5. Setting Goals
6. Developing the Framework A General Framework Pre-Work
Creating an Onboarding Plan Template Day One Week One Month One Semi-Annual and Annual Reviews
7. Creating an Onboarding Plan
8. Customizing the Framework
9. Measuring Results
10. Branding the Program
Making the Onboarding Program All Your Own
Branding River Adventures
11. Onboarding Executives
12. Understanding Employee Engagement
13. Ten Ways to Make Your Program Unique
14. Fun and Games
Let's Get Creative!
Our Favorite Onboarding Games
15. Case Study Analysis
16. Personal Action Plan
17. Recommended Reading List
18. Post-Course Assessment

ORIENTATION HANDBOOK: GETTING EMPLOYEES OFF TO A GOOD START

An effective human resource professional knows that managing employee performance is more than responding to problems, conducting performance reviews, or hiring staff. Performance management begins with an orientation to the organization and the job, and continues on a daily basis as employees are trained and coached.

A thoughtful new employee orientation program, coupled with an employee handbook (or website) that communicates workplace policies, can reduce turnover and those reductions save your organization money. Whether your company has two employees or a thousand employees, don't leave employee retention to chance. Engage them from the moment they are hired; give them what they need to feel welcome, and let them impress you with what they bring to your company.

LEARNING OUTCOMES

Understand how important an orientation program is to an organization
 Identify the role of the human resource department in the orientation program
 Recognize how the commitment curve affects both new employees and their managers
 Know what companies can do to deliver their promise to new employees
 Determine the critical elements of effective employee training
 Establish the importance of having an employee handbook for new and long-term employees

COURSE OUTLINE

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Course Overview 2. Finding, Hiring, and Keeping Good People 3. Building Employee Commitment and Engagement
The Four Components
Clarity
Clarity Exercise
Competence
Influence
Appreciation 4. Perception
Why Perception is Important
Your Perceptions 5. Fast-Track Orientation 6. Designing a Successful Orientation Program
Using Your Experience
Mistakes to Avoid 7. Characteristics of a Successful Orientation Process 8. The Commitment Curve
The Big Picture
Stages of the Curve
Applying the Curve 9. Nine Orientation Habits of World-Class | <ol style="list-style-type: none"> Employers 10. Obtaining Buy-In 11. Employee Training
Preparing Effective Training
Addressing Learner Needs and Expectations
Learning and Training Styles
Building and Sustaining Interest
Methodology
Case Study 12. Adult Learning
Principles of Adult Learning
Applying the Principles 13. Working with External Providers 14. Helping People Make Connections
Establishing Good Relationships
Buddy, Please Help Me Out... 15. Creating Employee Manuals 16. A Bridge to Onboarding 17. Personal Action Plan 18. Recommended Reading List 19. Post-Course Assessment |
|---|---|

OVERCOMING OBJECTIONS TO NAIL THE SALE

If you are like most sales professionals, you are always looking for ways to overcome customer objections and close the sale. This course will help you to work through objections effectively. We will help you plan and prepare for objections so that you can address customer concerns, reduce the number of objections you encounter, and improve your averages at closing sales.

LEARNING OUTCOMES

Identify the steps you can take to build your credibility
Identify the objections that you encounter most frequently
Develop appropriate responses when prospective buyers throw you a curve
Learn ways to disarm objections with proven rebuttals that get the sale back on track
Learn how to recognize when a prospect is ready to buy
Identify how working with your sales team can help you succeed

COURSE OUTLINE

1. Course Overview
2. Building Credibility
3. Your Competition
4. Critical Communication Skills Active Listening Powerful Questions
5. Observation Skills
6. Handling Customer Complaints
7. Overcoming Objections What are Objections? Attitude Check!
Pre-Assignment Review
8. Handling Objections
Universal Strategies
Specific Strategies
9. Pricing Issues
10. How Can Teamwork Help Me?
11. Buying Signals
12. Closing the Sale
Closing Techniques
Top Fifteen Activities That Make You Successful at Closing the Sale
Sell it to Me
13. Personal Action Plan
14. Recommended Reading List
15. Post-Course Assessment

PERFORMANCE MANAGEMENT: MANAGING EMPLOYEE PERFORMANCE

Inspiring someone to be their best is no easy task. Just how do you manage for optimum performance? How do you create a motivating environment that encourages people to go beyond their best? This course will give you some of those skills.

LEARNING OUTCOMES

Understand the role of goal setting in performance management Have tools to help your employees set and achieve goals

Have a three-phase model that will help you prepare employees for peak performance, activate their inner motivation, and evaluate their skills Have a better knowledge of motivational tools and techniques

COURSE OUTLINE

1. Course Overview
2. The Shared Management Model
3. Setting Goals
Setting Goals with SPIRIT Getting Into It
4. Phase I (Preparation) Overview
Choosing the Right Person for the Job
Setting Standards Effective Training Coaching 101
5. Phase II (Activation)
Overview
Motivation
6. Phase III, Part A (Ongoing Evaluation) Overview
Characteristics of Effective Feedback
Individual Exercise Accepting Criticism
7. Phase III, Part B (Formal Evaluation) Overview
Case Study: What Upset John? About Performance Reviews
8. Personal Action Plan
9. Recommended Reading List
10. Post-Course Assessment

PERSONAL BRAND: MAXIMIZING PERSONAL IMPACT

Abigail Van Buren, the writer of *Dear Abby*, once said, "There are two kinds of people: those who come into a room with the attitude, 'Here I am!' and those who have the attitude, 'There you are!'"

This course is an exploration about the type of impact we want to have in life and work. Participants will consider and define the influence that they can have on their life and work. They will also learn skills for success and how to create those circumstances.

LEARNING OUTCOMES

Speak in terms of the impact and influence that you want to have in life and work
Understand your personal style in terms of your personal brand
Develop skill in areas like focus, concentration, and communication to support your brand
Build credibility and trust by living your brand
Take ownership of your image, both online and in person

COURSE OUTLINE

1. Course Overview
2. Importance of a Personal Brand What's in a Brand? Defining Success Your Personal Brand
3. Your Brand Approach to Others Brand Style Assessment Results Tabulation Debrief
4. Looking at the Outside Dress for Success Business Etiquette How You Sound
5. Looking at the Inside Developing Focus and Concentration Developing Confidence Confidence Builder Making Connections
6. Setting Goals What Do You Want? Go For It! Identifying Dreams and Setting Goals Getting Some SPIRIT Being Flexible and Resilient
7. Networking for Success
8. Communication Strategies What is Said and What is Heard
9. Building Your Credibility
10. Brand You Defining Your Brand Designing My Brand
11. Living Your Brand Getting Started Thinking Out Loud
12. Managing Your Social Media Presence
13. Having Influence Persuasion Techniques Negotiation Techniques Expressing Your No
14. Dealing with Challenging People Getting to the Heart of the Problem The Three F's Types of Difficult People
15. Presentations and Meetings Speak, by all Means! Preparing for Meetings
16. Personal Action Plan
17. Recommended Reading List
18. Post-Course Assessment

PLANNING FOR WORKPLACE SAFETY

Beginning with the Organizational Safety Policy, the company's Safety Plan shows that Senior Management takes the commitment to worker health and safety seriously. The safety plan provides a system of policies, procedures and practices to help prevent accidents/incidents, gives workers the knowledge to help them create a safe working environment and outlines a consistent methodology for the company's approach to Health and Safety. It is one of the more important safety documents that a company can produce.

This course will give you the foundation to develop your Organizational Safety Plan and take the next step in building your safety culture.

COURSE OUTLINE

1. Course Overview
2. Writing a Safety Plan
Elements of the Plan
3. Organizational Safety Policy Policy Statement
4. Introduction to the Safety Plan Purpose and Expectations of the Safety Plan
Responsibilities for Safety
5. Communications Plan
Considerations in Developing your Communication Plan
6. Safety Training
Employee Orientation Deciding Training
7. Incident Response Plan
Why Do We Investigate Incidents
Incident response Plan
Critical Incident Response Plan
8. Safety and Health Inspections (With 6S)
Safety and Health Inspections 6S
9. Safety Audits
Audit Primer
10. Appendix
11. Personal Action Plan
12. Recommended Reading List
13. Post-Course Assessment

LEARNING OUTCOMES

Explain what a safety plan will include
Understand and write an Organizational Safety Policy Know the importance of the Introduction to the Safety Plan
Develop a basic Communications Plan for a specific accident/incident occurrence
Deciding training solutions to common accidents/incidents
Understand and explain the importance and structure of Incident Response Plans and Critical Incident Response Plans
Understand Safety Inspections and Safety Audits as methods to identify unsafe conditions and apply corrective action
Use a 6S Inspection Checklist to conduct a 6S Inspection
Brainstorm policies and procedures that you might find in the Appendix of a Safety Plan
Help your organization write, implement, and review a safety plan

PROBLEM SOLVING AND DECISION MAKING

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 OUTCOMES

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 Overview
2. Definitions
Defining Problem Solving and Decision Making
Problem Identification
Eight Essentials to Defining a Problem
Problem Solving in Action
3. Making Decisions
What it Means Types of Decisions Facts vs. Information
Decision-Making Traps
4. Getting Real
5. The Problem Solving Model Model Overview
Real Problems Phase One Phase Two
Phase Three
6. Case Study
7. The Problem Solving Toolkit The Basic Tools
The Fishbone
8. Aspirinia
Degrees of Support Creative Thinking Methods
Brainstorming and Brainwriting More Methods
9. Swotting Up
SWOT Analysis Individual Analysis
10. Making Good Group Decisions Working Toward the Decision Avoiding Fatal Mistakes
11. Analyzing and Selecting Solutions Selecting Criteria
Creating a Cost-Benefit Analysis
12. Planning and Organizing Introduction
Follow-Up Analysis Evaluate
Adapt, Close, and Celebrate
13. Personal Action Plan
14. Recommended Reading List
15. Post-Course Assessment

PROCESS IMPROVEMENT WITH GAP ANALYSIS

Charles Kettering, an inventor for General Motors, once said, "A problem well-stated is half-solved." The gap analysis tool can help you define problems and identify areas for process improvement in clear, specific, achievable terms. It can also help you define where you want to go and how you are going to get there.

This course will give you the skills that you need to perform an effective gap analysis that will solve problems, improve processes, and take your project, department, or organization to the next level.

LEARNING OUTCOMES

Define the term "gap analysis"
Identify different types of gap analyses
Perform all stages of the gap analysis process
Create a gap analysis report

COURSE OUTLINE

1. Course Overview
2. What is Gap Analysis?
Defining Gap Analysis
Types of Gap Analyses
Making Connections
3. The Gap Analysis Process
Process Overview
Steps One and Two
Steps Three, Four, and Five
Making Connections
4. Supporting Tools
The McKinsey 7S Model
SWOT Analysis
Five Whys
The Fishbone Diagram
Making Connections
Debrief
5. Creating a Gap Analysis Report
6. Test Driving
Pre-Assignment Review
7. Personal Action Plan
8. Recommended Reading List
9. Post-Course Assessment

PROJECT MANAGEMENT FUNDAMENTALS

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 OUTCOMES

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
Tom Peters
The Priority Matrix
8. Creating a Vision
The Vision Process Making Connections
9. Project Goals
Setting Goals with SPIRIT
Your Project's Goals
10. Using a Target Chart
11. Preparing Your Project
Project Planning Worksheet
12. Personal Action Plan
13. Recommended Reading List
14. Post-Course Assessment
15. Laying Out the Project
The Statement of Work Individual SOW

PROJECT MANAGEMENT: ALL YOU NEED TO KNOW

Project management is no longer only for mega projects worth hundreds of thousands of dollars. Small projects can benefit from project management tools. These time tested tools can help you to get that small project done well, done under budget, and done on time. This workshop is not intended for those looking to be certified as project managers but rather for those who complete projects at work from time to time.

