



COMPUTERS AND CONTROLS LTD
THE CLOUD COMPANY

Professional Development Skills Training

Computers and Controls (CCLearning) in partnership with our international training providers have been providing Training in Career and Professional Development for Corporations and individuals both Locally and Regionally for over 25 years.

We work together with you to understand your needs and to design workshops experiences that build the competency needed to achieve your organisation's objectives. Our ability to listen, collaborate and customize learning solutions that is fundamental to the overall success of any organization.

Our pricing structure allows for discounts to companies who have registered 10 or more employees for any combination of courses.

In-house training can also be provided if required at your offices. Courses can be tailored to your specific organization. In-house courses and seminars can only be conducted with 10 or more participants.

APPROACH

We partner with international training providers who have unique programs where the focus is on developing capability and know-how for organizational and personal success.

A key feature of their programs is that they have a blended framework of traditional management strategies, NLP tools, techniques and methodologies, and accelerated learning techniques. They are a mix of theory, exercises and discussions and require the full participation of delegates as they are highly interactive. We work with the organisation to fully understand your needs and ensure these not only inform the context of the programme but are also addressed in them.

E-Learning

Our learning platform designed to enable companies to store and track the use of online training resources in order to make learning experiences more efficient, both for managers and employees. All information, such as test scores or time spent training, can be easily accessed to support and motivate learners who are participating in their organization's training scheme

METHODS OF DELIVERY

E-learning offers four learning modalities, **Self-paced**, **Self-paced with instructor-led**, **Audio-Video Instructional eLearning** and **Virtual Instructor led** courses are for students who prefer a structured learning pace with instructor guidance. Lessons are gated and released biweekly

	SPT	Audio-Video instructional eLearning	VILT
Course Start Date	Fixed monthly start dates	Flexible dates and times	Mutually agreed date and time
Duration of Access	4 weeks	4 weeks	Scheduled Days
Instructor Led	No	Yes	Yes
Discussion Area	Peer to Peer discussions	Video instructor led	Peer to Instructor discussions
Content Access/Gating	2 lessons released weekly	All lessons available upon enrollment	On Scheduled days
Student benefits	Learn at your pace, time and place, post and pre-assessments, case studies,	Learn at your pace using video instructional tutoring, post and pre-assessments, case studies, pause and replay, additional reading resources, personal planner	Expert and experienced instructor working with you step by step through entire training session, post and pre-assessments, case studies,
Certificate	Yes	Yes	Yes
Accreditations	Yes	Yes	Yes
Material	No	Yes	Yes
Extensions	Built in automatic 10-day extension	No extensions	No extensions
Payment Options	Online Pay, Offline Pay, Passcodes, OAC Enrollment	Online Pay, Offline Pay, OAC Enrollment	Online Payment

E-Learning Self-Development (SP - Self Paced)

Participants work at their own pace, anywhere, anytime with peer-peer discussion platform. SP provides participants with current and up to date information that would help propel their career and standing because of the knowledge they would gain and being able to apply that knowledge on their job.

E-Learning (Self-Paced with ILT - Instructor Led Training)

This combines, Self- Paced with a virtual instructor who holds classes on specific days to enhance knowledge of the subject matter and provide expert knowledge on the topic.

Audio-video instructional eLearning

Audio-video instructional eLearning training combines multimedia elements, interactivity, flexibility, and engagement to deliver effective and accessible learning experiences. Its engaging and interactive learning experiences to individuals or groups of learners.

Accreditation

Through our partnership with **BMAK Business and Technology Consultants Inc** selected courses are ***CPD Continuing Professional Development** accredited. Our **CPD certificates are recognized internationally** and can be especially useful if you want to work outside your home country.

Your Investment

- **E-Learning: Self-paced US\$60.00/\$TT equivalent at days rate per person**
(1 month access)
- **Virtual instructor-led: Daily rate: \$3,000.00US/TT equivalent at days rate**
(Maximum participants 15 additional costs will apply for more than 15; virtual real time instructor-led)
- **Audio-Video Instructional eLearning: US\$70.00/TT equivalent per person**
(1 month access)
- **Onsite/Off-site Instructor led training**
(Inquire within)

**In order for participants to be interactive and engaged with the learning process, with the facilitator, and with their fellow participants, it is recommended that a maximum of 15 participants for effective learning.*

All courses can be customized in collaboration with our instructor to suit your organizations needs and objectives.

VIRTUAL HANDS-ON INSTRUCTOR-LED CLASSROOM TRAINING

METHOD OF TRAINING

Our programs key features are highly participative and interactive. Training would be conducted via live instructor-led onsite with an expert instructing the students in a traditional classroom setting, 8 hours per day (include two 15 minutes break and 1 hour lunch break)

Programme Methodology

- a. PowerPoint presentations

- b. Lectures
- c. Discussions
- d. Group activities
- e. Case studies
- f. Training can be delivered via Microsoft Teams or WebEx

BENEFITS

Hands-on learning experience with our Internationally recognized or our Local Regional Expert

- a. Step by Step Approach
- b. Exercises, quizzes, using real situations
- c. Pre-Assessment
- d. Post Assessment
- e. Easy assistance from the instructor
- f. Students will receive training materials
- g. Certificate of Participation
- h. Debriefing upon completion of training

Audio-Video Instructional eLearning

Professional Development Skills course benefits:

- ✓ Hands-on learning experience with our Local and Regional experts
- ✓ With 10+ participants soft skills course outline can be customized to suite your environment and needs in collaboration with the instructor
- ✓ Step by step approach, highly interactive and fully participative sessions
- ✓ Pre and Post Assessment, exercises, quizzes, using real situations
- ✓ Easy assistance from the instructor
- ✓ With 10+ courses are being offered via audio/video eLearning with all the same benefits as virtual, face to face or eLearning.
- ✓ Students receive official training material
- ✓ **CPD Accreditation** (**Continuing Professional Development accredited. Our CPD certificates are recognized internationally and can be especially useful if you want to work outside your home country.*)
- ✓ Group rate available with flexible dates (part-time or full-time) and timings as per your needs

COURSE OFFERINGS:

On-site Training

With client site training, courses can be schedule on a date that is convenient to you, and because they can be scheduled at your location, you do not have to incur travel costs. The class is taught on your equipment, so students are learning in their work environment rather than a classroom setup. Training can be customized to meet your specific needs and objectives, delivered at mutually agreed date and time

Virtual online instructor-led

Our Virtual instructor-led learning is similar to the on-site classroom training but with our expert hosting the training using virtual classroom via Zoom, WebEx, MS Teams, accommodating participants geographically, joining at schedule date and specific time.

Customized Training

Whether on-site or virtual online instructor led training, we work together with you to understand your needs and to design workshops experiences that build the competency needed to achieve your organization's objectives. Our ability to listen, collaborate and customize learning solutions that is fundamental to the overall success of your organization. Training can be customized to meet your specific needs and objectives, delivered at mutually agreed date and time

Coaching and Mentoring

Our certified life coaches will work with you to develop, enhance the skills, knowledge and work performance of your employees to achieve specific goals and objectives. Classes are being virtual instructor-led and eLearning Instructor-led.

Mentoring

Whether its 1-1 or group mentoring, with the use of traditional mentoring our certified mentor will share knowledge and experience with a mentee to enrich their journey to accomplish professional and personal growth. All programs are flexible and cost effective.

ONLINE TRAINING

Programs offers non-credit online career and professional development programs through our partnership with ed2go, a national leader in accessible online education. Courses range from computer applications such as Microsoft Word and Excel, to website development, customer service, and language courses such as Speed Spanish, to name just a few. Upon successful completion of students will receive a certificate of completion.

COURSE OFFERING: two learning modalities, instructor led and self-paced.

Instructor led courses are for students who prefer a structured learning pace with instructor guidance. Lessons are gated and released biweekly.

	ILC's	SPT's
Course Start Date	Fixed monthly start dates	Start anytime
Duration of Access	6 weeks	3 months
Instructor Led	Yes	No
Discussion Area	Peer to Peer and Peer to Instructor discussions	Peer to Peer discussions
Content Access/Gating	2 lessons released weekly	All lessons available upon enrollment
Extensions	Built in automatic 10-day extension	No extensions
Payment Options	Online Pay, Offline Pay, Passcodes, OAC Enrollment	Online Pay, Offline Pay, OAC Enrollment

Your Investment

On-line instructor-led Training

With over 800 online Instructor-Led Training to choose from, programs provides participants with a high quality training experience and features while still having access to subject matter experts through our lively online discussion platform where knowledge is shared many of whom are nationally known authors.



On-line Self-paced Training

Online self-paced training is done entirely online at your own pace at the convenience of your home, office, can log on and work on them at any time and from anywhere. Self-paced tutorials are for students who prefer to learn at their own pace and are comfortable with self-guidance. Students gain access to all course material, quizzes and the final exam at the time of enrollment

On-site (Client – Site):

With client site training, courses can be schedule on a date that is convenient to you, and because they can be scheduled at your location, you do not have to incur travel costs. The class is taught on your equipment, so students are learning in their work environment rather than a classroom setup. Training can be customized to meet your specific needs.

Off-site (C & C):

Off-site training can be held at the location noted:

- Computers and Controls Limited – Port of Spain Training can be delivered either (*part-time or full-time*).

BENEFITS

- ✓ Expert Support with years of industry experience
- ✓ Professional development and personal enrichment
- ✓ Sessions start monthly
- ✓ Convenient six-week format
- ✓ Interactive learning environment
- ✓ Quizzes, assignments
- ✓ Affordable prices
- ✓ Progress Report.
- ✓ Self-Driven and Self-Paced
- ✓ Certificate of completion with passing score

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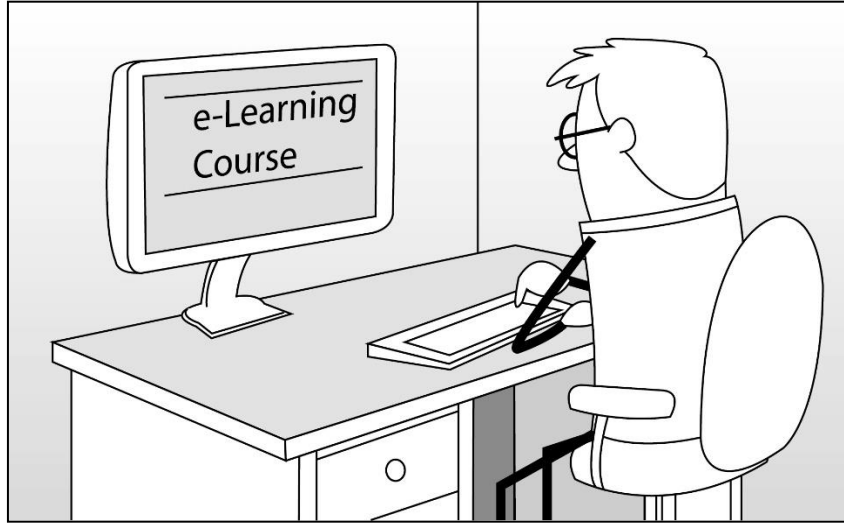
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Total Number of Courses



Detailed Course Information

10-Minute Presentations

Course Overview

Presentations, whether in person or via video interface, remain a primary means of building business relationships and partnerships that will sustain and grow your company.

Learning Objectives

- Know and use essentials of a good presentation
- Choose platforms that enhance your message and reach
- Set goals and timelines for your presentation
- Create engaging narrative from outline through final draft
- Edit and polish your presentation
- Offer and receive peer review
- Develop best practices for future presentations

Course Outline

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Session One: Course Overview <ul style="list-style-type: none"> Learning Objectives Pre-Assignment Pre-Course Assessment 2. Session Two: Presentation Wish List <ul style="list-style-type: none"> Presentations and Relationships What a Presenter Wants Reflect: Presenter What an Audience Wants Reflect: Audience The Common Ground Pitching an Idea and Feedback 3. Session Three: Choosing the Platform <ul style="list-style-type: none"> Real or Virtual? Tools of the Trade Your Personal Toolbox Using Your Voice 4. Session Four: Outlines and Touchstones <ul style="list-style-type: none"> Creating Your Presentation Mapping your Presentation Setting Goals Smart Goals Measurable Results Setting a Time Limit | <ol style="list-style-type: none"> Meeting Goals Outlining your Presentation Presentation Outline Build Your Task List 5. Session Five: Drafting Your Presentation <ul style="list-style-type: none"> Checklist for Creation Slides and Visuals From Outline to Narrative Creating Visuals Plan Your Visuals 6. Session Six: Polishing Your Presentation <ul style="list-style-type: none"> Presentation Draft Peer Review Peer Checklist Preparing to Present You as Presenter The 'What-If's' Appearing Professional Doing the Presentation 7. Session Seven: Plan for Success <ul style="list-style-type: none"> Planning for Success: Introduction Planning for Success: Examining Your Presentation Presentation Autopsy |
|---|---|

Lessons Learned

Action Plan

8. Personal Action Plan

Starting Point

Where I Want to Go

How I Will Get There

9. Course Summary

10. Recommended Reading List

11. Post-Course Assessment

Accounting Skills for New Supervisors

Course Overview

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

Learning Objectives

- Describe the art of finance and financial management
- Explain key financial terms
- Determine your role in company finances
- Find the rules and regulations for your area and industry
- Discuss various types of financial reports, including income statements, balance sheets, cash flow statements, and statements of retained earnings
- Explain how a chart of accounts is created
- Tell the difference between cash and accrual accounting
- Explain single-entry and double-entry bookkeeping
- Differentiate between debits and credits
- Identify and analyze important financial data
- Make financial decisions
- Read annual reports
- Determine whether a company is financially high or low risk
- Recognize different types of organizational financial plans
- Explain what budgets are and how to prepare them
- Recognize what computer skills you need to make you a financial whiz
- Deal with financial situations that impact the people that work for you

Course Outline

- | | |
|---|--|
| 1. Session 1: Course Overview | Identifying the Key Players in Your Organization |
| Learning Objectives | Governing Organizations |
| Pre-Assignment | |
| Pre-Course Assessment | 3. Session 3: The Accounting Cycle |
| 2. Session 2: Getting the Facts Straight | Methods of Recording Transactions |
| Starting with the Basics | Accounting Periods |
| Recording Financial Transactions | Overview of the Accounting Cycle |
| Financial Reports vs. Financial Statements | Accounting Terms |
| General Accepted Accounting Principles (GAAP) | Case Study: Happy Haircuts |
| Getting to Know the Players | 4. Session 4: The Key Reports |
| The Big Picture | What is the Income Statement? |
| | Income Statement Equation |

- Income Statement Accounts
- Sample Income Statement
- The Balance Sheet
- Balance Sheet Equation
- Balance Sheet Accounts
- Current vs. Fixed Assets
- Sample Balance Sheet
- The Cash Flow Statement
- Sample Cash Flow Statement
- Statement of Retained Earnings
- 5. Session 5: Keeping Score
 - Understanding the Chart of Accounts
 - Assets
 - Equity
 - Single vs. Double Entry Accounting
 - Double Entry Accounting
 - About Recordkeeping
 - Self-Test
- 6. Session 6: A Review of Financial Terms
 - Match Up!
- 7. Session 7: Understanding Debits and Credits
 - Debits and Credits Demystified
 - Debit and Credit Accounts
 - Working with Debits and Credits
- 8. Session 8: Your Financial Analysis Toolbox
 - Identifying the Relevant Data
 - Analyzing the Data
 - Current Ratio
 - Quick Ratio
 - Net and Gross Profit Margin
 - Caution!
 - Reading Annual Reports
 - Getting Ready
 - Step One: Report by Independent Auditors
 - Step Two: Footnotes
 - Step Three: Financial Statements
 - Step Four: Letters and Analysis
 - Case Study
 - Using Charts and Graphs
 - Column and Bar Charts
 - Bar Chart Example
- Line Charts
- Pie Charts
- Using Ratios for Decision Making
- Cost-Benefit Analysis
- Return on Investment
- A Final Word
- 9. Session 9: Identifying High and Low Risk Companies
 - General Guidelines
 - Stay Up-To-Date
 - Case Study
- 10. Session 10: The Basics of Budgeting
 - Defining a Budget
 - Where Does the Budget Fit In?
 - The Budgeting Process
 - Step One: Gather the Budget Package
 - Step Two: Lay the Groundwork
 - Step Three: Identify Your Goals and Deliverables
 - Step Four: Gather Your Resources
 - Step Five: Plan Your Work
 - Step Six: Do It!
 - Case Study
 - Task
- 11. Session 11: Working Smarter
 - Computer Survival Skills
 - Internet and E-mails
 - Word Processing
 - Spreadsheet Processing
 - In-House Financial System
 - Choosing Accounting Software
 - Making Connections
- 12. Session 12: People and Numbers
 - Making Connections
- 13. Session 13: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 14. Summary
- 15. Recommended Reading List
- 16. Post-Course Assessment

Active Listening

Course Overview

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

Learning Objectives

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

Course Outline

- | | |
|---|--|
| 1. Session 1: Course Overview | Creating the Right Mindset |
| Learning Objectives | Reframing the Situation |
| Pre-Assignment | Establishing Positive Intent |
| Pre-Course Assessment | Maintaining Focus |
| 2. Session 2: Defining Active Listening | Being Genuine |
| What is Active Listening? | Considering Your Purpose |
| Responding to Feelings | Making Connections |
| Reading Cues | Constructing Your Response |
| Demonstrating Listening | 5. Session 5: Encouraging Conversation |
| Identifying Good Listeners | What Is Said and What Is Heard |
| Tips for Becoming a Better Listener | The Ladder of Inference |
| Pre-Assignment Review | Reflection: Using Your Own Experiences as a Resource |
| 3. Session 3: Body Language Basics | Asking Questions |
| Silent Messages | Probing Techniques |
| Making Connections | Paraphrasing Techniques |
| 4. Session 4: Attitude is Everything! | Echoing Techniques |
| Understanding Sympathy and Empathy | |
| Demonstrating Empathy | |

6. Session 6: Building Relationships
 - Building Common Ground
 - Finding Common Ground
 - Using Humor
 - NLP Tips and Tricks
 - Associated or Dissociated
 - Towards or Away From
 - Match/Mismatch
7. Session 7: Getting Over Listening Roadblocks

- Problems and Solutions
 - Making Connections
8. Session 8: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
 9. Summary
 10. Recommended Reading List
 11. Post-Course Assessment

Advanced Project Management

Course Overview

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

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

Learning Objectives

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

Course Outline

- | | |
|---|---|
| 1. Session 1: Course Overview | Summary |
| Learning Objectives | The Stages of Team Development |
| Pre-Assignment | 4. Session 4: Managing Team Meetings |
| Pre-Course Assessment | Starting on the Right Foot |
| 2. Session 2: Choosing the Project Team | Summary |
| Choosing the Team | Making Committees Work |
| Identifying Possible Candidates | Tips for Success |
| Making it Happen | Making Connections |
| Tips for Getting the People You Need | 5. Session 5: Easy Ways to Reward Your Team |
| Making the Best of an Assigned Team | Top Ten Rewards |
| Assigning Work | 6. Session 6: Developing a Communication |
| Pre-Assignment Review | Plan |
| Four Issues to Address with Project Teams | The Five Components |
| 3. Session 3: Building a Winning Team | Who |
| Why is Teamwork Important? | When |
| Maintaining Momentum | Why |
| Staying Positive | What |
| Tips for Building a Winning Team | How |

How: Completing the Plan
Tips

A Word about Rumors
Communication Essentials

Case Study

Task Two

Session 7: Communicating with Sponsors
and Executives

Communication Excellence

Setting Expectations

Staggering Deliverables

Staying on Track

Meeting Tips and Tricks

Making Connections

7. Session 8: Dealing with Problem Team
Members

Developing Understanding

Mutual Respect

Common Ground

Staying in Control

When to Walk Away

When Things Don't Work

8. Session 9: A Personal Action Plan

Starting Point

Where I Want to Go

How I Will Get There

9. Summary

10. Recommended Reading List

11. Post-Course Assessment

Advanced Skills for the Practical Trainer

Course Overview

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

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

Learning Objectives

- Demonstrate your understanding of learning styles and how to accommodate all four learning styles in the classroom
- Apply the key principles of effective communication in a workshop setting
- Use a variety of training techniques to stimulate participation
- Develop a plan and prepare for an effective training session
- Explain the different levels of evaluation and when to use each
- Identify advanced interventions for difficult situations
- Put your skills to work for a training presentation

Course Outline

- | | |
|--|--|
| 1. Session One: Course Overview | Learning Styles: The Resourceful Artisan |
| Learning Objectives | Learning Styles: The Organized Guardian |
| Pre-Assignment | 6. Session Six: Increasing Your Expertise |
| Pre-Course Assessment | Learning and Motivation |
| 2. Session Two: Preparing to Learn | Things We Know About Adult Learners and |
| Pre-Assignment Review | Their Motivation |
| Individual Reflection | Design Considerations |
| 3. Session Three: Understanding Learning | Things We Know About Designing |
| The Trainer's Role | Curricula |
| Case Study | Things We Know About the Learning |
| Personal Skill Identification | Environment |
| 4. Session Four: Competencies for Adult | Changing Points of View |
| Educators | 7. Session Seven: Using Existing Materials |
| Questionnaire | Customizing Courseware |
| Competency Questionnaire | What Does It Take To Customize A |
| Making Connections | Program? |
| 5. Session Five: Accommodating Learning | Copyright Considerations |
| Preferences | Over-Plan and Over-Prepare |
| The Learning Process | 8. Session Eight: Managing the Stress of |
| The Stages of Learning | Training |
| Preparing a Plan | Easy De-Stressing Techniques |
| Learning Styles: The Authentic Idealist | Building Resilience |
| Learning Styles: The Inquiring Rational | De-Stressing in Class |

9. Session Nine: Planning a Workshop
 - Preparing the Essentials
 - What Significance Does This Have for Us as Trainers or Facilitators?
 - Preparation Activities
 - Planning for Success
 - Anticipating Challenges
10. Session Ten: Preparing Visual Aids
 - PowerPoint Slides
 - Video (Digital or DVD)
 - Flip Charts
 - Whiteboard or Chalkboard
 - Smartboards
11. Session Eleven: Your Role as an Effective Communicator
 - Good Discussions
 - Making Connections
12. Session Twelve: Questioning as a Training Technique
 - Asking Questions
 - Types of Questions
13. Session Thirteen: Kirkpatrick's Levels of Evaluation
 - Level One: Reaction
 - Sample One
 - Sample Two
 - Sample Three
 - Sample Four
 - Level Two: Knowledge Evaluation
 - Sample Comfort Level Evaluation
 - Sample Pre and Post Test
 - Level Three: Transfer of Learning
 - Level Four: Impact Evaluation
 - Sample Impact Evaluation for Participants
 - Skill Application
14. Session Fourteen: On-the-Job Support
 - Designing Effective On-the-Job Support
15. Session Fifteen: Dealing with Difficult Situations
 - Potential Problems
16. Session Sixteen: Training in Different Forums
 - In Person or Not?
 - Limitations and Considerations
17. Session Seventeen: Webinar
 - Webinar Platforms
 - Webinar Planning
 - Webinar Agenda Exercise
18. Session Eighteen: Team Teaching
 - What is Team Teaching?
 - Co-Facilitation Inventory
19. Session Nineteen: Training Preparation
 - Training Preparation Worksheet
20. Session Twenty: Training Presentations
 - Training Evaluation Form
21. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
22. Course Summary
23. Recommended Reading List
24. Post-Course Assessment

Advanced Writing Skills

Course Overview

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

Learning Objectives

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

Course Outline

- | | |
|---|--|
| 1. Session One: Course Overview | More on Paragraphs |
| Learning Objectives | Making Connections |
| Pre-Assignment | 4. Session Four: Dealing with Specific |
| Pre-Course Assessment | Requests |
| 2. Session Two: The Cs of Writing | Types of Letters |
| Writing Clearly | Keeping it Real |
| Familiar Words | 5. Session Five: Online Business |
| Precise Words | Communications |
| Concrete Nouns | Blogging for Business |
| Jargon | Guidelines |
| Writing Concisely | Making Connections |
| Making Connections | Connecting Through Social Media |
| Writing Correctly | Documentation |
| Style | 6. Session Six: Editing Techniques |
| Facts | Pre-Assignment Review |
| Choosing Your Sources | 7. Personal Action Plan |
| 3. Session Three: Writing Mechanics | Starting Point |
| Building Paragraphs: Emphasis | Where I Want to Go |
| Building Paragraphs: Sentence Unity | How I Will Get There |
| Building Paragraphs: Sentence Structure | 8. Course Summary |
| Building Paragraphs: Paragraph Size | 9. Recommended Reading List |
| Proper Paragraphs | 10. Post-Course Assessment |

An Environmental Audit Primer

Course Overview

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

Learning Objectives

- Explain the different types of audits and the levels of auditing available
- Know the qualifications of auditors and the preparation that they need to conduct an audit
- Understand the basics steps in an audit and how auditors gather information and evidence
- Develop open-ended questions which will help in audit interviews
- Understand the essential aspects of an audit checklist
- Develop an audit checklist based on EMS procedures
- Prepare for an audit
- Use an Internal Audit Noncompliance and Corrective Action Report to record non-conformances
- Understand the corrective action process and its importance in closing out non-conformances
- Gain experience in conducting an audit closing meeting

Course Outline

- | | |
|-------------------------------|--|
| 1. Session 1: Course Overview | Identifying, Collecting and Preserving |
| Learning Objectives | Evidence |
| Pre-Assignment | Listening Techniques |
| Pre-Course Assessment | Questioning Techniques |
| 2. Session 2: Auditing | Questioning Exercise |
| Overview | 5. Session 5: Audit Checklist |
| Types of Audits | Developing an Audit Checklist |
| 3. Session 3: Internal Audit | 6. Session 6: Conducting an Audit |
| Internal Audit | Conducting the Audit |
| Auditors | 7. Session 7: Noncompliance and Corrective |
| Preparing and Conducting | Action |
| 4. Session 4: The Audit | Recording Noncompliance |
| Basics of an Audit | Taking Corrective Action |

8. Session 8: Audit Closing
Closing Meeting
9. A Personal Action Plan
Starting Point
Where I Want to Go

- How I Will Get There
10. Summary
 11. Recommended Reading List
 12. Post-Course Assessment

Anger Management: Understanding Anger

Course Overview

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

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

Learning Objectives

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

Course Outline

- | | |
|----------------------------------|--|
| 1. Session 1: Course Overview | Triggers |
| Learning Objectives | Using the Anger Log |
| Pre-Assignment | Anger Log Example |
| Pre-Course Assessment | Considering Our Anger |
| 2. Session 2: Definitions | 5. Session 5: How Does Anger Affect Our |
| About Anger | Thinking? |
| The Five Dimensions of Anger | Is Anger the Best Response? |
| Making Connections | Distorted Thinking |
| Pre-Assignment Review | Magnifying |
| 3. Session 3: Costs and Pay-Offs | Destructive Labeling |
| What it Means | Imperative Thinking |
| What Are Your Anger Pay-Offs? | Mind Reading |
| 4. Session 4: The Anger Process | Conclusion |
| What is the Process? | 6. Session 6: Understanding Behavior Types |
| Reactions to Anger | Introduction |
| Understanding Trigger Thoughts | Manipulative or Passive-Aggressive |
| Personal Hot Buttons | Behavior |

- Passive Behavior
- Assertive Behavior
- 7. Session 7: Managing Anger
 - Coping Strategies
 - Sanctuary
 - Taking Care of Yourself
 - Relaxation Techniques
- 8. Session 8: Communication Tips and Tricks
 - Asking Good Questions
 - Closed Questions
 - Open Questions
 - Using Questions Effectively
 - Other Types of Open-Ended Questions
- Active Listening Skills
- Responding to Feelings
- Tips for Becoming a Better Listener
- I Messages
- The Assertiveness Formula
- Making Connections
- 9. Session 9: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 10. Summary
- 11. Recommended Reading List
- 12. Post-Course Assessment

Appreciative Inquiry

Course Overview

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

Learning Objectives

- Recognize and work with the fundamentals of Appreciative Inquiry
- Describe the 4-D's of Appreciative Inquiry: discovery, dreaming, design, and destiny
- Work through a simple Appreciative Inquiry process
- Create thoughtful, meaningful questions for your own Appreciative Inquiry initiative
- Help organizations review what's important, what they can become, and how they can get there

Course Outline

- | | |
|---|---|
| 1. Session 1: Course Overview | Summary |
| Learning Objectives | Teaching Positivity |
| Pre-Assignment Overview | Why On Earth Would I Do That? |
| Pre-Assignment Questions | Measuring Tangible Success |
| Pre-Course Assessment | Making Connections |
| 2. Session 2: Defining Appreciative Inquiry | Setting the Interview Groundwork |
| What Is Appreciative Inquiry? | Identify Stakeholders |
| The Pieces of AI | Create Engaging Appreciative Questions |
| Making Connections | Develop an Appreciative Interview Process |
| Pre-Assignment Review | Plan to Receive the Data |
| How is AI Different? | Select Interviewers and Conduct the |
| Getting Started | Interviews |
| Preparation Checklist | Analyze the Data |
| The Premises of Appreciative Inquiry | Practical Power |
| 3. Session 3: Success Principles | 4. Session 4: The 4-D Model |
| Five Key Principles | Introduction to the Model |
| Constructionist Principle | Adapting the Model |
| Simultaneity Principle | The Core Processes |
| Poetic Principle | Getting Started with the 4-D Model |
| Anticipatory Principle | Overview of the 4-D Model |
| Positive Principle | Discovery of "What Is" |

- Putting It Into Practice
- The Dreaming Phase
- The Purpose of the Dream Phase
- Designing "The Ideal"
- Destiny
- The Four Competencies
- It Doesn't Have to Be Hard
- 5. Session 5: Test Driving
 - Getting the Hang of It
 - Sample Interview Guide: Basic Information
 - Sample Interview Guide: Introduction
 - Sample Interview Guide: Questions on Experience with the Organization
 - Sample Interview Guide: Questions on Cooperation and Commitment
- Sample Interview Guide: Questions on Empowering People
- Creating the Guide
- The Summary
- Sample Interview Summary
- From Design to Destiny
- Sample Design to Destiny Worksheet
- 6. Session 6: A Personal Action Plan
- 7. Starting Point
 - Where I Want to Go
 - How I Will Get There
 - Course Summary
- 8. Recommended Reading List
- 9. Post-Course Assessment

Balanced Scorecard Basics

Course Overview

Over the past several decades, organizations have come to realize that success can be measured in other ways besides dollars and cents. Intangible assets (such as a company's reputation, the knowledge base created by their employees, and training initiatives) can make up a huge portion of a company's wealth.

