



**eLEARNING CATALOGUE**  
soft skills



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# WELCOME

Welcome to Sarkany Management's eLearning platform. At Sarkany Management we are committed to creating an environment where learners can think, learn and achieve by engaging in the combined processes of experiential and online learning models. We aim to deliver accredited and non-accredited training to the highest standard of excellence.

All training programs at Sarkany are designed to challenge, stimulate, and promote the personal and professional development of learners with a focus on encouraging all learners to reach their full potential and competency.

Our underlying philosophy is to emphasize the importance of ongoing personal and professional development to all learners. It is our stated intention to uphold ethical guidelines in all areas of our adult education and training programs.

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**OUR LEARNING MANAGEMENT SYSTEM (LMS)  
ANYTIME. ANYPLACE.  
AT YOUR PACE.**

**With Sarkany, your organization and your learner have access to professional HR advice if either are experiencing any challenges.**

**Sarkany's LMS is a web-based system for training programs providing learners the flexibility to access it from their workplace or home. Authorized individuals have 24/7 access to their courseware.**

**HOW DOES AN LMS HELP?**

Learning management systems enable your organization to effectively train individuals across the organization, without the need for travel and training facilities.

**BENEFITS OF LMS**

- Easy to use and effective.
- It allows your organization to deliver quality eLearning to your team with little to no hurdles on your end.
- It reduces the need for travel to training locations and paying for training facilities and facilitators.
- It is cost-effective when compared to traditional training methods.
- Tracking, managing, and reporting learner's progress is just keystrokes away with our Learning Management System.
- Saving the time of personnel, your employees can access training from home, office, or laptop.
- Access to customized training i.e. specific training given to a specific individual reduces the time spent on training and provides higher ROI.
- Wide array of course activities - Forums, Quizzes, Glossaries, Resources, Choices, Surveys, Assignments, Chats, and Workshops to choose from.

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# HUMAN RESOURCES

“I am convinced that nothing we do is more important than hiring and developing people. At the end of the day, you bet on people not on strategies.”

— Lawrence Bossidy

# ACCOUNTING SKILLS FOR NEW SUPERVISORS

2 - 3 hours

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!

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

LEARNING OUTCOMES

## COURSE OUTLINE

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



# ANGER MANAGEMENT: UNDERSTANDING ANGER

2 - 3 hours

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

# BUILDING BETTER TEAMS

2 - 3 hours

**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
  - Pre-Assignment: What's Your Team Player Type?
  - Identifying Your Characteristics and Preferences
  - Pre-Course Assessment
2. Defining Teams
  - What is a Team?
  - What Does That Mean?
  - Types of Teams
  - Making Connections
3. Establishing Team Norms
  - Characteristics of Teams
  - Ground Rules
  - Team Contracts
4. Working as a Team
  - Putting it Into Perspective
  - No Need for Black and White Thinking
  - Degrees of Support
5. Your Team Player Type
  - What's Your Team Player Type?
  - 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
  - My Team Style
6. Building Team Trust
  - Why is Trust Important?
7. The Stages of Team Development
  - Stage One: Forming
  - Stage Two: Storming
  - Stage Three: Norming
  - Stage Four: Performing
  - Stage Five: Adjourning
  - Forming an Effective Team
  - Making Connections
8. Virtual Teams
  - Virtual Teams
  - Strategies for Virtual Team Success
  - Scheduling and Conducting Team Meetings
  - Team Building in a Virtual Environment
  - Informal Bonding Interaction
9. Communication
  - Defining Communication
  - Listening Skills
  - Tips for Becoming a Better Listener
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
12. Course Summary