In this course, you will gain experience using the most common project management execution tools from Project Tracking Forms, Risk Monitoring Tables to Communications Plans, Change Request Forms, Issues Logs and Lessons Learned Forms. Your small projects will be more successful than ever!

LEARNING OUTCOMES

Understand what is meant by a project.
Know how to use simple tools to keep your project on track and on task while identifying risks.
Be able to develop a simple small project communications plan. Understand simple tools to manage change and issues in your small project. Know how to conduct an effective status meeting.
Be able to close out a project and determine lessons learned.

COURSE OUTLINE

1. Course Overview
2. Project Management Review The Project Life Cycle Project Planning Document
3. Executing the Plan
Keeping on Track Keeping on Task Monitoring Risk
4. Communications Plan
The Four Components
5. Changes and Project Tracking Controlling changes Project Tracking Tools
6. Status Meetings and Issues Management
Status Meetings Issues Management
Status Meeting Exercise
7. Closing the Project
Closing a Project Lessons Learned
Lessons Learned Final Activity
8. Personal Action Plan
9. Recommended Reading List
10. Post-Course Assessment

PROJECT PLANNING: ALL YOU NEED TO KNOW

Project management is no longer only for mega projects worth hundreds of thousands of dollars. Small projects can benefit from project management tools. Statements of Work, Work and Resource Breakdown Structures and Project Planning documents can help you to get that small project done well, under budget, and on time. This workshop is not intended for those looking to be certified as project managers but rather for those who complete projects at work from time to time.

In this course, you will gain experience using the most common project management planning tools and will completely plan a case study project from Statement of Work through Work and Resource Breakdown, Scheduling and end up with a completed Project Planning Worksheet. Your small projects will be more successful than ever!

LEARNING OUTCOMES

Understand what is meant by a project

Distinguish between a Project Charter and Statement of Work (SOW) Use a SOW to begin project planning

Create a Work Breakdown Structure to determine tasks needed to complete a small project

Create a project schedule based on project tasks and resources

Create a Resource Breakdown Structure to determine specific resources needed to complete a small project

Complete a Project Planning Worksheet to act as a touchstone for project completion

COURSE OUTLINE

1. Course Overview
2. Project Management Basics The Project Life Cycle Project Management The Role of a Project Manager Key Project Management Skills
3. Beginning the Project Planning Project Charter Statement of Work SOW: Commercial Vegetable Garden
4. The Work Breakdown Structure Sample WBS Creating a Work Breakdown Structure
5. Preparing a Basic Schedule Critical Elements for Success Planning and Scheduling Your Garden Project
6. Tips for Increasing Estimation Accuracy
6. Resource Breakdown Structure What is a Resource? Resource Breakdown Structure: Commercial Vegetable Garden
7. Project Planning Worksheet Planning Worksheet Information Planning Worksheet
8. Personal Action Plan
9. Recommended Reading List
10. Post-Course Assessment

PROJECT MANAGEMENT TRAINING: UNDERSTANDING PROJECT MANAGEMENT

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, this course will familiarize you with the most common terms and the most current thinking about projects.

In this course, we will walk you through the nuts and bolts of project management, from setting priorities to controlling expenses and reporting on the results. You may still have to cope with the unexpected, but you'll be better prepared.

LEARNING OUTCOMES

Understand what is meant by a project

Recognize what steps must be taken to complete projects on time and on budget Have a better ability to sell ideas and make presentations

Know simple techniques and tools for planning and tracking your project Have methods for keeping the team focused and motivated

COURSE OUTLINE

1. Course Overview
2. What is a Project?
3. Project Management Basics
4. Pre-Assignment Review
5. How Can Projects Help Me? The Benefits of Projects
Case Study: Mary Marvelous
6. A Project's Life Cycle
7. Selling a Project
Tom Peters
The Priority Matrix
8. Preparing Your Project
9. The Role of a Project Manager A Project Manager's Skills Key Skills
10. Project Goals
11. Laying Out the Project
The Statement of Work Individual SOW
Project Planning Worksheet Writing Reports
12. Project Risks
Risk Tolerance About Risks Reducing Risks
13. Contingency Planning
14. What Really Needs To Be Done? Beginning to Plan
Preparing a Basic Schedule
Other Scheduling Factors Scheduling My
- Project
15. The Work Breakdown Structure
16. Planning Tools
Two Basic Tools PERT
Gantt Charts
The Network Diagram The Flow Chart
17. Budgets
18. Teamwork
Why is Teamwork Important? Building a Winning Team
19. Developing Teams
Four Issues to Address with Project Teams
Team Development
20. Putting it Into Practice
Decision Information Individual Action Steps
21. Communication Tips
22. Closing Out a Project
23. Team Meetings
24. Presentation Primer
25. Project Presentations
26. Personal Action Plan
27. Recommended Reading List
28. Post-Course Assessment

PROMOTING A MARKETING WEBINAR

This course focuses on the essential steps to promoting a marketing webinar that connects with your target audience and generates your desired results.

LEARNING OUTCOMES

Define the marketing objectives of your webinar
Create an attendee avatar to connect with your target audience
Create and use a lead magnet
Develop a promotion strategy
Explore the potential of a joint venture
Create a webinar marketing calendar

COURSE OUTLINE

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. The Webinar
What is a Webinar? Why Use Webinars?
Pre-Assignment Review Your Webinar
Marketing Objectives
Marketing Webinars
3. The Participant
Determine a Participant Profile The Nine-Step Ideal Participant Profile Process
Ideal Participant Profile Activity Where Does Your Participant Hang Out?
4. Lead Magnets
What is a Lead Magnet? Creating a Lead Magnet
The Things to Consider When Choosing a Lead Magnet Lead Magnet Outline Activity
5. Promotion Strategy
What is Your Promotion Strategy?
Promo Time Activity Webinar Marketing Calendar, Part One
Webinar Marketing Calendar, Part Two
Webinar Marketing Calendar, Part Three
Building Your Calendar
6. Joint Ventures
Successful Joint Ventures Steps to a Successful Joint Venture: Step One
Steps to a Successful Joint Venture: Step Two
Steps to a Successful Joint Venture: Step Three
Joint Venture Activity Joint Venture Promotion Joint Venture Proposal
7. Landing Pages
Creating a Landing Page Long Version
Landing Page Short Version Landing Page: Example One
Short Version Landing Page: Example Two
Thank-you Email and Registration Confirmation Your Turn
8. Re-Evaluating
Re-Evaluating First Impressions
9. Personal Action Plan
Starting Point Where I Want to Go
How I Will Get There
10. Course Summary
11. Recommended Reading List
12. Post-Course Assessment

PROSPECTING FOR LEADS LIKE A PRO

Prospecting is one of the keys to your sales success. Keeping your pipeline full ensures that you will continue to attract new business, and so your success today is a result of the prospecting you did six months ago. Today, you will become skilled at prospecting and learn the 80/20 rule. After today, you will know who to target and how to target them, and commit to do some prospecting every day through warming up cold calls, following up on leads, or networking. You will also build your personal prospecting plan and learn how to ensure your future by planting seeds daily.

LEARNING OUTCOMES

Understand the importance of expanding your client base through effective prospecting

Learn how to use a prospecting system to make you more successful Identify target markets and target companies with the 80/20 rule in mind Develop and practice networking skills at every opportunity

Develop, refine, and execute the art of cold calling

COURSE OUTLINE

1. Course Overview
2. Pre-Assignment Review True/False Questions Multiple Choice Questions
3. Targeting Your Market
Eight Ways to Target Your Market
My Target Market
4. The Prospect Dashboard Prospect Dashboard Basics Q & A
My Prospect Dashboard Planning with the Prospect Dashboard
5. Setting Goals
6. Why Is Prospecting Important?
7. Networking
What is Networking? Small Talk
8. Public Speaking
9. Trade Shows
10. Regaining Lost Accounts
11. Warming Up Cold Calls
12. The 80/20 Rule
13. It's Not Just a Numbers Game
14. Going Above and Beyond
15. Personal Action Plan
16. Recommended Reading List
17. Post-Course Assessment

PUBLIC RELATIONS BOOT CAMP

The field of public relations has changed with the evolution of computers and the speed with which information can spread. However, the need for public relations to be clear, concise, and accurate while being completely appropriate for the situation has not changed. In this comprehensive course, you will learn how to determine the type of information required, to approach PR strategically, create compelling releases, and manage your media relations.

LEARNING OUTCOMES

Apply the different purposes to strategic vs. tactical PR
Design a PR strategy
Develop strong relationships with reporters and journalists
Take your communication skills to a higher level

COURSE OUTLINE

1. Course Overview
2. Public Relations
Introduction
Pre-Assignment Review What Public Relations Is All About
3. Building Your PR Plan
Defining Reality Defining the Goal
Selecting Your Strategy and Tactics
The Plan
Getting Down to Business Wisdom Work
4. Structuring Messages
Creating Your Media Image Getting Clear on Your Message Making Connections
Media Kits
Creating Strong, Positive Messages
5. Establishing Media Guidelines Defining Guidelines
Two Groups are Better Than One
Selecting a Spokesperson
Approval Process
6. Managing the Media
Building Rapport with Reporters Answer-
ing Tough Questions Speaking in Sound Bites
Getting Creative
Options When You Have "No Comment"
7. The Press Release
Before You Start Other Options The Basics
Give it a Shot
8. PR and the Crisis
Business Continuity and Recovery
Setting Priorities
Essential Crisis Plan Elements Exercising
Options Reviewing and Revising
9. Social Media and Public Relations Where It Is
Monitoring Tips and Tricks
10. Personal Action Plan
11. Recommended Reading List
12. Post-Course Assessment

PUBLIC SPEAKING: PRESENTATION SURVIVAL SCHOOL

This course will teach you how to manage your thoughts, body language, nervousness, and speech patterns to present yourself professionally. You'll also learn how to present at meetings, use the five-S pattern to prepare a good presentation, and punch up your presentation with visual aids.

LEARNING OUTCOMES

Establish rapport with your audience
 Implement techniques to reduce nervousness and fear
 Understand your strengths as a presenter and how to appeal to different types of people
 Recognize how visual aids can create impact and attention
 Develop techniques to create a professional presence
 Learn some different ways to prepare and organize information
 Prepare, practice, and deliver a short presentation

COURSE OUTLINE

- | | | |
|---|--|---|
| <ol style="list-style-type: none"> 1. Session One: Course Overview
Learning Objectives
Pre-Assignment
Pre-Course Assessment 2. Session Two: Communication
About Communication Simple
Conversations Simple Conversa-
tion Tips 3. Session Three: Stop! Check Your
Mouth! Speaking Characteristics
Gender References Exercise Ac-
ronyms and Jargon
Tact
Five Good Rules 4. Session Four: What Is Your Type?
How About Mine?
The Assessment
Identifying Your Characteristics
and Preferences
Questionnaire
What Does it Mean to Have a
Number?
What Is Important? | <ol style="list-style-type: none"> 5. Session Five: Positive Self-Talk
Our Thoughts
The Steps to Feeling Good Think-
ing Positively 6. Session Six: Rapport
Building Rapport
Making Connections: Self-Disclo-
sure Creating an Introduction 7. Session Seven: Maximizing Meet-
ings Four Areas of Opportunity
Fifteen Ways to Master a Meeting
Mastering Your Meeting Exercise
Learning Names 8. Session Eight: Body Language
Body Language Signals 9. Session Nine: Sticky Situations
Are You Comfortable? Dealing
with Tough Situations Dressing
Up 10. Session Ten: I Can Just Send an
E-mail, Right?
Advantages of an Oral Presenta-
tion Oratory Exercise
Oratory Exercise: Practice Para-
graph 11. Session Eleven: Overcoming Ner-
vousness About Nervousness
Nervousness Can Have Many
Sources Putting Yourself in Con-
trol
Mastering Non-verbal Communi-
cation 12. Session Twelve: The Five S's
Five Points for Any Presentation
Framework Example
Preparing with the Five-S Pattern 13. Session Thirteen: Start Writing!
Evidence
Introductions
Following the Opening Statement | <ol style="list-style-type: none"> Exercise: Beginning a Presenta-
tion Transitioning to the Body
Example of a Transition in a
Presentation
Enhancing Your Presentation
with Stories, Numbers, and Ex-
amples Endings
Making Connections: Think Fast!
Your Fast Thinking Presentation 14. Session Fourteen: Audience Pro-
file Preparing an Audience Profile
Making Connections: Your Next
Presentation 15. Session Fifteen: Your Speaking
Voice Parts of Your Message
Vocal Variety
Paying Attention to Your Voice
Mastering Your Material 16. Session Sixteen: Add Punch to
Your Presentation
The Power of Threes
Well Known Tripling Examples
Visual Aids
Tips for Using Visual Aids More
Tips for Using Visual Aids Analyz-
ing Visual Aids
Adding Punch Summary Lessons
Learned 17. Session Seventeen: Your Presen-
tation Preparation
Introduction Body Conclusion
Presentation 18. Personal Action Plan
Starting Point Where I Want to
Go
How I Will Get There 19. Course Summary 20. Recommended Reading List 21. Post-Course Assessment |
|---|--|---|

PUBLIC SPEAKING: SPEAKING UNDER PRESSURE

This course has been designed for those in positions where they must speak in front of audiences that are hostile or demanding. This material is also suitable for those who are relatively new speakers who want some encouragement to speak up in meetings or who want some training before they begin making presentations on behalf of the organization.