Learning Objectives

- Define what the balanced scorecard is
- Identify the benefits of the scorecard
- Create a vision statement for the balanced scorecard
- Understand what corporate values, mission statements, and vision statements are and how they tie into the balanced scorecard process
- Determine if the balanced scorecard is right for your organization
- Describe the key elements of the balanced scorecard process
- Identify a strategy map, tactical action plan, and balanced scorecard
- Identify the components of supporting balanced scorecard plans
- Understand what processes you will need to support the balanced scorecard
- Identify the members of different balanced scorecard teams

Course Outline

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|--|---|
| 1. Session One: Course Overview | Building Core Plans: Communication Plans |
| Learning Objectives | Building Core Plans: Training Plans |
| Pre-Assignment | A Checklist of Processes |
| Pre-Course Assessment | Case Study |
| 2. Session Two: Understanding the Balanced Scorecard (BSC) | 6. Session Six: Overview of the Balanced Scorecard Process |
| Where Did the Balanced Scorecard Come From? | The Big Picture |
| What is the Balanced Scorecard? | Building Balanced Scorecard Teams |
| 3. Session Three: Creating a Vision Statement | Building BSC Brainstorming |
| Why We are Doing What We are Doing | Sample Strategy Map |
| Making a Statement | Sample Balanced Scorecard |
| 4. Session Four: Understanding | Sample Tactical Action Plan |
| Organizational Mission, Vision, and Values | Determining KPIs |
| The Building Blocks for Your Balanced Scorecard | 7. Session Seven: Creating a Smooth Path for Implementation |
| Analyzing Sample Statements | Creating a Smooth Path for Implementation |
| 5. Session Five: Plans and Processes to Build | Our Top 10 Pitfalls |
| Building Core Plans: Project Plans | |

8. Session Eight: Balanced Scorecard
Application
BSC and Your Organization
9. Personal Action Plan
Starting Point

- Where I Want to Go
How I Will Get There
10. Course Summary
11. Recommended Reading List
12. Post Course Assessment

Basic Business Management: Boot Camp for Business Owners

Course Overview

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 Objectives

- 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. Session 1: Course Overview | Getting Started |
| Learning Objectives | Growth Phase One |
| Pre-Assignment | Growth Phase Two |
| Pre-Course Assessment | Putting the Pieces Together |
| 2. Session 2: Who Are You and What Are You About? | Looking at the Options |
| What is Our Business? | Geographic Structure |
| Making Connections | Divisional Structure |
| Pre-Assignment Review | Matrix Structure |
| The Owner's Role | Summary |
| Ingredients for Success | Making Connections |
| The Business Owner | Differences for Corporations |
| The Entrepreneur | Choosing Board Members |
| The Freelancer | Board Issues |
| Words of Wisdom | The Role of Shareholders |
| Keeping Things Moving | The Big Picture |
| 3. Session 3: Designing Your Organizational Structure | Words of Wisdom |
| Bringing the Idea to Life | Current Thinking |
| | Making Connections |

4. Session 4: Introduction to Operations Management
 - Defining Operations Management
 - What Does It All Mean?
 - Envisioning the Process
 - Introduction to Types of Operations
 - Types of Operations
 - Practical Application
5. Session 5: Understanding Financial Terms
 - Finance
 - Recording Financial Transactions
 - General Accepted Accounting Principles (GAAP)
 - The Income Statement
 - Income Statement Equation
 - Sample Income Statement
 - The Balance Sheet
 - Balance Sheet Equation
 - More About Balance Sheets
 - Current vs. Fixed Assets
 - Cash Flow Statement
 - Statement of Retained Earnings
6. Session 6: Getting the Right People in Place
 - Six Essential Steps of Hiring
 - More about Orientation
 - More about Onboarding
 - Making Connections
7. Session 7: Getting Your Product Together
 - Inventory Management
 - Types of Inventory
 - More About Inventory
 - Understanding the Value Chain
 - Making Connections
 - Outsourcing Options
 - Quality Control
 - Quality Control Philosophy
8. Session 8: Building a Corporate Brand
 - Your Brand
 - Example: Acme Widgets Inc.

- Brand Names and Slogans
 - Do's and Don'ts
 - Developing a Slogan
 - How People Will See Your Images
 - Choosing a Color
 - Color Spectrum Two
 - Fonts
 - Sans Serif Fonts
 - Specialty Fonts
 - Font Considerations
 - Simple Pictorial Mark
 - Letterform
 - Wordmark
 - Emblems
 - Working It Out
9. Session 9: Marketing Your Product
 - About the Marketing Process
 - Cycle Overview
 - Stage One: Consumer and Market Analysis
 - What Do They Need?
 - Who is Buying Our Product? Who is Using Our Product?
 - What is the Buying Process?
 - How Can I Leverage Segmentation?
 - Segmentation Case Study
 - Stage Two: Analyzing the Competition and Yourself
 - SWOT Analysis
 - Next Steps
 - Stage Three: Analyzing Distribution Channels
 - Making Connections
 - Stage Four: Creating a Marketing Plan
 - Price
 - Promotion
 - Packaging
 - Making Connections
 - The Final Stages: Implement, Evaluate, Review, Revise
 - Leveraging Social Media

10. Session 10: Selling Your Product
 - Building Your Sales Force
 - The Sales Cycle
 - Initiate
 - Build
 - Manage
 - Optimize
11. Session 11: Planning for the Future
 - Introduction to Strategic Planning
 - Identifying Your Stakeholders
 - Taking the Right Approach
 - Making Connections
 - The Strategic Plan Pyramid
12. Session 12: Goal Setting and Goal
 - Getting
 - Setting Achievable Goals: Identifying Outcomes
 - The Four Perspectives
 - Customizing the Perspectives
 - Timeline for Your Plan
 - Goals with SPIRIT
 - Getting Into It
13. Session 13: Succession Planning 101
 - What is Succession Planning?
 - Replacing vs. Succeeding
 - Defining Succession Planning
14. Session 14: Managing Your Money
 - What is a Budget?
 - Test All Assumptions
 - How Was Last Year?
 - How's The Marketplace Doing?
 - What's It Costing?
 - Managing Your Budget
 - Know Your Accruals
 - Getting it Right
15. Session 15: Ethics 101
 - Are You Ready?
 - Sample Codes of Ethics
 - Rotary Four-Way Test
 - Minnesota Principles
- Asimov's Three Laws of Robotics
- Your Code of Ethics
16. Session 16: Building a Strong Customer Care Team
 - The Pillars of Success
 - The Critical Elements of Customer Service
 - Making Connections
 - The Remaining Elements
 - Critical Element Three: Given Life by the Employees
 - Critical Element Four: Be a Problem Solver
 - A Problem Solving Process
 - Critical Element Five: Measure It
 - Critical Element Six: Reinforce It
 - Developing and Maintaining Relationships
17. Session 17: Training Employees for Success
 - Why Continuous Learning?
 - Factors for Learning Success
 - Getting Motivated for Training
 - Steps in the Learning Process
 - Making Connections
18. Session 18: Leadership Essentials
 - Leading and Managing
 - Leadership Styles
 - Making Connections
 - Applying the Styles
 - The Cycle of Styles
 - Managing Performance
 - Making Connections
19. Session 19: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
20. Summary
21. Recommended Reading List
22. Post-Course Assessment

Basic Internet Marketing

Course Overview

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 Objectives

- 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

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|---|--|
| 1. Session 1: Course Overview | Stage Three: Analyzing Distribution Channels |
| Learning Objectives | Stage Four: Creating a Marketing Plan |
| Pre-Assignment | Stages Five and Six: Implement, Evaluate, Review, and Revise |
| Internet Marketing Plan Worksheet | |
| Pre-Course Assessment | |
| 2. Session 2: What is Internet Marketing? | 4. Session 4: Extending Your Influence |
| What it Looks Like | Sharing Messages |
| Sample Site Structure | Understanding Community |
| Making Connections | Making Connections |
| Popular Strategies | Making it Real |
| Web Design and Development | 5. Session 5: E-mail Marketing |
| Affiliate Programs | You Can Do It! |
| E-mail Marketing | A Cautionary Note |
| Using Social Media | Using a Distribution Service |
| Search Engine Optimization (SEO) | Getting Your Message Out |
| 3. Session 3: Creating an Internet Marketing Plan | Distribution Services, Part Two |
| Leveraging What You Already Have | Keep it Rich |
| The Marketing Cycle | 6. Session 6: Search Engine Optimization (SEO) |
| Making Our Way through the Marketing Process | What is SEO? |
| Stage Two: Analyzing the Competition and Yourself | Understanding Search |
| | Natural and Organic Searches |
| | Paid Searches |

What is a URL?
About Pinging
The Search Engines
Bing
Yahoo
Google
Alternative Search
Making Connections
Optimizing Keywords
Keywords, Search Terms, and Tags
Metatags
Source Code Sample
Tips and Tricks
Making Connections
Working With Others
Making Connections
Monitoring Search Engine Ranking
Improving Traffic

7. Session 7: Advertising Online
 - What is Advertising?
 - Understanding Pay Per Click Ads
 - More About Pay Per Click Ads
 - What Service Should I Use?
 - Set Up an Account
 - Choose Keywords
 - Write Your Ad
 - Set the Limits
 - Making Commitments
8. Session 8: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
9. Summary
10. Recommended Reading List
11. Post-Course Assessment

Becoming a Better Learner

Course Overview

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

Learning Objectives

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

Course Outline

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|---|---|
| 1. Session One: Course Overview | How Do You Take Notes? |
| Learning Objectives | The Cornell Note Taking Method |
| Pre-Assignment | The Mapping Note Taking Method |
| Pre-Course Assessment | The Outlining Note Taking Method |
| 2. Session Two: Adopting the Best Mindset | The Charting Note Taking Method |
| for Learning | The Sentence Note Taking Method |
| What Does it Mean to Learn? | Extra Information |
| But What Does That Mean in a Practical | 4. Session Four: Setting and Managing Goals |
| Sense? | How Do Goals Play into Learning? |
| What Does It Mean to Learn? | SMART Goals |
| Continuing to Learn | Setting Goals Activity |
| Adopting the Right Mindset | 5. Session Five: Expanding Your Network |
| Mindset in Practice | Learning About Your Network |
| Mindset Reflections | Asking Questions |
| Practicing Mindset and Learning? | 6. Session Six: The Whole Picture |
| Where to Start | Becoming Accountable |
| 3. Session Three: Taking Better Notes | Embracing Responsibility |
| Five Methods of Note Taking | Embracing Technology |
| The Cornell Method | 7. Session Seven: Mind and Body |
| The Mapping Method | Mind and Body Working Together |
| The Outlining Method | 8. Session Eight: How You Can Accelerate |
| The Charting Method | Your Learning |
| The Sentence Method | Tips to Accelerate Your Learning |

9. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There

10. Course Summary
11. Recommended Reading List
12. Post-Course Assessment

Becoming a Progressive Employer

Course Overview

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

Learning Objectives

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

Course Outline

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Session 1: Course Overview <ul style="list-style-type: none"> Learning Objectives Pre-Assignment Pre-Course Assessment 2. Session 2: What Does Progressive Mean? <ul style="list-style-type: none"> A Definition Examples of Progressive Companies Case Study: Eyes on the Skies Brainstorming 3. Session 3: Getting From Here to There <ul style="list-style-type: none"> Gap Analysis Analyzing Process Overview 4. Session 4: Progressive Mindset <ul style="list-style-type: none"> Being Open to Progress A Progressive Mindset Progressive Thinkers 5. Session 5: The Good and Not So Good <ul style="list-style-type: none"> Pros and Cons 6. Session 6: It Can Come From Within <ul style="list-style-type: none"> Thinking About it Finding Examples Going it Alone | <ol style="list-style-type: none"> Creativity and Innovation in Business 7. Session 7: Workers Matter <ul style="list-style-type: none"> Workers Matter Avenues to Consider: Compensation Avenues to Consider: Employee Well-being Avenues to Consider: Flexible Working Arrangements Avenues to Consider: Training Avenues to Consider: Communication Avenues to Consider: Social Media Policy Avenues to Consider: Work and Play Pen to Paper 8. Session 8: As the Curtain Comes Down <ul style="list-style-type: none"> Succession Planning Key Ingredients of a Successful Plan Plan Production 9. A Personal Action Plan <ul style="list-style-type: none"> Starting Point Where I Want to Go How I Will Get There 10. Course Summary 11. Recommended Reading List 12. Post-Course Assessment |
|---|---|

Becoming Management Material

Course Overview

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 Objectives

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

Course Outline

- | | |
|---|--|
| 1. Session One: Course Overview | Strategies for Working with Mental Models |
| Learning Objectives | You Can Create New Mental Models! |
| Pre-Assignment | The Ladder of Inference |
| Pre-Course Assessment | Reflection: Using Your Own Experiences as a Resource |
| 2. Session Two: About the Learning Organization | 5. Session Five: Achieving a Shared Vision |
| What Is a Learning Organization? | What Is a Shared Vision? |
| Are You a Lifelong Learner? | 6. Session Six: Team Learning |
| Scoring | Team Learning |
| 3. Session Three: Achieving Personal Mastery | Team Learning Diagram |
| What Is Personal Mastery? | Protocols for Skillful Discussion |
| Your Personal Vision | Preparing the Ground for Skillful Discussion |
| Our Personal Vision and Our Values | 7. Session Seven: Systems Thinking |
| Step One: Identify Your Values | Systems Thinking |
| Step Two: Define Your Values | 8. Session Eight: Understanding Leadership |
| Step Three: Put It All Together | About Leadership |
| 4. Session Four: Analyzing Our Mental Models | Think About Your Leadership Style |
| Our Mental Models | Your Comfort Zone |
| Mental Models in the Workplace | Understanding Your Comfort Zone |

- Managing Performance
- Servant Leadership
- Onboarding and Orientation
- 9. Session Nine: Five Practices Practices
 - One: Challenge the Process
 - Practices Two: Inspire a Shared Vision
 - Practices Three: Enable Others to Act
 - Image Identification
 - Practice Four: Model the Way
 - Practice Five: Encourage the Heart
 - Practices in Practice
- 10. Session Ten: Building Trust
 - The Cycle of Trust and Performance
 - Trust Exercise
- 11. Session Eleven: Managing Change
 - About Change
 - Making Connections
 - Key Factors in Successful Change
 - A Step-by-Step Plan for Change
 - Case Study: Getting More From the Last Hour
- 12. Session Twelve: The Four Room Apartment
 - The Four Room Apartment
- 13. Session Thirteen: Time Management Tips and Tricks
 - Getting Things in Order
 - Mastering E-mail
 - Time Management Tips
 - A Planning Checklist
 - Putting Plans into Action with Scheduling Aids
 - Organizing Your Work Area and Your Paperwork
- 14. Session Fourteen: Managers vs. Leaders
 - Managers vs. Leaders
- 15. Session Fifteen: Learning and Thinking Styles
 - Learning Styles
 - Learning Styles Exercise
 - Thinking Styles
 - Learning and Thinking Styles Exercise
- 16. Session Sixteen: Influence Strategies
 - Common Influence Strategies
 - Cialdini's Six Strategies
- 17. Session Seventeen: Managing Relationships
 - The Relationship Cycle
 - Coaching Through Conflict
 - Preparing for Conflict
 - Managing Stress
 - The Positive Effect
 - Fifteen Steps for Dealing with Upset People
 - Five Tips for Dealing with Difficult People
 - Six Steps for Dealing with Angry People
- 18. Session Eighteen: A Simple Problem-Solving Process
 - Systematic Problem Solving
 - Personal Problems
- 19. Session Nineteen: Strategic Planning
 - SWOT Analysis
 - Individual Analyses
- 20. Session Twenty: Doing Delegation Right
 - What Is Delegation?
 - Definitions
 - Levels of Delegation
 - Breaking Down the Model
 - Delegation Case Study
- 21. Session Twenty-One: Criteria for Useful Feedback
 - Giving Constructive Feedback
- 22. Session Twenty-Two: Feedback Techniques
 - Feedback Techniques
 - Case Study
- 23. Session Twenty-Three: Mastering Your Body Language
 - Mastering Your Body Language
- 24. Session Twenty-Four: Meeting Management
 - Preparing for Meetings
 - Reading the Reports
 - During the Meeting
 - Managing Meetings
 - Presentation Tips

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| 25. Session Twenty-Five: Pumping up a Presentation | Starting Point |
| Pumping up a Presentation | Where I Want to Go |
| 26. Session Twenty-Six: Personal Development | How I Will Get There |
| Personal Development Plan | 28. Course Summary |
| 27. Personal Action Plan | 29. Recommended Reading List |
| | 30. Post-Course Assessment |

Being a Team Player

Course Overview

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

Learning Objectives

- Understand the definition of a team player and a non-team player
- Know the difference between a team player and a non-team player
- Learn the qualities possessed by a team player
- Determine what type of team player you are and how that functions in your workplace
- Know and understand what it takes to be a team player
- Discover the different types of teams that exist within a company
- Learn what working together as a team looks like
- Learn the different types of workplace teams and what types of teams successful organizations need
- Develop strategies to improve teamwork

Course Outline

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

Beyond Workplace Politics: Using Social and Emotional Competencies

Course Overview

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 Objectives

- 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

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|-------------------------------|---|
| 1. Session 1: Course Overview | 2. Session 2: What is Workplace Politics? |
| Learning Objectives | Workplace Politics |
| Pre-Assignment | Formal Versus Informal Hierarchy |
| Pre-Course Assessment | What to Do About Rumors |

3. Session 3: Lessons from Social and Emotional Intelligence
 - History of Social and Emotional Intelligence
 - Defining Social and Emotional Intelligence
4. Session 4: Self-Awareness
 - Understanding Self-Awareness
5. Session 5: Self-Management
 - Understanding Self-Management
 - Improving Self-Management through Reflection
 - Reflective Diary
6. Session 6: Social Awareness
 - Empathy, Organizational and Service Awareness
 - Empathy
 - Organizational Awareness
 - Service Awareness
7. Session 7: Good Relationship Skills
 - Identifying Relationship Skills
- N'Derial III
- Individual Action Steps
- Reflection
8. Session 8: Responsible Decision Making
 - Decision Making
 - Decision-Making Traps
 - Decision Wheel
 - Decision Wheel Method
9. Session 9: Creating Your Workplace
 - Philosophy
 - Philosophy Statement
10. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
11. Course Summary
12. Recommended Reading List
13. Post-Course Assessment

Branding: Creating and Managing Your Corporate Brand

Course Overview

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

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

Learning Objectives

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

Course Outline

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|------------------------------------|--|
| 1. Session 1: Course Overview | A Strong Brand |
| Learning Objectives | Characteristics of a Strong Brand |
| Pre-Assignment | 3. Session 3: What Are You All About? |
| Pre-Course Assessment | Identifying Your Products and Features |
| 2. Session 2: Defining Branding | Products and Features |
| Defining Brands and Branding | Identifying Your Values |
| What is a Brand? | Step One: Brainstorming |
| Why a Brand? | Step Two: Narrowing It Down |
| What's in a Brand? | Step Three: Add Some Polish |
| What is Branding, Then? | Individual Exercise |
| Why Branding is the Most Important | 4. Session 4: Creating a Mission |
| Investment a Company Can Make | What a Mission Statement is All About |

Time for Reflection

5. Session 5: Creating a Vision of the Future
Creating a Vision of the Future
One Year
Three Years
Five Years
6. Session 6: Positioning Your Brand
Positioning Your Brand
Positioning Workout
7. Session 7: Developing Your Style
Writing a Style Statement
Style Words
Style Exercise
8. Session 8: Developing a Brand Name and Slogan
The Forward-Facing Elements
Developing Your Brand Name
Brand Names
Deciding on a Name
Developing a Slogan
Connecting the Taglines
Creating Your Slogan
9. Session 9: Creating a Visual Identity
How People Will See Your Images
Choosing a Color
Another View of the Spectrum
Colors of the World
Fonts
Types of Visual Identities
Simple Pictorial Mark
Letterform
Wordmark
Emblems
Pop Culture Test
10. Session 10: Living Your Brand
Transforming Your Employees into Ambassadors
Understanding Touchpoints
Creating a Unique Experience at Each Touchpoint
11. Session 11: Connecting with Customers
Ten Winning Ideas
Implementing Connections Ideas
12. Session 12: Launching Your Brand
Types of Launches
Internal Launch
Communicating an Internal Launch
External Launch
Communicating an External Launch
13. Session 13: Taking Your Brand's Pulse
Taking Your Brand's Pulse
Improving Your Brand
14. Session 14: Performing a SWOT Analysis
What Does SWOT Stand For?
What Should It Consider?
Example: Sample SWOT Analysis
Using the SWOT
15. Session 15: Measuring Brand Health with a Balanced Scorecard
About the Balanced Scorecard
Scorecard Example
16. Session 16: Middleton's Brand Matrix
Understanding the Matrix
Using the Matrix
A Matrix Analysis
17. Session 17: Interpreting Evaluation Results
Signs of Trouble
Choosing a Course of Action
18. Session 18: Keeping the Brand Alive
When to Refresh?
Brand Refreshes
Re-Launching the Brand
Taking on a Total Re-Brand
Re-Branding
Re-Branding Your Company
Case Study: Revitalizing Acme Widgets Inc.
Case Study Questions
Discussing the Case Study

19. Session 19: Going Beyond the Brand

Understanding Brand Architecture:

Umbrella or Family Brand

Understanding Brand Architecture:

Endorsed Brands

Understanding Brand Architecture:

Individual Brands

Understanding Brand Extension

20. Session 20: A Personal Action Plan

Starting Point

Where I Want to Go

How I Will Get There

21. Summary

22. Recommended Reading List

23. Post-Course Assessment

Budgets and Managing Money

Course Overview

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

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

Learning Objectives

- Define basic financial terminology
- Prepare a budget of any type or size
- Get your budget approved
- Perform basic ratio analysis
- Make better financial decisions

Course Outline

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|--|---|
| 1. Session 1: Course Overview | Production Budget |
| Learning Objectives | Manufacturing Budget |
| Pre-Assignment | Labor Budget |
| Pre-Course Assessment | Capital Budget |
| 2. Session 2: Finance Jeopardy | Cash Budget |
| Questions and Answers | Understanding Where Your Budget Fits In |
| 3. Session 3: The Fundamentals of Finance | 5. Session 5: Parts of a Budget |
| Recording Financial Transactions | The Planning Parts |
| Financial Statements vs. Financial Reports | 6. Session 6: The Budgeting Process |
| Types of Costs | Overview |
| Generally Accepted Accounting Principles | Step One: Gather the Budget Package |
| Budgeting Terms | Step Two: Lay the Groundwork |
| Your Role in Company Finances | Case Study, Part One |
| The Key Players | Budget Template |
| Identifying the Key Players in Your Organization | Step Three: Identify Your Goals |
| 4. Session 4: The Basics of Budgeting | Case Study, Part Two |
| Defining a Budget | Step Four: Gathering Your Resources |
| Budget Responsibilities | Accounting Checklist |
| Key Budgeting Points | Marketing and Sales Checklist |
| Types of Budgets | Budget Management Team Checklist |
| Sales Budget | Checklist for Your Supervisor Checklist |
| Expense Budget | Checklist for Your Team |
| | Steps Five and Six: Planning and Doing |

- Step Six: Do It!
- Case Study, Part Three
- Budget Template
- 7. Session 7: Budgeting Tips and Tricks
 - Top Ten Excuses for Being Over Budget
 - Up-Front Budget Maneuvers
 - Not-So-Nice Budget Maneuvers
- 8. Session 8: Monitoring and Managing Budgets
 - Making Connections
 - Making Connections Answer
- 9. Session 9: Crunching the Numbers
 - Understanding Ratio Analysis
 - Sample Balance Sheet
 - Current Ratio
 - Quick Ratio
 - Debt Ratio
 - Net and Gross Profit Margin
 - Return on Sales Ratio
 - Debt to Net Worth Ratio
 - Cash Turnover Ratio
 - Collection Ratio
 - Investment Turnover
 - Return on Investment
 - Making Connections
- 10. Session 10: Getting Your Budget Approved
 - Introduction
 - Tips to Get Your Budget Approved
- 11. Session 11: Comparing Investment Opportunities
 - The Importance of Analysis
 - Payback Period
 - Break-Even Point
 - Cost-Benefit Analysis
 - Return on Investment
- 12. Session 12: ISO 9001:2008
 - What is ISO 9001:2008?
 - Making Connections
 - Company Two
 - Company Three
- 13. Session 13: Directing the Peerless Data Corporation
 - Task Explanation
 - The Decision-Making Process
 - Background
 - Company Information
 - Salary Information
 - Decision One: Office Relocation
 - Decision 1 – Analysis
 - Decision
 - Decision Two: Reproduction Backlog
 - Decision Two: Analysis
 - Hire Reproduction Aid
 - Purchasing New Copying Equipment
 - Decision
 - Decision Three: Improving Supervision
 - Decision Three: Analysis
 - Decision
 - Decision Four: Job Enrichment
 - Decision Four: Analysis
 - Decision
 - Decision Five: Staff Expansion
 - Decision Five: Analysis
 - Decision
- 14. Session 14: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 15. Summary
- 16. Recommended Reading List
- 17. Post-Course Assessment

Building a Brand on Social Media

Course Overview

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

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

Learning Objectives

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

Course Outline

1. Session 1: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session 2: Defining the Terms
 - What is Branding?
 - What's in a Brand?
 - What is Social Media?
 - The Rise of Social Media
 - What is Social Media Branding?
3. Session 3: Building Your Social Media Branding Strategy
 - Key Ingredients for Your Branding Strategy
 - What Do You Want the Brand to Say?
 - What is the Brand Saying Now?
 - How Will the Brand Come to Life?
 - What Resources Will We Have?
 - How Will We Evaluate Our Progress?
 - Pre-Assignment Review
4. Session 4: Identifying Your Social Media Audience
 - Building an Audience Profile
5. Session 5: The Key Social Media Platforms
 - Choosing the Right Platform for Your Brand
 - Making Connections
 - Looking at the Options
6. Session 6: Creating Brand-Focused Messages
 - What's In a Message?
 - Looking at the Messages
 - Making Connections
 - Dealing with Negative Feedback
 - Case Study: United Breaks Guitars... And Their Brand
 - If You Break It, Then Fix It
7. Session 7: Building Customer Trust
 - Making Connections

8. Session 8: Developing a Communication Strategy
 - Developing Social Media Guidelines for Your Brand
 - Making Connections
 - Letting Others Speak For You
 - Case Study: The Fiskateers
 - Building Partnerships
9. Session 9: Reviewing and Revising Evaluation Tools

- Signs of Trouble
 - Choosing a Course of Action
10. Session 10: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
 11. Summary
 12. Recommended Reading List
 13. Post-Course Assessment

Building a Consulting Business

Course Overview

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

Learning Objectives

- Define the term "consultants" and explain their role in today's business world
- Identify consulting opportunities
- Create a business strategy that includes a business plan, budget, marketing plan, fee structure, and resources
- Use social media and networking skills to grow your consulting business
- Protect your work with contracts
- Identify ways to stay on top of trends and changes

Course Outline

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| 1. Session 1: Course Overview | Setting Your Base Hourly Rate |
| Learning Objectives | Setting Goals |
| Pre-Assignment Instructions | Setting up a Fee Structure |
| Pre-Assignment | Other Fees to Consider |
| Pre-Course Assessment | Creating Rate Sheets |
| 2. Session 2: What It's All About | Flexibility is Key |
| Defining the Terms | 5. Session 5: Planning Your Business |
| Do You Have What It Takes? | Creating a Business Plan |
| 3. Session 3: Business Building Blocks | The One-Page Plan |
| Identifying the Possibilities | The Formal Plan |
| Doing Your Research | Checklist for Setting Up Your Business |
| The Three Elements | Developing Your Business Structure |
| Bringing It All Together | Choosing Office Space |
| Taking it Further | Designing Your Contact Information |
| Technical and Training Services | Creating Promotional Materials |
| Specialized Services | Gathering Resources |
| Project Management | 6. Session 6: Test Driving |
| Pre-Assignment Review | Making Connections |
| 4. Session 4: Crunching the Numbers | Financial Projections |
| Developing Financial Budgets and | Creating Your Brand |
| Projections | Developing Your Business Structure |
| Estimating Personal Expenses | Choosing Office Space |
| Projecting Business Expenses | Designing Your Contact Information |
| Setting Income Targets | Creating Promotional Materials |

- What Do You Think?
7. Session 7: Creating a Sales and Marketing Strategy
 - The Marketing Cycle
 - Cycle Overview
 - Looking at the Steps
 - Leveraging Social Media
 - Incorporating Social Media
 - Getting Noticed
 - Opportunities to Consider
 8. Session 8: Getting the Work Done
 - Identifying Sources of Work
 - Developing Contracts and Statements of Work
 - About Master Service Agreements
 - Developing a Statement of Work
 - Sample Statement of Work
 - The Tough Stuff
 - Dealing with Cancellations
 - Firing a Client
 - Staying Current
 9. Session 9: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
 10. Summary
 11. Recommended Reading List
 12. Post-Course Assessment

Building an Online Business

Course Overview

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

Learning Objectives

- Define what an online business is
- Identify opportunities for an online business
- Find resources to support your business
- Create a business strategy that includes a business plan, budget, and marketing plan
- Begin setting up a website, mobile presence, and storefront with e-commerce support
- Decide whether or not your online business can benefit from joining an online marketplace
- Market your online business using social media and the Internet

Course Outline

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|---|---|
| 1. Session 1: Course Overview | Looking at the Steps |
| Learning Objectives | Creating Financial Projections |
| Pre-Assignment | Part One: The Sales Process (I) |
| Pre-Course Assessment | Part One: The Sales Process (II) |
| 2. Session 2: How Online Businesses Can Benefit You | Part Two: Sales Metrics |
| A Brief History | Part Three: Expenses |
| Benefits of Online Businesses | Raising Startup Capital with Crowdfunding |
| Words of Warning | Case Studies |
| 3. Session 3: Laying the Groundwork | 6. Session 6: Building Your Online Business |
| Who Are You? | The Basic Elements |
| Doing Your Research | Creating a Website |
| Outlining Your Ideas | Checking Out the Sites, Part One |
| Pre-Assignment Review | E-Commerce Options |
| 4. Session 4: Creating a Business Plan | E-Commerce Payment Options |
| Creating a Business Plan | Security and Privacy Considerations |
| The One-Page Plan | Creating a Mobile Presence |
| Sample Business Plan | Creating Apps |
| Gathering Resources | Checking Out the Sites, Part Two |
| 5. Session 5: Breaking Down the Plan | Joining Online Marketplaces |
| Creating a Marketing Plan | Amazon |
| Cycle Overview | eBay |
| | Specialty Marketplaces |

7. Session 7: Internet Marketing Basics
 - Social Media Strategies for Success
 - Facebook
 - Twitter
 - Instagram
 - Pinterest
 - YouTube
 - Building Relationships

8. Session 8: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
9. Summary
10. Recommended Reading List
11. Post-Course Assessment

Building Better Teams

Course Overview

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

Learning Objectives

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

Course Outline

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|--|---|
| 1. Session One: Course Overview
Learning Objectives
Pre-Assignment: What's Your Team Player Type?
Identifying Your Characteristics and Preferences
Example
Questionnaire
Pre-Course Assessment | 5. Session Five: Your Team Player Type
What's Your Team Player Type?
Your Score
What Does it Mean To Have a Number?
Mostly A's – Inquiring Rationals
Mostly B's – Authentic Idealists
Mostly C's – Organized Guardians
Mostly D's – Resourceful Artisans
What's Important?
My Team Style |
| 2. Session Two: Defining Teams
What is a Team?
What Does That Mean?
Types of Teams
Making Connections | 6. Session Six: Building Team Trust
Why is Trust Important?
What Happens When Teams Trust Each Other?
Building Trust |
| 3. Session Three: Establishing Team Norms
Characteristics of Teams
Ground Rules
Team Contracts
Sample Team Contract | 7. Session Seven: The Stages of Team Development
Introduction
Stage One: Forming
Stage Two: Storming
Stage Three: Norming
Stage Four: Performing
Stage Five: Adjourning |
| 4. Session Four: Working as a Team
Putting it Into Perspective
No Need for Black and White Thinking
Degrees of Support | |

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|--|--|
| <p>Activity</p> <p>Forming an Effective Team</p> <p>Making Connections</p> <p>8. Session Eight: Virtual Teams</p> <p>Virtual Teams</p> <p>Strategies for Virtual Team Success</p> <p>Scheduling and Conducting Team Meetings</p> <p>Team Building in a Virtual Environment</p> <p>Informal Bonding Interaction</p> <p>9. Session Nine: Communication</p> <p>Defining Communication</p> | <p>Listening Skills</p> <p>Tips for Becoming a Better Listener</p> <p>Session Ten: Becoming a Good Team Player</p> <p>Attitude is Everything</p> <p>10. Personal Action Plan</p> <p>Starting Point</p> <p>Where I Want to Go</p> <p>How I Will Get There</p> <p>11. Course Summary</p> <p>12. Recommended Reading List</p> <p>13. Post-Course Assessment</p> |
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Building Relationships for Success in Sales

Course Overview

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

Learning Objectives

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

Course Outline

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|---|---|
| 1. Session 1: Course Overview | 4. Session 4: Disclosure |
| Learning Objectives | Disclosure |
| Pre-Assignment | Self-Awareness and the Johari Windows |
| Pre-Course Assessment | Understanding the Johari Window |
| 2. Session 2: Focusing on Your Customer | Building Relationships with the Johari Window |
| Customer Focused Selling | Working with the Johari Window |
| Minimizing Challenges | 5. Session 5: How to Win Friends and |
| Becoming Customer Focused | Influence People |
| Understanding Effort vs. Results | About Dale Carnegie |
| How You Fit in the Quadrants | Discussing Carnegie's Principles |
| Considering the Possibilities | Talking about Interests |
| 3. Session 3: What Influences People in | Try to See Things from Their Point of View |
| Forming Relationships? | Changing the View |
| Influences at Work | Genuinely Like Other People |
| Appearance | Liking Others through Common Ground |
| Similarity | Smile |
| Complementarity | Make Them Feel Important |
| Reciprocity | Remembering Names |
| Competence | Don't Criticize Others |
| Proximity | Avoid Criticizing |
| Exchange | What's in it for Me? |
| The Effect of the Influences | Comparing the Stories |
| Building Customer Connections | Carnegie's Principles |
| Building Common Ground | |

6. Session 6: Communication Skills for Relationship Selling
 - Active Listening
 - Responding to Feelings
 - Reading Cues
 - Demonstration Cues
 - Tips for Becoming a Better Listener
 - Asking Questions
 - Using Open Questions
 - Creating Customer Focused Questions
 - Good Listeners
7. Session 7: Non-Verbal Messages
 - Non-Verbal Messages
 - Managing Your Messages
 - Voice
 - Qualities of a Good Voice
8. Session 8: Managing the Mingling
 - Understanding Networking
 - Tips for Remembering Names
9. Session 9: The Handshake
 - The Handshake
 - Improving Your Handshake
 - Tips for Success
- Business Card Etiquette
10. Session 10: Small Talk
 - Small Talk
 - Making Small Talk
 - Starting Conversations
 - Small Talk Tips
 - Exit Lines
 - Creating Exit Lines
11. Session 11: Networking
 - Organizing Your Network
 - Networking Tips
 - Wise Words
 - Revisiting the Pre-Assignment
 - John and Jane
 - Questions for Reflection
 - Our Thoughts
12. Session 12: Personal Development
 - Personal Action Plan
 - Achieving My Goals
13. Summary
14. Recommended Reading List
15. Post-Course Assessment

Building Your Self Esteem and Assertiveness Skills

Course Overview

Healthy self-esteem and self-confidence are 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.