# CONDUCTING EFFECTIVE PERFORMANCE REVIEWS

2 - 3 hours

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

## COURSE OUTLINE

1. Course Overview
2. Performance Appraisals Done Well
3. Errors We Make
4. Types of Performance Reviews
5. The Performance Management
6. Goals with SPIRIT
7. The Performance Management Cycle
8. Setting Standards
9. Creating a Performance
10. Feedback and Communication
11. Listening Skills
12. Communication Strategies
13. Giving Feedback
14. Accepting Criticism
15. Planning the Interview
16. The Interview
17. Goal Setting Role Play
18. Providing Feedback
19. Coaching
20. Appraisal Preparation
21. The Interview
22. Maintaining Performance
23. Handling Performance Problems
24. The Part Where Someone Gets Fired
25. Performance Management Checklists
26. Personal Action Plan
27. Recommended Reading List
28. Post-Course Assessment

# CONFLICT RESOLUTION: GETTING ALONG IN THE WORKPLACE

2 - 3 hours

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

## COURSE OUTLINE

1. Course Overview
2. Defining Conflict
  - What is Conflict?
  - Positives and Negatives
3. Types of Conflict
4. Open Conflict vs. Hidden Conflict
5. Spontaneous and Reflective Behavior
6. The Johari Window
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 Conflict Grid
  - Pros and Cons
10. The Role of Communication in Conflict Resolution
  - The Communication Chain
  - Other Barriers
  - Establishing Positive Intent
11. Active Listening Skills
12. Paraphrasing Skills
  - What is Paraphrasing?
  - Making Connections
13. Powerful Questions
14. Body Language
15. Pre-Assignment Review
16. The Conflict/Opportunity 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
  - Coaching Through Conflict
  - Managing Your Emotions
19. Personal Action Plan
20. Recommended Reading List
21. Post-Course Assessment

# GENERATION GAP: CLOSING THE GENERATION GAP IN THE WORKPLACE

2 - 3 hours

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

# PERFORMANCE MANAGEMENT: MANAGING EMPLOYEE PERFORMANCE

2 - 3 hours

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

# PROBLEM SOLVING AND DECISION MAKING

4+ hours

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
3. Making Decisions
4. Getting Real
5. The Problem Solving Model
6. Case Study
7. The Problem Solving Toolkit
8. Aspirinia
9. Swotting Up
10. Making Good Group Decisions
11. Analyzing and Selecting Solutions
12. Planning and Organizing
13. Personal Action Plan
14. Recommended Reading List

# INTERNET MARKETING

“Good marketing makes the company look smart.  
Great marketing makes the customer feel smart.”

— Joe Chernov



# BASIC INTERNET MARKETING

2 - 3 hours

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

## WRITING FOR THE WEB

6+ hours

**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
  - Consider Eye Tracking
  - Break Up Content
  - Reviewing and Planning
  - 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
9. Personal Action Plan
  - Sharing your Content, Part One
  - Sharing your Content, Part Two
  - Sharing your Content, Part Three
  - 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

# PERSONAL DEVELOPMENT

“Every success story is a tale of constant adaption, revision and change.”  
— Richard Branson