Speaking under pressure, or thinking on your feet, means being able to quickly organize your thoughts and ideas, and then being able to convey them meaningfully to your audience to modify their attitudes or behavior. It applies to formal speeches as well as everyday business situations. It requires presence of mind, goal orientation, adaptation, and judgment. It also requires differentiating between oral and written communications.

This course is aimed at improving your skills and learning some new techniques which will give you the persuasive edge when you are making a presentation, fielding difficult questions, or presenting complex information.

LEARNING OUTCOMES

Apply quick and easy preparation methods that will work whether you have one minute or one week to prepare

Prepare for questions, even before you know what those questions will be Overcome nervousness that you may have when speaking in front of a group, particularly if the group is not sympathetic to what you have to say

Use presentation techniques that establish your credibility and get people on your side

COURSE OUTLINE

1. Course Overview
2. Getting Started
What is Speaking Under Pressure?
Presentation Preparation Evaluations
3. Planning
Preparing to Plan Presentation Preparation Evaluations
4. Force Field Analysis
What is Force Field Analysis? Exercise
Pros and Cons
5. Understanding Your Audience Understanding Your Audience, Part One
Audience Profiles Understanding Your Audience, Part Two
Finding Common Ground Practical Application
6. Controlling Your Jitters Overcoming Nervousness Presentation
7. Making Your Listener Hear You
8. Key Themes
About Key Themes Practical Application
Key Sentences
9. Key Sentences
10. Structuring Ideas
Three Key Points
Building a Three-Part Plan Practical Application
11. Organization Methods
Using Time, Place, and Aspect Practical Application
Two Additional Plans
12. Our Body Language
How the Listener Takes Control The Meaning Behind Our Message
13. If You Could Be...
14. Beginnings and Endings
15. Expanding a Basic Plan
16. Presentations
Preparation Evaluations
17. Personal Action Plan
18. Recommended Reading List
19. Post-Course Assessment

PURCHASING AND PROCUREMENT BASICS

Purchasing and procurement functions are about much more than bringing goods and services into an organization. They are the foundation of strong, collaborative relationships with suppliers. Since many companies source products from around the globe more frequently than ever, a procurement manager needs strong capabilities.

These skills cannot just be learned on the job: they need to be taught. As well, the value of procurement is now recognized as an integral part of cost control within the organization.

In this course, you'll learn the basics of procurement, including what a supply chain looks like, the purchasing cycle, essential tools and strategies for making the best purchasing relationships work, managing bids, and more.

LEARNING OUTCOMES

- Describe what a supply chain is
- Describe your procurement department's role within the organization
- Understand the principles of the purchasing cycle
- Apply the steps needed for managing a competitive bid process, from the request for proposals or qualifications through to negotiating the contract
- Know what it takes to set up a competitive bid for a contract
- Defend your position on why a particular supplier should be selected based on an evaluation strategy
- Be responsible for managing supplier performance, including controlling quality and setting and monitoring standards
- Apply the tools of the procurement trade, from PC-based applications to cloud-based solutions

COURSE OUTLINE

- | | | |
|---|--|--|
| <ul style="list-style-type: none"> 1. Course Overview 2. Supply Chain Management Basics 3. Making Connections 4. The Value of Procurement Practice Makes Perfect 5. The Purchasing Cycle 6. Cycle Overview Identifying a Need 7. Purchasing Toolkit 8. Analyzing the Price of Cost How Much? 9. Analyzing Costs Evaluating Suppliers | <ul style="list-style-type: none"> 10. Managing Competitive Bids Purchasing Through RFP's and Tenders 11. Making a Choice Creating a Contract 12. 13. Ethical Considerations Ethical Dilemmas 14. Improving Efficiency and Accuracy Managing Supplier Performance Controlling Quality 15. Setting and Monitoring Delivery Standards 16. Analyzing and Reducing Risk in the Supply Chain 17. Whose Risk Is It Anyway? Agile | <ul style="list-style-type: none"> 18. A Risk Management Focus 19. Managing Internal Relationships Procurement's Role in the Organization 20. Spell It Out Making Your Mark 21. Cross-Functional Teams Think About It 22. Tools of the Trade 23. Digital Systems E-Commerce 24. Tools of the Trade Evaluating Your Department Drawing Conclusions 25. Personal Action Plan 26. Recommended Reading List 27. Post-Course Assessment |
|---|--|--|

RESEARCH SKILLS

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 OUTCOMES

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 Techniques
PARSE in Action Improving Your Recall
 4. Planning Your Research Strategy Laying the Groundwork Getting Focused Writing a Draft Outline
 5. Where to Look and What to Look For
Finding Information the Old- Fashioned Way
Useful Resources Understanding the Dewey Decimal System
 6. Researching with the Internet Finding the Good Stuff Mind Mapping
 7. Getting Ready to Write
 8. Putting Pen to Paper
Writing Basics Documenting Your Sources
Putting it Into Practice
 9. Personal Action Plan
 10. Recommended Reading List
 11. Post-Course Assessment

RISK MANAGEMENT

Risk management has long been a key part of project management and it has also become an increasingly important part of organizational best practices. Corporations have realized that effective risk management can not only reduce the negative impact of crises; it can provide real benefits and cost savings. The risk management framework provided in this course is flexible enough for any organization. You can apply it to a single project, a department, or use it as a basis for an enterprise-wide risk management program.

LEARNING OUTCOMES

Define risk and risk management
Describe the COSO ERM cube and ISO 31000 Establish a risk management context
Describe the 7 R's and 4 T's that form the framework of risk management activities
Design and complete a basic risk assessment
Determine the appropriate response to risks and create a plan for those responses
Describe the key components of reporting, monitoring, and evaluation of a risk management program

COURSE OUTLINE

1. Course Overview
2. Understanding Risk
Pre-Assignment Review Defining Risk and Risk Management
Key Models
3. Risk Management Activities
4. Assessing Risk
A Risk Assessment Process Case Study: General Motors (Part One)
5. Responding to Risks
The Four T's
Case Study: General Motors (Part Two)
6. Resourcing Controls
Identifying and Evaluating Controls
Case Study: General Motors (Part Three)
7. Reaction Planning
8. Reporting and Monitoring
9. Reviewing and Evaluating the Framework
A Review Checklist Back at Work
10. Personal Action Plan
11. Recommended Reading List
12. Post-Course Assessment

SAFETY IN THE WORKPLACE

Workplace accidents and injuries cost corporations millions of dollars and thousands of hours lost every year. They also have a profound, often lifelong impact on workers.

Introducing a safety culture into your organization, where safety is valued as an integral part of the business's operation, not only saves the business time and money, it also builds a committed, loyal, healthy workforce. This course will give you the foundation to start building your safety culture.

LEARNING OUTCOMES

Understand the difference between a safety program and a safety culture Use resources to help you understand the regulations in your area Launch a safety committee
Identify hazards and reduce them
Apply hiring measures that can improve safety Explain what a safety training program will involve
Identify groups particularly at risk for injury and know how to protect them Help your organization write, implement, and review a safety plan Respond to incidents and near misses
Understand the basics of accident investigation and documentation

COURSE OUTLINE

1. Course Overview
2. Defining a Safety Culture
3. Governing Bodies and Resources
4. Getting Started
Creating a Safety Committee The Safety Committee's First Meeting
5. Identifying Hazards
The Hazard Identification Process
Hazard Identification for the Acme Widget Company
6. Resolving Hazards
The Three Methods
Hazard Resolution for the Acme Widget Company
7. Taking Proactive Measures Hiring for Safety Safety Training
8. Identifying Groups at Risk
9. Writing a Safety Plan
10. Implementing the Plan
11. Incident Management Case Study
Responding to Incidents Documenting Incidents Investigating Incidents Near Misses
12. Reviewing the Program
13. Personal Action Plan
14. Recommended Reading List
15. Post-Course Assessment

SELF-LEADERSHIP

Self-leadership puts together taking responsibility for our outcomes, setting direction for our lives, and having tools to manage priorities. Self-leaders work at all levels of an organization. They are front-line workers in every possible role, middle managers, and CEOs. Self-leaders like Walt Disney and Wayne Gretzky worked hard to achieve their dreams without using the term self-leadership. However, they have clearly demonstrated that being in control of their behavior and results, focus, practice, and learning were necessary to achieve their goals.

Self-leadership requires a commitment from individuals to decide what they want from life and to do what's necessary to get the results they want. This course will help participants internalize the four pillars of self-leadership and to make meaningful, empowered choices while taking action to get where they want to go.

LEARNING OUTCOMES

Define self-leadership and what it means on an individual level
Assume responsibility for your results by understanding who you are, what you want, and how to reach your goals
Describe the four pillars of self-leadership
Use techniques related to adjusting to change, cultivating optimism, and developing good habits to build your self-leadership

COURSE OUTLINE

1. Course Overview
2. What is Self-Leadership?
Defining Self-Leadership
Four Pillars of Self-Leadership
3. Knowing Who You Are Creating a Personal Vision Statement
Identifying Dreams and Setting Goals
Getting Goals on Paper Setting Ourselves Up For Success
4. Change Management
5. Knowing What You Do Your Behavior
Making Connections
6. Motivation for Optimists Motivation from
Within Creating a Motivational Climate
The Value of Optimism
ABC's of Optimism Pessimism vs. Optimism Adversities
7. Using What You Know
Our Physical Self Emotional Intelligence
8. Personal Action Plan
9. Recommended Reading List
10. Post-Course Assessment

SELLING SMARTER

It's no secret that the sales industry continues to change and evolve rapidly. This is an exciting and dynamic profession, although it is often underrated and misunderstood. The back-slapping, high pressure, joke-telling sales person has disappeared. In his place is a new generation of sales professionals: highly trained and well groomed, with the characteristics of honesty, trustworthiness, and competence.

Today's top salespeople are in the business of identifying needs and persuading potential customers to respond favorably to an idea that will result in mutual satisfaction for both the buyer and the seller. They do this in a way which puts the customer first, fully knowing that when they meet the customers' needs, sales will follow.