Learning Objectives

- Recognize that you have worth and are worthy of happiness
- Know the difference between self-esteem and self-confidence
- Develop techniques for eliminating unhealthy thought patterns and replacing them with supportive patterns
- Learn how to turn negative thoughts into positive thoughts
- Know how to act more assertively and understand why this is important to self-esteem and self-confidence
- Use different techniques to gain confidence
- Deal with setbacks in a way that does not damage self-esteem
- Set goals that reflect your dreams and desires and reinforce healthy patterns

Course Outline

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|---|--|
| 1. Session One: Course Overview | Recognizing Behaviors |
| Learning Objectives | Being Assertive |
| Pre-Assignment | Assertiveness Formula |
| Pre-Course Assessment | Assertiveness Practice |
| 2. Session Two: Self-Esteem and Self-Confidence | Other Techniques |
| Definitions | 6. Session Six: Gaining Confidence |
| Origins of Low Self-Esteem | Techniques that Work |
| Putting Things in Perspective | 7. Session Seven: The Power of Thought |
| 3. Session Three: Improving Self-Esteem | Negative Thoughts |
| How To Stop Destroying Our Own Self-Esteem | Flip it Around |
| Stop Spreading Negative Messages | Tyrone's Thinking |
| Throw Out Perfectionism | Debrief |
| 4. Session Four: Building Self-Esteem | Case Study |
| Helping Others Can Boost Self-Esteem | 8. Session Eight: Dealing with Setbacks |
| Using Your Skills to Help Others | How to Handle Mistakes and Failures in a More Positive Way |
| 5. Session Five: Assertiveness | 9. Session Nine: Create What You Want |
| Types of Behavior | Identifying Dreams and Setting Goals |
| | Setting SMART Goals |

My Own Goal Setting
10. Personal Action Plan
Starting Point
Where I Want to Go

How I Will Get There
11. Course Summary
12. Recommended Reading List
13. Post-Course Assessment

Bullying in the Workplace

Course Overview

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 Objectives

- Define what constitutes bullying
- 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. Session One: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session Two: Defining Bullying
 - What Is Bullying?
 - Some Scary Statistics
 - Trivia Time
 - The Costs Of Bullying
3. Session Three: Why Bullies Do What They Do
 - Origins Of Bullying Behavior
 - Defining Bullying Behavior
 - Summary
 - Other Types Of Bullying
4. Session Four: Building A Shield Against Bullies
 - Distorted Thinking
 - Your Toolkit Against Bullies
 - Setting Boundaries
 - Identify Your Wants And Needs
 - Throw Out Perfectionism
5. Session Five: What To Do If It Happens To You
 - When Does Bullying Happen?
 - How Do I Know If I Am Being Bullied?
 - What Works And What Does Not Work?
 - Dealing With Workplace Bullies
 - Applying My Skills
6. Session Six: What To Do If You Witness Bullying
 - Speak Up!
 - Witnesses Taking Action
 - Things To Say
7. Session Seven: Creating An Anti-Bullying Workplace
 - Creating Anti-bullying Policies
 - Writing The Policy
 - Educating Staff
 - Implementing And Enforcing Anti-Bullying Policies
 - Lesson For The Workplace
8. Session Eight: The Law On Bullying
 - Bullying Laws

9. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There

10. Course Summary
11. Recommended Reading List
12. Post-Course Assessment

Business Ethics for the Office

Course Overview

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 Objectives

- 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. Session One: Course Overview | Ethical Behavior |
| Learning Objectives | |
| Pre-Assignment | |
| Pre-Course Assessment | |
| 2. Session Two: What are Ethics? | 5. Session Five: Kohlberg's Six Stages |
| Defining Ethics and Morals | The Six Stages and Three Levels |
| The Gray Area | Different Levels for Different Situations |
| Values Identification Step One: Identifying Your Values | Identifying Stages |
| Values Identification Step Two: Defining Your Values | 6. Session Six: Some Objective Ways of Looking at the World |
| Values Identification Step Three: Put It All Together | An Introduction to Philosophy |
| 3. Session Three: Taking Your Moral Temperature, Part One | Applying Philosophical Approaches |
| Case Studies | 7. Session Seven: What Does Ethical Mean? |
| 4. Session Four: Why Bother with Ethics? | Merck Pharmaceuticals |
| | Decision Analysis |
| | 8. Session Eight: Avoiding Ethical Dilemmas |
| | Some Easy Strategies |
| | Case Studies |
| | 9. Session Nine: Pitfalls and Excuses |
| | Common Pitfalls |

10. Session Ten: Developing an Office Code of Ethics
 - Are You Ready?
 - Sample Codes of Ethics
 - Making Connections
 - Your Code of Ethics
11. Session Eleven: Ethical Issues for Business
 - Fundamental Ethical Issues for Business
 - 22 Keys
 - Pre-Assignment Review
12. Session Twelve: Basic Decision-Making
 - Tools
 - The Three-Phase Model
 - The Problem-Solving Model
 - Another Perspective
 - Phase One
 - Phase Two
 - Phase Three
 - Solution Planning Worksheet
 - The Problem-Solving Toolkit
13. Session Thirteen: Ethical Decision-Making
 - Tools
 - Three Types of Tools
 - Advanced Processes
 - The Potter Box
 - The Kidder Process
 - Case Study
14. Session Fourteen: Dilemmas with Company Policy
 - Common Dilemmas
 - The Third Option
15. Session Fifteen: Dilemmas with Co-Workers
 - Potential Dilemmas
 - Case Studies
16. Session Sixteen: Dilemmas with Clients
 - Potential Dilemmas
 - Making Connections
17. Session Seventeen: Dilemmas and Supervisors
 - Dilemmas with Your Supervisor
 - Dilemmas as a Supervisor
18. Session Eighteen: What to Do When You Make a Mistake
 - Six-Step Plan
19. Session Nineteen: Taking Your Moral Temperature, Part Two
 - Case Studies Revisited
 - A Look Back
20. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
21. Course Summary
22. Recommended Reading List
23. Post-Course Assessment

Business Etiquette: Gaining That Extra Edge

Course Overview

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 Objectives

- 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. Session 1: Course Overview | 7. Session 7: Do You Remember Names? |
| Learning Objectives | Do You Remember Names? |
| Pre-Assignment | 8. Session 8: Making That Great First |
| Pre-Course Assessment | Impression |
| 2. Session 2: Business Etiquette Basics | Making That Great First Impression |
| Business Etiquette Basics | Do You Look Approachable? |
| 3. Session 3: Test Your Business Etiquette | Managing Your Breath |
| Test Your Business Etiquette | Monitoring Your Body Aroma |
| 4. Session 4: The Handshake | Be Polite |
| The Five Factors | 9. Session 9: Dress for Success |
| Other Points | Dressing the Part |
| 5. Session 5: Business Card Etiquette | For Women |
| Business Card Etiquette | For Men |
| 6. Session 6: The Skill of Making Small Talk | Maintaining Your Positive Impression |
| The Skill of Making Small Talk | Corporate |
| What Works? | Business |
| What Doesn't Work? | Business Casual |
| Exit Lines | Casual |

- What Not To Wear
- 10. Session 10: Business Dining
 - Seven Hot Tips
 - Making Connections
 - Demonstration
 - Table Manners
 - Other Rules
- 11. Session 11: E-Mail and Telephone Etiquette
 - Telephone Etiquette
 - Call Waiting
 - Reaching Voice Mail
 - Use Good Speech Habits
- Netiquette: Don't Send and Offend
- The Power of the Written Word
- Sample Thank You Notes
- Writing Space
- 12. Session 12: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 13. Summary
- 14. Recommended Reading List
- 15. Post-Course Assessment

Business Process Management

Course Overview

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 Objectives

- 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. Session 1: Course Overview | Breaking Down the Model |
| Learning Objectives | The Role of ECM in Business Process |
| Pre-Assignment | Management |
| Pre-Course Assessment | What is Business Process Re-Engineering? |
| 2. Session 2: The Fundamentals of Business | Case Study |
| Process Management | About Business Process Re-Engineering |
| What is Business Analysis? | Role of BPR in Business Process |
| How Do I Conduct A Business Analysis? | Management |
| Breaking Down the Model | Business Process Re-Engineering Model |
| What is Enterprise Content Management? | Breaking Down the Model |
| Defining Content | 3. Session 3: Defining Business Process |
| Defining Enterprise Content Management | Management |
| Enterprise Content Management Model | What is Business Process Management? |

- What are Processes?
- What is Business Process Management?
- Layers of Business Process Management
- The Management Level
- The Process Level
- The Implementation Level
- Brief History of Business Process Management
- What are the Benefits of Business Process Management?
- BPM Benefits
- Summary
- 4. Session 4: Reflecting on Processes
 - Pre-Assignment Review
- 5. Session 5: The Business Process Life Cycle
 - Introduction
 - The Business Process Life Cycle
 - Breaking Down the Model
- 6. Session 6: The Vision Phase
 - Creating a Vision and Seeing the Big Picture
 - What is a Vision?
 - Creating a Vision
 - Focusing on the Future
 - Preparing for Change
 - Sharing Your Vision
 - Benefits of a Shared Vision
 - Dreaming Big
- 7. Session 7: The Design Phase
 - Gathering Information
 - Amount of Human Interaction with Technology
 - Level of Automation
 - Case Study
 - Role of Content
 - Volume of Work
 - Complexity of Process
 - Defining Your Problem
 - Rephrase the Problem
 - Rephrasing in Action
 - Expose and Challenge Assumptions
 - Use Facts
 - Grow Your Thinking
- Shrink Your Environment Temporarily
- Mini Case Study
- Practice Multiple Perspectives
- Turn it Upside Down
- Frame the Problem Purposely and Positively
- Summary
- Introduction
- Identify Your Future State
- Analyze Current State
- Steps to Bridge Gaps
- Summary
- About Process Mapping
- What is Process Mapping?
- Steps for Creating a Process Map
- Tips and Important Points
- Benefits of Process Mapping
- Symbols and Their Meanings
- Creating a Process Map with a Flow Chart
- Digital Process Map
- Making Connections
- Creating a Process Map with a Swimlane Diagram
- Sample Swimlane Process Map
- Map it Out
- Defining Improvements
- Why is it Important to Define Improvements?
- Case Study
- Establishing Functions and Identifying Function Leaders
- Identifying Function Leaders
- Considerations when Choosing a Leader
- 8. Session 8: The Modeling Phase
 - Performing What-if Analysis
 - Steps to Performing a What-If Analysis
 - Sample Guidelines
 - Second Step in Performing a What-If Analysis
 - Third Step in Performing a What-If Analysis
 - Case Study
 - Test Driving

- Questions
- Testing the Design
- What Does it Mean to Test the Design?
- Steps for Design Testing
- Breaking Down the Model
- Benefits of Iterative Design
- Summary
- 9. Session 9: The Execution Phase
 - Implementing Processes
 - Exploring Automation
 - Automating Processes
 - Benefits of Automation
 - Potential Pitfalls of Automation
 - Steps to Automate a Process
 - Summary
 - Understanding Business Rules
 - Making Connections
 - Benefits of Business Rules
 - Things to Watch Out For
 - The Role of Business Rules in Workflow Engines
 - Case Study
 - The Importance of Business Rules
 - Choosing Software
 - Making Connections
 - The Role of Workflow Engines
 - The Workflow Model
 - What is a Workflow Engine?
 - Making Connections
 - Workflows and Business Rules
 - Case Studies
 - Steps to Implement a Workflow Engine
 - Breaking Down the Model
- 10. Session 10: The Monitoring Phase
 - Implementing Measures
 - Building Your Approach
 - Employee Feedback
 - What is Business Activity Monitoring (BAM)?
 - Making Connections
 - Benefits of Business Activity Monitoring
- Purpose of Business Activity Monitoring
- The Role of KPI's
- The Balanced Scorecard
- Where Does BPM Fit?
- Balanced Scorecard Example
- Benefits of the Balanced Scorecard
- Creating a Balanced Scorecard
- Task
- Scorecard Template
- Identifying Gaps with Process Mining
- Benefits of Process Mining
- 11. Session 11: The Optimizing Phase
 - What It's All About
 - Case Study
 - Business Process Improvement
 - Six Steps of Business Process Improvement
 - Breaking Down Steps One to Five
 - Benefits of a Pilot
 - The Final Step
 - Introduction to Lean
 - The Toyoda Precepts
 - The Toyota Production System House
 - The Roof
 - The Pillars
 - The Core
 - The Foundation
 - The Seven Wastes
 - Summary
 - Making Connections
 - Cut Out the Waste
 - Task
 - Introduction to Six Sigma
 - The Six Sigma Approach
 - DMAIC Model
 - Breaking Down the Model
 - A Look at the Numbers
 - Sample Analysis
 - A Look at the Numbers
 - Summary
 - Tie It All Together

- 12. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There

- 13. Summary
- 14. Recommended Reading List
- 15. Post-Course Assessment

Business Succession Planning: Developing and Maintaining a Succession Plan

Course Overview

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

Learning Objectives

- Demonstrate an understanding of the value of succession planning for successful businesses
- Demonstrate expertise with the key elements of a succession plan
- Create and discuss aspects of a succession plan
- Discuss the elements of a succession plan in terms of roles, responsibility, function, scope, and evaluation

Course Outline

- | | |
|---|---|
| 1. Session 1: Course Overview | Coping with Change |
| Learning Objectives | Developing External Successors |
| Pre-Assignment | Risk Assessment |
| Pre-Course Assessment | Sample Risk Analysis |
| 2. Session 2: A Need for Succession Planning | Summary |
| Defining Succession Planning | 6. Session 6: Defining Roles, Responsibilities, and Functions |
| The Definitions | Key Factors |
| 3. Session 3: Defining a Succession Plan | The Role of Individualized Engagement Plans |
| Strong Leaders and a Strong Organization | Who Gets a Plan? |
| What's Important? | Succession Plan Profile |
| Making Connections | Working the Plan |
| Components of the Plan | Assignment #1: Complete a Risk Assessment |
| SUCCESS Model | Assignment #2: Complete a First Draft of an IEP |
| Breaking Down the Model | Assignment #3: Create a Biography of Up to 250 Words |
| Setting the Scope | 7. Session 7: Gathering Information |
| Case Study | Moving Through the Layers |
| 4. Session 4: Pre-Assignment Review | Revisiting the Organizational Chart |
| Task | Making Connections |
| 5. Session 5: Identifying Resources and Analyzing Risks | |
| Understanding the Marketplace | |
| What About Loyalty? | |
| Finding the Talent | |

8. Session 8: Forecasting Needs
 - Key Ingredients of a Successful Plan
 - Coaching and Mentoring
 - Making Connections
 - Develop Reliable Data Gathering
9. Session 9: Putting the Plan Together
 - Using Appreciative Inquiry (AI)
 - A Permanent Vacation
 - Tough Choices
 - How to Choose the Leader
 - Sample Assessment
 - Making Connections
10. Session 10: Putting the Plan into Action
 - Phased Implementation
 - Changes to Consider
 - Making Connections
 - Succession Plan Organizational Chart
 - Technology
 - Making Connections
11. Session 11: Evaluating and Reviewing the Plan

- Evaluation Challenges
 - Evaluation Process
 - Breaking Down the Steps
 - Sample Evaluation
 - Succession Program Evaluation Checklist
 - Action Steps That Result From This Assessment
 - Checking out the Checklist
12. Session 12: Your Action Plan
 - Plan and Then Do
 - Next Steps
 - Making Connections
 13. Session 13: Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
 14. Summary
 15. Recommended Reading List
 16. Post-Course Assessment

Business Writing That Works

Course Overview

In the world of business, we must often write various pieces of correspondence, such as memos, emails, and letters. This course will teach how to write these pieces using tact, good readability, and proper formatting.

Learning Objectives

- Learn how to write and proofread your work so it is clear, concise, complete, and correct
- Apply these skills in real world situations
- Learn how to use language that is courteous
- Understand the proper format for memos, letters, and emails
- Determine whether your writing can be easily understood by your intended audience

Course Outline

1. Session One: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session Two: The 4 C's: Clear, Concise, Complete, and Correct
 - Clear Writing
 - Choosing What to Say
 - Concise Writing
 - Writing Concisely
 - Complete Writing
 - Correct Writing
3. Session Three: Manners and Courtesy
 - Courtesy
 - How to Show Courtesy in Your Writing
 - Letters with Manners
 - Tips for Using Courtesy in Letters and Emails
4. Session Four: Writing Memos
 - The Anatomy of a Memo
 - Acme Funfest
5. Session Five: Writing Effective Emails
 - Email Basics
 - Managing Email
 - Email at Work
6. Session Six: Reports and Proposals
 - What Is a Report?
 - What Is a Proposal?
7. Session Seven: Writing Business Letters
 - Parts of a Business Letter
 - Steps to Writing Business Letters
 - Types of Letters
 - Check Your Learning
8. Session Eight: Readability Index
 - Readability Index
 - Calculating the Index Automatically
 - Using the Readability Index
 - How to Read the Results
 - Beyond the Readability Score
9. Session Nine: Proofreading
 - Check the Spelling, Grammar, and Punctuation
 - Spelling Tips
 - Proofreading Tips
10. Session Ten: Reviewing Your Writing
 - A Final Review
 - Pre-Assignment Review
11. Personal Action Plan
12. Course Summary
13. Recommended Reading List
14. Post-Course Assessment

Call Center Training: Sales and Customer Service Training for Call Center Agents

Course Overview

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

Learning Objectives

- Understand the nuances of body language and verbal skills, which are so important in conversations that do not have a face-to-face element
- Learn aspects of verbal communication such as tone, cadence, and pitch
- Demonstrate an understanding of questioning and listening skills
- Acquire comfort with delivering bad news and saying no
- Learn effective ways to negotiate
- Understand the importance of creating and delivering meaningful messages
- Use tools to facilitate communication
- Realize the value of personalizing interactions and developing relationships
- Practice vocal techniques that enhance speech and communication ability
- Personalize techniques for managing stress

Course Outline

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|--|---------------------------------------|
| 1. Session 1: Course Overview | Making Connections |
| Learning Objectives | 4. Session 4: Who are Your Customers? |
| Pre-Assignment | Who are Our Customers? |
| Pre-Assignment Questions | External Customers |
| Pre-Course Assessment | What the Customer Wants |
| 2. Session 2: What's Missing in Telephone Communication? | About Relationships |
| It's Not What You Say; It's How You Say It | Making Connections |
| Implications | 5. Session 5: To Serve and Delight |
| In the Absence of Body Language | To Serve and Delight |
| 3. Session 3: Verbal Communication | Making Connections |
| Techniques | Let's Try... |
| Being Yourself and Sounding Your Best | 6. Session 6: Did You Hear Me? |
| Symphony of Voice | Listening Skills: Active Listening |
| The Four E's | Tips and Tricks |
| A Service Image | Zero In on the Matter at Hand |
| | The Mission: To Listen |

- Quiz
- 7. Session 7: Asking the Right Questions
 - Open Questions vs. Closed Questions
 - Probing Techniques
- 8. Session 8: Saying No
 - When We Say "No"
 - Delivering Bad News
- 9. Session 9: Sales by Phone
 - Benefits of Telemarketing
 - Rapport Building
- 10. Session 10: Taking Messages
 - Pen in Hand
 - Effective Messages
- 11. Session 11: Staying Out of Voice Mail Jail
 - Staying Out of Voice Mail Jail
 - Making Connections
- 12. Session 12: Closing Down the Voice
 - Hyoid Limbering
 - Hum
 - Sighing
 - The Diaphragmatic Breath
- 13. Session 13: Cold and Warm Calls
 - The Cold Call
 - A Cure for Call Reluctance
 - Connecting with Decision-Makers
 - Openers
 - The Warm Call
 - Making Connections
- 14. Session 14: Developing a Script
 - Scripting Techniques
 - The Attention Statement
 - The Identification Statement
 - A People-Respond-In-Kind Attitude
 - The "Reason For This Call" Statement
 - Get Down to Business (Request the Sale)
 - Response to Objections
 - Sample Script
 - Making Connections
- 15. Session 15: Perfecting the Script
 - Making the Script Yours
 - Referral Script
 - Telemarketing Script
- Tips and Tricks
 - Using Cheat Sheets
 - Making Connections
- 16. Session 16: Going Above and Beyond
 - Fifteen Techniques for CCA Success
 - Customize Your Service
- 17. Session 17: Handling Objections
 - Handling Objections
 - Making Connections
- 18. Session 18: Closing the Sale
 - Closing the Sale
- 19. Session 19: Feelings
 - Feelings
 - Making Connections
- 20. Session 20: Changes in the Customer
 - The Changing Customer
 - Making Connections
 - What the Customer Wants
- 21. Session 21: Negotiation Techniques
 - Mastering Negotiation Skills
 - Key Skills for Success
 - Allowing for Creative Flexibility
 - Preparation
 - The Rule of Value
 - Understanding Negotiating Styles
 - Practicing Negotiation
 - Making Connections
- 22. Session 22: It's More Than Just a Phase
 - Phases of Negotiation
 - Phase One: Preparation
 - Phase Two: Exchanging Information
 - Phase Three: Bargaining
 - Phase Four: Commitment and Closing
 - Negotiation Made Easier
- 23. Session 23: High Impact Moments
 - Make It Count
 - Creating Case Studies
- 24. Session 24: Tips for Challenging Callers
 - Tips and Tricks
 - Caller Behaviors
 - Up the Mountain

- 25. Session 25: Dealing with Difficult Customers
 - Dealing with Problems
 - Dealing with Vulgarly
- 26. Session 26: Phone Tag and Getting the Call Back
 - Phone Tag
 - Option One: The Referral
 - Option Two: The Third-Party Message
 - Option Three: The Warm Cold Caller
 - Option Four: The Straight-Ahead Pitch
 - Tips
 - Following Up
 - Making Connections
- 27. Session 27: This is My Mentor
 - Roger's Super Year
- 28. Session 28: Stress Busting
 - Stress Busting
- 29. Session 29: News from Within
 - Management Reports
 - Pre-Assignment Review
 - CCA Reports
- 30. Session 30: Wrapping Up
 - It's a Wrap – Just About!
 - Debrief
- 31. Session 31: Close with Vocals
 - Hyoid Limbering
 - Hum
 - Sighing
 - The Diaphragmatic Breath
- 32. Session 32: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 33. Summary
- 34. Recommended Reading List
- 35. Post-Course Assessment

Cannabis and the Workplace

Course Overview

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

Learning Objectives

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

Course Outline

- | | |
|---|---|
| 1. Session One: Course Overview | Practicing the Difficult Conversation |
| Learning Objectives | Role Play |
| Pre-Assignment | 7. Session Seven: Drug and Alcohol Policy |
| Pre-Course Assessment | Why a Drug and Alcohol Policy? |
| 2. Session Two: Drugs and the Workplace | Developing a Policy |
| Why Is Drug Use a Workplace Issue? | Preliminary Step 1: Objective |
| 3. Session Three: Cannabis | Preliminary Step 2: Participants |
| The Cannabis Plant | Preliminary Step 3: Environmental Scan |
| Cannabis and Your Body | Making Connections |
| Debunking the Myths | Policy Content |
| 4. Session Four: Workplace Impacts | Making Connections |
| Trouble in the Workplace | Drug and Alcohol Testing |
| Cannabis and Productivity | Applying and Publicizing the Policy |
| Productivity | 8. Personal Action Plan |
| Safety | Starting Point |
| 5. Session Five: Medical Cannabis | Where I Want to Go |
| Rights and Responsibilities | How I Will Get There |
| Medical Cannabis Scenarios | 9. Course Summary |
| 6. Session Six: How to Intervene | 10. Recommended Reading List |
| The Intervention Process | 11. Post-Course Assessment |

Coaching and Mentoring

Course Overview

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

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

Learning Objectives

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

Course Outline

- | | |
|--|--|
| 1. Session 1: Course Overview | Closed Questions |
| Learning Objectives | Probing Techniques |
| Pre-Assignment | Active Listening Skills |
| Pre-Course Assessment | Responding to Feelings |
| 2. Session 2: Defining Coaching and Mentoring | Reading Cues |
| Coaching and Mentoring | Demonstration Cues |
| Mentees, Proteges, and Telemachus | Tips for Becoming a Better Listener |
| Matching Mentors | 5. Session 5: Critical Coaching Skills |
| Defining Coaching | The Five Skills |
| What Coaching Is Not | Making Connections |
| The Coaching Formula | 6. Session 6: Setting Goals with SPIRIT |
| The Three Factors | Setting Achievable Goals |
| Coaching Skills | Identifying Your Dreams |
| 3. Session 3: Coaching Assessment Review | Inspiring Ideas |
| Coaching Assessment and Scoring | SPIRIT Goals |
| Making Connections | Getting on Track |
| 4. Session 4: Interpersonal Communication Skills | 7. Session 7: Learning Styles and Principles |
| What are Communication Skills? | Learning Styles |
| Making Connections | Making Connections |
| Getting Better with Communication | Adult Learning Principles |
| Open Questions | 8. Session 8: The Benefits/Consequences |
| | Matrix |
| | Coaching Tools |

- 9. Session 9: Skills Involved in Coaching
 - Mix and Match
- 10. Session 10: The Coaching Model
 - The Four Steps
 - Key Characteristics
- 11. Session 11: Giving Effective Feedback
 - Important Elements
- 12. Session 12: Coaching Problems and Solutions

- Case Studies
 - Making Connections
- 13. Session 13: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 14. Summary
- 15. Recommended Reading List
- 16. Post-Course Assessment

Code of Conduct: Setting the Tone for Your Workplace

Course Overview

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

Sometimes those boundaries are crossed with disastrous results.

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

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

Learning Objectives

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

Course Outline

- | | |
|---|---|
| 1. Session 1: Course Overview | Code of Conduct for Members of the United States Armed Forces |
| Learning Objectives | Principles of Conduct for the International Red Cross and Red Crescent Movement |
| Pre-Assignment | and NGOs in Disaster Response Programmes |
| Pre-Course Assessment | For Your Consideration |
| 2. Session 2: What Is It, and Why? | 6. Session 6: What to Do When You Make a Mistake |
| For Your Consideration | 7. Session 7: Auditing |
| Pre-Assignment Review | Auditing |
| 3. Session 3: What to Leave In, What to Leave Out | Sample Audit Questions |
| What to Include | 8. Session 8: Putting it Together |
| What to Exclude | The Toolbox |
| Identifying Areas of Risk | Online resources |
| Evaluation Methods | Making Connections |
| Who Writes It? | 9. A Personal Action Plan |
| 4. Session 4: What's It All About? | Starting Point |
| In a Word | Where I Want to Go |
| Spreading the Word | How I Will Get There |
| Training | 10. Course Summary |
| Violations | 11. Recommended Reading List |
| 5. Session 5: A Random Sample | |
| Sample Codes | |
| Asimov's Three Laws of Robotics | |

Collaboration

Course Overview

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

Learning Objectives

- Understand the definition of collaboration
- Distinguish collaborative qualities individuals often possess
- Know and understand what it takes to work collaboratively with your colleagues
- Discover the difference between collaboration, cooperation and teamwork
- Know what a collaborative environment looks like
- Know the six steps to make collaboration work
- Understand the advantages of collaboration
- Be aware of obstacles to collaboration
- Develop strategies to improve a collaborative work environment
- Share tips for employers to reward collaboration
- Understand how technology affects collaboration

Course Outline

- | | |
|---|--|
| 1. Session One: Course Overview | 4. Session Four: Benefits of Collaboration |
| Learning Objectives | What Are the Advantages of Collaboration |
| Pre-Assignment | Collaborative Workspace |
| Pre-Course Assessment | Corporate Culture of Collaboration |
| 2. Session Two: Being Collaborative | Features to Help Create a Collaborative |
| What is Collaboration? | Workspace |
| Who is a Collaborator? | Design Your Collaborative Workspace |
| Qualities of a Collaborator | 5. Session Five: Common Obstacles |
| 3. Session Three: Elements of Successful | Five Arguments Against Collaboration |
| Collaboration | Tips to Overcome Collaborative Obstacles |
| Elements of Collaboration | Rewarding Team Collaboration |
| Five Elements of a Successful Collaboration | 6. Session Six: Technology and Collaboration |
| Collaboration, Teamwork, Cooperation: | Technology and Collaboration |
| What is the Difference? | Implementing Technology to Facilitate |
| How to Make Collaboration Work: 6 | Collaboration |
| Predictable Stages | Collaborative Conclusion |

7. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There

8. Course Summary
9. Recommended Reading List
10. Post-Course Assessment

Communications for Small Business Owners

Course Overview

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 Objectives

- 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. Session 1: Course Overview | Essential Elements |
| Learning Objectives | Developing Your Pitch |
| Pre-Assignment | Delivery Tips |
| Pre-Course Assessment | Practice Makes Perfect |
| 2. Session 2: Key Communication | 4. Session 4: Your Communications Plan |
| Components | Introduction |
| What Communication Is All About | Selecting Your Communications |
| Attributes of Good Communication | Destination |
| Pre-Assignment Review | Identifying Audiences |
| 3. Session 3: The Building Blocks | Making Connections |
| Business and Marketing Strategy | Choosing a Communications Route |
| Components of Your Marketing Plan | Types of Routes |
| Things to Consider | Identifying Your Goal |
| Three-Year Marketing Plan Sample | Splitting up the Message |
| Sample Project Plan | Making Connections |
| Making Connections | Establishing a Communications Vehicle |
| Public Relations Plan | Setting up Media Guidelines |
| Allow Some Flexibility | Selecting a Spokesperson |
| Working on the Plan | Developing an Approval Process |
| Elevator Pitch and Executive Summary | Approval Process Guidelines |
| The Executive Summary | Defining Inbound and Outbound Marketing |

- The Reasons for Inbound Marketing
- Making Connections
- 5. Session 5: The Five C's of a Successful Message
 - Be Clear
 - Being Coherent
 - Be Concise
 - Be Complete
 - Be Correct
 - Checking for Mistakes
 - Mistakes Happen!
 - Be Compelling
 - Compelling Copy
 - Making Connections
- 6. Session 6: Communication Strategies
 - Setting a Goal for Each Communications Piece
 - Strengthening Your Core Message
 - Key Words and Ideas
 - Thinking MEDIA
- 7. Session 7: Sharing Information Through Media Releases
 - Key Pieces of the Media Release
 - Media Releases
 - Drafting Your Message
 - Getting Into It
- 8. Session 8: Communicating Online
 - Blogging Tips and Tricks
 - Guidelines
 - Making Connections
 - Connecting Through Social Media
 - Making Connections
 - Getting on Board
 - Social Media Plan Worksheet
 - Campaign Budget
 - Campaign Objectives
 - Competitive Analysis
- 9. Session 9: Using Stories to Communicate
 - The Importance of Story
 - Tell Me A Story
- 10. Session 10: Polishers and Time Savers
 - Communication Fact Sheets
 - 'About Us' Fact Sheet
 - 'Elevator Pitch' Fact Sheet
 - 'Social Media Summary' Fact Sheet
 - 'Strategic Summary' Fact Sheet
 - 'Contact Lists' Fact Sheet
 - Maintaining Fact Sheets
 - Making Connections
 - Getting It Together
 - The Three R's
 - Reduce
 - Reuse
 - Recycle
- 11. Session 11: Enhancing Your Results
 - Search Engine Optimization (SEO)
 - Making Connections
 - Metatags
 - Getting the Best Results
 - Developing Keywords
 - Optimizing Our Results
 - Taking Your Communication Pulse
 - Using Focus Groups
 - Focusing on the Research
 - SWOT Analysis
 - Next Steps
 - Making Connections
- 12. Session 12: Maintaining Your Message in Crisis
 - Crisis
 - Communicating in a Crisis
- 13. Session 13: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 14. Summary
- 15. Recommended Reading List
- 16. Post-Course Assessment