# BUILDING YOUR SELF ESTEEM AND ASSERTIVENESS SKILLS

2 - 3 hours

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

## BUSINESS ETIQUETTE: GAINING THAT EXTRA EDGE

2 - 3 hours

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 WRITING THAT WORKS

4+ hours

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

# CONFLICT RESOLUTION: DEALING WITH DIFFICULT PEOPLE

2 - 3 hours

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 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. Course Overview
  - Learning Objectives
  - Pre-Assignment
  - Pre-Course Assessment
2. Conflict as Communication
  - Understanding Conflict
  - Do We Have To Fight?
  - What is A Conflict?
  - How About Avoidance?
  - Self Assessment
  - Initiating the Move
3. Benefits of Confrontation
  - To Talk or Not to Talk
  - Determining Your Involvement
  - Reciprocal Relationships
  - Improving Relationships
4. Preventing Problems
  - The Importance of Empathy
  - Dangerous Misconceptions
  - Active Listening
5. Emotional Intelligence
  - The Six Seconds Model
  - Identify Emotions
  - Understand and Manage
  - Use and Communicate
6. Getting Focused
  - Getting to the Heart of the Matter
  - What is Missing?
  - The Three F's
7. Managing Anger
  - Coping Strategies
  - Expressing Anger
  - Dealing with Other People's Anger
  - Guidelines for Assertive Anger
8. 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. The Three-Step Conflict Resolution Model
10. Practice, Practice, Practice
11. Changing Yourself
  - Negative vs. Positive Interactions
  - Negative Interaction
  - Positive Interaction
  - Take the Wheel!
  - Walking Away
  - Your Organization
  - Dealing with Negative Feelings
12. Why People Do Not Always Do What They Are Supposed To
  - The Big Question
  - Answering the Question
13. De-Stress Options to Use When Things Get Ugly
  - De-Stress Options
  - General Coping Thoughts When Things Get Messy
14. Personal Action Plan
15. Course Summary
16. Recommended Reading List
17. Post-Course Assessment

## DEVELOPING YOUR EXECUTIVE PRESENCE

2 - 3 hours

**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.**

### 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

### 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



# GETTING STUFF DONE: PERSONAL DEVELOPMENT BOOT CAMP

4+ hours

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

Identify the characteristics of a good organizational system

Develop a plan for an efficient workspace, including a customized information center and a filing system

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

## HONING AND DELIVERING YOUR MESSAGE

2 - 3 hours

**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

# INFLUENCE AND PERSUASION

2 - 3 hours

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

## MANAGING PRESSURE AND MAINTAINING BALANCE

2 - 3 hours

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

## PROJECT PLANNING: ALL YOU NEED TO KNOW

2 - 3 hours

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

## PUBLIC SPEAKING: PRESENTATION SURVIVAL SCHOOL

2 - 3 hours

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

1. Course Overview
2. Communication
3. Stop! Check Your Mouth!
4. What Is Your Type? How About Mine?
5. Positive Self-Talk
6. Rapport
7. Maximizing Meetings
8. Body Language
9. Sticky Situations
10. I Can Just Send an E-mail, Right?
11. Overcoming Nervousness
12. The Five S's
13. Start Writing!
15. Your Speaking Voice
16. Session Sixteen: Add Punch to Your Presentation
17. Your 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

# SELF LEADERSHIP

2 - 3 hours

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

## SKILLS YOU NEED FOR WORKPLACE SUCCESS

2 - 3 hours

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.

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 to giving and receiving feedback.

Realize the uses of feedback to increase their strengths as leaders in the workplace.  
Recognize self-confident behaviors in the workplace.  
Utilize a three-step process to building 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.

LEARNING OUTCOMES

## COURSE OUTLINE

1. Course Overview
2. Being a Team Player
3. Flexibility
4. Problem Solving
5. Resourcefulness
6. Feedback
7. Self-Confidence
8. Creative Thinking
9. Emotional Intelligence
10. Personal Action Plan
11. Recommended Reading List
12. Post-Course Assessment



## TIME MANAGEMENT: GET ORGANIZED FOR PEAK PERFORMANCE

2 - 3 hours

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. Course Overview
2. What Is Time Management?
3. Setting Goals
4. Planning Tips and Tricks
5. Setting Priorities
6. Making Decisions
7. Delegating
8. Scheduling
9. Putting an End to Procrastination
10. Creating Order
11. Organizing Your Files
12. Managing Your Workload
13. Personal Action Plan
14. Course Summary
15. Recommended Reading List
16. Post-Course Assessment
17. Course Completion

# WRITING REPORTS AND PROPOSALS

2 - 3 hours

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

# **SALES & MARKETING**

“To win the marketplace, you must first win the workplace.”

— Doug Conant

## BODY LANGUAGE: READING BODY LANGUAGE AS A SALES TOOL

2 - 3 hours

**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

# DYNAMITE SALES PRESENTATIONS

4+ hours

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

# SMALL BUSINESS TRAINING FOR ENTREPRENEURS

"I never dreamed about success, I worked for it".