LEARNING OUTCOMES

Explain and apply concepts of customer focused selling

Use goal-setting techniques as a way to focus on what you want to accomplish and develop strategies for getting there

Apply success techniques to get the most out of your work

Understand productivity techniques to maximize your use of time Identify ways to find new clients and network effectively

COURSE OUTLINE

1. Course Overview
2. Selling Skills
 - Essential Skills Consultative Selling Customer Focused Selling
3. The Sales Cycle
 - The Sales Cycle Initiate
 - Build Manage Optimize
4. Framing Success
 - The Power of Your Mind Professionalism
5. Setting Goals with SPIRIT!
6. The Path to Efficiency
7. Customer Service
8. Selling More
 - Enhancing Your Sales Our Values
 - Making Connections
9. Ten Major Mistakes
10. Finding New Clients
 - Finding New Clients Networking
11. Selling Price
12. Personal Action Plan
13. Recommended Reading List
14. Post-Course Assessment

SIX SIGMA: ENTERING THE DOJO

Six Sigma is a set of qualitative and quantitative quality tools that can help a business improve their processes. The efficiency built into the business processes brings about improved profits, confidence and quality. Ultimately this effort is there to ensure customer satisfaction.

The term Six Sigma comes from statistics to indicate that the process outputs fall within three standard deviations from the center (expected value) giving a range of six standard deviations (or 6 sigma- 6σ). As a result in terms of individual outputs it means you would have 3.4 defects per million items. This course is designed to introduce students to basic concepts of Six Sigma particularly in continuous process improvement. Various quality tools used in process improvements will be explored as well as the importance of customer relationships. Courses in Lean, quality and teams will provide knowledge on the other aspects of how Six Sigma works. It is a predecessor to studies in Six Sigma Yellow, Green and Black Belt.

LEARNING OUTCOMES

Understand the Basics of Six Sigma.
Describe the seven quality tools to solve process problems. Describe the various quality management tools.
Describe incremental and breakthrough improvements and understand the methodologies of continuous improvement projects.
Describe the importance of customer relationships in a quality organization.

COURSE OUTLINE

1. Course Overview
2. Six sigma Basics
Introduction
DMAIC and DMADV?
3. Improvement Tools
Check sheets and Flowcharts Scatter diagrams and Histograms Pareto Analysis, Control Charts and Cause-and-Effect Diagrams Improvement Tool Activity
4. Management Tools for Generating Ideas
Brainstorming and Affinity Diagrams
Other Idea Generating Techniques
5. Continuous Improvement
How to Carry Out a Six Sigma Continuous Improvement Project
6. Customer Relationships Customer Satisfaction
Obtaining Customer Feedback
7. Customer Relationships
Customer Satisfaction
Obtaining Customer Feedback
8. Personal Action Plan
9. Recommended Reading List
10. Post-Course Assessment

SKILLS FOR THE ADMINISTRATIVE ASSISTANT

Work is not the only thing that matters in life, but most of us want to take pride in what we do. While we don't have to like the people we work with, or report to, at the very least we should be able to interact positively with them. The biggest influence on our job satisfaction is our relationship with others.

Our work should not be a burden to us and our offices shouldn't be battlefields. We are human beings working with other human beings. This course is about working to the best of your abilities, and encouraging the best in those who work with you, or for you.

LEARNING OUTCOMES

Understand the importance of professional presence on the job
Learn how to self-manage to become more effective and efficient

Improve your communications skills, including listening, questioning, and being more assertive

Increase your effectiveness in recognizing and managing conflict, and dealing with difficult people

COURSE OUTLINE

1. Course Overview
2. Personal Best, Professional Best The Importance of Appearance First Impressions Count!
3. Putting Others at Ease
4. Distorted Thinking
Case Study: Angelique's Thinking Distorted Thinking
5. The Steps to Feeling Good
6. Understanding Assertiveness What is Assertiveness? Quiz
Evaluation
7. Improving Your Assertiveness Skills
8. Communication Skills
9. Asking and Listening
Asking Questions Active Listening
10. Non-Verbal Messages
11. Writing Skills
The Four C's Punctuation Pointers Letters and Memos
12. Getting Ahead
13. Self-Management
Self-Management Making Connections
Time Management Tips Where Do You Stand?
Organizing Your Workspace Being Proactive
14. Setting Goals
Setting Goals with SPIRIT A Personal Action Plan
15. Working as a Team
Vegetable Head Brainstorming
16. Working with Difficult People
17. Learning to Say No
Expressing Your No Making Connections
Case Studies
18. Dealing with Stress
19. Personal Action Plan
20. Recommended Reading List
21. Post-Course Assessment

SKILLS YOU NEED FOR WORKPLACE SUCCESS

There have been a number of studies that identify the key skills that workers need to be successful. Various studies call them different things - critical employability skills, soft skills, or transferrable skills. Regardless of the name, these skills are critical for workplace success. Eight of the most commonly identified skills are: Being a Productive Team Member, Flexibility, Problem Solving, Resourcefulness, Giving and Receiving Feedback, Self-Confidence, Creative Thinking and Emotional Intelligence. Many of us possess one or more of these attributes already and perhaps all of them. Luckily these skills can be improved upon through training.

This course looks to take you from where you are now to a new level of understanding for the key skills that will help to make you successful at work.

LEARNING OUTCOMES

Know your own team member roles and responsibilities. Understand ways to be an effective team member.

Know how it feels to experience change and know your level of change tolerance. Understand ways to be flexible in times of change.

Know what a problem is and ways to approach problem solving. Recognize the self-fulfilling prophecy and its relevance to their work.

Appreciate the variety of behaviors that characterize resourcefulness in the workplace. Identify tips for giving and receiving feedback.

Realize the use of feedback to increase their strengths as leaders in the workplace. Recognize self-confident behaviors in the workplace.

Utilize a three-step process to build your own self-confidence. Apply a number of group methods for creative thinking.

Recount the history of social and emotional intelligence theory.

Define Daniel Goleman's five sets of social and emotional competencies and correlate them to workplace experiences.

COURSE OUTLINE

- | | |
|---|--|
| 1. Course Overview | What Does Self-Confidence Look Like? |
| 2. Being a Team Player | Building Self-Confidence |
| Team Member Roles and Responsibilities | 8. Creative Thinking |
| 3. Flexibility | Methods for Creative Thinking Other |
| Change Exercise Change Tolerance | Methods |
| 4. Problem Solving | Creative Thinking Exercise |
| What is a Problem? | 9. Emotional Intelligence |
| Eight Essentials to Defining a Problem | History of Social and Emotional Intelligence |
| 5. Resourcefulness | Defining Social and Emotional Intelligence |
| Self-fulfilling Prophecy Characteristics of | 10. Personal Action Plan |
| Resourcefulness | 11. Recommended Reading List |
| 6. Feedback | 12. Post-Course Assessment |
| Giving and Receiving Feedback | |
| 7. Self-Confidence | |

SOCIAL SELLING FOR SMALL BUSINESSES

Social selling isn't just a fad or the latest approach to selling that businesses need to adopt. It's a result of the massive integration of social media in how we conduct our lives. Sales professionals understand they can connect to and leverage these habits. This course is designed for entrepreneurs and sales professionals to learn how to function in that space.

In this course, we're going to explore how social selling is an essential requirement for sales teams, and how the relationships that are created and nurtured within social media will help you grow and sustain your business. We'll also learn how to apply specific techniques to connect with your audience and potential fans in the social space.

LEARNING OUTCOMES

Describe the attributes of social selling

Explore how social selling can generate results for your small business Apply social selling strategies to create relevance in social media

Understand the power of leveraging different social media platforms in social selling

Measure your social selling results

COURSE OUTLINE

1. Course Overview
2. Defining Social Selling
 - It Is What It Is
 - Pre-Assignment Review Getting Clear
3. Doing Your Research
 - Who Will You Connect With Why Do You Want to Connect With Them
 - How Will You Connect and Engage? Making It Work
4. Building Relationships
 - Who Do You Know? Other People's Content Making Connections
5. Sharing Content
 - Being Relevant
 - Helping Your Sales Team Flourish
 - Listen and Learn
6. Leveraging Technology Diving In
 - Social Platforms – LinkedIn Social Platforms – Twitter
 - Social Platforms – The Beauty of Pictures Helping Your Sales Team Flourish
7. Measuring the Results
 - Measuring Social Media Your CRM
8. Keep Going Forward
 - Keep Moving
9. Making Connections
10. Personal Action Plan
11. Recommended Reading List
12. Post-Course Assessment

STORY MARKETING FOR SMALL BUSINESSES

Cultures both ancient and modern have strong storytelling traditions. Our brains are wired to share and process information through storytelling. Information presented as a story has the power to inform, influence and motivate.

Story marketing is the process of attracting and engaging customers through story – their story, rather than yours. Instead of the ‘buy our product’ messages of typical marketing campaigns, story marketing tells the customer story and motivates them to connect with your company as a solution to their problem or a way to a better life.

This course will highlight the essentials of story marketing for your small business: story marketing tools, storytelling basics, and how to write and refine your own story for marketing to your target audience.

1. Course Overview
 - Learning Objectives Pre-Assignment
 - Pre-Course Assessment
2. Story Marketing Toolkit
 - Which Came First: The Chicken or The Egg?
 - What Does This Have to Do with Story Marketing?
 - The Ingredients The Menu
 - What Is Your Story Idea? Your Inspiration
 - Pre-Assignment Review Your Toolkit
 - Toolbox Inventory Activity
3. Storytelling Essentials
 - What Exactly is a Story? Enter the Story
 - Ingredients of a Good Story, Part One
 - Ingredients of a Good Story, Part Two
 - Ingredients of a Good Story, Part Three
 - Identifying a Hero, Challenge, and Resolution
4. Connecting with Customers
 - Story for Your Brand, Part One
 - Story for Your Brand, Part Two A Story Within a Story
 - Setting Goals The Truth Test
 - Positive vs. Negative
4. Connecting with Customers
 - Connecting with Customers, Part One
 - Connecting with Customers, Part Two
 - The Customer Is the Hero, Part One
 - The Customer Is the Hero, Part Two
 - Understanding Your Customers Brainstorming
5. Refining Your Brand
 - Refining Your Brand Understanding Your Company
 - How Well Do You Know Your Company?
 - Inventory of Key Company Facts
 - Identifying Your Message, Part One
 - Identifying Your Message, Part Two
 - Identifying Your Message, Part Three
 - Not Sure Where to Start? Keywords, Part One
 - Keywords, Part

LEARNING OUTCOMES

Define story marketing
Recognize and use the essential tools of story marketing
Understand the basics of good storytelling
Examine ways to connect with your customers
Refine your company brand for story marketing
Discover and build your own story
Polish your story for maximum results

- Two Strengthening Your Brand
- Taking Stock
6. Building Your Story
 - Show and Tell, Part One
 - Show and Tell, Part Two
 - Parts of Your Story
 - What About the Villain? Heroes and Villains
 - Plan for Success
 - The Final Stage: Success
 - Consider the Evolution of the Story
 - With This Example
 - Your Story Board
 - Writing Your Story
 - Getting Started
 - Rough Draft
7. Polishing Your Story
 - Polishing a Rough Draft, Part One
 - Polishing a Rough Draft, Part Two
 - Color Commentary, Part One
 - Color Commentary, Part Two
 - Adding Color
 - The Editing Process, Part One
 - The Editing Process, Part Two
 - Editing Checks
 - Peer Review, Part One
 - Peer Review, Part Two
8. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
9. Course Summary
10. Recommended Reading List
11. Post-Course Assessment

STRATEGIC PLANNING

If you and the people who work with you don't understand where the company is going, they may all develop their own priorities and actually prevent you from getting where you need to be. Part of getting everyone on board is creating a strategic plan complete with the organization's values, vision, and mission. Then, there's the challenge of bringing these principles to life in a meaningful way that people can relate to. This course will help you describe what you want to do and get people where you want to go.