Communication Strategies

Course Overview

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

Learning Objectives

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

Course Outline

- | | |
|---|--|
| 1. Session One: Course Overview | Can You Hear Me? |
| Learning Objectives | How Do You Rate Your Listening Ability? |
| Pre-Assignment | Active Listening Skills |
| Pre-Course Assessment | Responding to Feelings |
| 2. Session Two: Creating Positive Relationships | Reading Cues |
| Ten Quick Wins | Demonstration Cues |
| Making Connections | Tips for Becoming a Better Listener |
| 3. Session Three: Growing Our Self-Awareness | What is Said and What is Heard |
| Do You Question Your Competence? | Communication Situations |
| Developing Confidence | 8. Session Eight: Body Language |
| 4. Session Four: Communication Basics | What Do Our Bodies Say? |
| Defining a Skilled Communicator | The Signals People Send |
| Making Connections | Gestures |
| 5. Session Five: Communication Barriers | 9. Session Nine: Communication Styles |
| Case Study: New Neighbors | Dichotomies in Theory |
| Common Barriers | Making Connections |
| Applying the Answers | Advantages and Disadvantages |
| Being Mindful | Dichotomies in Action |
| 6. Session Six: Asking Questions | 10. Session Ten: Creating a Positive Self-Image |
| Asking Good Questions | Seven Things People Determine from Your Appearance |
| Probing | Pre-Assignment Review |
| Five Ways to Probe | Self-Evaluation |
| Pushing My Buttons | 11. Session Eleven: Frame of Reference |
| 7. Session Seven: Listening Skills | Your Frame of Reference |
| | Suspending Belief |

- 12. Session Twelve: Techniques for the Workplace
 - Prepare, Prepare, Prepare
 - Testing Our Theories
 - Delivering Your Message
 - Check for Understanding
- 13. Session Thirteen: Assertiveness
 - Self-Attitude
 - Words to Watch Out For
 - Your Inner Self Talk
 - Persuasion
 - 30 Ways to Persuade
 - Case Study: A Negative Image

- I Messages
 - The Assertive Formula
 - Expressing Your No
 - The Persistent Response
 - Guidelines for Saying No
- 14. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 15. Course Summary
- 16. Recommended Reading List
- 17. Post-Course Assessment

Conducting Accurate Internet Research

Course Overview

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

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

Learning Objectives

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

Course Outline

- | | |
|---|--|
| 1. Session 1: Course Overview | Performing an Advanced Search |
| Learning Objectives | Using Advanced Search Tools |
| Pre-Assignment | Overview of the Options |
| Pre-Course Assessment | About Boolean Operators |
| 2. Session 2: Creating a Search Plan | Searching for Quick Facts |
| Key Elements of a Search Plan | Weather |
| Making Connections | Stock Information |
| Expanding the Question | Movie Information |
| Where Am I Going to Find the Answers? | Word Tools |
| How Deep Should I Go? | Flight Information |
| Getting Focused | Internet Scavenger Hunt |
| 3. Session 3: Searching the Surface Web | Debrief |
| What is a Search Engine? | 4. Session 4: Diving Into the Deep Web |
| How Search Engines Work | About the Deep Web |
| Metasearch Engines | Searching the Deep Web |
| Graphic Search Engines | Making Connections |
| Specialized Search Engines | 5. Session 5: Searching for Multimedia |
| Building a Keyword List | Search Techniques |
| Sample Search | Searching for Images |
| Making Connections | Searching for Audio and Videos |
| Step-By-Step Searching Guide | Making Connections |

6. Session 6: Assessing Research Sites
 - Analyzing Your Sources
 - About Top-Level Domains
 - About Wikipedia
 - Making Connections
 - Checking Your Facts
 - Understanding Primary and Secondary Sources
 - Double-Check Your Facts
 - Check Out the Site
 - Identify Advertisements
7. Session 7: Staying Organized with Research Tools
 - Understanding the Options
 - Organizing Information
 - Microsoft OneNote
 - Evernote
- Zotero
- CiteULike
- EasyBib
- Advanced Software Packages
8. Session 8: Citing Sources
 - Don't Plagiarize!
 - Information to Gather
 - Documentation Styles
 - Sample Citations
9. Session 9: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
10. Summary
11. Recommended Reading List
12. Post-Course Assessment

Conducting Effective Performance Reviews

Course Overview

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

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

Learning Objectives

Recognize the importance of having a performance review process for employees

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

Course Outline

- | | |
|--|--|
| 1. Session 1: Course Overview | Informal Review |
| Learning Objectives | 360 Degree Performance Review |
| Pre-Assignment | The 360 Degree Process |
| Pre-Course Assessment | Winning Performance Appraisals |
| 2. Session 2: Performance Appraisals Done Well | 5. Session 5: The Performance Management Process |
| What are Performance Appraisals? | The Four Steps |
| Making Connections | Least Structured: Goal Setting |
| Building Trust | Most Structured: Performance Reviews |
| Making Connections | Sample 1: Job Performance Review Guide |
| 3. Session 3: Errors We Make | Sample 2: Job Performance Review Guide |
| Three Slippery Areas | Sample 3: Employee Performance Review |
| Making Connections | Sample 4: Sales Team Member Evaluation |
| 4. Session 4: Types of Performance Reviews | Sample 5: Sales Team Member Evaluation |
| Choosing What Works | Sample Performance Appraisal Forms |
| Formal, Annual, or Semi-Annual Review | 6. Session 6: Goals with SPIRIT |
| Probationary Review | Identifying Dreams and Setting Goals |

- Identifying Your Dreams
- Dreaming at Work
- Setting Goals with SPIRIT
- My Dreams and Goals
- Putting it All Together
- 7. Session 7: The Performance Management Cycle
 - The Four Phases
 - The Basis for Review
 - Performance Standards
 - Key Results Areas (KRA's)
 - Behaviorally Anchored Rating Scales (BARS)
 - A Note About Orientation Programs
- 8. Session 8: Setting Standards
 - Setting Standards
 - Tips for Setting Standards
 - Building Engagement
- 9. Session 9: Creating a Performance Development Plan
 - Performance Development Plans
 - Coaching
- 10. Session 10: Feedback and Communication
 - Feedback
 - Communication
 - Assumptions and Communication
- 11. Session 11: Listening Skills
 - Active Listening
 - Defining Active Listening
 - Responding to Feelings
 - Reading Cues
 - Demonstration Cues
 - The Mission: To Listen
- 12. Session 12: Communication Strategies
 - Basic Skills
 - Questioning Skills
 - Preparing Your Questions
 - Open Ended Questions
 - Hypothetical Open Questions
 - Direct or Specific Questions
 - Closed Questions
 - Third-Person Questions
- Poor Questions
- Probing
- Probing Techniques
- Non-Verbal Messages
- Things to Watch For
- Summary
- Making Connections
- Voice
- Interpretation Exercise
- Summary
- 13. Session 13: Giving Feedback
 - The Importance of Feedback
 - Six Characteristics
 - In Private
 - Balanced
 - Relevant
 - Specific
 - Documented
 - Personal (In the Right Way)
 - Case Studies
- 14. Session 14: Accepting Criticism
 - About Criticism
 - Tips and Tricks
- 15. Session 15: Planning the Interview
 - The Performance Appraisal Interview
- 16. Session 16: The Interview
 - A Basic Format
 - The Opening
 - The Discussion
 - The Closing
 - Preparation
- 17. Session 17: Goal Setting Case Study
 - Getting Prepared
 - Making Connections
- 18. Session 18: Providing Feedback
 - Making Connections
- 19. Session 19: Coaching
 - The Importance of Coaching
 - Task Preparation
- 20. Session 20: Appraisal Preparation
 - Employer
 - Employee

- 21. Session 21: The Interview
 - Making Connections
- 22. Session 22: Maintaining Performance
 - Maintaining Performance
 - How to Modify Work Behavior?
- 23. Session 23: Handling Performance
 - Problems
 - Make the Commitment
 - Key Action Steps
 - Behavior Contracts
 - Recognizing Mrs. Stanford
- 24. Session 24: The Part Where Someone Gets Fired
 - If You Have To Let Them Go...
 - Preparation Checklist
 - Things to Remember
 - Case Study
- 25. Session 25: Pre-Assignment Review
 - Pre-Assignment Review
- 26. Session 26: Performance Management
 - Checklists
 - Introduction
 - The Fundamentals of the Process
 - Objectives and Results Checklist
 - Support Plan Checklist
 - Meeting with Your Employees Checklist
 - Ongoing Support and Feedback Checklist
 - Performance Interview Checklist
 - Performance Review Checklist
- 27. Session 27: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 28. Summary
- 29. Recommended Reading List
- 30. Post-Course Assessment

Conference and Event Management

Course Overview

Although it takes plenty of creativity to design an event that is memorable and meaningful, it also takes careful attention to detail, adaptability, and a lot of work.

Learning Objectives

- Plan a complete corporate event, including an agenda, budget, and goals
- Keep your event on budget
- Select an appropriate venue
- Design a promotional plan
- Determine whether partners, sponsors, and volunteers can help to make your event unforgettable
- Select speakers and a master of ceremonies to add impact to your event
- Engage your event participants
- Evaluate the process once it is all wrapped up

Course Outline

- | | |
|---|--|
| 1. Session One: Course Overview | Strategies |
| Learning Objectives | Gathering Support |
| Pre-Assignment | 6. Session Six: Selecting the Venue |
| Pre-Course Assessment | Brainstorming |
| 2. Session Two: Event Planning Essentials | Picking an Appropriate Place |
| Setting Goals and Objectives | 7. Session Seven: Feeding the Masses |
| Briefing Note Guidelines | Setting up the Menu |
| Getting Organized | Considerations |
| 3. Session Three: Budgeting Basics | 8. Session Eight: Selecting Speakers and a |
| Budget Planning | Master of Ceremonies |
| Pre-Assignment Review | People in Your Event |
| Getting Strict About the Budget | Special Guests and Dignitaries |
| Budget Shortfalls? | Speakers |
| 4. Session Four: Getting Others on Board | People in Your Event |
| Getting the Right People Doing the Right | 9. Session Nine: Engaging the Audience |
| Things | Make Your Event Memorable |
| Volunteers | 10. Session Ten: Before and During Event Day |
| Connecting with Partners and Sponsors | Before the Event |
| Inviting Sponsors | Contingency Plans |
| 5. Session Five: Promotion | Event Day |
| Getting the Word Out: Small Events | Checklist |
| Getting the Word Out: Mandatory Events | Pulling It Off |
| Getting the Word Out: Large Events | |

11. Session Eleven: After the Event
 - Gathering Feedback
 - Gathering Feedback from the Participants and the Client
 - Feedback Questions
 - Designing Feedback
 - Creating the Conference Report
 - Holding the Post-Event Meeting and
 - Thanking Those Involved
12. Session Twelve: Practicing Planning
 - Creating an Event Plan Draft
13. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
14. Course Summary
15. Recommended Reading List
16. Post-Course Assessment

Conflict Resolution: Getting Along In The Workplace

Course Overview

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

Learning Objectives

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

Course Outline

- | | |
|--|---|
| 1. Session 1: Course Overview | Hidden Conflict |
| Learning Objectives | 5. Session 5: Spontaneous and Reflective Behavior |
| Pre-Assignment: A Conflict Effectiveness Benchmark | Spontaneous and Reflective Behavior |
| Pre-Course Assessment | Exploring Behaviors |
| 2. Session 2: Defining Conflict | 6. Session 6: The Johari Window |
| Defining Conflict | Understanding the Johari Window |
| Assumptions | Self-Disclosure with the Johari Window |
| Positives and Negatives | My Window |
| 3. Session 3: Types of Conflict | Case Study: Spontaneous and Reflective Behaviors |
| Types of Conflict | Questions |
| Inner Conflict | 7. Session 7: Stages of Conflict |
| Interpersonal Conflict | The Five Stages of Conflict |
| Group Conflict | Latent Conflict |
| 4. Session 4: Open Conflict vs. Hidden Conflict | Perceived Conflict |
| Dealing with Conflict | Felt Conflict |
| Open Conflict | Manifest Conflict |

- Conflict Aftermath
- Conclusion
- Another Version of the Conflict Process
- Stage 1: Mild Difference
- Stage 2: Disagreement
- Stage 3: Dispute
- Stage 4: Campaign
- Stage 5: Litigation
- Stage 6: Fight and/or War
- Conflict Outcomes
- Win-Lose
- Win-Win
- Strategies for Dealing with Conflict
- Win/Lose Strategy
- Lose/Lose Strategy
- Results of Win/Lose and Lose/Lose Strategies
- Win/Win Strategy
- 8. Session 8: Creating the Win/Win
 - Case Study
 - Instructions
- 9. Session 9: Conflict Resolution Style
 - Questionnaire
 - The Questionnaire
 - Score Sheet
 - The Conflict Grid
 - Pros and Cons
 - Authoritative Command/Competitive
 - Smoothing
 - Compromising
 - Problem-Solving
- 10. Session 10: The Role of Communication in Conflict Resolution
 - The Communication Chain
 - Speaker's Words
 - Speaker's Facial Expressions
 - Speaker's Tone of Voice
 - Other Body Language
 - Other Barriers
 - Paradigms
 - Education
 - Assumptions
- Establishing Positive Intent
- Making Connections
- Accepting Differences
- 11. Session 11: Active Listening Skills
 - Active Listening Skills
 - Responding to Feelings
 - Reading Cues
 - Demonstration Cues
 - Tips for Becoming a Better Listener
- 12. Session 12: Paraphrasing Skills
 - What Is Paraphrasing?
 - Case Study
 - Summary Questions
 - Making Connections
- 13. Session 13: Powerful Questions
 - Asking Questions
 - Open Questions
 - Handy Questions
 - Making Connections
 - Probing Techniques
- 14. Session 14: Body Language
 - Body Language Basics
 - Making Connections
- 15. Session 15: Pre-Assignment Review
 - Pre-Assignment Review
- 16. Session 16: The Conflict/Opportunity Test
 - The Conflict/Opportunity Test
 - Skills Test
 - Situation Two
 - Situation Three
 - Situation Four
- 17. Session 17: Conflict and Its Resolution
 - Visualizing Conflict
 - Conflict Resolution Process
 - Assumptions when Using the Conflict Resolution Process
 - Hands-On Steps
 - Template
 - A Strategy for Conflict Resolution
 - Phase Two: Identify the Common Goal (Use Color 2)

- Phase Three: Identify and Rate Underlying Needs (Use Color 3)
- Phase Four: Explore Assumptions (Use Color 4)
- Phase Five: Brainstorm Solutions and Choose One (Color 5)
- 18. Session 18: Helping Others Through Conflict
 - Preparing for Conflict
 - Preparation Tips
 - Conflict Resolution with Facilitation
 - Give It a Name
 - Check for Agreement
 - Avoid Process Battles
 - Echo
 - Keep the Group on Track
 - Hold Them to Their Word
 - Encourage and Compliment
 - Deal With/Accept/Legitimize/Defer
 - Don't Be Defensive
- Use Your Body Language
- Keep It Simple
- Setting Norms
- Sample Norms
- Using Norms
- Sample Survey
- Coaching Through Conflict
- Competing Issues
- Managing Your Emotions
- The Positive Effect
- Fifteen Steps for Dealing with Upset People
- Five Tips for Dealing with Difficult People
- Six Steps for Dealing with Angry People
- 19. Session 19: A Personal Action Plan
 - Starting Point
 - Short-Term Goals and Rewards
 - Long-Term Goals
- 20. Summary
- 21. Recommended Reading List
- 22. Post-Course Assessment

Conquering Your Fear of Speaking in Public

Course Overview

Do you get nervous when making presentations at company meetings? Do you find it hard to make conversation at gatherings and social events? Do you lock up in awkward social situations? If so, this course is just for you!

Learning Objectives

- Speak with more confidence in one-on-one conversations
- Feel more confident speaking socially or small groups such as meetings
- Practice developing these skills in a safe and supportive setting

Course Outline

1. Session One: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session Two: Good Communication Skills
 - Defining Communication
 - Pre-Assignment Review
 - Barriers to Communication
3. Session Three: Interpersonal Skills
 - Listening
 - Steps to Active Listening
 - Responding to Feelings
 - Reading Cues
 - Demonstration Cues
 - Tips for Becoming a Better Listener
 - Why Do People Have Difficulty Listening?
 - Asking Questions
4. Session Four: Getting Comfortable in Conversation
 - Four Levels
 - Level One: Small Talk
 - Level Two: Fact Disclosure
 - Level Three: Viewpoints and Opinions
 - Level Four: Personal Feelings
5. Session Five: Practicing Dialogue
 - Making Connections
6. Session Six: Redesigning Yourself for Strength
 - Controlling Your Voice
 - Body Language
7. Session Seven: Professionalism
 - Looking Professional
 - Speaking Professionally
 - Avoid Fillers
8. Session Eight: Maximizing Meetings
 - Four Areas of Opportunity
 - Fifteen Ways to Master a Meeting
9. Session Nine: Sticky Situations
 - Making Connections
10. Session Ten: Controlling Nervousness
 - About Nerves
 - Controlling Physical Nervousness
 - Capitalizing on the Law of Attraction
11. Session Eleven: Tell Me a Story
 - Making Connections
12. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
13. Course Summary
14. Recommended Reading List
15. Post-Course Assessment

Continuous Improvement with Lean

Course Overview

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

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

Learning Objectives

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

Course Outline

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|--|--|
| 1. Session 1: Course Overview | Where Are You At? |
| Learning Objectives | |
| Pre-Assignment | 5. Session 5: Stage Three – Implement the |
| Pre-Course Assessment | Changes |
| 2. Session 2: Defining Continuous | Taking the Lead |
| Improvement | Staying Focused |
| Definitions | Value Stream |
| Continuous Improvement | 6. Session 6: Stage Four – Review the Impact |
| Pre-Assignment Review | Remember to be Green with Lean |
| How Can Lean Help? | Making Connections |
| Fully Adopted | The Review Stage |
| Four-Stage Cycle | Checklist for Success |
| Making Connections | The Three-Foot Circle |
| 3. Session 3: Stage One – Identify Areas For | Review in Progress |
| Improvement | Making Connections |
| Making It Valuable | 7. Session 7: Test Driving |
| Test the Theory | Background Information |
| 4. Session 4: Stage Two – Create a Plan for | Case Study |
| Improvement | Identify Opportunities for Improvement |
| Building the Plan | Define the Process to Improve |
| Breaking Down the Steps | Toolkit: Flow Charts |
| Next Steps | Toolkit: Ishikawa Diagrams |
| | Toolkit: SIPOC Diagrams |

- Toolkit: Value Stream Map
- Work on Your Plan
- Polish Your Plan
- 8. A Personal Action Plan
- Starting Point

- Where I Want to Go
- How I Will Get There
- 9. Course Summary
- 10. Recommended Reading List
- 11. Post-Course Assessment

Conversational Leadership

Course Overview

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

Learning Objectives

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

Course Outline

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|-------------------------------------|---|
| 1. Session 1: Course Overview | Sample Strategy Elements |
| Learning Objectives | Common Language |
| Pre-Assignment | Making Connections |
| Pre-Course Assessment | 5. Session 5: The Conversational Leadership |
| 2. Session 2: What's In A Word? | Framework |
| Pre-Assignment Review | Getting Started |
| What is Conversational Leadership? | Powerful Conversations |
| 3. Session 3: Fundamental Elements | Case Study |
| Designing Meaningful Conversations | Making Connections |
| Building Your Personal Skills | Creating the Conversation |
| Tips for Becoming a Better Listener | Identifying Your Purpose |
| 4. Session 4: The Four-I Model of | The Physical Setup |
| Organizational Conversation | The Finishing Touches |
| Intimacy | Above and Beyond |
| The Four Features | Involving Your Stakeholders |
| Replacing Corporate Communication | Applying the Concepts |
| Interactivity | Summary |
| Evolving Communication Techniques | Developing the Questions |
| Case Study | Leveraging Appreciative Inquiry |
| Making Connections | Getting It Right |
| Inclusion | Taking It Further |
| Looking at Inclusive Communications | Getting to the Goal |
| Case Studies | Making Connections |
| Intentionality | Innovative Leadership |
| Creating a Conversational Strategy | Building Common Ground |

- Questions to Consider
- 6. Session 6: World Café
 - Setting Up
 - Where the Magic Happens
 - Round 1: Starting the Conversation
 - Round 2: Connections Start
 - Round 3: Back to the Beginning
 - Round 4: Conversation of the Whole
- 7. Session 7: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 8. Course Summary
- 9. Recommended Reading List
- 10. Post-Course Assessment

Corrective Action

Course Overview

Corrective action is a significant investment for any organization. It is important to have a plan for corrective action before problems arise. This course provides you with the skills to create and execute that corrective action plan.

Learning Objectives

- Outline the corrective action process
- Compare and contrast nonconformances, correction, corrective action and preventive action
- Integrate preventive action into a corrective action process
- Identify problems through customer complaints and audits
- Use risk assessment to assess the significance of problems
- Apply various tools (brainstorming, brainwriting, fishbone diagrams) to identify possible underlying factors of a problem
- Understand the fundamentals of other tools (Pareto Analysis, FMEA, Control Charts) to identify possible underlying factors of a problem
- Use The Five Whys to identify the root cause of a problem
- Understand the importance of verifying the root cause
- Employ collaborative decision-making to apply the appropriate action to eliminate the root cause of a problem
- Use SMART Objectives to make corrective action verifiable
- Verify the effectiveness of corrective actions taken

Course Outline

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|--|---|
| 1. Session One: Course Overview | 5. Session Five: Identify a Problem Through |
| Learning Objectives | Customer Complaints |
| Pre-Assignment | Customer Complaints/Feedback |
| Pre-Course Assessment | Customer Complaints |
| 2. Session Two: Problem-Solving Model | Complaint Investigation |
| Corrective Action Model | Complaint Resolution: Customer |
| 3. Session Three: Preventative Action | Complaint Role Play |
| Definitions | 6. Session Six: Identify a Problem Through |
| Preventive Action Plan | Internal Audits |
| Identifying Potential Nonconformances | Nonconformances |
| Examples of Preventive Actions | Sources for Discovering Nonconformances |
| 4. Session Four: Corrective and Preventive | Basics of an Internal Audit |
| Action Plan | Identifying, Collecting, and Preserving |
| CAPA Plan | Evidence |
| CAPA Form Example | Questioning Exercise |

- Developing an Audit Checklist
- Observational Classroom Audit Checklist
- Audit Checklist
- 7. Session Seven: Assess the Significance of the Problem
 - Risk Assessment
 - Significance Rating
- 8. Session Eight: Identify the Root Cause
 - Root Cause Analysis
 - Tools to Identify Possible Underlying Factors
 - Brainstorming
 - Limitations of Brainstorming
 - Brainwriting
 - Fishbone Diagrams
 - Finding Potential Causes of Nonconformances
 - Other Tools to Identify Possible Underlying Factors
 - Identify the Root Cause(s)
 - Finding Root Cause of Nonconformances using 'The Five Whys'
- Reasons for Incorrect Root Cause Determination
- Verify the Root Cause
- 9. Session Nine: Determine and Apply the Appropriate Action
 - Collaborative Decision-Making
 - Making your Corrective Action Verifiable
 - SMART Objectives
 - SMART Objectives for Corrective Action
 - Implement Corrective Actions
- 10. Session Ten: Verify the Effectiveness of the Actions Taken
 - Verification
 - SMART Objectives for Corrective Action
 - SMART Objectives for Corrective Action with Verification Activities
 - Why Do Some Recent ISO Standards not Include Preventive Action?
- 11. Personal Action Plan
- 12. Course Summary
- 13. Recommended Reading List
- 14. Post-Course Assessment

Creating a Dynamite Job Portfolio

Course Overview

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

Learning Objectives

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

Course Outline

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|-----------------------------------|--|
| 15. Session 1: Course Overview | General Style Tips |
| Learning Objectives | Check Up On Yourself |
| Pre-Assignment Instructions | Writing the Resume |
| Pre-Assignment Worksheet | Resume Writing as a Profession |
| Work History | 18. Session 4: Creating a Noticeable Package |
| Pre-Course Assessment | Personal Branding |
| 16. Session 2: Who Are You? | Branding Ideas |
| Exploration | Types of Resumes |
| Creating Target Statements | Chronological |
| Standing Out from the Crowd | Functional |
| Self-Description | Combination |
| Creating Strong Statements | More Than One Resume? |
| Sample Statements | A Note about Electronic Resumes |
| A Few Guidelines | 19. Session 5: Cover Letters |
| Making Connections | Essential Ingredients |
| Punch Up Your Action Statements | Step One |
| 17. Session 3: Writing the Resume | Strong Openers to Try |
| Essential Ingredients | Step Three |
| Length | Step Four |
| Proofreading | The Writing |
| Contact Information | 20. Session 6: Getting into the Flow |
| Objective | Making Connections |
| Skill Summary | 21. Session 7: The Portfolio |
| Work Experience | Essential Components |
| Accomplishments | What Should Be Included? |
| Education | Designing Your Portfolio |

- 22. Session 8: Refining and Perfecting
Making Connections
- 23. Session 9: Dealing with Awkward Points
Gaps in Your Resume
Incarceration
Returning to the Workforce after an
Absence
Job Hopping
Pre-Employment Testing
- 24. Session 10: Getting to a New Job in 60 Days
60 Days to a New Job
Summary
Making the Plan Work for You
Getting the Lead Out
- 25. Session 11: Goal Setting
Creating a Plan
Choosing Your References
How References Work
- 26. Session 12: Thank You Notes
Why Thank-You Notes Are Important
Designing a Thank-You Note
Crafting Your Message
- 27. Session 13: A Personal Action Plan
Starting Point
Where I Want to Go
How I Will Get There
- 28. Summary
- 29. Recommended Reading List
- 30. Post-Course Assessment

Creating a Google AdWords Campaign

Course Overview

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

Learning Objectives

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

Course Outline

1. Session 1: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session 2: Understanding AdWords Lingo
 - First Up, SEO
 - Getting To Know The Terms
 - How It Works
 - Pre-Assignment Review
 - AdWords Defined
 - Required Elements for an AdWords Campaign
 - How PPC Works
 - Making Connections
3. Session 3: Creating an AdWords Strategy
 - Planning
 - Research Your Market
 - Accessing the Keyword Tool
 - Using the Keyword Tool
 - Define Your Ideal Customer
 - Choosing Keywords
 - Bull's-Eye Keywords
 - Test Run
 - Take Two!
 - Getting Good with Keywords
4. Session 4: Creating a PPC Campaign
 - Phrase Matches
 - Exact Matches
 - Modified Broad Matches
 - Long Tail and Short Tail
 - Understanding Ad Groups
 - Sample Plan
 - Next Steps
 - Sample Keywords List
 - Remove Clutter
5. Session 5: Designing Your Ads
 - Setting Your PPC Budget
 - Making Connections
 - What is the Quality Score
 - Quality Score Breakdown
 - Increasing Your Score
 - Choosing Your Language
 - The Purpose of Your Ad
 - Persuasive Techniques
 - Predictability
 - Reciprocation
 - Consistency and Commitment
 - Social Evidence
 - Authority
 - Liking

- Scarcity
- Self-Interest
- Keeping Your Eyes Open
- Structuring your Ad
- Structuring Your Ad
- 6. Session 6: Looking at Success
 - Understanding Key Metrics
 - Conversion Rates
 - Higher Clickthrough Rates (CTR) Help
 - Cost Per Action Bidding
 - Setting Up Split Tests
 - Using Google's Display Network (GDN)

- Why Do You Need To Know About GDN
- When to Ask for Help
- To Be Continued
- Case Study AdWords Express
- 7. Session 7: Personal Action Plan
 - Starting Point
 - Where I Want To Go
 - How I Will Get There
- 8. Summary
- 9. Recommended Reading List
- 10. Post-Course Assessment

Creating a Positive Work Environment

Course Overview

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

Learning Objectives

- Recognize what a positive workplace looks like
- Know and understand the key elements necessary to create and maintain a positive work environment
- Understand as an employee what you can do personally to create and maintain a positive work environment
- Understand as a leader the responsibility you have to create and maintain a positive work environment
- Discover what type of team player you are and how that relates to your functioning in the team
- Know the importance of effective workplace relationships in creating and maintaining a positive work environment
- Know and understand the importance of working as a team and guidelines to good teamwork
- Discover your personal strengths and weaknesses in working cooperatively
- Discover your preference for dealing with workplace conflict
- Learn and practice various methods to deal with workplace problems
- Learn some of the common meeting problems to how make your meetings more positive and effective

Course Outline

1. Session 1: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session 2: What Does a Positive Environment Look Like?
 - Introduction
 - Characteristics of a Positive Work Environment
 - Work-Life Balance
 - Training and Development-Focused Recognition
 - Company as Team
3. Session 3: What Can I Do?
 - As an Employee
 - Making Connections
 - As a Leader
4. Session 4: Team Player
 - Team Member Roles and Responsibilities
 - Questionnaire
 - Team Member Roles and Responsibilities
5. Session 5 A: Effective Workplace Relationships
 - Teams
 - Team Experiences
 - Motivating Your Team
 - Working Cooperatively
 - Managing Conflict
 - What is a Conflict?
 - Self-Assessment
 - Preventing Problems
 - Dangerous Misconceptions
6. Session 5 B: Effective Workplace Relationships
 - Meeting Management
7. Session 6: Conclusion
 - Take Home Ideas
8. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
9. Course Summary
10. Recommended Reading List
11. Post-Course Assessment

Creating a Top–Notch Talent Management Program

Course Overview

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

Learning Objectives

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

Course Outline

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|--|---|
| 1. Session 1: Course Overview
Learning Objectives
Pre-Assignment
Pre-Course Assessment | Identifying Resources
Understanding Employee Attitudes
Developing External Successors
Risk Assessment |
| 2. Session 2: Understanding Talent Management
What is Talent Management?
A Focused Effort to Manage Talent | Sample Risk Analysis Form
Summary |
| 3. Session 3: Understanding Performance Management
The Differences Between Performance and Talent Management
The Rake
Shared Management Model Overview
About the Shared Management Model | 5. Session 5: Creating a Talent Management Plan
Overview
Getting Prepared
Homework Assignment
The Vision Setting Meeting |
| 4. Session 4: Understanding Succession Planning
Replacing vs. Succeeding
Understanding Succession Planning Terms
Identifying Critical People
Case Study
Considering the Workplace | 6. Session 6: About Competency Based Programs
Understanding Competencies
Competency Clusters
What is a Competency Model?
Model Overview
The Role of Competency Models in Talent Management |
| | 7. Session 7: Identifying Talent
Key Talent Groups |

- High Performers
- High Potentials
- Successors
- Aren't Successors and High Potentials the Same Thing?
- Key Experts
- Missing Pieces
- Case Study: Smith Plumbing Inc.
- Organizational Chart
- Joe Smith
- Jane Smith
- Andrea Jones
- Jim Smith
- Melissa Smith
- Terry Andrews
- Questions
- Fast-Track Programs
- 8. Session 8: Bring on Bench Strength
 - Getting the Right Person for the Job
 - What Can You Do to Make Sure You Have the Best People Working for You?
 - Position Description Essentials
 - Why Are Position Descriptions Important?
 - Three Pillars
 - Orientation
 - Making Connections
 - Retention and Development
- 9. Session 9: Conducting Talent Assessments to Create a Talent Profile
 - A Three-Phase Process
 - Past Performance Review
 - Evaluation of Future Potential
 - Career Discussion
 - Recording Information
 - A Sample Form
 - Compiling the Results
 - Understanding the Grid
- 10. Session 10: Keeping People Interested
 - Key Attributes
 - Maslow's Classic Hierarchy of Motivational Needs
 - Herzberg's Motivational versus Maintenance Factors
 - Why Do You Think There Are So Many Theories on Motivation?
 - Case Study: Jim's Job
 - Questions
 - Keeping Superstars from Falling
 - Techniques for Success
- 11. Session 11: Talent Review Meetings
 - Structuring the Talent Review Meeting
 - Who should attend?
 - Why Is It Important?
 - What Should Be Covered?
 - A Manager's Role
 - Case Study
 - Following Up
- 12. Session 12: Show Me the Money!
 - Building Incentives into the Plan
 - Thinking Outside Dollars and Cents
 - About Competency-Based Pay and Pay-For-Performance
- 13. Session 13: Communicating with High Potentials
 - Building Your Communication Strategy
 - Advantages of Communicating Status
 - Disadvantages of Communicating Status
- 14. Session 14: Development Strategies
 - Goals with SPIRIT
 - Writing Tips
 - 360 Degree Feedback
 - Coaching and Mentoring
 - Creative Development Ideas
- 15. Session 15: Reality Check!
 - Making Connections
 - Tasks
- 16. Session 16: Fostering Engagement
 - Defining Engagement
 - Engagement Results
 - The Ten C's
- 17. Session 17: Evaluating the Plan
 - Why is Evaluation Necessary?
 - Evaluation Tools