— Estee Lauder

# BASIC BUSINESS MANAGEMENT: BOOT CAMP

4+ hours

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 Outline
2. Who Are You and What Are You About?
3. Designing Your Organizational
4. Introduction to Operations
5. Understanding Financial Terms
6. Getting the Right People in Place
7. Getting Your Product Together
8. Building a Corporate Brand
9. Marketing Your Product
10. Selling Your Product
11. Planning for the Future
12. Goal Setting and Goal Getting
13. Succession Planning 101
14. Managing Your Money
15. Ethics 101
16. Building a Strong Customer Care Team
17. Training Employees for Success
18. Leadership Essentials
19. Personal Action Plan
20. Recommended Reading List
21. Post-Course Assessment

## COMMUNICATION FOR SMALL BUSINESS OWNERS

4+ hours

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

## COURSE OUTLINE

1. Course Overview
2. Key Communication Components
3. The Building Blocks
4. Your Communications Plan
5. The Five C's of a Successful Message
  - Be Clear
  - Be Concise
  - Be Complete
  - Be Correct
  - Be Compelling
6. Communication Strategies
7. Sharing Information Through Media
8. Communicating Online
9. Using Stories to Communicate
10. Polishers and Time Savers
11. Enhancing Your Results
12. Maintaining Your Message in Crisis
13. Personal Action Plan
14. Recommended Reading List
15. Post-Course Assessment



# SUPERVISORS & MANAGERS

“In order to build a rewarding employee experience, you need to understand what matters most to your people.”

— Julie Bevacqua

# BUSINESS LEADERSHIP: BECOMING MANAGEMENT MATERIAL

6+ hours

**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

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
  - Learning Objectives
  - Pre-Assignment
  - Pre-Course Assessment
2. About the Learning Organization
3. Achieving Personal Mastery
4. Analyzing Our Mental
5. Achieving a Shared Vision
6. Team Learning
7. Systems Thinking
8. Understanding
9. Five Practices
10. Building Trust
  - The Cycle of Trust and Performance
  - Trust Exercise
11. Managing Change
12. The Four Room Apartment
13. Time
14. Managers vs. Leaders
15. Learning and Thinking Styles
  - Learning and Thinking Styles Exercise
16. Influence Strategies
  - Common Influence Strategies
  - Cialdini's Six Strategies
17. Managing
18. A Simple Problem-Solving Process
19. Strategic Planning
20. Doing Delegation Right
  - Delegation Case Study
21. Criteria for Useful Feedback
22. Feedback Techniques
23. Mastering Your Body Language
24. Meeting Management
  - Preparing for Meetings
  - Reading the Reports
  - During the Meeting
  - Managing Meetings
  - Presentation Tips
25. Pumping up a Presentation
  - Pumping up a Presentation
26. 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

## LEADERSHIP SKILLS FOR SUPERVISORS

2 - 3 hours

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?
4. Introversion/Extroversion
5. Understanding Leadership
6. Manage Your Time and Your Energy Introduction
7. The Commitment Curve
8. Employee Development Models  
The Coaching Model
9. Dealing with Conflict and Difficult Issues
10. What Successful Leaders Do
11. Personal Action Plan
12. Recommended Reading List
13. Post-Course Assessment

## GIVING EFFECTIVE FEEDBACK

2 - 3 hours

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

## MANAGING ACROSS CULTURES

2 - 3 hours

**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

- |   |  |
|---|--|
| 13. Course Overview                       | 17. Managing Across Cultures                           |
| 14. What Is Culture?                      | The Cornerstones of Diversity                          |
| Defining Culture                          | How Far Do You Accommodate?                            |
| About Stereotypes                         | Dealing with Culture-Based Conflicts between Employees |
| Making Connections                        | Giving Culturally Sensitive Feedback                   |
| Globally Useful Attitudes                 | 18. Building a Multicultural Organization              |
| 15. Communicating Effectively             | Making Connections                                     |
| High and Low Context Culture              | Creating Inclusive Programs for New Employees          |
| Communication Differences Across Cultures | 19. Working with the Global Talent Pool                |
| Communication Skills                      | 20. Personal Action Plan                               |
| Handling Miscommunication                 | 21. Recommended Reading List                           |
| 16. Team Building Across Cultures         | 22. Post-Course Assessment                             |
| The Five Stages of Team Development       |  |
| Tips on Working with Virtual Teams        |  |