LEARNING OUTCOMES

Identify the values that support the company Define the vision for the company

Write a mission statement that explains what the company's purpose is

Complete meaningful SWOT analysis

Apply tools and techniques to create a strategic plan that directs the organization from the executive to the front line

Implement, evaluate, and review a strategic plan

Identify how related tools, such as the strategy map and balanced scorecard, can help you develop a strategic plan

COURSE OUTLINE

1. Course Overview
2. Understanding Strategic Planning What it Does
Making Connections Pyramid Structure
3. Identifying Our Values
Pre-Assignment Review Creating Value Statements
4. Designing Our Vision
The Vision Process Defining Your Vision
5. On a Mission
Defining Your Mission Statement
Designing a Mission Statement
6. Performing a SWOT Analysis What is a SWOT Analysis? Individual Analyses
SWOT Ratings
7. Setting Goals
Fitting into the Plan Goals with SPIRIT
Getting Into It
8. Assigning Roles, Responsibilities, and Accountabilities
Who Does What and When? Establishing Priorities Problem Solving in Action
9. The Full Picture
10. Gathering Support
Who Reviews the Plan and How Putting It Into Practice
11. Making the Change
Getting Ready The Three Phases Insights
Control and Change
12. How Does It Look?
Presenting Your Ideas Creative Considerations
13. Getting There
Planning for Problems Making it Great
Sample Strategy Map
Sample Balanced Scorecard
14. Mocking Up the Process
15. Personal Action Plan
16. Recommended Reading List
17. Post-Course Assessment

STRESS MANAGEMENT

Today's workforce is experiencing job burnout and stress in epidemic proportions. Workers at all levels feel stressed out, insecure, and misunderstood. Many people feel the demands of the workplace, combined with the demands of home, have become too much to handle. This course explores the causes of such stress, and suggests general and specific stress management strategies that people can use every day.

LEARNING OUTCOMES

Understand that stress is an unavoidable part of everybody's life

Recognize the symptoms that tell you when you have chronic stress overload Change the situations and actions that can be changed

Deal better with situations and actions that can't be changed

Create an action plan for work, home, and play to help reduce and manage stress

COURSE OUTLINE

1. Course Overview
2. Defining Stress and How It Affects Us
Where Are You Now? Defining and Identifying Stress Ways to Look at Your Stress
3. What is Stress About?
4. Building a Solid Foundation Taking Care of Your Body and Your Mind
Case Study
The "Less Stress" Lessons
5. Mental Strategies
Changing Ourselves The Triple A Approach
6. Stress at Work
The Stress Tax Stress Inventory
Finding Some Solutions Stress Logging
7. Time Management Tips
8. Stress at Home
Budgeting Basics The Everyday Stuff Organization Tips
9. Drainers and Fillers
10. Personal Action Plan
11. Recommended Reading List
12. Post-Course Assessment

SUCCESSFULLY MANAGING CHANGE

None of us can escape change, therefore it is well worth developing strategies to manage it! Because everyone has to manage change, having tools to help embrace it leads to the best outcomes. Successfully Managing Change includes the stages and pace of change, dealing with resistance, adaptive strategies, approaching change as an opportunity for growth, and more.

LEARNING OUTCOMES

Accept there are no normal or abnormal ways of reacting to change, but that we must start from where we are.

See change not as something to be feared and resisted but as an essential element of the world to be accepted.

Understand that adapting to change is not technical but attitudinal. Change is not an intellectual issue but one that strikes at who you are.

Recognize that before we can embrace the way things will be, we may go through a process of grieving, and of letting go of the way things used to be.

See change as an opportunity for self-motivation and innovation.

Identify strategies for helping change to be accepted and implemented in the workplace.

COURSE OUTLINE

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. What is Change?
Leading Thinking, Part One Leading Thinking, Part Two Leading Thinking, Part Three
Change and Transition
Self-Reflection Activity The Change Cycle
Endings
Transitions and The Neutral Zone
Beginnings
3. What is Change Management? The Three Phases
Keep in Mind
Benefits of Change Management Insights
4. The Human Reaction to Change Control and Change Relating to Your Workplace
The Four-Room Apartment Your Room
Discussion
5. The Pace of Change
The Trend of Change, Part One The Trend of Change, Part Two The Trend of Change, Part Three
Why 20 Per Cent? Who Are You?
6. Positive Change Activity
6. Dealing with Resistance Understanding Resistance, Part One
Understanding Resistance, Part Two
Analyzing Successful Change Making
Change Stick: Action Planning
Making Change Stick: Reinforcement
Strengthening a Change
7. Adapting to Change
Adjusting Your Attitude Some Facts about Attitude
Overcoming the Fear of Change Understanding Resiliency Applying the Five Keys
Pre-Assignment Review Reflection
8. Coping with Reactions to Change Stress Management
Dealing with the Stress
9. Delivering Your Message Delivering a Clear Message Check for Understanding
10. Action Plan
Developing an Action Plan
11. Personal Action Plan
Starting Point Where I Want to Go
How I Will Get There
12. Course Summary
13. Recommended Reading List
14. Post-Course Assessment

SURVIVAL SKILLS FOR THE NEW TRAINER

Few people choose training and development while they are still in school, and yet there are talented and knowledgeable trainers working in every industry. Some individuals become trainers because they are passionate about sharing their knowledge and about helping people. Others become trainers because their employer asks them to get involved in mentoring, training, or coaching new or existing employees. Trainers also get started when they want to make some changes to their daily activities, but wish to continue contributing to a particular organization or industry.

If you are thinking about becoming a trainer, or have started doing some training already and want to know more about what will help you to become an excellent trainer, this course will help. This course is designed as an exploration of the essential skills that trainers need to develop, and to get you started in the learning process in an interactive and fun environment.

LEARNING OUTCOMES

Understand the essential background for trainers to have
Explore how being genuine enhances training
Identify the elements of good questions Understand how
to apply listening skills Develop rapport building strategies
Recognize key skills in a trainer's toolbox and identify skill
areas for development

COURSE OUTLINE

1. Course Overview
2. What Makes a Good Trainer? Background Information Pre-Assignment Review Adult Learning
3. Personal Best, Professional Best
4. Being Genuine
5. Assertiveness Skills
6. Asking the Right Questions Asking Good Questions Probing Pushing My Buttons
7. Listening Skills Can You Hear Me? Active Listening Skills What is Said and What is Heard
8. Connecting with People Rapport Building
9. Defusing Difficult Participants
10. Essentials for Success
11. Do's and Don'ts for New Trainers
12. Personal Action Plan
13. Recommended Reading List
14. Post-Course Assessment

TEAM BUILDING: DEVELOPING HIGH PERFORMANCE TEAMS

Success as a manager is heavily influenced by how well your team operates and what kind of results they achieve. Is your team able to solve problems? Can they resolve conflict? Are they enthusiastic and motivated to do their best? Do they work well together?

This course is designed for students who want to develop their team leadership skills and unleash the talent of their individual team members.

LEARNING OUTCOMES

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 problems Understand how action planning and analysis tools can help your team perform better

COURSE OUTLINE

1. Course Overview
2. Organizations Today
3. Types of Teams
4. Team Norms
5. The TORI Team Building Model
6. A Team's Activities
7. The Five Stages of Team Development
The Five Stages of Team Development
Nurturing Teams Team Problem Solving
8. Characteristics of Great Teams
9. Civilized Disagreements and Consensus
10. Open Communication
11. Clear Roles and Assignments
12. Shared Leadership
13. Team Player Types
What's Your Team Player Type? What Does it Mean To Have a Number?
My Team Style
The Trust/Relationship Model
14. Lateral and Vertical Thinking
15. Creative Team Thinking Creative Thinking Methods
Brainstorming and Brainwriting
- Six Thinking Hats
- Favorite Method Selection
16. Team Shaping Factors
The Four Factors The Conference
17. Solving Problems
Problem Solving Model Overview
Getting Creative Phase One Phase Two
Phase Three
18. Interventions for Team Leaders Problems and Solutions Case Study
19. Resolving Conflict
Ways to Resolve Conflict Resolving Internal Conflict
20. SWOT Analysis
The Meaning of SWOT Case Study
21. Developing Team Action Plans Planning Tools
Action Planning Chart
22. Personal Action Plan
23. Recommended Reading List
24. Post-Course Assessment

TELEMARKETING: USING THE TELEPHONE AS A SALES TOOL

Virtually everybody in sales today sells over the phone at least part of the time. Perhaps it is time for you to evaluate how you use the telephone and where it fits into your sales and marketing mix. This course will show you how the telephone can supplement, enhance, and sometimes replace other means of marketing and selling, and how this personal approach can dramatically increase your sales success. We will also talk about how to hone your communication skills, your ability to persuade, and techniques to personalize each sales call.

LEARNING OUTCOMES

Build trust and respect with customers and colleagues
Warm up your sales approach to improve success with cold calling
Identify ways to make a positive impression
Identify negotiation strategies that will make you a stronger seller
Create a script to maximize your efficiency on the phone
Learn what to say and what to ask to create interest, handle objections, and close the sale

COURSE OUTLINE

1. Course Overview
2. Pre-Assignment Review
3. Verbal Communication
Being Yourself and Sounding Your Best
4. A Service Image
To Serve and Delight
What You Say and What it Means
Planning the Ideal Answer
5. Exceptional Things about Telephone Sales
6. Building Trust
7. It's More Than Just a Phase
Phases of Negotiation
Types of Negotiation
8. Communication Essentials
Active Listening
Skills
Ten Ingredients for Good Communication
Asking Good Questions
9. Developing Your Script
The Basic Script
Sample Script
Making the Script Yours
10. Pre-Call Planning
11. Phone Tag and Call Backs
12. Following Up
13. Closing the Sale
14. Personal Action Plan
15. Recommended Reading List
16. Post-Course Assessment

THE ABC'S OF SUPERVISING OTHERS

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 OUTCOMES

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
2. Pre-Assignment Review
3. Making the Transition
How Will My Role Change? Questions Supervisors Have
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
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 MINUTE TAKER'S WORKSHOP

No matter who you are or what you do, whether at work or in the community, you are likely involved in meetings. Meetings are costly, whether they are held in a company boardroom or at the local coffee shop. To ensure that meetings are productive and worth the expense involved, three ingredients are necessary: an assurance of closure, a strong chair or leader, and accurate minutes. It has been said that if accurate minutes have not been recorded, then the meeting may just as well not have taken place.

If people can't remember or agree on what actually occurred at a meeting, how can the group effectively accomplish its objectives? After this course, you will understand your role as a minute-taker and the best techniques for producing minutes that include all the essential information needed.

LEARNING OUTCOMES

Recognize the importance of minute-taking

Develop key minute-taking skills, including listening skills, critical thinking, and organization

Be able to resolve many of the complaints that affect minute-takers

Be able to write minutes that are suitable for formal meetings, semi formal meetings, and action minutes

Be an efficient minute-taker in any type of meeting Be able to prepare and maintain a minute book

COURSE OUTLINE

1. Course Overview
2. The Role of a Minute-Taker What is a Minute-Taker? Problems and Solutions
3. The Skills of a Minute-Taker Key Skills
Listening Skills Critical Thinking Skills Organization Skills
4. Meeting Agreements
5. Minute Styles
Choosing a Style Informal Minutes Action Minutes Formal Minutes
6. What Do I Record?
Recording Motions and Resolutions
What to Record
7. Techniques for Preparing Minutes Top
Techniques
Writing Minutes Preparing Minutes Editing Minutes
Pre-Assignment Review
8. Taking Minutes in an Interactive Meeting
9. The Minute Book
10. Personal Action Plan
11. Recommended Reading List
12. Post-Course Assessment

THE PRACTICAL TRAINER

Most people who call themselves trainers today probably didn't start out to be trainers. They often work in a field where they develop extensive knowledge and then are asked to share what they know. Many trainers have some experience with teaching, writing, or leadership, although they come from nearly every field.

As such, people who work as trainers are often put into difficult situations without much understanding of what training is or how to do it well. We know that being a good trainer is the result of developing skills to bring information to an audience. This information will then engage, empower, and encourage continued learning and development.

This course will give you the skills that you need so that your students not only learn, but also enjoy the process, retain information shared, and use their new skills back in the workplace.