Sample Evaluation
Talent Management Program Evaluation
Checklist
Action Steps That Result From This
Assessment

18. Session 18: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
19. Summary
20. Recommended Reading List
21. Post-Course Assessment

Creating a Workplace Wellness Program

Course Overview

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

Learning Objectives

- Describe the necessity of workplace wellness programs
- Create program elements that reflect the needs of employees and the objectives of the organization
- Select program elements that fit the context of current operations
- Establish implementation and evaluation strategies

Course Outline

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|---|---|
| 1. Session 1: Course Overview
Learning Objectives
Pre-Assignment
Pre-Course Assessment | Reflection |
| 2. Session 2: The Case for Wellness
Benefits of Workplace Wellness Programs
Bottom Line Benefits
Extending Beyond the Workplace
Program Elements | 5. Session 5: Gathering Data
Gathering Data
Challenges with Data
Other Ways to Measure
Current Reality – Pre-Assignment Review
Making Connections (Part Two)
Looking Around Us
Research Help
Get Organized
Preview
Ask
Read
Summarize
Evaluate |
| 3. Session 3: Building the Foundation
Creating the Committee
Sample Terms of Reference – ABC
Company Wellness Committee
Making Connections
Outlining the Program
Making Connections
Making Connections Answer
Gathering Resources
Identifying Resources
Gathering Resources
Cultural Elements
Questionnaire | 6. Session 6: Performing a Needs Analysis
The ICE Method
When is a Wellness Program Not
Appropriate?
Underlying Issues
Three Steps
The ICE Cycle
Isolating
Consulting |
| 4. Session 4: Gathering Support
Taking Action | |

- Evaluating
- Making the Pitch
- 7. Session 7: Program Elements
 - Case Study One: From Sedentary to Sensational
 - Case Study Two: Smoking Cessation Program
 - Case Study Three: Nutrition Program
 - Case Study Four: Alcohol and Drug Program
 - Case Study Five: New Parent Program
 - Case Study Six: Flexible Work Hours Program
- 8. Session 8: Implementing Your Workplace Wellness Program
 - Implementation Options
 - Tips for Success
 - Identifying Motivators
- 9. Session 9: Reviewing the Plan
 - Evaluating Prior to Launch
 - Getting the Executive on Board
 - Getting Employees on Board
- 10. Session 10: Evaluating and Reporting
 - Results
 - Ratios and Statistics
 - Gathering Statistics
 - Understanding Ratios
 - Making it Count
- 11. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 12. Summary
- 13. Recommended Reading List
- 14. Post-Course Assessment

Creating Successful Staff Retreats

Course Overview

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

Learning Objectives

- Discuss experiences with staff retreats
- Know the reasons why staff retreats are conducted
- Understand the main staff retreat undertakings categories
- Develop and present retreat activities
- Identify the critical elements for success of a staff retreat
- Develop a planning checklist
- Appreciate the keys to running a staff retreat
- Develop an evaluation questionnaire
- Recognize post-retreat activities that will ensure the continuing success of your staff retreats
- Realize your top three take home ideas for creating successful staff retreats

Course Outline

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|--|---|
| 1. Session 1: Course Overview | 4. Session 4: Designing a Staff Retreat |
| Learning Objectives | Critical Elements for Success |
| Pre-Assignment | Staff Retreat Activities |
| Pre-Course Assessment | 5. Session 5: Running the Retreat |
| 2. Session 2: Staff Retreats | Managing Expectations |
| Introduction | Delegating |
| Why a Staff Retreat? | Establishing Ground Rules |
| Common Elements | Creating Variety in the Schedule |
| Goals of Staff Retreats | Capturing the Retreat Outputs |
| 3. Session 3: Types of Undertakings at a Staff Retreat | Evaluating the Retreat |
| Undertakings | 6. Session 6: Post-Retreat |
| Developing Activities for Undertakings | Follow-up |
| | Take Home Ideas |

7. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There

8. Course Summary
9. Recommended Reading List
10. Post-Course Assessment

Creating Winning Proposals

Course Overview

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

Learning Objectives

- Locate potential funders for your organizations on the Internet and use evaluative skills to identify the appropriateness of funding related to your own organization
- Explain the necessity of matching funders interests with organizational needs and use this knowledge in decisions about the validity of submitting a funding proposal
- Describe and understand the basic elements of proposal writing for not-for-profit organizations
- Describe and understand the basic process for successful proposal writing
- Analyze effective relationship-building strategies to engage with funders and use this knowledge in writing a funding proposal
- Describe at least five reasons why funding proposals can be rejected
- Plan, write and submit a proposal in response to funders guidelines

Course Outline

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|------------------------------------|---|
| 1. Session 1: Course Overview | Potential Funder One |
| Learning Objectives | Potential Funder Two |
| Pre-Assignment | Potential Funder Three |
| Pre-Course Assessment | 4. Session 4: Types of Proposals |
| 2. Session 2: Sources of Funding | Proposal Forms |
| Trends in the Funding Environment | Letter Proposal |
| Fundors Brainstorming Activity | Partnership Proposals |
| Types of Funders | Challenges |
| Sources of Funding Activity | Minimizing the Challenges |
| Potential Funders | 5. Session 5: Proposals as a Relationship |
| 3. Session 3: Funder Selection | Builder |
| Brainstorming Projects | Portfolio Approach |
| Personal Proposal Funder Selection | Building the Relationship |

- Step One: Finding Each Other
- Step Two: Getting to Know Each Other
- Step Three: Do You Want to Connect?
- Step Four: The First Date
- Step Five: Going Steady
- 6. Session 6: RFPs/RFQs (Requests for Proposals or Request for Quote)
RFPs/RFQs (Requests for Proposals or Request for Quote)
RFP Case Study
- 7. Session Seven: The Ten Steps of Proposal Writing
The Ten Steps of Proposal Writing
Clarify Your Objectives
Analyze Your Audience
Get Your Thoughts on Paper
Group and Label Your Thoughts
Sequence Your Thoughts
Make an Outline
Write Your Draft Down
Edit
Add the Finishing Touches
Proofread and Edit
- 8. Session 8: Defining Your Proposal
10 - Step Exercise
- 9. Session 9: Key Elements of a Proposal
Key Elements
- 10. Session 10: Defining the Needs and Desired Results
Defining the Need
Desired Results
- 11. Session 11: Resources and Activities and Evaluation
Resources
Activities
Evaluation
- 12. Session 12: Sustainability and Budget
Sustainability
Budget
Pricing Case Study
What Goes In the Proposal?
- 13. Session 13: Conclusion, Introduction, and Executive Summary
Conclusion
Introduction
Appendices
Executive Summary
Tool: Checklist Review
- 14. A Personal Action Plan
Starting Point
Where I Want to Go
How I Will Get There
- 15. Summary
- 16. Recommended Reading List
- 17. Post-Course Assessment

Creating Winning Webinars: Getting Your Message Out

Course Overview

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

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

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

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

Learning Objectives

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

Course Outline

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|--------------------------------------|--|
| 1. Session 1: Course Overview | 5. Session 5: Creating the Outline |
| Learning Objectives | Creating the Outline |
| Pre-Assignment | Webinar Creation Formula |
| Pre-Course Assessment | Webinars for Education and Collaboration |
| 2. Session 2: Webinars Defined | with Staff or Colleagues |
| Introduction | 6. Session 6: Choosing the Platform |
| What is a Webinar? | Choosing the Platform |
| Pre-Assignment Review | Webinar Platforms |
| Why Use Webinars? | 7. A Personal Action Plan |
| 3. Session 3: Best Practices | Starting Point |
| What Not to Do | Where I Want to Go |
| The Keys to Success | How I Will Get There |
| 4. Session 4: Choosing the Structure | 8. Course Summary |
| Choosing the Structure | 9. Recommended Reading List |
| | 10. Post-Course Assessment |

Creative Thinking and Innovation

Course Overview

Being able to think creatively and develop innovative solutions can have big benefits at work and at home. There are some skills that you can develop and tools that you can learn about that will help you get ahead of the game.

Learning Objectives

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

Course Outline

- | | |
|--|---|
| 1. Session One: Course Overview | The Role of Creativity and Innovation in Business |
| Learning Objectives | |
| Pre-Assignment | The Birth of the Four Seasons: A Case Study |
| Pre-Course Assessment | Discussion Questions |
| 2. Session Two: What are Creativity and Innovation? | 7. Session Seven: Where Does Creativity Fit Into the Problem-Solving Process? |
| Defining the Terms | The Problem-Solving Model |
| What Am I? | Another Perspective for Creative Problem-Solving |
| Know Your Creative Potential | Keeping an Open Mind |
| 3. Session Three: Individual Creativity | Solving Problems the "Right" Way |
| Know Yourself | Phase One |
| Tips for Increasing Your Individual Creativity | Phase Two |
| Boost Your Creative Juices | Phase Three |
| 4. Session Four: Get Creative | 8. Session Eight: Defining the Problem |
| Pre-Assignment Review | Problem Identification |
| 5. Session Five: Developing the Right Environment for Creativity | Finding the Root of a Problem |
| What Does a Creative Environment Look Like? | Eight Essentials to Defining a Problem |
| Tips for Building Your Own Creative Environment | Tie It All Together |
| Build Your Creative Environment | Using the Power of Eight |
| 6. Session Six: Creativity and Innovation in Business | 9. Session Nine: Creative Techniques |
| | The RAP Model |
| | Case Study |
| | Summary |

- The Shoe Swap Technique
- Walk A Mile
- Using Mind Mapping
- Creating a Mind Map
- Map It Out!
- Defining Metaphors and Analogies
- Using Metaphors and Analogies to Express Ideas
- Make a Metaphor
- Situation/Solution Reversal
- Case Study
- Reverse It to Solve It
- The Nine Intelligences
- 10. Session Ten: Encouraging Creativity in a Team
 - Brainstorming
 - Creating Ground Rules
 - Individual Brainstorming
 - Plan It Out!
 - Rolestorming
 - Case Study
 - Act It Out!
 - The Stepladder Technique
 - Stepladder Model
 - Brainwriting
 - The Slip Writing Technique
 - The Crawford Slip Writing Technique Model
- 11. Session Eleven: Putting It All Together
 - Nancy Clue and the Case of the Software Upgrade
 - Create Ideas and Choose Your Solution
- 12. Personal Action Plan
- 13. Course Summary
- 14. Recommended Reading List
- 15. Post-Course Assessment

Creativity In The Workplace

Course Overview

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

Learning Objectives

- Define creativity
- Identify the characteristics of a creative person
- Develop your creativity
- Understand the importance of creativity in the workplace
- Identify the benefits of creativity in the workplace
- Examine creative corporate cultures
- Foster creativity in the workplace
- Apply brainstorming techniques

Course Outline

1. Session One: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session Two: What is Creativity?
 - Two Myths of Creativity
 - Myths of Creativity
 - Ten Characteristics of Creative People
 - Self-Reflection Exercise
 - How Can You Develop Your Creativity?
 - Lateral Thinking Puzzle
3. Session Three: The Importance of Creativity in The Workplace
 - What Do CEOs Think?
 - 30 Circles Challenge
 - Benefits of Creativity in the Workplace
 - Creative Companies
4. Session Four: Creative Corporate Cultures
 - Examples of Corporate Creativity
 - How Does My Business Compare and How Can It Improve?
5. Session Five: Fostering Creativity in Your Workplace
 - Fostering Creativity
 - Ideas to Help Employers Bolster Creativity
 - Creative Challenge
 - Workplace Scenario
6. Session Six: Brainstorming Techniques
 - Definition of Brainstorming
 - Visual Brainstorming Techniques
 - Idea Sorting Techniques
 - Creative Brainstorming Games and Exercises
 - Brainstorming Activity
 - Six Hats Brainstorming Technique
 - Six Hats Brainstorming Activity
7. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
8. Recommended Reading List
9. Post-Course Assessment

Crisis Management

Course Overview

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

Learning Objectives

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

Course Outline

1. Session 1: Course Overview
Learning Objectives
Pre-Assignment
Burst Water Pipe
Call Center
Pre-Course Assessment
2. Session 2: What is Crisis Management?
Defining Terms
What Makes a Crisis?
The Crisis Management Team
Creating the Team
3. Session 3: Training Leaders and Staff
Training Essentials
Three Pronged Approach
Conducting Training
4. Session 4: Conducting the Crisis Audit
Why Audit?
Documentation Audit
360 Degree Audit
Online Audit
Sample Audit Questions
Other Audit Considerations
Using a Risk Matrix
5. Session 5: Performing a Risk Level Analysis
The Four Categories
Case Study
6. Session 6: Developing a Response Process
Pre-Assignment Review
Crisis Response Process
Step Two: Perform Basic Crisis Management Steps
Step Three: Trigger the Crisis Response Process (If Appropriate)
Remember: Stay Flexible!
7. Session 7: Consulting with the Experts
Considering Your Resources
Making Connections
8. Session 8: Incident Management
Techniques
Case Study
Responding to Incidents
Incident Related Documentation
Other Documents
Investigating Incidents
Accident Investigation Kit
Steps to Follow

9. Session 9: Working Through the Issues
 - Model Overview
 - The Problem Solving Model
 - Keeping an Open Mind
 - Solving Problems the Right Way
 - Phase One
 - Definition
 - Analysis
 - Phase Two
 - Brainstorming
 - Checkerboard
 - Research and Report
 - Phase Three
 - Solution Planning Worksheet
 - Three Types of Decisions
 - Advice from an Expert
 - Eight Ingredients for Good Decision Making
10. Session 10: Establishing an Emergency Operations Center
 - EOC Considerations
 - Making Connections
 - Who is In Charge?
11. Session 11: Building Business Continuity and Recovery
 - Creating Continuity
 - Making Connections
 - Essential Crisis Plan Elements
12. Session 12: Walliallia
 - Background
 - Exercise One: Gas Line Explosion at Water Plant
 - Assignment
 - Assignment
 - Exercise Two: How are you Feeling?
 - Assignment
 - Exercise Three: The Last Question
 - Assignment
13. Session 13: Recovering and Moving On
 - Initial Adjustments
 - Working Things Out
14. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
15. Summary
16. Recommended Reading List
17. Post-Course Assessment

Critical Elements of Customer Service

Course Overview

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

Learning Objectives

- Understand what a customer service approach is
- Understand how your own behavior affects the behavior of others
- Demonstrate confidence and skill as a problem solver
- Apply techniques to deal with difficult customers
- Know how to provide excellent customer service

Course Outline

- | | |
|---|--|
| 1. Session One: Course Overview
Learning Objectives
Pre-Assignment
Pre-Course Assessment | The First Critical Element – A Focus on Customer Service |
| 2. Session Two: What is Customer Service?
What is Customer Service?
Who Are Your Customers?
Meeting Expectations | 6. Session Six: The Second Critical Element – Procedures
What are Our Standards?
Drafting Standards
Making Connections |
| 3. Session Three: Pre-Assignment Review
Pre-Assignment Review
Making Connections | 7. Session Seven: The Third Critical Element – Culture
What Do You Think?
Creating a Customer Service Culture
Quiz |
| 4. Session Four: Setting Goals
Creating a Personal Values Statement
Step One: Identify Your Values
Step Two: Define Your Values
Step Three: Put It All Together
Identifying and Setting Goals
Identifying Your Goals
Our Values Statement
What is a SMART Goal?
How to Create a SMART Goal Statement
Making Connections | 8. Session Eight: The Fourth Critical Element – Problem-Solving
Seven Steps to Customer Problem Solving
Making Connections |
| 5. Session Five: The Critical Elements of Customer Service
Six Elements of Customer Service | 9. Session Nine: The Fifth Critical Element – Measurement
Tools to Use
Measurement in Practice |
| | 10. Session Ten: The Sixth Critical Element – Reinforcement
Reinforcement Techniques
Developing and Maintaining Relationships
Recognizing the Power of Your Behavior
Likeability Works |

11. Session Eleven: Communication Skills
 - Defining Communication
 - Body Language Basics
 - Voice
 - Asking Questions
 - Empathy
 - Dangerous Misconceptions
 - Power Talk
 - How to Feel Powerful in Your Position
 - Basics of Good Communication
12. Session Twelve: Telephone Techniques
 - Telephone Basics
 - Handling Everyday Requests
 - Taking a Message
 - Tips and Tricks
13. Session Thirteen: Dealing With Difficult Customers
 - Reducing Conflict
 - When Discussions Degenerate into Conflict
 - Caller Behavior
14. Session Fourteen: Dealing With Challenges
 - Assertively
 - An Assertiveness Model
- An Assertiveness Model Example
- Dealing With Challenges
15. Session Fifteen: Dealing With Difficult People
 - Getting to the Heart of the Matter
 - What is Missing?
 - The Three F's
 - Serving Difficult People
 - The Recovery Process
16. Session Sixteen: Reflective Practice
 - Conducting a Reflection
 - Reflections
 - Reflective Diary
 - Reflective Questions
17. Session Seventeen: Dealing With Stress
 - About Stress
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

Critical Thinking

Course Overview

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

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

Learning Objectives

- Define critical and non-critical thinking
- Identify your critical thinking style(s), including areas of strength and improvement
- Describe other thinking styles, including left/right brain thinking and whole-brain thinking
- Work through the critical thinking process to build or analyze arguments
- Develop and evaluate explanations
- Improve key critical thinking skills, including active listening and questioning
- Use analytical thought systems and creative thinking techniques
- Prepare and present powerful arguments

Course Outline

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|--|--|
| 1. Session 1: Course Overview | 4. Session 4: Pitfalls to Reasoned Decision Making |
| Learning Objectives | Pitfalls and Solutions |
| Pre-Assignment | Building a House on Sand |
| Pre-Course Assessment | Circular Reasoning |
| 2. Session 2: Understanding Critical Thinking | Red Herring |
| What is Critical Thinking? | Emotional Manipulation |
| Critical vs. Non-Critical Thinking | Negative Arguments |
| A Closer Look | Omitting Facts |
| Sample Statements | Overgeneralizing |
| Glossary | Oversimplifying |
| Characteristics of a Critical Thinker | The Slippery Slope |
| Common Critical Thinking Styles | Using the Straw Man |
| Making Connections | 5. Session 5: The Critical Thinking Process |
| 3. Session 3: Where Do Other Types of Thinking Fit In? | The Problem Solving Model |
| Left and Right Brain Thinking | The Critical Thinking Model |
| Whole-Brain Thinking | The Standards of Critical Thinking |

- Identifying the Issues
- Case Studies
- Identifying the Arguments
- Case Studies
- Clarifying the Issues and Arguments
- Establishing Context
- Mini Case Study
- Checking Credibility and Consistency
- Consistency
- Case Study: Changing Cafeteria Offerings
- Evaluating Arguments
- Case Study
- Critical Thinking Worksheet
- 6. Session 6: A Critical Thinkers Skill Set
 - Asking Questions
 - Closed Questions
 - Probing Techniques
 - Pushing My Buttons
 - Critical Thinking Questions
 - Active Listening Skills
 - Responding to Feelings
 - Reading Cues
 - Demonstration Cues
 - Tips for Becoming a Better Listener
- 7. Session 7: Creating Explanations
 - Defining Explanations
 - Mini Case Study
 - Making Connections
 - Steps to Building an Explanation
 - Gathering Information
 - Processing Information
 - Developing Hypotheses
- Testing Hypotheses
- Making Connections
- Questions
- 8. Session 8: Dealing with Assumptions
 - The Pros and Cons of Assumptions
- 9. Session 9: Common Sense
 - Making Connections
- 10. Session 10: Critical and Creative Thought
 - Systems
 - Techniques for Thinking Creatively
 - Imagine the Opposite
 - Breaking Down Assumptions
 - Random Word Method
 - The Triad
 - Secret Characters
 - Don't Re-Invent the Wheel
 - Creative Thinking Exercise
 - DeBono's Thinking Hats
 - The Value of the Hats
- 11. Session 11: Putting It into Practice
 - Presenting and Communicating Your Ideas to Others
 - Pre-Assignment Preparation
 - Presentation Worksheet
 - Presentations
- 12. Session 12: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 13. Summary
- 14. Recommended Reading List
- 15. Post-Course Assessment

CRM: An Introduction to Customer Relationship Management

Course Overview

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

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

Learning Objectives

- Demonstrate an understanding of the terms and benefits of CRM on a company's bottom line
- Analyze the different components of a CRM plan
- Develop a checklist for readiness and success in CRM
- Describe how CRM creates value for organizations and customers
- Consider developmental roles that have the greatest impact on CRM

Course Outline

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|---|--|
| 1. Session 1: Course Overview | Privacy Issues |
| Learning Objectives | Tips and Information |
| Pre-Assignment | What Does This Mean for You? |
| Pre-Course Assessment | 5. Session 5: Requirement Driven Product Selection |
| 2. Session 2: Customer Relationship Management | Requirement Driven Product Selection |
| Customer Relationship Management in Everyday Life | Case Study |
| What's in It for Me? | Determining Function |
| Making Connections | 6. Session 6: Considerations in Tool Selection |
| 3. Session 3: What CRM Is and Who It Serves | What's Your Function in the Field? |
| Different Faces of CRM: Introduction | Making Connections |
| Background Information | Getting Information In and Out |
| Making Connections | Making Connections |
| Who is the Customer? | 7. Session 7: Strategies for Customer Retention |
| 4. Session 4: Checklist for Success | Getting More from Your Core |
| Evaluation Metrics | Making Connections |
| Readiness Questionnaire Instructions | Customer Scenarios |
| Readiness Questionnaire | Steps for Success |
| Readiness Questionnaire Scoring | The Real Purpose |

8. Session 8: Building the Future
 - Roadblocks
 - Process
 - Image
 - Privacy
 - Emergency
 - Selling CRM
9. Session 9: Homegrown vs. Application
 - Service Provider
 - Introduction
 - Changing Requirements
 - Complexity
 - Integration
 - Contract Bungling
 - A Closer Look
10. Session 10: The Development Team
 - Required Members
 - Optional Members
11. Session 11: Evaluating and Reviewing
 - Your Program
 - Customer Profiles
 - Making Connections
 - Customer Life Cycles
 - Evaluating and Reviewing CRM
12. Session 12: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
13. Summary
14. Recommended Reading List
15. Post-Course Assessment

Cybersecurity 1: Fundamentals for Employees

Course Overview

Fighting against cybercrime is a constant and expensive endeavor. Without a trained and vigilant staff the effort will not be successful. That training needs to start now and its benefits will be seen through the reduction of successful cyberattacks.

Learning Objectives

- Understand the history and the current state of cyberattacks in terms of quantity and cost to business
- Name and explain the methods used in various types of cyberattacks
- Outline the risk of human error in inadvertently contributing to the success of cyberattacks
- Have an appreciation of company-wide measures to protect against cyberattacks and their role in the success of these defense measures
- Explain the importance of a company culture that focuses on cybersecurity to successfully defend against attacks
- Realize the social media mining activities of cyber criminals and be better able to practice safe social media behavior
- Outline the information needed in a social media security policy
- Understand and practice good security behaviors when working remotely or travelling
- Recognize phishing attacks by identifying the subtle clues that are present in all phishing attacks
- When a cyberattack has been successful, understand what steps to take to mitigate the effect
- Create a personal cybersecurity plan

Course Outline

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|---|--|
| 1. Session One: Course Overview | 4. Session Four: Role of Human Error |
| Learning Objectives | The Role of Human Error |
| Pre-Assignment | Opening Email |
| Pre-Course Assessment | 5. Session Five: What Can a Company Do? |
| 2. Session Two: The State of Cybercrime | Company-wide Defenses |
| History of Cybercrime | Other Company-wide Defenses |
| Recalling Cybercrimes | Focus on Social Media |
| Historical Examples of Cybercrime | How it Can Work |
| Cost of Cybercrime | Create a Social Media Policy |
| Cybercrime Circumstances | 6. Session Six: Best Practices for Remote or |
| 3. Session Three: Types of Cyberattacks | Travelling Employees |
| Types of Attacks | Out of Office Protections |

7. Session Seven: Scenarios
 - Scenario: Malware
 - Scenario: Potential Data Breach
8. Session Eight: Cyberattacks on Individuals
 - Cyberattacks to Obtain Sensitive Information
 - Malware (Malicious Software)
 - Social Media
 - Social Media Scams
9. Session Nine: Recognizing Phishing Attacks
 - The Giveaway Clues to Phishing Attacks
 - Spot the Clue
 - Email One
 - Email Two
 - Email Three
 - Phishing Emails
10. Session Ten: What Can a Person Do?
 - Supporting Company Efforts
 - Social Media
 - Focus on Spear Phishing
 - How to Protect the Organization
 - Social Media Safety
11. Session Eleven: Creating a Personal Cybersecurity Plan
 - Cybersecurity Starts with You!
12. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
13. Course Summary
14. Recommended Reading List
15. Post-Course Assessment

Dealing With Difficult People

Course Overview

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

Learning Objectives

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

Course Outline

1. Session One: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session Two: Conflict as Communication
 - Understanding Conflict
 - Do We Have To Fight?
 - What is A Conflict?
 - How About Avoidance?
 - Self-Assessment
 - Initiating the Move
3. Session Three: Benefits of Confrontation
 - To Talk or Not to Talk
 - Determining Your Involvement
 - Reciprocal Relationships
 - Pre-Assignment Review
 - Improving Relationships
4. Session Four: Preventing Problems
 - The Importance of Empathy
 - Dangerous Misconceptions
 - Active Listening
5. Session Five: Emotional Intelligence
 - The Six Seconds Model
 - Identify Emotions
 - Understand and Manage
 - Use and Communicate
6. Session Six: Getting Focused
 - Getting to the Heart of the Matter
 - What is Missing?
 - The Three F's
7. Session Seven: Managing Anger
 - Coping Strategies
 - Expressing Anger
 - Dealing with Other People's Anger
 - Guidelines for Assertive Anger
8. Session Eight: Dealing with Problems
 - Dealing with Problems
 - Working With the Suggestions
 - Explaining the Suggestions
 - Causes of Difficult Behavior
 - The Difficulty of Others
 - Dealing with Others
9. Session Nine: The Three-Step Conflict Resolution Model
 - The Three-Step Model
 - Step 1: Research
 - Step 2: Presentation
 - Step 3: Take Action
 - Getting the Hang of Things
10. Session Ten: Practice, Practice, Practice
 - Planning: Step 1 - Research
 - Planning: Step 2 - Presentation
 - Planning: Step 3 - Take Action

11. Session Eleven: Changing Yourself
 - Negative vs. Positive Interactions
 - Negative Interaction
 - Positive Interaction
 - Take the Wheel!
 - Walking Away
 - Your Organization
 - Dealing with Negative Feelings
12. Session Twelve: Why People Do Not Always Do What They Are Supposed To
 - The Big Question
 - Answering the Question
13. Session Thirteen: De-Stress Options to Use When Things Get Ugly
 - De-Stress Options
 - General Coping Thoughts When Things Get Messy
14. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
15. Course Summary
16. Recommended Reading List
17. Post-Course Assessment

Delegation: The Art of Delegating Effectively

Course Overview

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

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

Learning Objectives

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

Course Outline

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|-----------------------------------|--|
| 1. Session 1: Course Overview | 4. Session 4: Pre-Assignment Review |
| Learning Objectives | Pre-Assignment Review |
| Pre-Assignment Background | 5. Session 5: Picking the Right Person |
| Pre-Course Assessment | Demonstrated Skill |
| 2. Session 2: Why Delegate? | Employee Motivation |
| Advantages and Disadvantages of | Matching Skills and People |
| Delegating | 6. Session 6: The Delegation Meeting |
| More on Delegation | Delegation Assignment Steps |
| Delegation Do's and Don'ts | 7. Session 7: Putting it into Practice |
| Self-Assessment | Case Study |
| 3. Session 3: What is Delegation? | Activity |
| Delegation Definitions | Steps for a Delegation Meeting |
| Four Basic Steps to Delegation | 8. Session 8: Giving Instructions |
| Levels of Delegation | Three Types of Instructions |
| Breaking Down the Model | Requests |
| Guidelines for Success | Suggestions |
| What to Delegate | Preparing Instructions |
| Lateral Delegation | |

9. Session 9: Monitoring Delegation
 - Why Should You Monitor Delegation?
 - How Do You Monitor?
10. Session 10: Practicing Delegation
 - Decision One
 - Your Employees
 - How Do You Monitor?
 - Decision Two
 - Decision Three
 - Decision Four
 - Decision Five
11. Session 11: Giving Feedback
 - The Ingredients of Good Feedback
 - Characteristics of Effective Feedback
 - Case Studies
12. Session 12: Becoming a Good Delegator
 - Characteristics of Effective Delegators
13. Session 13: A Personal Action Plan
 - Starting Point
 - Short-Term Goals and Rewards
 - Long-Term Goals
14. Summary
15. Recommended Reading List
16. Post-Course Assessment

Delivering Dynamic Virtual Presentations

Course Overview

Managing the virtual workplace isn't as scary as it sounds. A lot of the basics of management (including communicating with others, managing performance, building teams, and leading meetings) are the same. This course will cover the differences and give you the skills that you need to successfully lead the virtual workplace.

Learning Objectives

- Explain the differences between virtual and in-person presentations
- Outline the major challenges (presenter, presentation and technical) with virtual presentations
- Recognize the strengths, weaknesses, and standout features of popular virtual presentation platforms (Zoom, MS Teams, GoToMeeting and Google Meet) and how to set up an account on the platforms.
- Integrate solutions to virtual presentation challenges in your own delivery of virtual presentations

Course Outline

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|---|--|
| 1. Session One: Course Overview | Etiquette |
| Learning Objectives | Etiquette Reminder Email |
| Pre-Assignment | Hospitality |
| Pre-Course Assessment | Considering a Virtual Presentation Team |
| 2. Session Two: Why Virtual Presentations and Meetings? | 6. Session Six: Virtual Presentation Essentials — The Presentation |
| Working From Home | Presentation Tools |
| Virtual Meeting Experiences | Presentation Challenges |
| Types of Presentations | Using Breakout Rooms for Small Groups |
| 3. Session Three: How are Virtual Presentations Different from In-Person? | Engaging All Participants |
| Delivering a Presentation Virtually | What to Do After the Presentation |
| 4. Session Four: Virtual Presentation Challenges | 7. Session Seven: Virtual Presentation Essentials — The Technology |
| Connecting Virtually | Avoiding Technical Difficulties |
| Remote Meetings — What are People Really Doing? | 8. Session Eight: The Tools — Zoom |
| Other Challenges and Solutions | Overview |
| 5. Session Five: Virtual Presentation Essentials — The Presenter | Key Features |
| The Presenter | Setting Up an Account |
| Presenter Challenges Activity | Strengths and Weaknesses |
| Presenter Challenges | Zoom Standout Features |
| | 9. Session Nine: The Tools — Microsoft Teams |
| | Overview |
| | Key Features |

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| <ul style="list-style-type: none">Setting Up an AccountStrengths and WeaknessesMicrosoft Teams Standout Features10. Session Ten: The Tools — GoToMeeting<ul style="list-style-type: none">OverviewKey FeaturesSetting Up an AccountStrengths and WeaknessesGoToMeeting Standout Features11. Session Eleven: The Tools — Google Meet<ul style="list-style-type: none">OverviewKey Features | <ul style="list-style-type: none">Setting Up an AccountStrengths and WeaknessesGoogle Meet Standout Features12. Session Twelve: Capstone Activity<ul style="list-style-type: none">Deliver a Virtual Presentation13. Personal Action Plan<ul style="list-style-type: none">Starting PointWhere I Want to GoHow I Will Get There14. Course Summary15. Recommended Reading List16. Post-Course Assessment |
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Design Thinking: An Introduction

Course Overview

Designing Thinking can give you the edge you need to create effective customer solutions for products and services. With its emphasis on understanding the customer and testing throughout the entire process cycle you can be ensured of greater success.