## MANAGING DIFFICULT CONVERSATIONS

2 - 3 hours

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 A VIRTUAL WORKPLACE

2 - 3 hours

**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
6. Leading Virtual Team Meetings
  - Making Connections
  - Choosing the Virtual Team
  - Strategies for Success
  - 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

## MOTIVATION TRAINING: MOTIVATING YOUR WORKFORCE

2 - 3 hours

**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

2 - 3 hours

**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?
3. The Successful Negotiator
4. Preparing for Negotiation
5. The Nuts and Bolts
6. Making the Right Impression
7. Getting Off to a Good Start
8. Exchanging Information
9. The Bargaining Stage
10. Reaching Mutual Gain
11. Moving Beyond "No"
12. Dealing with Negative Emotions
13. Moving from Bargaining to Closing
14. Solution Types
15. Personal Action Plan
16. Recommended Reading List
17. Post-Course Assessment

# PROJECT MANAGEMENT FUNDAMENTALS

2 - 3 hours

**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
9. Project Goals
  - Making Connections
  - 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

## TEAM BUILDING: DEVELOPING HIGH PERFORMANCE TEAMS

6+ hours

**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
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
14. Lateral and Vertical Thinking
15. Creative Team Thinking
16. Team Shaping Factors
17. Solving Problems
18. Interventions for Team Leaders
19. Resolving Conflict
20. SWOT Analysis
21. Developing Team Action Plans
22. Personal Action Plan
23. Recommended Reading List
24. Post-Course Assessment

# THE ABC'S OF SUPERVISING OTHERS

4+ hours

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
8. Active Listening Techniques
  - Time Management Tips
  - The Parts of a Good Plan
  - The Next Steps
  - About Active Listening
  - Key Listening Skills
  - Tips for Becoming a Better Listener
9. Communication Skills
  - Questioning Skills
  - Probing Techniques
  - Pushing My Buttons
  - What Is Said and What Is Heard
  - Managing Our Non-Verbal Messages
10. Giving Feedback
  - Six Characteristics of Effective Feedback
  - Skill Building
  - Receiving Feedback
11. Giving Instructions
12. Orders, Requests, and Suggestions
  - Defining the Terms
  - Making Connections
13. Managing Conflict
  - The Conflict Resolution Process
  - Breaking Down the Process
14. Managing Challenging Situations
  - Steps for a Difficult Conversation
  - Case Studies
15. Developing Relationships
  - Understanding Your Relationships
  - Establishing Credibility
16. Personal Action Plan
17. Recommended Reading List
18. Post-Course Assessment

# THE PROFESSIONAL SUPERVISOR

6+ hours

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

# TRAINING THE TRAINER

“In learning you will teach, and in teaching you will learn.”

— Phil Collins

# SURVIVAL SKILLS FOR THE NEW TRAINER

2 - 3 hours

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

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

# WORKPLACE ESSENTIALS

"If you really look closely, most overnight successes took a long time."  
— Steve Jobs



# BEYOND WORKPLACE POLITICS: USING SOCIAL AND EMOTIONAL COMPETENCIES

2 - 3 hours

**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
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

## BULLYING IN THE WORKPLACE

2 - 3 hours

**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 PROCESS MANAGEMENT

4+ hours

**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

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
5. The Business Process Life Cycle
6. The Vision Phase
7. The Design Phase
8. The Modeling Phase
9. The Execution Phase
10. The Monitoring Phase
11. The Optimizing Phase
12. Personal Action Plan
13. Recommended Reading List
14. Post-Course Assessment