LEARNING OUTCOMES

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 Conduct a short group training session that incorporates these training concepts

COURSE OUTLINE

- | | | |
|---|-------------------------------------|-------------------------------------|
| 1. Course Overview | The Experiential Learning Cycle | Concerns Individual Exercises |
| 2. Defining a Successful Training Program | Learning Styles | 13. Designing a Learning Sequence |
| Defining Successful Training | 8. Applying the Learning Cycle The | The Model |
| About Audiences Advantages of | Four-Stage Cycle Making Connec- | Sample Sequences |
| Workplace Training | tions Individual Exercise | 14. Adding Games |
| 3. What Makes a Successful Train- | 9. Extroverts and Introverts Intro- | The Value of Games Types of |
| er? Key Characteristics | version/Extroversion Survey | Games |
| Mistakes and Solutions Stimulat- | Case Study | 15. Setting the Climate |
| ing a Readiness to Learn | 10. The Training Process | 16. Presentation Skills |
| 4. A Word About Adult Learning | Process in Brief | Telling vs. Showing The Delivery |
| 5. The Learning Process | When is Training Necessary? | Tips for Stunning Visuals Types of |
| 6. Principles of Adult Learning Mak- | Three Steps to an Efficient Needs | Visual Aids |
| ing Connections | Analysis | 17. Dealing with Difficult Trainees |
| The Principles of Adult Learning | Help! I Need a Template! | 18. On-the-Job Training |
| Making Connections | 11. Planning Training | 19. Training Presentations |
| 7. What's Your Type? How About | Developing Objectives Writing | 20. Designing Evaluations |
| Mine? | Objectives Researching Content | 21. Personal Action Plan |
| Assessing Your Preferences What | Planning an Interactive Program | 22. Recommended Reading List |
| Does it Mean To Have a Number? | 12. Choosing Training Methods | 23. Post-Course Assessment |
| | Training Methods Environmental | |

THE PROFESSIONAL SUPERVISOR

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 OUTCOMES

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 | About Leadership Understanding | To Motivate or Instigate Making |
| 2. Adjusting to Your Role | Your Comfort Zone | Connections |
| A Survival Guide | 9. What's Your Type? How About | 14. Orientation and Onboarding The |
| Pre-Assignment Review Making | Mine? | First 48 Hours |
| the Transition | Assessing Your Preferences What | How Did Your Orientation Rate? |
| 3. A Supervisor's Responsibilities | Does it Mean To Have a Number? | 15. Training Tips and Tricks |
| 4. Action-Centered Leadership | Debrief | Guidelines for Effective Training |
| The Action-Centered Leadership | 10. Team Building Tips | Developing Your Training Skills |
| Model | What is a Team? | 16. Providing Feedback |
| Considering the Possibilities | Advantages and Disadvantages | Six Characteristics of Effective |
| 5. Making Plans | of Teams | Feedback |
| Old Sayings with Staying Power | 11. Developing a High-Performing | Skill Building Receiving Feedback |
| Urgent-Important Matrix Priori- | Team | 17. Doing Delegation Right What is |
| tizing Case Study | The Five Stages of Team Develop- | Delegation? Defining Delegation |
| The Elements of Planning Plan- | ment | Making Connections |
| ning to Plan | How Can I Help? Team Problem | 18. Dealing with Conflict |
| 6. Setting Goals | Solving Team Leadership | The Conflict Resolution Process |
| 7. Defining Leadership | 12. Communication Skills | The Problem Solving Process The |
| What is Leadership? | Defining Communication Com- | Conference |
| Brief History of Leadership Stud- | munication Barriers Active | 19. Managing Disciplinary Issues |
| ies | Listening Skills Questioning Skills | 20. Personal Action Plan |
| The Leadership Formula Case | Probing Techniques | 21. Recommended Reading List |
| Studies | The Communication Process | 22. Post-Course Assessment |
| 8. The Situational Leadership Model | 13. Motivating Employees | |

TIME MANAGEMENT

Time is money, the saying goes, and lots of it gets lost in disorganization and disruption. We also deal with a constant barrage of technology, people, and tasks that can contribute to that disorganization. Many people find that they flit from one task to another, trying to get everything done, but often falling short. You will learn how to make the most of your time by getting a grip on your workflow and office space, using your planner effectively, and delegating some of your work to other people.

In this course you will learn how to make the most of your time by getting a grip on your workflow and office space, using your planner effectively, and delegating some of your work to other people.

LEARNING OUTCOMES

Better organize yourself and your workspace for peak efficiency.

Understand the importance of, and the most useful techniques for, setting and achieving goals.

Plan and schedule your time efficiently. Learn how to set priorities.

Discover the ingredients for good decision-making. Learn what to delegate and how to delegate well.

Take control of things that can derail your workplace productivity. Create order and get organized.

Manage your workload.

COURSE OUTLINE

1. Session One: Course Overview Learning Objectives
Pre-Assignment
Pre-Course Assessment
2. Session Two: What Is Time Management?
Pre-Assignment Review
Why Time Management Is Important, Part One
Why Time Management Is Important, Part Two
3. Session Three: Setting Goals Goals and Targets
Setting SMART Goals, Part One Your Own SMART Goals
4. Session Four: Planning Tips and Tricks
Planning Tools
Case Study, Part One Case Study, Part Two
Case Study, Part Three Case Study Questions
5. Session Five: Setting Priorities Prioritizing Your Tasks Matrix Overview, Part One Matrix Overview, Part Two Your To-Do List
6. Session Six: Making Decisions
Eight Ingredients for Good Decision Making
Weighing the Pros and Cons
7. Session Seven: Delegating Assigning Tasks, Part One Assigning Tasks, Part Two Assigning Tasks, Part Three Guidelines for Success
The Story about Everybody, Somebody, Anybody, and Nobody Case Study: What Should Sheila Do? Case Study: What Should Sheila Do?
8. Session Eight: Scheduling Organize Your Time Creating a Schedule
9. Session Nine: Putting an End to Procrastination
Eating the Frog, Part One Eating the Frog, Part Two

TIME MANAGEMENT

COURSE OUTLINE CONT'D

10. Session Ten: Creating Order
Decluttering, Part One
Decluttering, Part Two
Making Connections
Organizing Your Work Area and Your Paperwork, Part One
Organizing Your Work Area and Your Paperwork, Part Two
Guidelines for Keeping a Piece of Paper
11. Session Eleven: Organizing Your Files
Sorting Based on File Type
File Categories
Electronic Files
The Batching Technique
12. Session Twelve: Managing Your Workload
Managing Email, Part One
Managing Email, Part Two
Tips for Tackling Your Email
Case Study: Mary Marvelous, Part One
Case Study: Mary Marvelous, Part Two
Workload Analysis
The 168-Hour Plan, Part One
The 168-Hour Plan, Part Two
The 168-Hour Plan, Part Three
13. Personal Action Plan
Starting Point
Where I Want to Go
How I Will Get There
14. Course Summary
15. Recommended Reading List
16. Post-Course Assessment
17. Course Completion

TOUGH TOPICS: TALKING TO EMPLOYEES ABOUT PERSONAL HYGIENE

As a manager, you're probably used to dealing with tough situations: employees who insist on being late, team members who miss deadlines, and staff members who can't get along. But conversations about an employee's personal appearance are a whole different ball game. It's something that we often avoid talking about, or worse, make light of.

This course has two major themes. First, we'll give you a framework for having those tough conversations. We'll also give you some guidelines for customizing that framework for your organization. Then, we'll look at some common tough conversations that come up, including body odor, flatulence, poor clothing and hair decisions, and bad breath.

You'll walk away well prepared for any kind of challenging conversation.

LEARNING OUTCOMES

Identify the advantages to having tough conversations

Describe the components to an effective behavior modification conversation Use your organization's resources to help you deal with hygiene issues Overcome barriers that employees put up when discussing hygiene problems Resolve hygiene issues such as bad hair days, inappropriate piercings and body art, poor clothing choices, bad breath, body odor, excessive gas, and incontinence.

Nip poor hygiene habits in the bud

Identify ways to encourage good hygiene at your workplace

COURSE OUTLINE

1. Course Overview
2. Let's Talk About It!
3. Guidelines for Difficult Conversations
A Step-by-Step Guide Getting the Facts Making Connections
4. Overcoming Objections Common Barriers Making Connections
5. Bad Hair Days (And Weeks... and Months...)
6. Addressing Piercings and Body Artwork
7. Helping Employees Dress for Success
8. Bad Breath
9. Body Odor
10. Gastrointestinal Issues
11. Bad Habits
12. Putting it into Practice
13. Personal Action Plan
14. Recommended Reading List
15. Post-Course Assessment

TRADE SHOWS: GETTING THE MOST OUT OF YOUR TRADE SHOW EXPERIENCE

Most companies spend huge amounts of time and money designing, construction, outfitting, transporting, and setting up their trade show booth. This course aims to have you understand some of the basic skills that would allow you to get the most out of your trade show experience. The workshop will start by looking at who attends trade shows and why they are there. It will explore a number of things that should be done before the show even starts, including setting trade show goals, understanding your company, and developing good trade show introductions. It will then look at trade show etiquette and skills emphasizing active listening, body language and questioning. A special emphasis will be placed on conducting prospecting. The workshop will end with an exploration of the follow-up necessary after the show. This course will highlight basic skills that should allow you to generate more leads, prospects and especially qualified prospects at your next trade show.

LEARNING OUTCOMES

Understand the types of people that attend trade shows

Develop trade show goals, which are S.M.A.R.T. - Specific, Measurable, Achievable, Relevant and Time-bound.

Know what your company does (products, marketing strategy, your customers) in order to work successfully in the trade show booth

Realize the importance of good conversation from the opening lines of introduction to the closing of the conversation, hopefully with a potential sale. Develop a variety of introductions that could be used to engage potential customers at a trade show.

Understand the importance of Pre-Promotion to the success of the trade show. Realize the importance of targeted promotional giveaways.

Understand the importance of good booth behavior including Active Listening, Body Language, and Questioning.

Conduct prospecting activities at a trade show, including First Contact, Qualification, Determining Needs, and Closing the Deal

Develop and conduct follow-up activities with leads, prospects, and qualified prospects after the trade show.

COURSE OUTLINE

1. Course Overview
2. Lay of the Land
 - Setting the Stage
 - Pre-Assignment Attendees
3. Setting Trade Show Goals
 - Knowing Why You Are There – It Matters
4. Before the Trade Show
 - Know what Your Company Does Making a good Impression Promotions
5. During the Trade Show
 - Basic Trade show Etiquette Active Listening
 - Body Language Basics
 - Asking questions
 - Probing techniques
 - Paraphrasing Techniques
6. Prospecting
 - Qualification Determining Needs
 - Other Things to do While at the Show
7. After the Show
 - Following up on Leads
 - Following up on Prospects
 - Following up on Qualified Prospects
8. Personal Action Plan
9. Recommended Reading List
10. Post-Course Assessment

TRAINING WITH VISUAL STORYTELLING

Training is constantly evolving, just as the needs and desires of learners are constantly changing. This course is for trainers who are ready to make their training stronger, more memorable, and more engaging for learners by using visual storytelling and graphical techniques to create better learning experiences that lead to better retention.

LEARNING OUTCOMES

Describe how storyboarding leads to better training results
Apply storyboarding techniques to create a strong foundation for training
Design training that uses storytelling to make it memorable, compelling, and relevant to the audience
Evaluate technology tools to determine what will create the best learning experiences needed for adequate training

COURSE OUTLINE

1. Course Overview
2. How Storytelling Can Boost Your Training Power
 - Setting the Stage
 - Pre-Assignment Review
3. The Elements of a Powerful Story
 - Identifying Your Audience
 - Defining the Story's Purpose
 - Developing the Story's Content
4. Storyboarding Techniques
 - Storyboarding the Old-Fashioned Way
 - Storyboarding with Apps
 - Collaborating with Others
5. Bringing the Story to Life
 - Graphic Design 101
 - Going Beyond the Basics
 - Choosing the Right Medium for Your Message
 - Making Connections
 - Being Presentable
 - Taking Your Visual Storytelling to the Next Level
6. Tools and Technology
 - Software Tools
 - eLearning Approaches
 - Gamification
 - Relying on Technology
7. Personal Action Plan
8. Recommended Reading List
9. Post-Course Assessment

TRANSGENDER EMPLOYEES: CREATING AN INCLUSIVE WORK COMMUNITY

A safe, inclusive workplace in many jurisdictions is not just the law; it is a goal of every employee and company that values the contributions, well-being, and productivity of everyone in the organization. In society today, individuals are of many personal communities. In addition to heterosexual or 'straight' there is also LGBTQ2S – Lesbian, Gay, Bisexual, Transgender, Queer, and 2S, for two-spirited: an aboriginal concept of two sexualities within one body. Trans, however, refers to gender identity, whereas the other terms describe sexual orientation. The importance of understanding terms of identification is critical to creating and maintain a safe workplace.