Learning Objectives

- Use Design Thinking to solve problems more creatively
- Understand problems from the customer's perspective
- Apply different brainstorming techniques to identify innovative ideas
- Use effective design research
- Understand the value of creating prototypes to test your ideas
- Keep your design ideas moving forward

Course Outline

1. Session One: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session Two: Introduction to Design Thinking
 - Benefits of Design Thinking
 - Design Thinking in a Nutshell
 - Design Thinking Phases
 - Real-world Design Thinking Examples
 - Work-based Thinking
3. Session Three: Empathize
 - What is Empathy?
 - Traits of Empathetic People
 - Empathy Mapping
 - Types of Questions
 - Empathy Map Example
 - Creating an Empathy Map
4. Session Four: Define
 - Developing a Point of View
 - Developing a Persona
 - Defining Your Users
 - Defining Your Questions
 - Work-based Design Thinking "HMW"
5. Session Five: Ideation Part 1 — Ideas and Potential Solutions
 - Methods for Ideation: Brainstorming
 - Limitations of Brainstorming
 - Methods for Ideation: Brain Writing
 - Using Your "How Might We" Questions
 - More Methods
 - Using Various Idea Generation Methods
 - Making Connections
 - Tips
 - Selecting the Best Idea
 - Solution 1: Pluses, Potentials, Concerns
 - Solution 2: NAF Technique
 - Solution 3: Visualization
 - Solution 4: Questions
 - Making Connections
6. Session Six: Ideation Part 2 — Journey Mapping
 - Developing a Journey Map
 - Buying an Online App Journey Map
 - Journey Mapping
7. Session Seven: Prototyping and Testing
 - Prototyping and Testing
 - Prototyping

Prototype Brainstorming
Testing
User Testing Methods
Testing Prototypes

8. Personal Action Plan
9. Course Summary
10. Recommended Reading List
11. Post-Course Assessment

Developing a High Reliability Organization

Course Overview

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

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

Learning Objectives

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

Course Outline

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| 1. Session 1: Course Overview | 4. Session 4: The Anticipation Principles |
| Learning Objectives | Preoccupation with Failure |
| Pre-Assignment | Case Study |
| Preoccupation with Failure | Making Connections |
| Resistance to Simplification | Resistance to Simplification |
| Sensitivity to Operations | Case Study |
| Commitment to Resilience | Making Connections |
| Deference to Expertise | Sensitivity to Operations |
| Pre-Course Assessment | Case Study |
| 2. Session 2: What is a High Reliability Organization? | Making Connections |
| High Reliability Organizations | 5. Session 5: The Containment Principles |
| Links in the Chain | Commitment to Resilience |
| HRO Principles | Case Study |
| 3. Session 3: Key Concepts | Making Connections |
| Expectations, Normalization, and Mindfulness | Deference to Expertise |
| Normalization | Case Study |
| Mindfulness | Making Connections |
| Making Connections | 6. Session 6: Auditing for High Reliability |
| Case Study | Auditing Techniques |
| | Churchill's Four Questions |
| | Making Connections |

- Sample Audit Questions
- 7. Session 7: Test Driving
Case Study
Task
- 8. Session 8: A Personal Action Plan
Starting Point

- Where I Want to Go
How I Will Get There
- 9. Summary
- 10. Recommended Reading List
- 11. Post-Course Assessment

Developing a Lunch and Learn Program

Course Overview

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

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

Learning Objectives

- Explain the benefits of implementing a Lunch and Learn Program
- Outline the aims and expectations of a Lunch and Learn Program for your organization
- Utilize a number of success factors to create a Lunch and Learn Program for your organization
- Develop a promotion plan for your organization's Lunch and Learn Program
- Develop a list of potential Lunch and Learn session topics
- Maintain an ongoing Lunch and Learn Program for your organization
- Develop and deliver a Lunch and Learn session

Course Outline

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| 1. Session 1: Course Overview | Creating a Successful Lunch and Learn |
| Learning Objectives | Promotion |
| Pre-Assignment | Making Connections |
| Pre-Course Assessment | Topics for a Lunch and Learn Session |
| 2. Session 2: So, What is a Lunch and Learn? | 4. Session 4: Ongoing Administration of a |
| Introduction | Lunch and Learn Program |
| Why Have a Lunch and Learn Program? | Administrator Responsibilities |
| 3. Session 3: The Underpinnings of Lunch and | 5. Session 5: Developing a Lunch and Learn |
| Learn Programs | Presentation |
| The Underpinnings of Lunch and Learn | Critical Elements for Success |
| Programs | Overcoming Nervousness |
| Aims | Building Your Presentation: Introduction |
| Expectations | Building Your Presentation: Body |
| How to Start a Lunch and Learn Program | Building Your Presentation: Conclusion |

6. Session 6: Presentations
Evaluation Form
7. A Personal Action Plan
Starting Point
Where I Want to Go

- How I Will Get There
8. Course Summary
9. Recommended Reading List
10. Post-Course Assessment

Developing a Safety Procedures Manual

Course Overview

Safety procedures are an important part of an effective workplace safety program. In this course, learn how to develop and write safety procedures for your workplace safety manual.

Learning Objectives

- Develop a safety procedure template
- Develop a flowchart to accurately depict process activities
- Use brainstorming to gather necessary information for safety procedure creation
- Understand a variety of procedure types (Step-by-Step, Playscript, Decision Tree, Decision Tables)
- Write and revise Step-by-Step safety procedures
- Add communication elements to safety procedures

Course Outline

1. Session One: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session Two: Setting the Stage
 - Policies and Procedures
3. Session Three: Safety Procedures Basics
 - Safety Procedures
 - Developing Safety Procedures
 - Developing a Safety Procedure Template
4. Session Four: Flowcharting
 - Organizing the Steps in the Procedure
 - How to Construct a Flowchart
 - Flowchart Musts
 - Flowchart Examples
5. Session Five: Gathering Information
 - Gathering Information
 - Brainstorming
 - Challenges of Brainstorming
6. Session Six: Procedure Writing
 - Keep it Simple
 - Guidelines for Writing Procedures
7. Session Seven: Honing the Draft Procedure
 - Describing Actions Accurately
 - Communication Aids
8. Session Eight: Some Other Methods
 - Step-by-Step Procedures
 - Playscript
 - Decision Trees
 - Decision Tables
 - Writing a Procedure
9. Session Nine: Procedures Building
 - Writing Safety Procedures
10. Personal Action Plan
11. Course Summary
12. Recommended Reading List
13. Post-Course Assessment

Developing a Training Needs Analysis

Course Overview

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

Learning Objectives

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

Course Outline

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| 1. Session 1: Course Overview
Learning Objectives
Pre-Assignment
Pre-Course Assessment | Sample Project: Improve Response Times to Customer Inquiries
Step Two: Identify the Current State
Sample Project: Improve Response Times to Customer Inquiries |
| 2. Session 2: A Closer Look at the Training Needs Analysis
What Is It?
Fitting Into the Plan and Future Growth
The Program's Role
Support From Within
Developing the Business Case
The Essential Elements
Process Overview – The ICE Method
When is Training Not Appropriate?
Three Steps
Step One: Isolating
Step Two: Consulting
Step Three: Evaluating
Summary | Step Three: Measure the Gap
Step Four: Create an Action Plan
Step Five: Implement and Follow Up
Making Connections
Task
Pre-Assignment Review |
| 3. Session 3: Collecting Data
Step One: Identify the Future State
The First Step
Case Studies
Defining the Future State | 4. Session 4: Diving Deeper Into the Data
So Many Questions
Data Collection Design
Gathering Information
Training Needs Analysis Questions
Designing Valid Questions
Adding Value to the Process
The McKinsey 7S Model
The 7S Framework
About the Elements
SWOT Analysis
Sample SWOT
Five Whys |

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| Making Connections | Evaluation Levels |
| Task One | 7. A Personal Action Plan |
| Task Two | Starting Point |
| Task Three | Where I Want to Go |
| 5. Session 5: Creating the Report | How I Will Get There |
| Essential Elements | 8. Course Summary |
| 6. Session 6: Taking Action | 9. Recommended Reading List |
| Making Connections | 10. Post-Course Assessment |
| Designing Evaluations | |

Developing an eLearning Course

Course Overview

If you look at any successful organization, training is a core part of their culture. With the increased use of eLearning, trainers need to design and create meaningful, practical, eLearning that will benefit both trainees and the organizations they work for.

Learning Objectives

- Outline the common elements of three common instructional design models (ADDIE, Backward Design and Merrill's Principles of Instructional Design).
- Summarize the common elements of eLearning development.
- Create organizational improvement goals, including ways to accomplish the improvement.
- Propose types of training to address, based on signs that may suggest a need for training.
- Recognize action verbs that belong to each of the domains in Bloom's Taxonomy.
- Recognize commonly used verbs that are not measurable.
- Write measurable learning objectives for each domain of Bloom's Taxonomy for the Digital Age.
- Determine assessment types for each subdomain of Bloom's Taxonomy for the Digital Age.
- Create a rubric for an eLearning assignment.
- List various activities that could be used to support Universal Design for Learning.
- List various activities and attitudes that could be used to support LGBTQ2+ learners.
- Summarize in plain language the essential message of Accessibility Standards.
- Recap the four levels of eLearning.
- Map how each eLearning level corresponds to Bloom's Taxonomy.
- Suggest media standards for personal eLearning development.
- Talk about ways to address the basic tenets of teaching adults.
- Establish great activities that can be used in eLearning.
- Create a storyboard for production of eLearning.
- Make recommendations on choosing an eLearning authoring tool and learning management system (LMS), based on an organization's specific requirements.
- Evaluate using each level of Kirkpatrick's Levels of Evaluation.
- Determine return on expectation for impact evaluation.

Course Outline

1. Session One: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session Two: Instructional Design Models
 - Instructional Design Models
 - ADDIE
 - Backward Design
 - Merrill's Framework Incorporates Five Principles of Learning: Instructional Design Model
 - Elements of an eLearning Development Process
3. Session Three: Analysis Phase - Needs Assessment
 - Business Goals
 - Needs Assessment
 - ICE
 - Isolating
 - Consulting
 - Evaluating
 - Training Needs Activity
 - Summary
4. Session Four: Design Phase - Learning Objectives
 - Writing Learning Objectives
 - Bloom's Taxonomy in the Digital Age
 - Bloom Verbs
 - Measurable Objectives
 - Anatomy of a Learning Objective
 - Writing Learning Objectives
5. Session Five: Design Phase - Assessment
 - Assessment
 - Convergent and Divergent Cognition
 - Domain and Subdomains Assessment
 - Examples
 - Developing Assessments for eLearning
 - Types of eLearning Assessments
 - Rubrics
 - Example Rubrics
6. Session Six: Design Phase - Reducing Barriers
 - Universal Design
 - Activities for Universal Design Learning
 - UDL and LGBTQ2+
 - Activities for Universal Design Learning
7. Session Seven: Design Phase - Accessibility
 - Accessibility
 - Web Content Accessibility Guidelines (WCAG) Checklist
 - Applications and Software
 - Functional Performance Criteria
 - Information, Documentation, and Support
 - Accessibility Activity
8. Session Eight: Design Phase - Design Strategy
 - Interactivity: eLearning Levels
 - What Level of eLearning Works Best?
 - Development Time
 - User Interface
 - Design Options
 - Deciding Media Standards
9. Session Nine: Development Phase - Learning Experiences and Instruction
 - Teaching Adults
 - Ways of Teaching Children vs Adults
 - Best Practices of Adult Educational Methodologies
 - Tenets of Adult Education
 - Andragogy and UDL Applied to eLearning
 - Creating an Outline, Gathering Content and Developing a Storyboard
 - Gathering Content and Developing Activities
 - Developing Activities
 - Creating a Storyboard
 - Production
 - Prototype

10. Session Ten: Development Phase -
eLearning Tools
Selecting eLearning Authoring tools
Selecting a Learning Management System
11. Session Eleven: Evaluation
Kirkpatrick's Levels of Evaluation
Level Two: Knowledge Evaluation
Level Three: Transfer of Learning

- Transfer of Learning Evaluation
Level Four: Impact Evaluation
Sample Impact Evaluation for Participants
Return on Expectations
12. Personal Action Plan
13. Course Summary
14. Recommended Reading List
15. Post-Course Assessment

Developing Your Executive Presence

Course Overview

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

Learning Objectives

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

Course Outline

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| 1. Session 1: Course Overview | Open Questions |
| Learning Objectives | Closed Questions |
| Pre-Assignment | Making Connections |
| Pre-Course Assessment | Probing Techniques |
| 2. Session 2: Managing Your First Impression | Managing Your Body Language |
| Being Confident | Making Connections |
| Dressing for Success | 4. Session 4: Speaking with Impact |
| Seven Factors for Success | What's Your Sound? |
| Making Connections | Things to Consider |
| The Professional Handshake | Redesigning Yourself for Strength |
| Five Factors | Five Points for Any Presentation |
| Tips for Success | Making Connections |
| Remembering Names | 5. Session 5: Maintaining Your Impression |
| Building Trust and Credibility | A Word About Business Etiquette |
| 3. Session 3: Interpersonal Communication | Making Connections |
| Skills | Networking Tips and Tricks |
| Making Connections | 6. Session 6: Three Leadership Skills to Start |
| Active Listening Skills | Mastering Right Now |
| Responding to Feelings | Delivering Effective Feedback |
| Reading Cues | The Goal of Effective Feedback |
| Demonstration Cues | The Characteristics of Effective Feedback |
| Tips for Becoming a Better Listener | Motivational Techniques |
| Asking Open and Closed Questions | What Do You Think? |

- Coaching Others to Success
- The Coaching Formula
- The Three Factors
- 7. Session 7: Pre-Assignment Review
 - Skill Area One
 - Skill Area Two
 - Skill Area Three
 - Skill Area Four
- Skill Area Five
- 8. Session 8: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 9. Summary
- 10. Recommended Reading List
- 11. Post-Course Assessment

Developing Your Training Program

Course Overview

Training is an essential element of development in any organization. Being knowledgeable and continuing to learn throughout your career can make you a very valuable asset. We also know that training and orientation (or 'onboarding') for newly hired employees is a key factor in retention.

Learning Objectives

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

Course Outline

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| 1. Session One: Course Overview | Building Your Training Needs Analysis: |
| Learning Objectives | Case Study |
| Pre-Assignment | Case Study Questions |
| Pre-Course Assessment | |
| 2. Session Two: Program Design | 6. Session Six: The Program's Basic Outline |
| Training Program Considerations | Determining Objectives |
| When is Training Necessary? | Consideration When Writing Objectives: |
| Alternatives to Training | Target Audience |
| Essential Elements | Consideration When Writing Objectives: |
| | Prerequisites |
| 3. Session Three: The Training Model | Types of Objectives |
| Foundations | Setting the Scope |
| Building An Engaging Program | Writing Tips |
| Instructional Systems Design Model | Verbs for Writing Clear, Concise Training |
| 4. Session Four: Understanding Adult | Objectives |
| Learning | Objectives Exercise |
| Underpinnings of Adult Education | 7. Session Seven: Evaluation Strategies |
| Andragogy | Methods of Evaluation |
| Andragogy Applied to the Classroom | What Information Do You Want? |
| 5. Session Five: Identifying Needs | Testing Attitudes |
| The Ice Method | Four Levels |
| When is Training Not Appropriate | Evaluation Methods |
| Three Steps | True-False Questions |
| Isolating | Multiple Choice Questions |
| Consulting | Fill-in-the-Blank |
| Evaluating | Short Answer |
| | Essay Questions |

- Behavioral Evaluation
- Points to Remember
- Creative Evaluation Strategies
- Recommendations
- Postcards
- Feedback Forms
- Evaluation Tips
- Sample Feedback Form
- Evaluating The Evaluation
- Evaluations Exercise
- 8. Session Eight: Defining Your Approach
 - Methodology
 - Key Methodologies
 - Other Ingredients
 - Other Considerations
 - Five Tips For Top Notch Results
 - Approaches to Learning: A Lesson In Itself
 - Project Choices
 - Background Information: Demonstration
 - Case Study
 - Guided Teaching
 - Study Group
 - Role Play
 - Games and Simulations
 - E-Learning
 - My Methods
- 9. Session Nine: Researching and Developing Content
 - Researching Content
 - Content Considerations
- 10. Session Ten: Pre-Assignments In Training
 - Pre-Assignment Review
- 11. Session Eleven: Choosing Openings And Energizers
 - Getting Started
 - The Value Of Games
 - Types Of Games
 - Tips For Success
- 12. Session Twelve: Training Instruments, Assessments, And Tools
 - Training Resources
- 13. Session Thirteen: Creating Supporting Materials
 - Student Guides
 - Handouts
 - Electronic Slides
- 14. Session Fourteen: Testing The Program
 - Testing
- 15. Session Fifteen: Creating Proposals
 - Organizing Your Proposal
 - Fundamentals for Writing Internal Proposals
 - Research and Rapport
 - Be Clear On Your Goals
 - Craft a Compelling 'Ask'
 - Make It or Break It: The Executive Summary
 - Executive Summaries vs. Abstracts
 - Training Proposal Checklist
 - Proposal For a Training Program: Case Study
 - Framework
 - Communicating Training
 - Sample Training Calendar
- 16. Session Sixteen: Building Rapport
 - Questions And Answers
- Session Seventeen: Pulling It All Together
 - Action Plan
- 17. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 18. Course Summary
- 19. Recommended Reading List
- 20. Post-Course Assessment

Digital Citizenship: Conducting Yourself in a Digital World

Course Overview

This course is important because online interactions and transactions are replacing real world ones. Regrettably, digital use can become misuse and abuse, often without the responsible person realizing it. Citizens of the digital world must learn and accept their responsibilities to themselves and to others.

Learning Objectives

- Define what being a good digital citizen means
- Describe the nine elements of digital citizenship
- Understand how to conduct yourself in the digital world

Course Outline

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| 1. Session 1: Course Overview | Digital Literacy |
| Learning Objectives | Digital Communication |
| Pre-Assignment | Two Sides of the Same Coin |
| Pre-Course Assessment | Digital Commerce |
| 2. Session 2: Citizenship | Features of a Secure Website |
| Description of Citizenship | 6. Session 6: Protect Yourself / Protect Others |
| 21st Century Digital Compass | Rights and Responsibilities |
| Scenarios 1 - 3 | Safety and Security |
| Scenarios 4 - 6 | Health and Welfare |
| Scenarios 7 - 10 | Smartphone Addiction |
| 3. Session 3: Digital Citizenship | 7. Session 7: How To Be a Good Digital Citizen |
| Digital Citizenship | 8. A Personal Action Plan |
| 4. Session 4: Respect Yourself / Respect Others | Starting Point |
| Digital Etiquette | Where I Want to Go |
| Examples of Good and Bad Etiquette | How I Will Get There |
| Digital Access | 9. Course Summary |
| Digital Law | 10. Recommended Reading List |
| 5. Session 5: Educate Yourself / Connect with Others | 11. Post-Course Assessment |

Digital Transformation

Course Overview

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

Learning Objectives

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

Course Outline

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

Disability Awareness: Working with People with Disabilities

Course Overview

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

Learning Objectives

- Prepare to welcome people with disabilities into your workplace
- Interact with people with disabilities
- Identify and overcome barriers in the workplace
- Use respectful, appropriate, acceptable language in any circumstance
- Understand what your company can do during hiring and interviewing
- Understand what job accommodation is and how it applies in your workplace

Course Outline

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| 1. Session One: Course Overview | Introduction to Physical Accessibility |
| Learning Objectives | How to Remove Barriers |
| Pre-Assignment | Case Studies |
| Pre-Course Assessment | 7. Session Seven: The Cornerstones of |
| 2. Session Two: Defining Terms | Diversity |
| What are Disabilities? | About the Cornerstones |
| About Stereotypes | Knowledge |
| Some Common Phrases and the | Understanding |
| Stereotypes Behind Them | Acceptance |
| Making Connections | Behavior |
| 3. Session Three: Misconceptions and | 8. Session Eight: Pre-Assignment Review |
| Realities | Pre-Assignment Review |
| Misconceptions and Realities | 9. Session Nine: Encouraging Diversity by |
| 4. Session Four: A Business Case | Hiring |
| Getting Into It | What Can We Ask? |
| Case Study | What Can the Candidate Expect? |
| Summary | What Do You Do? |
| 5. Session Five: Dissecting Labels | Do You Wait to Disclose? |
| Giving Your Words Some Thought | 10. Session Ten: Appropriate Behavior |
| Ground Rules | The Four Steps of the STOP Technique |
| Being Practical | Tips for Using STOP |
| Mingle with Me | Making Connections |
| Using Sensitive Language | 11. Session Eleven: Communication Essentials |
| 6. Session Six: Barriers and Accessibility | for Disability Awareness |
| Barriers | Ground Rules to Get Started |
| Common Barriers | Respecting Confidentiality |

- Sample Consent Form
- Asking the Right Questions
- Sample Work Plan Information Request
- Sending the Right Message
- 12. Session Twelve: Communication Styles
 - Understanding Dichotomies
 - Making Connections
 - Advantages and Disadvantages
 - Dichotomies in Action
- 13. Session Thirteen: Critical Conversations
 - Introductory Elements
 - Getting the Conversation Started
 - A Basic Script
 - A Script for Mental Health Issues
 - A Script for Physical Disability Issues
 - Introduction
- Treatment Questions
- Functional Abilities
- Education/Employment History
- Conclusion
- 14. Session Fourteen: Accommodation and Adaptation
 - How Far Do You Go In Accommodation?
 - Knowing What is Required
 - Value of Job Shadows
- 15. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 16. Course Summary
- 17. Recommended Reading List
- 18. Post-Course Assessment

Diversity, Equity, and Inclusion

Course Overview

The purpose of this course is to raise the participant's awareness about diversity, equity and inclusion. These terms are often used interchangeably but they are separate concepts and principles. Diversity, equity and inclusion recognize that there are differences and that everyone is unique. This leads to creativity, innovation and increased productivity in the workplace. Diverse, equitable and inclusive workplaces give people the opportunity to bring their authentic selves and feel a sense of belonging.

Learning Objectives

- Understand the importance of diversity, equity, and inclusion for workspaces
- Be able to describe and analyze key issues of diversity, equity, and inclusion in one's work environments and community
- Grasp the power of diversity as a tool for creativity, and productive collaboration in the workspace
- Have the opportunity to share elements of one's culture with others
- Learn that norms and practices one thinks are universal may be culturally dependent

Course Outline

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| 1. Session One: Course Overview | Who Is in the Workforce? |
| Learning Objectives | Generation Z |
| Pre-Assignment | Debrief |
| Pre-Course Assessment | 6. Session Six: Privilege Walk |
| 2. Session Two: Diversity, Equity, and Inclusion | Privilege |
| Barriers to Diversity, Equity, and Inclusion | Taking the Privilege Walk |
| Defining the Terms | Privilege Walk Statements |
| Diversity and Inclusion | 7. Session Seven: Neurodiversity in the |
| Diverse Workspaces | Workplace |
| 3. Session Three: Inequities in Your Community | Neurodiversity |
| Equality vs. Equity | Inclusive Workspace |
| Using the Equity Lens | Debrief |
| Debrief | 8. Session Eight: Strategies for the Workplace |
| 4. Session Four: The Look | Workplace Strategies |
| Video: The Look | Best Practices |
| Examining Prejudgment and Stereotyping | Brainstorm |
| Stereotypes | Five Statements |
| Prejudice | 9. Personal Action Plan |
| Discrimination | 10. Course Summary |
| Bias | 11. Recommended Reading List |
| 5. Session Five: Diversity Profile | 12. Post-Course Assessment |
| Pre-Assignment Review: Who Are We? | |

Dynamite Sales Presentations

Course Overview

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 Objectives

- 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. Session 1: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session 2: Getting Down to Business
 - Types of Writing
 - Business Writing Basics
 - Business Writing Basics: Proposals vs. Tenders
 - About Proposals
 - Introduction
 - Background
 - Proposal
 - Staffing/Resources
 - Budget
 - Authorization
 - Formal Proposals
 - Proposals... in Your Own Words
3. Session 3: Writing Your Proposal
 - Clarify Your Objectives
 - Analyze Your Audience
 - Evaluate Reader's Knowledge
 - Where Do I Start?
 - Building My Case
 - Drafting a Proposal: Keep it Consistent
4. Session 4: Getting Thoughts on Paper
 - Obtaining Testimonials
 - Terminology
 - Planning Your Proposal: Getting Started
 - Putting Your Thoughts in Order
 - Proposal Type
 - Mapping the Information
 - Strategies
 - Sample Outline
 - When to Polish
 - Word Selection
 - Layout
 - Graphics
 - Introduction and Background
 - Body of the Proposal
 - Resources, Budget and Authorization
5. Session 5: Basic Proposal Formats
 - Choosing a Format
 - The Benefits of a Good Format
 - The Basic Formats
 - Choosing an Approach
 - Comparing the Approaches
 - Example of a Direct Approach Proposal
 - Direct to Indirect

6. Session 6: Expert Editing Tips
 - Editing Tips
 - The Fog Index
 - Fog Index Example
 - Practice Piece
7. Session 7: The Handshake
 - Cultivating a Professional Handshake
 - Tips for Success
 - Evaluating Handshakes
8. Session 8: Getting Ready for Your Presentation
 - Preparation Tips
 - Presenting to Others
 - Presentation Techniques
 - Persuasive Language
 - Selling to Experts? Watch Out!
9. Session 9: Elements of a Successful Presentation
 - Your Body Language
 - Your Equipment
 - Make an Impact
 - Other Visual Aids
 - Your Message
 - Your Effect on the Environment
- Your Initial Impression
 - The Rule of Twelve
 - Do You Look Approachable?
 - Positives and Negatives of Body Language
 - Positives and Negatives Example
 - Responses
 - Sending a Positive Message
10. Session 10: Dressing Appropriately
 - Impressions Count!
 - Workplace Clothing
 - Sales Presentation Clothing
 - Dressing to Impress
 - Managing Scent
 - Creating a Professional Package
11. Session 11: Presentations
 - Presentation Preparation
 - Evaluating Your Presentation
12. Session 12: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
13. Summary
14. Post-Course Assessment

E-Commerce Management

Course Overview

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

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

Learning Objectives

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

Course Outline

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| 1. Session 1: Course Overview | Why Do Customers Buy Online? |
| Learning Objectives | The Six Models |
| Pre-Assignment | The Language of E-Commerce |
| Worksheet | 3. Session 3: E-Commerce Building Blocks |
| Pre-Course Assessment | What's Your Goal? |
| 2. Session 2: Getting to Know E-Commerce | The E-Commerce Business Plan |
| What is E-Commerce? | Company Description |
| A Brief History | Revenue Model |

- Products and Services
- Competitive Analysis
- Organizational Strategy
- Marketing Strategy
- Making Connections
- 4. Session 4: Software Options and Solutions
 - Looking at the Options
 - Options for Your Business
 - Test Driving
- 5. Session 5: Building Your Online Store
 - Your Internet Address
 - Overall Site Organization
 - Top-Level Page
 - Call To Action
 - Navigating Through Your Site
 - Search Box
 - Menus and Categories
 - Building Effective Product Pages
 - Sample Pages
 - Shopping Cart Features
 - The Checkout Process
 - Optimizing Your Checkout Process
 - Order Confirmation Page
 - Additional Site Elements
 - Contact Page
 - Frequently Asked Questions
 - Testimonials
 - Privacy and Information Gathering Policies
 - Shipping Options
 - Order Information
 - Member Information
 - Social Media Integration
 - Pre-Assignment Review
- 6. Session 6: The Finishing Touches
 - Testing, Launching, and Updating
 - Optimization Tools
 - Launching the Site
 - Post-Launch Testing
 - Split and Multivariate Testing
 - Making Connections
- 7. Session 7: Creating an Engaging User Experience
 - Designing Engaging Web Content
 - Design Do's and Don'ts
 - Making Connections
 - Use Dynamic Pages
 - Leverage User-Generated Content
 - Using Responsive Web Design
 - Building Relationships
 - Making Connections
- 8. Session 8: Transaction Management
 - Introduction
 - Credit and Debit Cards
 - Online Payment Systems
 - Mobile Payment Systems
 - Digital Cash
 - Cash on Delivery or Check by Mail
- 9. Session 9: M-Commerce
 - The Growth of Mobile Commerce
 - Top M-Commerce Retailers
 - Strategies for Success
 - What Does the Future Hold?
- 10. Session 10: E-Commerce Analytics
 - Key Metrics
 - Overall Site Metrics
 - Shopping Cart Metrics
 - Tracking Referrers and Keywords
 - Tools to Track Data
 - E-Commerce Management Tools
 - Customer Relationship Management Systems
 - Third Party Tools
 - A Final Note
 - Making Connections
- 11. Session 11: Supporting Your E-Commerce Business
 - Behind the Scenes Activities
- 12. Session 12: Marketing Your E-Commerce Business
 - Creating a Marketing Plan

- Cycle Overview
- Looking at the Steps
- Essential E-Commerce Marketing Channels
- E-Mail
- Offline Media
- Marketing with Social Media
- Facebook
- Twitter
- Pinterest
- Making Connections
- Creating Promotions that Make You Money
- 13. Session 13: Security and Fraud Awareness
 - Protecting Your Customers and Your Business
 - Building Trust with Customers
 - Your Responsibilities to Your Business
- Intellectual Property on the Internet
- Fair Use Considerations
- Resources
- 14. Session 14: Rules and Regulations
 - Trade Rules and Regulations
 - Privacy Regulations
 - Global Differences
 - Case Study
 - Making Connections
- 15. Session 15: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 16. Summary
- 17. Recommended Reading List
- 18. Post-Course Assessment

Effective Planning and Scheduling

Course Overview

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

Learning Objectives

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

Course Outline

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| 1. Session 1: Course Overview
Learning Objectives
Pre-Assignment
Pre-Course Assessment | Spreadsheet
Organizational Chart
Work Breakdown Structure Numbering
Sample Numbering |
| 2. Session 2: Projects and Schedules
Making Connections | What is a Work Breakdown Structure
Dictionary? |
| 3. Session 3: The Work Breakdown Structure (WBS)
What is a Work Breakdown Structure?
Sample WBS
The Role of a Work Breakdown Structure
Creating a Work Breakdown Structure
Steps for Creating the Work Breakdown Structure
Types of Work Breakdown Structure
Diagrams
Work Breakdown Structure Formats
Indented List | Samples
Work Breakdown Structure Exercise
4. Session 4: Estimating Activity Durations
Estimating Tips and Techniques
Sample Spreadsheet
Gathering Resources
Activity List
Resources
Estimating Activity Durations
Tips for Increasing Estimation Accuracy |
| | 5. Session 5: Camping Case Study
Camping Case Study |

6. Session 6: Identifying Task Dependencies
 - About Task Dependencies
 - Washing a Car
 - Key Questions
 - Dependency Definitions
 - Task Dependency Types
 - FS: Finish-to-Start
 - SF: Start-to-Finish
 - FF: Finish to Finish
 - Case Study: Trip to New York
7. Session 7: Aligning Resources with Activities
 - Definitions
 - Resource Breakdown Structure
 - Sample Resource Breakdown Structure
 - Creating the Resource Breakdown Structure
 - Availability and Skills
 - Resource Calendars
 - Stages of Resource Scheduling
 - Definition
 - Allocation
 - Aggregation
 - Leveling
 - Considering the Constraints
 - Resource Turnover
 - Case Study: Planning an Outdoor Concert
 - Task Two
 - Task Three
8. Session 8: Project Planning
 - Network Diagrams
 - About Activity on Node Diagrams
 - Sample Activity on Node Diagram
 - About Activity on Arrow Diagrams
 - Sample Activity on Arrow Diagram
 - Critical Path Method
 - Sample Project
 - Creating a Network Diagram
 - Starting Network Diagram
 - Perform Forward Pass through Network
 - Perform Backward Pass through Network
 - Determine Slack
- Establish the Critical Path
- Critical Path Exercise
- Program Evaluation and Review Technique (PERT)
- The PERT Formula
- Creating Time Estimates
- Making Connections
- The Value of PERT
- About Gantt Charts
- Sample Gantt Chart
- Gantt Chart Exercise
9. Session 9: Scheduling Software
 - Choosing the Right Tools
 - How Do You Know What Software is Best For You?
 - Open Workbench
 - Microsoft Project
10. Session 10: Uncertainty and Risk Management
 - About Risk Management
 - Sample Risk Register
 - Risk Management Planning
 - Identification of Risk
 - Quantification of Risk
 - Responding to Risk
 - Monitoring and Controlling Risk
 - Mini Case Study
 - Pre-Assignment Review
11. Session 11: Communication Strategies
 - About Communication
 - Purpose
 - Information Required
 - Frequency
 - Method
 - Tips for Successful Communication
 - Team Members
 - Project Stakeholders
 - Project Team
 - Other Special Target Groups/End Users
 - Cross-Functional Teams
 - Communication Exercise

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| <ul style="list-style-type: none">12. Session 12: Creating a Viable Schedule<ul style="list-style-type: none">Creating a ScheduleCommon Scheduling Problems13. Session 13: Updating and Monitoring the Schedule<ul style="list-style-type: none">Schedule UpdatesFrequency of UpdatesReceiving UpdatesFormat for UpdatesBetter Predicting | <ul style="list-style-type: none">Schedule MonitoringCase StudyQuestions14. Session 14: A Personal Action Plan<ul style="list-style-type: none">Starting PointWhere I Want to GoHow I Will Get There15. Summary16. Recommended Reading List17. Post-Course Assessment |
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Emotional Intelligence

Course Overview

Emotional intelligence, also called EQ, is the ability to be aware of and to manage emotions and relationships. It's a pivotal factor in personal and professional success. IQ will get you in the door, but it is your EQ, your ability to connect with others and manage the emotions of yourself and others, that will determine how successful you are in life. We have all worked with and listened to brilliant people. Some of them were great and... well, some were not so great. The mean and the meek and all those in between can teach us more than they realize. When we look at the truly extraordinary people who inspire and make a difference you will see that they do this by connecting with people at a personal and emotional level. What differentiated them was not their IQ but their EQ – their emotional intelligence. This course will help you develop your emotional intelligence.