# BUSINESS ETHICS FOR THE OFFICE

2 - 3 hours

**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                | An Introduction to               | 13. Ethical Decision Making Tools  |
| 2. What are Ethics?               | Philosophy                       | Three Types of Tools               |
| Defining Ethics and Morals        | Applying Philosophical           | Advanced Processes                 |
| The Gray Area                     | Approaches                       | The Potter Box                     |
| Values Identification Step        | 7. What Does Ethical Mean?       | The Kidder Process                 |
| One: Identifying Your Values      | Merck Pharmaceuticals            | 14. Dilemmas with Company Policy   |
| Values Identification Step        | 8. Avoiding Ethical Dilemmas     | 15. Dilemmas with Co-Workers       |
| Two: Defining Your Values         | 9. Pitfalls and Excuses          | 16. Dilemmas with Clients          |
| Values Identification Step        | 10. Developing an Office Code of | 17. Dilemmas and Supervisors       |
| 3. Taking Your Moral Temperature, | Ethics                           | 18. What to Do When You Make a     |
| Part One                          | Are You Ready?                   | Mistake                            |
| 4. Why Bother with Ethics?        | Making Connections               | Six-Step Plan                      |
| 5. Kohlberg's Six Stages          | Your Code of Ethics              | 19. Taking Your Moral Temperature, |
| The Six Stages and Three          | 11. Ethical Issues for Business  | Part Two                           |
| Levels                            | Fundamental Ethical Issues       | A Look Back                        |
| Different Levels for Different    | for Business                     | 20. Personal Action Plan           |
| Situations                        | 22 Keys                          | Starting Point                     |
| 6. Some Objective Ways of Looking | 12. Basic Decision Making Tools  | Where I Want to Go                 |
| at the World                      | The Three-Phase Model            | How I Will Get There               |
|                                   | The Problem-Solving Model        | 21. Course Summary                 |
|                                   | Another Perspective              | 22. Recommended Reading List       |

# SIX SIGMA: ENTERING THE DOJO

2 - 3 hours

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- 6  $\sigma$ ). 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

# STRATEGIC PLANNING

4+ hours

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 analyses  
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

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

4+ hours

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              | Minimizing Your Risks   | 16. Making the Decision                     |
| Learning Objectives             | Key Strategies  | Who Makes the Decision?                     |
| Pre-Assignment                  | 9. What If It Happens to Me?                                    | When Should a Lawyer Be Involved?           |
| Pre-Course Assessment           | What Works and What Does Not? Part One                          | 17. Creating Solutions To Fix or To Punish? |
| 2. Defining Harassment          | What Works and What Does Not? Part Two                          | Outcomes for the Complainant                |
| 3. Defining Sexual Harassment   | Saying No   | Outcomes for the Respondent                 |
| 4. The Purpose of Training      | 10. What If It's Happening to Someone Else?                     | Changes in the Organization                 |
| Why is Training Important?      | What's Really Happening?  | 18. After It's Over                         |
| 5. Creating a Harassment Policy | 11. Someone Has Filed a Complaint Against Me!                   | Getting Back to Normal                      |
| Key Policy Points               | Steps to Take   | Maintaining Records                         |
| Writing the Policy              | 12. Addressing a Complaint                                      | 19. Skill Application                       |
| The Complaint Procedure         | Steps to Take   | 20. Personal Action Plan                    |
| Educating Staff                 | 13. Handling False Complaints About False Complaints            | 21. Recommended Reading List                |
| Monitoring the Policy           | 14. Mediation   | 22. Post-Course Assessment                  |
| 6. Other Prevention Strategies  | 15. Investigating a Complaint and the The Investigation Process |   |
| 7. Nipping it in the Bud        |   |   |
| Your Role as a Manager          |   |   |
| Making Connections              |   |   |
| 8. Protecting Yourself          |   |   |

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

2 - 3 hours

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







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