Transgender Employees: Creating an Inclusive Community is a course to introduce the importance and elements of safe inclusive workspaces for transgender people – those identifying as one gender but born into the body of the opposing gender. This course will offer an introduction to terminology, elements, policies, and resources to build and sustain a safe, inclusive environment for transgender employees and increase the comfort level and productivity off all in your organization.

LEARNING OUTCOMES

Understand the importance and history of inclusivity in the workplace
Increase your understanding of the transgendered experience
Explore and address personal and societal biases, misconceptions, and choices
Identify and implement elements to support a safe inclusive workplace

COURSE OUTLINE

1. Course Overview
2. Overview of Transgender People in the Workplace
Introduction
Pre-Assignment Review Making connections
Importance of Transgender Inclusivity
History of Transgender People in the Workplace
Inviting Transgender Inclusivity
3. Beliefs and Attitudes
Know Your Bias Own Your Reality Making Connections
Challenging Prejudice Naming the Problem
Challenging the Problem Why Do This?
4. Power of Language
Pronouns and Gender Identity
5. Safe Spaces
Setting a Goal for Safe Spaces
Verbal and Emotional Environment
Physical Environment
6. Inclusive Community
Being an Ally
Elements of an Ally Steps and Progress
7. Resource Location and Development
Importance of Resources
Internal Resources
Workplace Human Rights Policy
Policy Roadmap
8. Personal Action Plan
9. Recommended Reading List
10. Post-Course Assessment

USING ACTIVITIES TO MAKE TRAINING FUN

A study of adult educators conducted by Pennsylvania State University doctoral student David Tanis found that playfulness creates a learning environment of “fun, enjoyment, and laughter,” and that their students notice cognitive gains in terms of “engagement, retention, and understanding.”

Ways to incorporate playfulness into the training classroom include the use of games and other activities, along with humor, which will be explored in this course.

Purposeful, well-thought out, and engaging activities in a training course can help learners apply new skills and knowledge, as well as retain that information in a meaningful way, while meeting learning objectives.

LEARNING OUTCOMES

Understand how training can include the use of activities Explore different types of games
Identify methods to elicit participant buy-in Apply humor principles in adult learning
Troubleshoot when activities go badly Develop your own activities

COURSE OUTLINE

1. Course Overview
Course Overview Learning Objectives
Pre-Assignment
Pre-Course Assessment
2. Let's Have Some Fun!
The Four Steps in Experiential Learning
The Principles of Adult Learning Learning
How to Drive
The Value of Games Tips for Success Making Connections
3. Getting Everyone on Board Getting Buy-In
Learning From the Truly Greats and Big Mistakes
4. Choosing the Right Activity Types of Activities
Facilitator Responsibilities Dealing with Reluctant Participants
5. When Activities Go Badly Troubleshooting
Activities Difficult Situations
6. Using Humor in Training
Tips on Using Humor
7. Balancing Act
Balancing Act Activity Making Connections
8. Quick and Easy Games
Why These Games?
Hot Potato
Passing Introductions
The Orange
9. Creating a Game
Game Design
Game Design Worksheet
10. Course Summary
11. Recommended Reading List
12. Post-Course Assessment
13. Personal Action Plan

WOMEN AND LEADERSHIP: OWNING YOUR STRENGTHS AND SKILLS

Women have a long-standing history in the workforce, in all roles from front-line worker to visionary founder, influential behind-the-scenes patron to front-and-center CEO. As women, however, what are the influences, barriers and benefits to our leadership? Do we use or even acknowledge our strengths and skills? This is a time of great change in the workforce, in part because of the increase in numbers and influence of women in the workplace. Flex time, daycare and caregiver support, and telecommuting are a few examples of workplace initiatives that benefit everyone, but evolved primarily due to the roles and influence of women who are often juggling multiple home, workplace, and community responsibilities. However, there are some areas in which women could still be more visible and vocal.

This course will explore the history of women in the workforce and offer personal opportunities for exploration, identification, and development of leadership strengths and skills.

LEARNING OUTCOMES

Understand a brief history and evolution of women and leadership
Recognize barriers to women's leadership and how to handle them
Learn how to use barriers to create benefits
Define Social and Emotional Intelligence and understand its importance in workplace leadership
Understand the importance of Self-Awareness in identifying and owning your own strengths and skills.
Develop a basic vision and brand for your leadership
Understand the essential leadership skills for women
Examine steps and skills to good decision making
Create your own Workplace Philosophy Statement and Action Plan

COURSE OUTLINE

1. Course Overview
2. Women and the Workforce Learning from our History
3. Barriers and Benefits to Women's Leadership
Barriers vs. Benefits Improving Self-Management through Reflection
4. Social and Emotional Intelligence Defining Emotional Intelligence
5. Self-Awareness
Understanding Self-Awareness
6. Developing Leadership Awareness and Brand
Personal Inventory
Creating and Selling Your brand Making Connections
7. Leadership Skills
Identifying Relationship Skills Identifying Leadership Skills
8. Making Good Decisions Ingredients of a good Decision
Good Decision – Poor Decision Decision Wheel Method
9. Creating Your Workplace Philosophy
Philosophy Statement
10. Personal Action Plan
11. Recommended Reading List
12. Post-Course Assessment

WORKING SMARTER: USING TECHNOLOGY TO YOUR ADVANTAGE

Rudeness in the workplace is increasing to the level that universities are studying it. Everyone is busy, everyone is stressed, and most people take it out on their colleagues at one time or another. We've all been in a situation where we need to print something ASAP and someone has left the printer jammed, or we need coffee and the coffee pot is empty. Technology is supposed to make life easier and simpler, but most managers find themselves cleaning up the messes caused by too many gadgets. This course will show you how to leverage technology to work smarter, not harder.

LEARNING OUTCOMES

Make your workplace a technology-friendly place

Make the most of computers, telephones, instant messaging, e-mail, contact management applications, and scheduling software

Communicate better with the IT department Make the best software and training choices Set an IT budget

Set expectations and responsibilities for security and privacy Keep employees safe and healthy

Develop and implement a system usage policy Implement policies for dealing with company property

Decide whether or not employees should telecommute Make telecommuting work

Deal with workplace rage Address technological issues

COURSE OUTLINE

1. Course Overview
2. Making Your Company a Technology-Friendly Place
Tips and Tricks
Acme Consulting, Part One
3. Conquering Computers
4. Communicating with the IT Department
5. Choosing Software Wisely The Three-Step Process
Acme Consulting, Part Two
6. Technical Training
Types of Training Training Tips
7. Setting an IT Budget
Budget Basics
The Shrinking Budget
8. Security and Privacy
An Employee's Rights
Doing Your Part
An Employer's Rights
9. Uncontrolled vs. Controlled Networks
10. Ergonomics
What is Ergonomics? Stretch!
11. System Usage Policies
What is a System Usage Policy?
12. Taking Care of Company Property Basic Rules of Etiquette Making Connections
13. Time-Saving Tools
E-Mail Applications Tips and Tricks
E-Mail Etiquette Scheduling Applications
Contact Management Applications
14. Telephone Etiquette
15. Instant Messaging
Instant Messaging Etiquette Understanding Acronyms
16. Telecommuting
What is Telecommuting? Preparing for Telecommuting To Telecommute or Not to Telecommute
17. Workplace Rage
18. It's Not Working!
19. A Policies and Procedures Checklist
20. Personal Action Plan
21. Recommended Reading List
22. Post-Course Assessment

WORKING WITH THE MEDIA: CREATING A POSITIVE WORKING RELATIONSHIP

The media is more widespread and pervasive than it's ever been and its reach is growing all the time. Depending on your line of work or hobbies, or just a plain twist of fate, you could end up being the answer part of a question and answer session with a member of the media.

It's easy to become nervous or tongue-tied when being in this situation. Plenty of people get distracted when they consider that what they are saying could very soon be on some news organization's website or Twitter feed.

Being uneasy is perfectly understandable, but you can learn to deal with the media, on a one-off basis, or as a recurring situation. This course will give you the tools you need when dealing with the media and putting your best foot forward without putting your foot in your mouth.

LEARNING OUTCOMES

Prepare for an interview
Be interviewed successfully
Craft a media statement
Develop and issue a press release
Understand libel and slander
Develop a media package
Understand various media outlets
Build relationships with the media

COURSE OUTLINE

1. Course Overview
2. Being Interviewed
 - As a Citizen
 - As a Media Spokesperson
3. Providing Information to the Media
 - Security of Information and Files Attribution
 - Different Types of Media
4. Developing a Media Package
 - Bios
 - Company History Headshots, Logos, Graphics, Stats, Video/Audio Clips
 - Contact Details
5. Press Releases
 - Release Information
 - Contact Information
 - Date of Release
 - Template
6. Points of Distribution
6. Developing Media Relationships
 - Professional vs. Personal Media Contact Lists
 - Providing Tips/Story Ideas to Media
 - Who to Choose
7. Personal Action Plan
8. Recommended Reading List
9. Post-Course Assessment

WORKPLACE ERGONOMICS: INJURY PREVENTION THROUGH ERGONOMICS

The human body is a fragile system, and we put many demands on it every day. Activities like reaching to get supplies off of a shelf, sitting in front of a computer for hours every day, and moving heavy products around the shop can all take a toll on our bodies. In this course, you will learn how to make your environment as ergonomic as possible in order to make daily tasks easier on your body and mind.

LEARNING OUTCOMES

Define ergonomics and its related terms

Identify where to get ergonomics information for your region Identify how ergonomics can be incorporated into your workplace

Assess your environment for ergonomic hazards, create ways to resolve those issues, and plan for implementation

Review and evaluate your ergonomic efforts Use change management techniques effectively Describe the basic principles of ergonomics

Outline ergonomic practices for sitting, standing, lifting, carrying, pushing, and pulling

Design an ergonomic workstation

Identify important ergonomic features of tools and machines

Understand the role that environmental factors (such as sound, air quality, and light) play in ergonomics

COURSE OUTLINE

1. Course Overview
2. Getting Started
 - What is Ergonomics? Legislation and Regulatory Bodies
3. The Role of Ergonomics in Your Workplace
 - A Plan for Everyone
 - Case Studies
4. The Ergonomic Assessment Cycle
5. Identifying and Assessing Ergonomic Hazards
 - How to Identify Ergonomic Hazards
 - An Assessment Toolkit
 - Case Study: The Acme Widget Company
6. Developing a Plan to Address Ergonomic Issues
 - Three Key Methods
 - Categorizing
7. Identifying and Implementing Solutions
 - Where to Find Ideas?
 - Making Connections
8. Obtaining Employee Buy-In
 - Change Management 101
 - Insights
9. Tips for Successful Implementation
10. Reviewing Your Ergonomics Program
11. Basic Ergonomic Principles
12. Optimal Sitting and Standing Best Practices for Sitting Best Practices for Standing
 - Identifying Areas for Improvement
13. Safe Lifting and Transporting
 - Lifting Safely
 - Transporting Materials Safely
14. Ergonomic Workstations Overview
 - Making Connections
15. Safe Tool Selection and Use
 - Safe Tool Design
 - Making Connections
 - Vibration Considerations
16. Creating an Ergonomic Environment
 - See the Light!
 - Breathe the Air!
 - Hear the Sounds!
17. Bringing It All Together
18. Personal Action Plan
19. Recommended Reading List
20. Post-Course Assessment

WORKPLACE HARASSMENT: WHAT IT IS AND WHAT TO DO ABOUT IT

Harassment complaints can be costly to businesses but financial repercussions are not the only reason why workplaces need to be proactive when it comes to preventing harassment. This course will provide the information needed to understand, help prevent, and deal with harassment in the workplace.