Learning Objectives

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

Course Outline

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|---|---|
| 1. Session 1: Course Overview | Use and Communicate |
| Learning Objectives | 5. Session 5: Optimism |
| Pre-Assignment | Defining Optimism and Pessimism |
| Pre-Course Assessment | Choosing Our Approach |
| 2. Session 2: History of Emotional Intelligence | ABC's of Optimism |
| History of Emotional Intelligence, Part One | Pessimism versus Optimism |
| Making Connections | VET Process |
| History of Emotional Intelligence, Part Two | Adversities |
| 3. Session 3: Emotional Intelligence Defined | 6. Session 6: Validating Emotions in Others |
| Definitions and Thoughts | The VALUE Technique |
| The Six Seconds Model | The SOLER Technique |
| Making Connections | Communication Technique |
| 4. Session 4: EI Blueprint | 7. Session 7: Understanding Emotions |
| Instructions | The Seven Human Emotions |
| Identify Emotions | What Do Emotions Tell Us? |
| Understand and Manage | Applying Emotional Intelligence |

- Positives and Negatives
- The Emotional Map
- Plutchik's Wheel of Emotions
- 8. Session 8: Setting Your Personal Vision
 - Defining Your Principles
 - Creating Your Vision
 - Understanding Your Values
 - Defining Our Values
 - Identifying Our Influences
 - Think in Terms of Relationships
 - Creating Your Vision Statement
- What's Standing in Your Way?
- Think in Terms of Relationships
- Relationship Worksheet
- Creating Your Vision Statement
- 9. Session 9: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 10. Summary
- 11. Recommended Reading List
- 12. Post-Course Assessment

Employee Accountability

Course Overview

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

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

Learning Objectives

- Understand what accountability is and what events in history have shaped our view of it
- Identify the requirements for personal and corporate accountability
- Apply the cycle of accountability and the fundamental elements required to build an accountable organization
- Describe what individuals must do to become accountable
- Build skills required for accountability, including goal setting, giving and receiving feedback, and delegation
- Pinpoint ways to build ownership in your organization
- Isolate areas for further self-improvement

Course Outline

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|---------------------------------------|---------------------------------------|
| 1. Session 1: Course Overview | Lessons Learned |
| Learning Objectives | 3. Session 3: Creating an Accountable |
| Pre-Assignment | Organization |
| Pre-Course Assessment | The Accountability Cycle |
| 2. Session 2: Defining Accountability | Ways to Increase Accountability |
| What is Accountability? | The Building Blocks |
| Why the Focus on Accountability? | Case Study |
| The Results Are In | Questions |
| The Era of Distrust | Accountability Starts with Me! |
| 1960's | Assertiveness |
| 1970's | Responsibility |
| 1980's and 1990's | A Final Note |
| The First Years of 2000 | Pre-Assignment Review |

4. Session 4: Setting Goals and Expectations
 - Tips and Tricks
 - SPIRIT
 - Structuring Expectations
 - A Final Note
 - Making Connections
 - Top Ten Ways to Create and Share Ownership
5. Session 5: Doing Delegation Right
 - Understanding Delegation
 - Four Basic Steps to Delegation
 - Deciding What to Delegate
 - The Five Levels
 - Breaking Down the Model
 - Monitoring Delegation
 - How Do You Monitor?
6. Session 6: Offering Feedback
 - The Ingredients of Good Feedback

- In Private
 - Balanced
 - Relevant
 - Specific
 - Documented
 - Personal (In the Right Way)
 - Making Connections
7. Session 7: A Toolbox for Managers
 - Identifying Learning Opportunities
 - Making Connections
 8. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
 9. Summary
 10. Recommended Reading List
 11. Post-Course Assessment

Employee Dispute Resolution: Mediation through Peer Review

Course Overview

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

Learning Objectives

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

Course Outline

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| 1. Session 1: Course Overview | The Facilitator's Responsibilities |
| Learning Objectives | Ensuring Fairness |
| Pre-Assignment | Choosing the Panel |
| Pre-Course Assessment | Making Connections: Case Study One |
| 2. Session 2: What is Peer Review? | Case Study Two |
| Defining Peer Review | Case Study Three |
| EDR and ADR | Case Study Four |
| Objectives of Peer Review | The Panel's Contract |
| Peer Review Roles | The Panel's Role and Responsibilities |
| When to Use Peer Review | 5. Session 5: Asking Questions |
| 3. Session 3: Initiating the Process | Asking Good Questions |
| The First Three Stages | Open Questions vs. Closed Questions |
| The Employee's Role | Closed Questions |
| The Grievance Form | Open Questions |
| The Manager's Role | Overcoming Closed Questions |
| Obtaining Witness Statements | Probing |
| Other Documents | Results of Probing |
| Making Connections | Probing Tools |
| Record of Disciplinary Action | Pushing My Buttons |
| 4. Session 4: The Peer Review Panel | Part Two |
| Appointing a Facilitator | |

6. Session 6: The Peer Review Process
 - Preparing for the Hearing
 - Group Work
 - Deciding the Question
 - Making Connections
 - The Hearing
 - Making the Decision
 - Questions to Ask
 - Voting
 - The Decision
 - About Recommendations
7. Session 7: Panel Walkthrough
 - Preparation
 - Role One: Aaron Mayfield
 - Role Two: Jason Smith (Supervisor)
 - Role Three: Lucinda Donalds (Witness)
 - Panel Presentation
 - Decision Time
8. Session 8: Why Does the Process Fail?
 - Key Factors
 - The Importance of Transparency
 - Key Skills
9. Session 9: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
10. Summary
11. Recommended Reading List
12. Post-Course Assessment

Employee Recognition: Appreciating Your Workforce

Course Overview

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

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

Learning Objectives

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

Course Outline

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| 1. Session 1: Course Overview | A Motivational Checklist |
| Learning Objectives | |
| Pre-Assignment | |
| Pre-Course Assessment | |
| 2. Session 2: Employees | 5. Session 5: Laying the Groundwork |
| Who Are Your Employees? | Setting the Stage |
| Can Employee Recognition Be Used as a | Create a Recognition Committee |
| Recruitment Tool? | Solo vs. Group Recognition |
| Dangers, Favoritism, Costs | 6. Session 6: The Nuts and Bolts |
| Strategies for Virtual and Remote Team | The Framework |
| Success | When |
| 3. Session 3: Why Do It? | How to Implement a Recognition Program |
| Why Recognize Your Employees? | Criteria and Guidelines |
| 4. Session 4: Appreciation | Levels of Recognition |
| Showing Appreciation | Announcements |
| Where Does Recognition Overlap Just | Forms of Recognition |
| Doing Your Job? | Follow up |
| Pre-Assignment Review | 7. A Personal Action Plan |
| Expectancy Theory | Starting Point |
| To Motivate or Instigate | Where I Want to Go |
| What Can a Supervisor Do to Motivate | How I Will Get There |
| Others? | 8. Course Summary |
| | 9. Recommended Reading List |
| | 10. Post-Course Assessment |

Encouraging Sustainability and Social Responsibility in Business

Course Overview

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

Learning Objectives

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

Course Outline

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| 1. Session 1: Course Overview | Making Connections |
| Learning Objectives | |
| Pre-Assignment | 4. Session 4: Corporate Social Responsibility |
| Pre-Course Assessment | Principles |
| 2. Session 2: What is Corporate Social Responsibility? | Due Diligence |
| A Business Case for Corporate Social Responsibility | Case Studies |
| Roles and Responsibilities | Making Connections |
| Business Challenges | Protecting Human Rights |
| Frame Your Business Case | Human Rights Challenges |
| Case Study | Organizational Governance and Ethics |
| Do You Have To Do It All At Once? | ISO 26000 Principles |
| Pre-Assignment Review | Making Connections |
| About the ISO 26000 Standards | Operating Practices |
| The International Organization for Standardization (ISO) | Political Considerations |
| Making Connections | Human Rights and Labor Practices |
| 3. Session 3: Creating a Corporate Social Responsibility Program | Making Connections |
| Setting Up the Project Vision | 5. Session 5: Environmental Awareness and Sustainability |
| Creating the Project Plan | Creating Community |
| Engaging Stakeholders and Employees | Making Connections |
| Objective Statements | Consumer Issues |
| Implementation Tips | Community Involvement |
| | Making Connections |
| | Review the List |
| | Project Plan |

6. Session 6: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There

7. Course Summary
8. Recommended Reading List
9. Post-Course Assessment

English as a Second Language: A Workplace Communications Primer

Course Overview

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

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

Learning Objectives

- Acknowledge existing skills in the areas of Speaking, Listening, Reading and Writing
- Recognize gaps in skills compared to workplace communication needs
- Understand cultural and workplace influences on communication and how to function within them
- Learn and practise effective skills for oral and written communication, including technical forms such as email and videoconferencing
- Develop an individual Action Plan for continued skill reinforcement and growth

Course Outline

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| 1. Session 1: Course Overview | Defining Emotional Intelligence |
| Learning Objectives | Productive Word Choices |
| Pre-Assignment | 5. Session 5: Telephone/Videoconferencing |
| Pre-Course Assessment | Review |
| 2. Session 2: Self Awareness – Skills of Self | Telephone/Videoconferencing |
| and Others | Telephone |
| Skills, Influences and Environment | Videoconferencing |
| 3. Session 3: Words and Positive Workplace | 6. Session 6: Wordsmith's Toolbox |
| Culture | Bones of Good Writing |
| Language in the Workplace | Parts of Speech |
| The Tone of the Message | From Words to Sentences |
| Reflective Journal | Punctuation |
| 4. Session 4: Productive Conversations | Grammar Guidelines |
| Productive Conversations | |

7. Session 7: Putting Words to Work
 - Good Communications
 - Ingredients of an Effective Email
 - Ingredients of a Good Proposal
 - Selling your Brand and Ideas
8. Session 8: Individual Action Planning
 - Setting your Intention
 - Building Your Plan
 - Building Your Team
- Decision Wheel Method
9. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
10. Course Summary
11. Recommended Reading List
12. Post-Course Assessment

Entrepreneurship 101

Course Overview

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

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

Learning Objectives

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

Course Outline

1. Session 1: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session 2: What It Takes to Make It
 - Pre-Assignment Review
 - Traits of an Entrepreneur
3. Session 3: Resources to Consider
 - Introduction
 - Friends and Family
 - Books, Magazines, Industry Publications, and Social Media
 - Training
 - Mentors, Coaches, and Consultants
 - Government Organizations
 - Chamber of Commerce
 - Business Groups
 - Special Programs
4. Session 4: Laying the Groundwork
 - Finding Business Ideas
 - What Other Skills Do I Have?
 - What Can I Make Money At?
 - What Problems Exist?
 - What If I Already Have a Business Idea?
 - Considering the Options, Part One
 - What Other Skills Do I Have?
 - What Can I Make Money At?
 - What Problems Exist?
 - What If I Already Have a Business Idea?
 - Outlining Your Ideas
 - How Much Research Should I Do?
 - Asking Others for Their Advice
 - Making Connections
 - Considering the Options, Part Two
 - Idea One
 - Idea Two
 - Idea Three
 - Assessing Your Ideas
 - SWOT Matrix
 - Advanced Types of SWOT Analyses
 - Considering the Options, Part Three
- Evaluating Your Capacity for Risk
- There Are Options!
- Caution!
5. Session 5: Building On Your Business Idea
 - Developing Your Product Idea
 - Problem Statement
 - Functional and Non-Functional Requirements
 - Features and Benefits
 - User Stories
 - Making Connections
 - Identifying Your Target Market and Customers
 - Step One: Theories
 - Step Two: Testing
 - Step Three: Take It All In
 - Developing Your Value Proposition
 - Creating Financial Projections
 - Sample Sales Process
 - Things to Consider
 - Part Two: Sales Metrics
 - Sample Sales Metrics: Bicycle Company
 - Sample Sales Metrics: E-Commerce Company
 - Getting it Right
 - Part Three: Expenses
 - Part Four: Calculating Ratios
 - Operating (Net) Margin
 - Head Count per Client
6. Session 6: Business Ownership Options
 - Types of Business Ownership
 - Speaking About the Entrepreneur
 - Purchasing a Franchise
 - Where to Find Franchises and Resources?
 - Words of Warning
 - Purchasing an Existing Business
7. Session 7: Key Documents to Prepare
 - Business Plan
 - The One-Page Plan
 - The Formal Plan
 - Executive Summary

- Polishing the Executive Summary
- Pitch Deck
- Sample Pitch Deck
- How It Works
- 30-Second Pitch
- Pitch Template
- Practicing the Pitch
- White Papers
- 8. Session 8: Gathering Funding
 - The Basics of Financial Statements
 - The Income Statement
 - Income Statement Equation
 - Sample Income Statement
 - The Balance Sheet
 - Balance Sheet Equation
 - Balance Sheet Accounts
 - Current vs. Fixed Assets
 - Cash Flow Statement
 - Statement of Retained Earnings
 - Brainstorming Solutions
 - Funding Options
- 9. Session 9: Developing Your Product
 - The Steps of Product Development
 - Idea Development
 - Planning
 - Design
 - Beta and Quality Testing
 - Limited Production and Quality Testing
 - Full Production, Quality Checks, and Product Release
 - Protecting Your Intellectual Property
 - What is Intellectual Property?
 - Following the Rules
 - What Should Be Copyrighted?
 - Is It Worth It?
 - Employee and Contractor Agreements
- 10. Session 10: Creating a Sales and Marketing Strategy
 - Introduction to Marketing
 - Cycle Overview
 - Stage One: Consumer and Market Analysis
 - The Buying Process
 - Segmentation
 - Stage Two: Analyzing the Competition and Yourself
 - SWOT Analysis
 - Next Steps
 - Stage Three: Analyzing Distribution Channels
 - The Distribution Process
 - Stage Four: Creating a Marketing Plan
 - Product
 - Price
 - Place
 - Promotion
 - Packaging
 - Making Connections
 - Stages Five and Six: Implement, Evaluate, Review, and Revise
 - Leveraging Social Media
 - Building Your Sales Force
- 11. Session 11: Branding 101
 - What Branding Is All About
 - Why a Brand?
 - What's In a Brand?
 - What is Branding, Then?
 - Why Branding is the Most Important Investment a Company Can Make
 - Developing a Slogan
 - Types of Logos
 - Letterform
 - Wordmark
 - Emblems
 - Getting Creative
- 12. Session 12: Setting Up Your Office
 - Choosing a Location
 - Finding Resources
 - Asking the Right Questions
 - The Pros and Cons of Home-Based Businesses
 - The Roaming Entrepreneur

13. Session 13: Launching the Business
 - Getting Off the Ground
 - The Launch
 - Setting Up Your Organizational Chart
 - First Stages of Growth
 - Next Stages of Growth
 - Recruiting and Engaging the Right People
14. Session 14: Keeping the Business Moving
 - Keeping Track of Your Business
 - Other Considerations
 - Growing Your Business
 - Don't Give Up!
 - Coming Out on the Other Side
15. Session 15: Being an Entrepreneurial Leader
 - Michael Gerber's Three Perspectives
 - Identifying the Activities
 - Working It Out
 - Case Study
 - Activity
16. Session 16: Bringing It All Together
 - Checklist for Success
 - Entrepreneurial Traits

- Resources to Consider
- Business Groundwork
 - Developing Your Product Idea
 - Identifying Your Target Market and Customers
 - Developing Your Value Proposition
 - Creating Financial Projections
 - Product Development
 - Intellectual Property
 - Sales and Marketing
 - Branding
 - Choosing a Location
 - Getting Off the Ground
 - Setting Up Your Organizational Chart
 - Keeping Track of Your Business
 - Entrepreneurial Leadership Characteristics
17. Session 17: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
 18. Summary
 19. Recommended Reading List
 20. Post-Course Assessment

Environmental Sustainability: A Practical Approach to Greening Your Organization

Course Overview

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

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

Learning Objectives

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

Course Outline

- | | |
|--|---|
| 1. Session 1: Course Overview | ISO14001-based EMS - Detractors |
| Learning Objectives | Internationally Recognized EMS - Eco- |
| Pre-Assignment | Management and Audit Scheme (EMAS) |
| Pre-Course Assessment | 3. Session 3: Developing an EMS |
| 2. Session 2: Environmental Management | How to Develop an EMS |
| Environmental Management System (EMS) | Steps in Developing an EMS |
| Codes of Practice (CoP) | 4. Session 4: Environmental Aspects and |
| Self-Declared Environment Management | Impacts |
| Systems (EMS) | Determining Environmental Aspects and |
| Internationally Recognized EMS - | Impacts |
| ISO14001 | Activities and Associated Impacts |

5. Session 5: Environmental Significance
 - Determining Environmental Significance
 - Determining Environmental Significance - My Organization
 - Non-Significant Aspects
6. Session 6: Objectives and Targets
 - Setting Objectives and Targets
 - Objectives and Targets – My Organization
7. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
8. Course Summary
9. Recommended Reading List
10. Post-Course Assessment

Exploring Universal Design for Learning

Course Overview

This course is an ideal opportunity for educators looking to improve their instruction and create more inclusive and equitable learning experiences for all students.

Learning Objectives

- Describe the UDL guidelines as an educational framework.
- Explain the purpose and rationale for UDL.
- Recognize UDL in practice.
- Identify UDL strategies.

Course Outline

- | | |
|--|--|
| 1. Session One: Course Overview | UDL In Design, Development, And Delivery |
| Learning Objectives | Stage One: Design |
| Pre-Assignment | Stage Two: Development |
| Pre-Course Assessment | Stage Three: Delivery |
| 2. Session Two: What Is UDL? | UDL Curriculum Plan Activity |
| What is UDL? | Challenges to UDL |
| Accessibility and Equity | 5. Session Five: UDL Strategies |
| Digital Technology | Anticipating Barriers |
| Learner Variability | What Are UDL Strategies? |
| Expert Learners | Challenge #1 |
| What are the UDL Guidelines (The Tool)? | Challenge #2 |
| Level One: Networks | Challenge #3 |
| Level Two: Principles | How Do You Apply UDL Strategies? |
| Level Three: Guidelines | Case Study Challenge: Address The |
| Level Four: Checkpoints | Environment |
| Explore the Three Guiding Principles of | 6. Session Six: Practice Makes Perfect |
| UDL | One Size Fits All |
| Examples of a UDL Learning Event | Deconstructing the Course |
| 3. Session Three: Why UDL? | Post-Assignment |
| Why Use UDL? | 7. Personal Action Plan |
| How Does UDL Address Barriers? | 8. Course Summary |
| What Happens When We Do Not Use UDL? | 9. Recommended Reading List |
| 4. Session Four: Recognizing UDL In Practice | 10. Post-Course Assessment |
| What Does UDL Look Like? | |

Facilitation Skills

Course Overview

It is impossible to be part of an organization and not attend meetings. If you have the opportunity to "run" these meetings, how do you facilitate the team interaction, rather than control it? Facilitation skills allow you to help a group be successful and reach decisions.

Learning Objectives

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

Course Outline

- | | |
|--|---|
| 1. Session One: Course Overview | Degrees Of Support |
| Learning Objectives | 8. Session Eight: Communication Skills |
| Pre-Assignment | My Shopping List |
| Pre-Course Assessment | Active Listening |
| 2. Session Two: Defining Your Role | Asking Questions |
| Facilitation, Training, And Chairing | Probing |
| Making Connections | Non-Verbal Messages |
| Facilitation, Training, and Chairing | Perception Reading |
| 3. Session Three: How Facilitators Work | 9. Session Nine: Listening For Common |
| Key Skills | Ground |
| Roles of a Facilitator | A Common Goal |
| Facilitation Skill Levels | 10. Session Ten: Common Facilitation |
| Facilitation At A Glance | Techniques |
| 4. Session Four: Establishing Ground Rules | Top Techniques |
| Ground Rules | Making Connections |
| 5. Session Five: Content And Process | 11. Session Eleven: Providing Effective |
| Defining Content And Process | Feedback |
| 6. Session Six: Types Of Thinking | Giving Feedback |
| Divergent Thinking And Convergent | The Feedback Process |
| Thinking | Facilitators and Feedback Language |
| Grey Matters | Tips for Receiving Feedback |
| 7. Session Seven: Handling Controversial | 12. Session Twelve: Managing Divergent |
| Issues | Perspectives |
| Handling Controversial Issues | Techniques for Success: Sequencing |
| No Need For Black And White Thinking | Techniques for Success: Case Study |

13. Session Thirteen: Facilitation Case Study
 - Case Study
 - Background
 - Decision Question
14. Session Fourteen: Building Agendas
 - Developing an Agenda
15. Session Fifteen: Dealing With Difficult Dynamics
 - Mix And Match
 - Big Talkers
 - The Kidder
 - Exhausted and Droopy
 - Not Into It!
 - Poor Follow-Through on Assignments
 - Failure of Participants to Arrive/Return from Breaks on Time
 - Whisperers
 - 12 Easy Ways To Intervene
16. Session Sixteen: Building Sustainable Agreements
 - Defining a Sustainable Agreement
17. Session Seventeen: Stages of Team Development
 - The Five Stages
 - Making Connections
18. Session Eighteen: Analysis Tools
 - Swot Analysis
 - Force Field Analysis
19. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
20. Course Summary
21. Recommended Reading List
22. Post-Course Assessment

Fostering Innovation

Course Overview

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

Learning Objectives

- Understand what fostering innovation means
- Learn what an innovative workplace looks like
- Determine how you can help create an innovative workplace environment
- Understand your role in helping to foster innovation
- Know what happens in the workplace when you help foster innovation
- Describe ways that innovation can help your company

Course Outline

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

From Boss to Leader

Course Overview

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

Learning Objectives

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

Course Outline

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|---|---|
| <ol style="list-style-type: none"> 1. Session One: Course Overview <ul style="list-style-type: none"> Learning Objectives Pre-Assignment Pre-Course Assessment 2. Session Two: Good Boss versus Bad Boss <ul style="list-style-type: none"> Bad Bosses Good Bosses Team Player Activity 3. Session Three: The Boss as a Leader <ul style="list-style-type: none"> The Boss Admirable Leaders Behaviors of Leaders Set Reasonable Goals Lead, not Dictate Be Humble Be Responsible Pick Your Battles Lead by Example Attitude is Everything 4. Session Four: Communication is Key <ul style="list-style-type: none"> Communication Skills Mastering the Art of Communication | <ul style="list-style-type: none"> High Stakes Characteristics of Effective Feedback Providing Feedback 5. Session Five: Common Sense <ul style="list-style-type: none"> Using Common Sense The Key to Successful Management 6. Session Six: The Science Behind Good Leadership <ul style="list-style-type: none"> Be Nice, Not Tough Work-Life Balance Negative Attitude Feeling Valued Team Building Activities Rewards Program Reward Example Celebrating Your Team 7. Session Seven: Emotional Intelligence <ul style="list-style-type: none"> Displaying Emotional Intelligence Fostering Emotional Intelligence Emotional Intelligence Activity Employing Emotional Intelligence Scenario |
|---|---|

8. Session Eight: Elements of Success
 - Additional Tips
 - Taking Action
9. Personal Action Plan
 - Starting Point

- Where I Want to Go
 - How I Will Get There
10. Course Summary
 11. Recommended Reading List
 12. Post-Course Assessment

Fundamentals of Writing

Course Overview

Good writing is the basis of effective communication in today's world of email, texting, and social media. And the ability to present a message in a way that is easily understood is important if you want to achieve future success. Learn how to become a better writer in this course.

Learning Objectives

- Write clearly, concisely, completely, and correctly
- Make sure words agree
- Recognize and use active voice
- Write proper sentences
- Use practical and inclusive language
- Use different punctuation marks
- Revise and proofread

Course Outline

1. Session One: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session Two: Why Write?
 - The Four C's of Writing
3. Session Three: Be Clear
 - Writing Clearly
 - Choosing What to Say
 - Rewriting Sentences
 - Writing Clearly Exercise
4. Session Four: Be Concise
 - Writing Concisely
 - Rewriting Exercises
5. Session Five: Be Complete
 - Making Your Writing Complete
 - Interview Exercise
6. Session Six: Be Correct
 - Correcting Common Writing Errors
 - Spot the Errors
7. Session Seven: Word Agreement
 - Making Words Agree
 - Rewriting Exercises
8. Session Eight: Active and Passive Voice
 - Passive vs. Active Voice
 - Passive Voice
 - Take Action
9. Session Nine: Sentences and Sentence Types
 - Sentences and Paragraphs
 - Identifying Sentences
 - Sentence Construction
 - Arranging Sentences
10. Session Ten: Inclusive Language
 - Make Your Language Inclusive
 - Inclusive Language Principles
 - Make it More Inclusive
11. Session Eleven: Punctuation
 - Using Common Punctuation Marks
12. Session Twelve: Revising, Spelling, and Proofreading
 - Revising
 - Check the Spelling, Grammar, and Punctuation
 - The Spell Checker Poem
 - Proofreading Tips
13. Personal Action Plan
14. Course Summary
15. Recommended Reading List
16. Post-Course Assessment

GDPR Readiness: Creating a Data Privacy Plan

Course Overview

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

Learning Objectives

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

Course Outline

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|---|--|
| 1. Session One: Course Overview | Tips to Keep in Mind |
| Learning Objectives | Case Study Data Map |
| Pre-Assignment | Making Connections |
| Pre-Course Assessment | 5. Session Five: Information Request |
| 2. Session Two: Writing a Data Privacy Plan | Procedure |
| Elements of the Plan | Information Request Procedure |
| Additional Tips | Making Connections |
| 3. Session Three: Privacy Awareness | 6. Session Six: Internal Data Procedures |
| What is Data Protection? | Internal Data Procedures |
| What is Data Privacy? | Making Connections |
| Why is Data Privacy So Important Anyway? | 7. Session Seven: Data Security Policy |
| What is the GDPR? | Data Security Policy |
| 4. Session Four: Data Mapping | Making Connections |
| The First Step | |

8. Session Eight: Personal Data Protection Policy
 - The Cornerstone Document
 - Contents of the Personal Data Protection Policy
 - Responsibilities for Privacy
 - Making Connections
9. Session Nine: Client Privacy Policy
 - Privacy Policy
 - Making Connections
10. Session Ten: Data Breach Procedure
 - Data Breach Procedure
 - Making Connections
11. Session Eleven: Training
 - Privacy Training
 - Awareness Training for All Employees
 - Specific Policy Training
 - Making Connections
12. Session Twelve: Other Necessary Pieces
 - Additional Pieces
 - Data Processing Agreement or Data Processing Addendum (DPA)
 - Data Processing Impact Assessment (DPIA)
 - Supervising Authorities
13. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
14. Course Summary
15. Recommended Reading List
16. Post-Course Assessment

GDPR Readiness: Getting the Message Out

Course Overview

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

Learning Objectives

- Identify methods to communicate privacy-related content internally to your team
- Develop an internal training program
- Promote a positive privacy culture in your organization
- Develop methods to enforce internal privacy practices
- Identify the important components of a good client privacy policy
- Properly notify clients regarding policy changes
- Add a privacy policy to your website
- Develop your own cookie disclaimer banner for your website
- Modify your online web forms for better compliancy

Course Outline

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|---|--|
| 1. Session One: Course Overview | Question It Activity |
| Learning Objectives | |
| Pre-Assignment | |
| Pre-Course Assessment | |
| 2. Session Two: Spreading the Word Internally | 6. Session Six: Privacy Policy Overview |
| Creating a Communication Plan | Customer Privacy Policy |
| Tool Box Activity | Missing Parts Activity |
| 3. Session Three: Internal Training | 7. Session Seven: Notifying Customers |
| Privacy Training in the Workplace | Customer Notification |
| Training for All Employees | What Customers Need to Know |
| Specific Policy Training | What Companies are Doing |
| Five Minutes of Training Activity | Email Assessment Activity |
| 4. Session Four: Promoting a Positive Privacy Culture | 8. Session Eight: Web Design – Making Your Privacy Policy Public |
| The First Step | Making Your Privacy Policy Publicly Accessible |
| Making Connections | Privacy Positioning Activity |
| 5. Session Five: Monitoring Your Privacy System | 9. Session Nine: Web Design - Cookie Banners |
| Monitoring Procedures | Cookies |
| Internal Audits | Background |
| | Designing Your Cookie Banner |
| | Cookie Time Activity |

10. Session Ten: Web Design - Forms
 - Online Forms
 - Making Connections
 - What Do You Need to Consider?
11. Personal Action Plan
 - Starting Point

- Where I Want to Go
 - How I Will Get There
12. Course Summary
 13. Recommended Reading List
 14. Post-Course Assessment

Generation Gap

Course Overview

Most people, no matter what their age, want the same thing from their workplace: to do meaningful work and to be recognized for it. However, work and rewards may be designed differently for different people. Age is just one factor to consider.