LEARNING OUTCOMES

Explain what is acceptable behavior in the workplace and what is not, and why Apply the benefits of harassment training
Define the various types of harassment, including sexual harassment Assist in creating a harassment policy
State some ways to prevent harassment and understand what role you can play Demonstrate some ways to protect yourself from harassment
Know what to do if you are harassed or accused of harassment
Understand the complaint process, from the complaint to the reply, to mediation or investigation, to a solution
Identify situations where mediation is appropriate, and understand how mediation works in those situations
Describe appropriate solutions for a harassment incident Know what to do if a complaint is false
Help your workplace return to normal after a harassment incident

COURSE OUTLINE

1. Course Overview
Learning Objectives Pre-Assignment
Pre-Course Assessment
2. Defining Harassment
What is Harassment? Defining Harassment
What is Harassment? Types of Harassment
What is Harassment? Legal Definitions
What is Harassment? Summary Reasonable Man/Reasonable Woman
3. Defining Sexual Harassment
What is Sexual Harassment? The Three Elements
What is Sexual Harassment? Types of Harassment
What is Sexual Harassment? Behavior Categories
What is Sexual Harassment? Questionable Scenarios
Is This Harassment?
4. The Purpose of Training
Why is Training Important?
5. Creating a Harassment Policy Key Policy Points Writing the Policy
The Complaint Procedure Educating Staff
Monitoring the Policy
6. Other Prevention Strategies Making Connections
7. Nipping it in the Bud
Your Role as a Manager Making Connections
8. Protecting Yourself
Minimizing Your Risks Key Strategies
9. What If It Happens to Me?
What Works and What Does Not? Part One
What Works and What Does Not? Part Two
Saying No
10. What If It's Happening to Someone Else?
What's Really Happening?

WORKPLACE HARASSMENT: WHAT IT IS AND WHAT TO DO ABOUT IT

COURSE OUTLINE CONT'D

11. Someone Has Filed a Complaint Against Me!
Steps to Take
12. Addressing a Complaint Steps to Take
13. Handling False Complaints About False Complaints
14. Mediation
Basics of Mediation: About Mediation
Choosing a Mediator, Part One
Choosing a Mediator, Part Two
The Mediation Process: Step One
The Mediation Process: Step Two
The Mediation Process: Step Three
How to Document Mediation
15. Investigating a Complaint
Setting up the Investigation: When to Investigate
Setting up the Investigation: Choosing the Investigator
Setting up the Investigation: The Investigation Plan
The Investigation Process: Gathering Evidence
The Investigation Process: Witness Evidence, Part One
The Investigation Process: Witness Evidence, Part Two
The Investigation Process: Documents
The Investigation Process: Location Evidence
The Manager's Role During the Investigation
- The Investigation Report: Creating the Report
Who Should See the Report? What Information Should Be Shared?
Who Should Share This Information With the Recipients?
16. Making the Decision
Who Makes the Decision? When Should a Lawyer Be Involved?
17. Creating Solutions
To Fix or To Punish?
Outcomes for the Complainant
Outcomes for the Respondent
Changes in the Organization
18. After It's Over
Getting Back to Normal
Maintaining Records
19. Skill Application
Task Preparation
Case Study
Stage 1
Stage 2
Stage 3
Stage 4
20. Personal Action Plan
Starting Point
Where I Want to Go
How I Will Get There
21. Recommended Reading List
22. Post-Course Assessment

WORKPLACE HEALTH AND SAFETY: THE SUPERVISOR'S ROLE AND RESPONSIBILITIES

This course aims to provide an understanding of the supervisor's role in organizational health and safety. It will explore the requirements of due diligence, the rights of workers, supervisor and worker health and safety requirements, employee competency, and the role of Health and Safety Committees. The course will also look at the supervisor's roles in hazard identification and control, accident reporting and investigation and the importance of communicating health and safety information.

This course will highlight the most important aspects of the supervisor's role so that they can participate effectively in health and safety responsibilities and work towards the continual improvement of health and safety performance in their organization.

LEARNING OUTCOMES

Understand the employer's responsibility to display due diligence for organizational health and safety

Know and understand the three rights of workers

Identify the responsibilities and roles of supervisors and workers in organizational health and safety

Realize the role of the Health and Safety Committee in organizational health and safety

Identify the responsibilities of supervisors and workers in hazard identification, assessment and control, safety and health inspections, and accident reporting and investigation

Create an employee orientation checklist

List the necessary health and safety training for employees

Understand the importance of communicating health and safety information.

COURSE OUTLINE

1. Course Overview
2. Workplace Health and Safety Experience
 - Due Diligence
 - Health and Safety Policy Statement
3. Worker's Rights
 - Three Rights of Workers
4. Supervisor and Worker Health and Safety Responsibilities
 - Health and Safety Responsibilities
 - Local Health and Safety Responsibilities
5. Health and Safety Committees (HSC)
 - HSC's
6. Hazard Identification, Assessment, and Control
 - Responsibilities
 - Safety and Health Inspections
 - Safety Audit
7. Employee Competency Employee Orientation Training
8. Accident Reporting and Investigation
 - Accident Reporting
 - Accident Investigation
9. Communicating Health and Safety Information
 - Communication Tools
 - Right-to-know Information Station
 - Summary Exercise
10. Personal Action Plan
11. Recommended Reading List
12. Post-Course Assessment

WORKPLACE VIOLENCE: HOW TO MANAGE ANGER AND VIOLENCE IN THE WORKPLACE

Violence of any sort has many roots. Sometimes there are warning signs of workplace violence, but this is not always the case. It is up to us to learn whatever we can to prevent, identify, and mitigate any threats, and this comprehensive course includes everything a workplace leader needs to get started.

LEARNING OUTCOMES

Describe what workplace violence is Identify some warning signs of violence Apply the cycle of anger
Understand Albert Bandura's behavior wheel and how it applies to anger Develop a seven-step process for managing your anger and others' anger Apply better communication and problem solving skills, which will reduce frustration and anger
Develop some other ways of managing anger, including coping thoughts and relaxation techniques
Use the nine components of an organizational approach to managing anger, including risk assessment processes
Respond if a violent incident occurs in the workplace, on both an individual and organizational level

COURSE OUTLINE

1. Course Overview
2. What is Workplace Violence?
3. Understanding the Behavior Wheel
4. The Anger Management Process
5. Communicating Better
Building Your Message Asking Questions
Three Keys
6. Basic Problem Solving Tools The Three-Phase Model Phase One
Phase Two Phase Three
The Problem Solving Toolkit Task Information
Skill Application
7. Other Ways of Managing Anger Coping
Strategies Sanctuary
Relaxation Techniques
8. A Systems Approach
9. Developing a Policy and Program
10. Risk Assessment
The Five Stages
Risk Assessment for the Acme Widgets Company
11. Hiring Practices
12. Workplace Design
13. Workplace Practices and Procedures
Workplace Policies
Workplace Procedures
14. Security Systems and Personnel Systems
Criteria
15. Training Programs
16. Developing Emergency Response Plans
Guide to Developing a Plan Emergency
Response Plans for the Acme Widgets
Company
17. Program Review
18. Developing a Threat Response Process
19. The Immediate Response
What To Do When Violence Happens
Case Study
20. Consulting with the Experts
21. Gathering Additional Information
22. Re-Evaluating Information
23. Communicating Incidents and Threats
Deciding What to Say Developing a Com-
munication Plan
24. Interviewing Employees Stages Seven and
Eight Making Connections
25. Risk Level Analysis
The Five Categories Case Studies
26. Reviewing the Options
27. Analyzing the Impact
28. Incident Response Checklist
29. Process Application
30. Personal Action Plan
31. Recommended Reading List
32. Post-Course Assessment

WRITING A BUSINESS PLAN

This course is designed for business owners and entrepreneurs who are ready to create a business plan. All the essential steps are covered, including drafting the original document; identifying the audience; gathering information; researching; describing product plans; and marketing, sales, and accounting terms. Students will come away from the course energized and prepared to write their business plan.

LEARNING OUTCOMES

Research and analyze the individual components needed for a business plan Apply skills to create a business plan for different audiences, including investors, banks, and other stakeholders

Explain the purpose and future of your business in easy to understand terms Use accounting terms to describe the future for your business

Describe your marketing, sales, and planning strategies

COURSE OUTLINE

1. Course Overview
2. What is a Business Plan For?
3. A General Business Plan Framework Creating a Framework
Pre-Assignment Review
4. Identifying Your Audience Who Are You Writing For? The Rules of Writing
5. Gathering and Analyzing Information GO-PARSE
PARSE in Action
6. Defining Your Company Identifying Your USP Writing Your Company Description Describing Your Products and Services Performing a Market Analysis Developing an Operations Plan Types of Operations
7. Getting to Work
8. Creating a Marketing Strategy Introduction to Marketing
Analyzing the Competition and Yourself
Analyzing Distribution Channels Creating a Marketing Plan Sketching Out the Plan Evaluate, Review, and Revise Leveraging Social Media
9. Creating the Sales Plan Building Your Sales Force The Sales Cycle
10. Developing Financial Projections Accounting Terminology General Accepted Accounting Principles (GAAP)
11. Key Reports Financial Projections Putting It All Together
Writing the Executive Summary Making a Strong Presentation The Finishing Touches Reviewing and Revising
12. Personal Action Plan
13. Recommended Reading List
14. Post-Course Assessment

WRITING FOR THE WEB

Headlines, sub-titles, chunks of content, pictures, video, hyperlinks, menu buttons, and alternative text are all things that you need to keep in mind when writing for the web.

LEARNING OUTCOMES

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
Learning Objectives
Pre-Assignment, Part One Pre-Assignment, Part Two Pre-Course Assessment
2. Getting to Know the Web
Web Writing Is Not The Same! Part One
Web Writing Is Not The Same! Part Two
Pre-Assignment Review, Part One
Pre-Assignment Review, Part Two
Working with a Designer
It's Work to Influence Others
3. Creating Your Content
Writing Eye-Catching Headlines Tips for
Creating Great Headlines
Writing Content Presenting Your Message
Writing Goals, Part One Writing Goals, Part
Two Making Connections
Don't Forget to Proofread and Edit
4. Writing For Different Mediums
Writing for Social Media Tips for Various
Platforms
5. Testing the Waters
Walk the Talk
Writing for the Web Review
6. Deciding What's Fit to Print What's Getting
Read?
Give Them What They Need Test Your
Usability
7. Adding Audio and Video to Your Content
The Debate Pros and Cons
Making Connections
8. Getting Your Content Noticed Standing
out in Crowds, Part One
Standing out in Crowds, Part Two
Standing out in Crowds, Part Three
Search Engine Optimization Some Key
Points to Keep in Mind
How It Works
Pinging
Optimizing Keywords Keywords, Search
Terms, and Tags
Tips and Tricks
Develop a Search Terms List Balancing
SEO and Word Stuffing
Making Connections
Sharing your Content, Part One
Sharing your Content, Part Two Sharing
your Content, Part Three
9. Personal Action Plan
Starting Point Where I Want to Go
How I Will Get There
10. Course Summary
11. Recommended Reading List
12. Post-Course Assessment

WRITING REPORTS AND PROPOSALS

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 OUTCOMES

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
10. Persuasion
11. Practical Application
12. Giving Credit
Citing Sources Bibliography Exercise
13. Personal Action Plan
14. Recommended Reading List
15. Post-Course Assessment