Learning Objectives

- 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. Session One: Course Overview | Personality Assessments and Generations |
| Learning Objectives | Having It All |
| Pre-Assignment | Making Connections |
| Pre-Course Assessment | |
| 2. Session Two: History in Brief | 8. Session Eight: The Value of Planning |
| Identifying the Gap | Succession Planning in a Nutshell |
| Naming the Generations | Elements of Recruiting |
| Additional Considerations | Coaching and Mentoring |
| 3. Session Three: Finding Common Ground | 9. Session Nine: Developing Targeted |
| Common Ground | Retention Strategies |
| The Role of Generations in Teams | Retention Considerations |
| Indicators of an Authentic Team | Continuing Work after Retirement Age |
| 4. Session Four: Silents, Boomers, X'ers, | Pulling Things Together |
| Millennials, and Gen Z | 10. Session Ten: What We Really Want |
| Speaking Across Generations | Filling in the Gaps |
| Understanding Different Generations | What is the Plan? |
| 5. Session Five: Recruiting that Bridges the | 11. Personal Action Plan |
| Gap | 12. Course Summary |
| Recruiting is an Adventure! | 13. Recommended Reading List |
| Benefitting the Masses | 14. Post-Course Assessment |
| 6. Session Six: Pre-Assignment Review | |
| How About This for a Gap? | |
| Generalizations | |
| 7. Session Seven: Creative Solutions | |
| Knowing What You Want | |

Getting Stuff Done: Personal Development Boot Camp

Course Overview

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 Objectives

- Identify what personal efficiency is, what skill sets can improve your personal productivity, and what attitudes we should cultivate
- Explain why multi-tasking is a myth
- Describe what role long-term goals play in short-term efficiency
- Share a personal vision and develop dreams and goals from it
- Apply the 80/20 rule and learn how it should affect planning
- Identify the characteristics of a good organizational system
- Develop a plan for an efficient workspace, including a customized information center and a filing system
- Apply a system that will allow you to process any type of information that crosses your desk, including e-mail, electronic files, paper files, voice mail, text messages, and drop-in visitors
- Use the Eisenhower principle to prioritize work
- Say no
- Use routines to simplify your life
- Understand why you procrastinate and develop methods for tackling tasks
- Apply ideas and tools to make your household more productive and efficient

Course Outline

1. Session 1: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session 2: Understanding Personal Efficiency
 - Defining Personal Efficiency
 - In the Groove
 - A Holistic Approach
 - Time Management vs. Personal Productivity
3. Session 3: Developing the Right Attitude
 - Useful Skill Sets
 - Useful Attitudes
 - Why Multi-Tasking is a Myth
4. Session 4: Laying the Foundation
 - Creating a Personal Vision Statement
 - Step One: Identifying Your Values
 - Bringing It All Together
5. Step Three: Put it all Together
 - Making Connections
 - Identifying Dreams and Setting Goals
 - Getting Some Ideas
 - SPIRIT
 - Putting it All Together
6. Session 5: The Building Blocks of a Good Organizational System
 - Pareto's Principle
 - Characteristics of a Good Organizational System
 - Building a Customizable System
7. Session 6: Creating the Right Environment
 - Garbage Out!
 - Step Two: Make an Action Plan
 - Step Three: Get Started
 - Step Four: Finish the Task
 - Laying Out Your Workspace
 - Re-Designing Your Workspace
 - Setting up a Daily System
 - Priority Tray
 - The Incubator
- Sample Incubator
- Using the Incubator
- Using the Incubator Each Day
- Setting up a Filing System
- Four File Types
- Filing Tips
- Putting Everything Back Together
- Putting it in Action
8. Session 7: Setting up your Virtual Environment
 - Organizing Electronic Files
 - Tips and Tricks
 - Making Your E-Mail Program Work for You
 - Commit to Your E-mail Program
 - Take Some Training
 - Set Up Folders
 - Schedule Backups and Archives
 - Automate What You Can
 - Use Time-Saving Tools
 - Exploring Applications
 - Top Applications
- Session 8: Setting up Your Information Management Center
 - Key Components of a System
 - Case Study
 - Making Connections
 - Lessons Learned
9. Session 9: Managing Information in Six Easy Steps
 - GOPHER It!
 - Processing E-Mail Messages
 - Digging Donald out of the Hole
 - Problem One
 - Problem Two
 - Problem Three
10. Session 10: Prioritizing Your Tasks
 - The Urgent-Important Matrix
 - Matrix Overview
 - Quadrant 1: Urgent and Important
 - Quadrant 2: Important but Not Urgent
 - Quadrant 3: Urgent but Not Important

- Quadrant 4: Not Urgent and Not Important
- Putting Tasks in Their Place
- 11. Session 11: Saying No
 - Techniques for Saying No
- 12. Session 12: Creating Routines
 - Why Routines?
 - Start of Day Routine
 - End of Day Routine
 - Dealing with E-mail
- 13. Session 13: Stopping Procrastination Now (Not Later!)
 - Tackling Procrastination
 - A Challenge to Change
- 14. Session 14: Applying Our Lessons at Home
 - Meals
 - Exercise
 - Fun Stuff
 - Children
 - Chores
 - General Organization
- 15. Session 15: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 16. Summary
- 17. Recommended Reading List
- 18. Post-Course Assessment

Getting Your Job Search Started

Course Overview

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

Learning Objectives

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

Course Outline

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|--------------------------------------|-------------------------------------|
| 1. Session 1: Course Overview | 4. Session 4: Skill and Ability |
| Learning Objectives | The Things You Do Well |
| Pre-Assignment | Identifying Your Skills |
| Pre-Course Assessment | Pre-Assignment Review |
| 2. Session 2: Change and Transitions | 5. Session 5: Vocation and Strategy |
| Managing Change | What Does Vocation Mean? |
| Five Aspects of Change | Five Clues to Your Authentic Work |
| Myths About Change | Preferences |
| Making Connections | Job Satisfaction Survey |
| On the Bridge | Scoring |
| Making Connections | 6. Session 6: Resources |
| Transition Phases | Checking Out the Jobs |
| Making Connections | Resource Room |
| About Job Loss | Getting Help |
| 3. Session 3: The Important Stuff | Career Development Professionals |
| Values Check | Specialties |
| Identifying Your Values | 7. Session 7: The Job Market |
| Top Values | Job Searching Means Action! |
| Values Defined | Employee Tactics |
| Making Connections | Networking |

- Your Contacts
- The Hidden Pieces
- Volunteer
- Do Your Research
- Self-Promotion
- Getting Creative
- Why Does the Market Hide?
- 8. Session 8: Invite Your Network
 - Identifying Your Network
 - Getting Started
 - Asking Questions
 - Developing a Script
 - Tracking Form
- 9. Session 9: Read, Set, Goal!
 - Setting Work Goals
 - SPIRIT
 - Your Goals
- Fine-Tuning Goals
- Take it Away!
- Outlining My Action Steps
- 10. Session 10: Thinking Unconventionally
 - Without Convention
 - Thinking Unconventionally, Part Two
 - Working to Get What We Want
- 11. Session 11: Getting Things Moving
 - My Next Steps
- 12. Session 12: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 13. Summary
- 14. Recommended Reading List
- 15. Post-Course Assessment

Giving Effective Feedback

Course Overview

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 Objectives

- 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. Session 1: Course Overview | Interpretation Exercise |
| Learning Objectives | |
| Pre-Assignment | 5. Session 5: Characteristics of Effective Feedback |
| Pre-Course Assessment | Introduction |
| 2. Session 2: Definitions | Introduction |
| Food for Thought | Informal Feedback Framework |
| When Feedback is Needed | State Your Case |
| Scenario Seven | Pre-Assignment Review |
| 3. Session 3: Speaking Clearly | 6. Session 6: Receiving Feedback Graciously |
| Being Descriptive | Receiving Feedback Graciously |
| 4. Session 4: Communication Strategies | 7. Session 7: Testing the Waters |
| Introduction | Scenario One |
| Questioning Skills | Scenario Two |
| Good Questions | Scenario Three |
| Probing | 8. Session 8: A Personal Action Plan |
| Probing Techniques | Starting Point |
| Non-Verbal Messages | Where I Want to Go |
| Sending the Right Message | How I Will Get There |
| Managing Your Messages | 9. Summary |
| Voice | 10. Recommended Reading List |
| Qualities of a Good Voice | 11. Post-Course Assessment |

Global Business Strategies

Course Overview

Opportunities to take a regional business into the global market make it possible to strategically, smartly, and profitably accomplish more than you can by staying local. To prepare, you need to set your business up for success by being open to learning, to applying new ideas, and to continually reviewing how you can create success in the global market.

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

Learning Objectives

- Describe the complexities of doing business in a global context
- Discuss trends in global business
- Apply strategies and tools needed to help shift a regional business into a global enterprise
- Closely evaluate your current business operation and determine its readiness for moving into a global marketplace
- Create an international business plan and prepare it for implementation

Course Outline

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| 1. Session 1: Course Overview | Supporting Organizations |
| Learning Objectives | Making Connections |
| Pre-Assignment | Understanding Trade Agreements |
| Pre-Course Assessment | How Trade Transactions Work |
| 2. Session 2: Understanding the Global | Transactional Dealings |
| Business Environment | Collaborative Transactions |
| Defining Globalization | Supply Alliances |
| Making Connections | Making Connections |
| Factors in Globalization | 4. Session 4: Products and Services |
| Your Presence in the Marketplace | How Services Are Traded |
| The Role of Human Resources | Making Connections |
| Open for Business | Imports vs. Exports |
| Exercising Knowledge (Pre-Assignment | Separating Products from Services |
| Review) | How Intangible Products Fit In |
| Top Trends | Contractual Entries |
| Take on the World | What's Your Value? |
| 3. Session 3: The Global Trade Market | Developing Your Value Proposition |
| Evaluating Your Options | Mechanics of a Trade Transaction |

5. Session 5: E-Commerce on the Global Stage
 - What is E-Commerce?
 - Making Connections
 - Protection of Information
 - Security Checklist
 - Basic E-Commerce Business Models
 - Give It A Go
 - E-Commerce Goals and Models
 - Making Connections
6. Session 6: Working in the Global Context
 - Bridging the Cultural Gap
 - Looking at Culture
 - Keeping an Open Mind
 - Stepping Over the Cultural Gap
 - Building Relationships
 - Making Connections
 - Tips for Bridging the Cultural Gap
 - Is There a Global Culture Developing?
 - Making Connections
7. Session 7: The Economics of Global Business
 - Managing Multiple Currencies
 - The Currency Conversion Process
 - Making Connections
 - Mitigating Your Risks
 - Basics of Trade Finance
 - Financing
 - Mitigating Risk
 - Export Credit Agencies
 - Documentation
 - Getting Paid
 - Trade Finance and Technology
 - Making Connections
8. Session 8: The Logistics of Global Business
 - Introduction to Supply Chain Management
 - Keys to Success
 - The Need for Excellence in Supply Chain Management
 - The Supply Chain
 - The Supply Management Leader
 - Making Connections
- Identifying and Meeting Documentation Requirements
- Packaging and Labeling
- Making Connections
- Security and Safety
- Transporting Dangerous Goods
- Seeking Out Specialists
- Negotiating Market Entry
- The Negotiation Process
- Influencing Elements
9. Session 9: Rules and Regulations
 - International Regulations
 - Public-Trade Law
 - Trade Agreements
 - Certificates of Origin
 - Extraterritoriality and Fair Trade
 - Price Cartels
 - The Role of the World Trade Organization
 - Health and Environmental Regulations
 - The Role of ECA's
 - Getting the Right Advice: The Legal Bits
 - Considering the Remedies
 - Mediation
 - Arbitration or Litigation
 - Where to Litigate
 - Government Agencies
 - Testing the Waters
10. Session 10: Beyond the Rules – Ethical Concerns
 - The Ethical Conundrum
 - Ethical Dilemmas
 - Case Studies
 - Making Connections
 - Different Points of View
 - The Friedman View
 - Cultural Relativist View
 - Righteous Moralism View
 - Making Connections
 - Corporate Social Responsibility
 - The Three Levels
 - Making Connections
 - Sustainability

- Case Studies
- Codes of Conduct
- Developing a Code of Conduct
- Making Connections
- 11. Session 11: Choosing Your Growth Strategy
 - The AAA Approach
 - Leveraging Triple A
 - Case Study
 - A Strategic Approach
 - Making Connections
- 12. Session 12: Building Your Growth Plan
 - A Business Framework
 - The Purpose of the Plan
 - Outlining the Plan
 - Global Business Plan Worksheet
 - The Planning Process
 - Planning Worksheet
 - Market Evaluation
 - Pulling the Pieces Together
 - Making Connections
- 13. Session 13: Implementing Your Growth Plan
 - Getting Your Product or Service to Global Markets
 - Creating the Right Strategy
 - Making Connections
 - Marketing Plan Worksheet
 - Exit Strategy
 - Diagnosing Issues
 - Developing Product Names
 - Case Studies
 - Color Choices
 - Summary
- 14. Session 14: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 15. Course Summary
- 16. Recommended Reading List
- 17. Post-Course Assessment

Goal Setting

Course Overview

Goal Setting is a popular and effective course for any trainer's toolkit, as establishing and achieving goals is a hallmark of success in life. This course gives trainers access to activities and theory to help people understand how to turn their dreams or wishes into reality.

Learning Objectives

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

Course Outline

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|--|--|
| 1. Session One: Course Overview | Steps To Success |
| Learning Objectives | |
| Pre-Assignment | 6. Session Six: Getting Down To Business |
| Pre-Course Assessment | Identifying Goals |
| 2. Session Two: Pre-Assignment Review | Stretch Goals and Risk Taking |
| Pre-Assignment Review | SMART Goals |
| 3. Session Three: Self Understanding | My Dreams And Goals |
| Understanding The Importance Of Goal Setting | 7. Session Seven: Getting Started Today |
| Choosing A Mentor | Ready, Set, Go! |
| Making Connections | Prioritizing Tools |
| 4. Session Four: Laying The Foundation | Visualization Techniques |
| Creating Your Personal Vision Statement | Support Systems |
| Step One: Identify Your Values | Action Planning And Follow-Through |
| Step Two: Define Your Values | Motivators |
| Step Three: Put It All Together | 8. Session Eight: Dealing With Setbacks |
| A Closer Look | Coping Strategies |
| Where Our Values Live | 9. Personal Action Plan |
| Food for Thought | Starting Point |
| 5. Session Five: What Is In Your Bucket? | Where I Want to Go |
| The Bucket Principle | How I Will Get There |
| Digging Deeper Into The Bucket | 10. Course Summary |
| | 11. Recommended Reading List |
| | 12. Post-Course Assessment |

Growth Hacking

Course Overview

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

Learning Objectives

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

Course Outline

1. Session One: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session Two: Learning the Mindset
 - Growth Hacking Defined
 - Growth Hacking Recap
 - Mantras of a Growth Hacker
 - The Customer is Always Right
 - An Example
 - The Result
 - Making Connections: A Growth Recipe
3. Session Three: Framing the Need
 - The Relationship
 - Understanding Your Customers
 - Making Connections: Who, What, How
 - Product Market Fit (PMF)
 - Consider the Example of Airbnb
 - The Key to Their Success?
 - Making Connections: What Do You Know?
 - Understanding Your Company
 - Making Connections: Sourcing Feedback
 - Making Connections: Digesting Feedback
4. Session Four: Making the Match
 - Making the Match in Growth Hacking
 - Relationships Reviewed
 - Strengthening Relationships
 - The Customer Is Always Right
 - Making Connections: Get the FAQs
 - Building an Effective Audience
 - The Size of Your Audience
 - Making Connections: An Enduring Outlook
 - Elements of Negotiation
 - Traits of a Negotiator
 - Social and Emotional Intelligence
 - Making Connections: Positive Outcome
 - Unique Selling Proposition (USP)
 - Making Connections: Your USP
5. Session Five: Going Live
 - Process Steps
 - Making Connections: Workplan
 - Development
 - Reaching Customers: The Storefront
 - Making Connections: Making it Look Good
 - Reaching Customers: The Signage
 - Making Connections: Getting Noticed

- Reaching Customers: The Action Plan
- Creating a Project Plan
- Work Structure Breakdown
- Making Connections: Creating a Plan for Success
- Organizing the Tasks
- Your Growth Hacking Outline
- 6. Session Six: Maximizing Results
 - The Path to Growth Hacking Success
 - Defining Success
 - Key Phrases
 - Learning to Experiment
 - An Experiment in Tech
 - An Experiment in Sweets
 - An Experiment in Words
 - Steps to Developing a Successful Experiment
- Making Connections: A Trial
- 7. Session Seven: Optimizing and Moving Forward
 - Optimizing
 - Ingredients for Optimization
 - Examining your Ingredients
 - Making Connections: Task Check
 - Resources and Inspiration
 - Searching for More Information Activity
- 8. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 9. Course Summary
- 10. Recommended Reading List
- 11. Post-Course Assessment

Hiring for Success: Behavioral Interviewing Techniques

Course Overview

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

Learning Objectives

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

Course Outline

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|---|--|
| 1. Session 1: Course Overview | Three Areas to Explore |
| Learning Objectives | |
| Pre-Assignment | |
| Pre-Course Assessment | |
| 2. Session 2: History of the Interviewing Process | 5. Session 5: Cost Analysis |
| History of the Interviewing Process | Cost Analysis |
| Stress Interviews | Costs to Consider |
| Advocating Structured Interviews | Calculating the Cost |
| Behavioral Interviews | 6. Session 6: Job Analysis and Position Profiles |
| 3. Session 3: The Recruitment & Selection Process | Understanding the Job |
| The Six-Stage Process | Job Analysis |
| Making Connections | Job Analysis Worksheet |
| 4. Session 4: Factors in the Hiring Process | Position Profiles |
| The Three Factors | Categories in a Job Description |
| Principles for Exploring Past Actions | Sample Description |
| | 7. Session 7: Determining the Skills You Need |
| | Technical Skills |
| | Performance Skills |

8. Session 8: Finding Candidates
 - Introduction
 - File Searches
 - Internal Searches
 - Placement Services
 - Referral Programs
 - Third Party Recruiters
 - Headhunters
 - Internet
 - Advertise
 - Thinking Out of the Box
9. Session 9: Advertising Guidelines
 - Five Key Points
 - Other Tips
 - Ten Tests for Advertising
10. Session 10: Screening Resumes
 - The Screening Process
 - Resume Rating Guide
 - Explanation of the Rating Guide
 - Using the Screening Guide
 - Developing a Guide
11. Session 11: Performance Assessments
 - The Value of Performance Assessments
 - Technical Exercises
 - Advantages of Technical Exercises
 - About Performance-Based Exercises
 - Identifying Performance-Based Exercises
 - Creating Performance-Based Exercises
 - Completing the Assessment
12. Session 12: Problems Recruiters Face
 - Problems Recruiters Face
13. Session 13: Interviewing Barriers
 - Introduction
14. Session 14: Non-Verbal Communication
 - Non-Verbal Communication
 - Making Connections
15. Session 15: Types of Questions
 - Types of Questions
 - Open Questions
 - Some Useful Questions
 - Probing Techniques
16. Session 16: Case Study
 - Background
 - Position Description
 - Sample Resume
 - Interview Transcript
 - Discussion Questions
17. Session 17: Traditional vs. Behavioral Interviews
 - Traditional vs. Behavioral Interviews
 - The Behavioral Interviewing Model
 - Tips and Tricks
 - Purpose of Behavioral Interviewing
 - Other Advantages of Behavioral Interviewing
 - Sample Behavioral Interviewing Questions
 - Sample Questions
18. Session 18: Other Types of Questions
 - Introduction
 - Achievement-Oriented Questions
 - Holistic Questions
 - Making Connections
19. Session 19: The Critical Incident Technique
 - The Critical Incident Technique
 - Theories Behind the Critical Incident Technique
 - Sample Critical Incident Questions
20. Session 20: Listening for Answers
 - Listen Well
 - Responding to Feelings
 - Reading Cues
 - Demonstration Cues
 - Committing to Change
21. Session 21: Difficult Applicants
 - Sample BDI Questions
 - Difficult Applicants: Silent Sam
 - Betty Bluff
 - Slippery Sue
 - Talkative Tom
22. Session 22: Interview Preparation and Format
 - Interview Preparation

- Before the Interview
- Setting the Agenda
- During the Interview
- Length of Interview and Panel Size
- Closing the Interview
- 23. Session 23: Other Interview Techniques
 - Using Superlatives
 - Moving Through the Questions
 - Staying Positive
 - Good Note-Taking
 - Interruptions
 - Signposts
- 24. Session 24: Scoring Responses
 - Performance-Based Rating Scales
- 25. Session 25: Checking References
 - Checking References
- Reporting the Results
- The Changing Nature of References
- 26. Session 26: Human Rights
 - Human Rights
- 27. Session 27: Skill Application
 - Making Connections
- 28. Session 28: Pre-Assignment Review
 - Pre-Assignment Review
- 29. Session 29: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 30. Summary
- 31. Recommended Reading List
- 32. Post-Course Assessment

Honing and Delivering Your Message

Course Overview

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 Objectives

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

How to Become a Leader with Integrity

Course Overview

Becoming a Leader with Integrity offers an inspiring, motivating and engaging way to inspire your employees, helping to transform them to achieve performance beyond expectations, and inspiring them to lead teams more effectively. An organization with integrity is also a more profitable one, so using this course to bring authenticity and honesty into the conversation not only empowers employees to unleash their potential but also makes your business more profitable in the long-term, too.

Learning Objectives

- Understand why integrity makes a powerful, lasting impact
- Recognize and use the four 'I's of transformational leadership
- Practice better self-leadership
- Measure and develop your authenticity and transformational leadership
- Develop charismatic behaviors and improve your skills of persuasion
- Learn how to transform others

Course Outline

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|--|---|
| 1. Session One: Course Overview | Transformational Leadership |
| Learning Objectives | Questionnaire |
| Pre-Assignment | The Four 'I's |
| Pre-Course Assessment | Sales Pitch |
| 2. Session Two: Deep Impact | Action Plan |
| What is Integrity? | 6. Session Six: Mission to Mars |
| Case Studies | Mission To Mars Challenge |
| Integrity and Authenticity | Curveball |
| Two Leaders | 7. Session Seven: Charisma: Inspire and |
| Case Study Questions | Motivate |
| 3. Session Three: Self-Leadership | What is Charisma? |
| What is Self-Leadership? | The Dark Side of Charisma |
| Do Well - Do Better | Charismatic People |
| Best Habits | Case Studies |
| 4. Session Four: The Ripple Effect | Ten Fast Facts About Charisma |
| What is the Ripple Effect? | 8. Session Eight: The Art of Persuasion |
| Case Study 1 | Key Behaviors of Charismatic |
| Case Study 2 | Communication |
| Positive Ripple Effects | A Great Story |
| 5. Session Five: Transformational Leadership | Persuasion Practice |
| What is Transformational Leadership? | Adding Some Flair |

9. Session Nine: One-on-Ones: Transforming Others
Practice Using Today's Tools
Acting as A Mentor: Action Plan
10. Personal Action Plan
11. Course Summary
12. Recommended Reading List
13. Post-Course Assessment

Human Resources Training: HR for the Non–HR Manager

Course Overview

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

Learning Objectives

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

Course Outline

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|---|--|
| 1. Session 1: Course Overview | Indexation |
| Learning Objectives | Making Connections |
| Pre-Assignment | 5. Session 5: Job Analysis |
| Making Connections | Understanding Job Analysis |
| Pre-Course Assessment | When Should Job Analysis Be Performed? |
| 2. Session 2: Defining Human Resources | Who Should Be Consulted in Job Analysis? |
| The Basics of HR Management | The Purpose of Job Analysis |
| Making Connections | Job Analysis Methods |
| Case Study | Performing an Analysis |
| Questions | Job Analysis Formats |
| 3. Session 3: Performing a Skills Inventory | Factor Evaluation System |
| The Role of Emotional Intelligence | 6. Session 6: Identifying Job Competencies |
| Skills Inventory Checklist | Introduction |
| Sample Skills Inventory Form | Technical Skills |
| 4. Session 4: Forecasting Techniques | Performance Skills |
| Defining Forecasting | Competence Factors |
| Extrapolation | Defining Competencies |

7. Session 7: Position Profiles and Job Descriptions
 - Preparing a Profile
 - Job Descriptions
 - Breaking Down the Job Description
 - Job Specifications
 - Things to Consider
 - My Position Profile
8. Session 8: Do You Really Need to Hire?
 - Evaluate All Options
 - The Cost of Hiring
 - The Real Cost of Employee Turnover
9. Session 9: Finding Candidates
 - Methods and Considerations
 - Conclusion
10. Session 10: Advertising Guidelines
 - What to Include
 - Ten Tests for Creating an Effective Job Posting
11. Session 11: Screening Resumes
 - Using a Resume Screening Guide
 - Resume Screening Guide
 - Using the Screening Guide
 - Developing a Resume Screening Guide
12. Session 12: Preparing for the Interview
 - The Importance of Preparation
 - Before the Interview
 - The Interview Format
13. Session 13: Conducting the Interview
 - History of the Interviewing Process
 - A New Kind of Interview
 - An Objective Interview
 - The Right Stuff
 - The Human Factor
 - Types of Techniques
 - Basics of Behavioral Interviewing
 - Successful Behavioral Interviewing
 - Purpose of Behavioral Interviewing
 - Sample Questions
 - Supporting Tools
 - Asking Questions
 - Probing Techniques
- Provocative Statements
- Sample Behavioral Description Interview Questions
- Attitude and Belief Questions
- Self-Motivation Questions
- Stability and Persistence Questions
- Maturity and Judgment Questions
- Developing Behavioral Description Interview Questions
- The Critical Incident Technique
- Sample Critical Incident Questions
- Creating a Critical Incident
14. Session 14: After the Interview
 - Post-Interview Checklist
 - Rating Techniques
15. Session 15: Employee Orientation and Onboarding
 - Why Have Orientation?
 - Orientation
 - Onboarding
 - How Did Your Orientation Rate?
 - Making Connections
 - Problems to Avoid
 - Planning the Orientation Program
16. Session 16: Follow the Leader
 - Follow the Leader
17. Session 17: Planning Training
 - The Training Cycle
 - Advantages of a Training Needs Assessment (TNA)
 - Training Needs Assessment (TNA) Process
 - Getting Your Plan Approved
 - Internal vs. External Training
18. Session 18: Working with External Providers
 - Criteria and Considerations
 - Making the Most of External Providers
19. Session 19: Performance Reviews
 - Performance Review Problems
 - A Performance Management Checklist
 - Objectives and Results Checklist
 - Support Plan Checklist

- Meeting with Your Employees Checklist
- Ongoing Support and Feedback Checklist
- Performance Interview Checklist
- Performance Review Checklist
- Case Study: Who Will Be the Best?
- Discussion Questions
- Dissecting a Performance Review
- Rating the Raters
- Evaluating Behaviors
- Identifying Behaviors
- 20. Session 20: Attendance Management
 - The Cost of Absenteeism
 - What Are Culpable Absences?
 - Getting to the Root Cause
 - The Case of Gretchen Washington
 - Discussion Questions
 - Dealing with Attendance Management
 - An Employer's Rights
 - Tips and Tricks
- 21. Session 21: Managing a Diverse Workforce
 - Dealing with Diversity
 - Understanding Our Reactions
 - Categories and Stereotypes
 - Trends in Diversity
 - Making Connections
 - Your Experience with Pigeon Holes
- 22. Session 22: Privacy Issues
 - Ten Key Principles
- 23. Session 23: Compensation and Benefits
 - The Role of Compensation and Benefits
 - Pre-Assignment Review
 - Discussion Questions
 - Case Study: It's Not You, It's Me
- 24. Session 24: Managing Disciplinary Issues
 - Defining Discipline
 - The Four Step Disciplinary System
 - Summary
 - A Discipline Checklist for a Supervisor
- 25. Session 25: Terminating Employees
 - Letting Staff Go
 - The Psychology Surrounding Termination
 - The Termination Meeting
 - Case Study: How to Fire an Employee?
- 26. Session 26: Exit Interviews
 - Designing the Exit Interview
 - Sample Exit Questionnaire
- 27. Session 27: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 28. Summary
- 29. Recommended Reading List
- 30. Post-Course Assessment

Identifying and Combatting Fake News

Course Overview

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

Learning Objectives

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

Course Outline

1. Session One: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session Two: Evolution of 'The Truth'
 - The Truth
 - Pre-Assignment Review
 - Fake News Defined
 - Making Connections: Your Thoughts
 - The Media Safety Valve
 - Making Connections: Your Advisors
3. Session Three: The Challenge of 'Social'
 - What is the Purpose of the Media?
 - Then a Few Things Happened...
 - Making Connections: Social Communication
 - Feeding the Machine
 - Making Connections: Your Advisors
4. Session Four: Life of a Target
 - Links in the Chain
 - The Audience
 - How Fake News Spreads
 - You as a Link
 - Abundance Mentality
 - Making Connections: Power of Persuasion
 - Understanding Your Company
- Making Connections: Newsfeed Search
- Forums for Your Audience
- Making Connections: Storefront Review
5. Session Five: Deconstructing Fake News
 - Deconstructing Fake News
 - Making Connections: A Fake News Encounter
 - Separating Fact from Fiction
 - Making Connections: Real or Fake
6. Session Six: Coping with a Crisis
 - Coping with a Crisis
 - From Crisis To Opportunity
 - Crisis Defined
 - Shrinking the Target
 - Making Connections: Reaction Time
 - Staying Clear of the Smear
 - Real Versus Fake Revisited
7. Session Seven: Proactive Approaches
 - Letting Social Media Serve You
 - Understanding Your Customers
 - A Closer Look at Customers Activity
 - Relationships Reviewed
 - The Customer Is Always Right,
 - Making Connections: A Look at Methods
 - Examining Your Ingredients
 - Making Connections: Checklist

- Reaching Out Online
- Making Connections: Reaching Out
- Maintaining the Momentum
- Your Fake News Reaction Online
- 8. Personal Action Plan
- Starting Point

- Where I Want to Go
- How I Will Get There
- 9. Course Summary
- 10. Recommended Reading List
- 11. Post-Course Assessment

Influence and Persuasion

Course Overview

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 Objectives

- 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

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| <ol style="list-style-type: none"> 1. Session 1: Course Overview <ul style="list-style-type: none"> Learning Objectives Pre-Assignment-Article Pre-Assignment-Questions Pre-Course Assessment 2. Session 2: Understanding Persuasion <ul style="list-style-type: none"> How Persuasion Works Predictability Reciprocation Consistency and Commitment Social Evidence Authority Liking Scarcity Self-Interest Pre-Assignment Review 3. Session 3: Preparing to Persuade <ul style="list-style-type: none"> Pushing and Pulling Communicating with Confidence Have a Purpose Have an Outcome | <ul style="list-style-type: none"> Make Sure the Receiver is Ready Apply Positive Intent Words to Watch Out For Your Inner Self Talk Frame of Reference Suspending Belief 4. Session 4: Getting Off on the Right Foot <ul style="list-style-type: none"> Building Rapport About Rapport Establish and Maintain Rapport Matching and Mirroring Body Language Voice Characteristics Pacing Scenario One Scenario Two Leading 5. Session 5: Presentation Strategies <ul style="list-style-type: none"> Five Points for Any Presentation The Five S Framework Preparing with the Five S Pattern |
|--|--|

6. Session 6: Using Stories to Persuade
The Importance of Story
Stories Have to Make You Stand Out
Your Story has to be Believable
Storytelling Works When it Makes
Something More
Have a Beginning, Middle, and End
Be Conscious of Our Attention Span
Storytelling Time
7. Session 7: Using Neuro Linguistic
Programming
Defining Neuro Linguistic Programming
Neuro + Linguistic + Programming =
So What Does it Mean?
A Brief History

- Understanding Common NLP Terms
 - Embedding Positive or Negative
Commands
 - Storytelling Time
 - Influencing Outcomes
 - Presuppositions as Questions
 - Insightful Sentences
8. Session 8: A Personal Action Plan
Starting Point
Where I Want to Go
How I Will Get There
 9. Summary
 10. Recommended Reading List
 11. Post-Course Assessment

Intermediate Project Management

Course Overview

Project management is not just restricted to certain industries, or to individuals with certification as a project manager. Lots of us are expected to complete assignments that are not a usual part of our job, and to get the job done well, within our budget, and on time. This course is intended for those who understand the conceptual phase of a project's life cycle, including setting goals, creating a vision statement, and creating the Statement of Work. This course will take you through the remaining three stages: planning, execution, and termination.

Learning Objectives

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

Course Outline

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|---|-------------------------------------|
| 1. Session 1: Course Overview | 4. Session 4: Scheduling Techniques |
| Learning Objectives | Preparing a Basic Schedule |
| Pre-Assignment | Gathering Resources |
| Pre-Course Assessment | Formula for Estimating Time |
| 2. Session 2: What Really Needs To Be Done? | Sample Estimation Table |
| Where Do We Start? | Other Scheduling Factors |
| Case Study | Scheduling Checklist |
| Sample Resource List | Planning Tool Options |
| How Far Do You Go? | Activity Scheduling |
| Sample Cost List | Planning Tools |
| No One Works For Free! | Action Planning Worksheets |
| Pete's Cost List | Milestone Charts |
| 3. Session 3: The Work Breakdown Structure | PERT Diagrams |
| About Milestones | Along the Critical Path |
| About the Work Breakdown Structure | Gantt Charts |
| Sample WBS | Computer-Created Gantt Charts |

- Creating a Gantt Chart
- Network Diagrams
- Sample Network Diagram
- Five Steps to Create a Network Diagram
- Other Things to Know about Network Diagramming
- Tips and Tricks
- Flow Charts
- Sample Flow Chart
- 5. Session 5: Budgeting Tips and Tricks
 - Budgeting Basics
 - Estimation Techniques
 - Gathering Information
 - Budgeting Challenges
 - Sample Template
 - Pete's Budget
- 6. Session 6: Assessing Project Risks
 - Understanding Risks
 - Common Risks
 - Planning for Risk
- 7. Session 7: Preparing the Final Plan
 - Planning Checklist
 - Additional Documents
 - Master Chart Sample
- 8. Session 8: Making it Fit
 - Schedule and Budget Compression
 - Compressing the Budget
 - Notes
 - Case Study
 - Budget Template
- 9. Session 9: The Execution Phase
 - Key Tasks
 - Maintaining the Rhythm
 - The 95% Phenomenon
- 10. Session 10: Controlling Changes
 - A Basic Process
 - Sample Change Request Form
- 11. Session 11: Closing Out a Project
 - Preparing for Closing
 - Checklist of Tasks
 - Lessons Learned
- 12. Session 12: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 13. Summary
- 14. Recommended Reading List
- 15. Post-Course Assessment

Intrapreneurship

Course Overview

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

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

Learning Objectives

- Understand the importance of intrapreneurship in today's economy
- Identify the characteristics of an intrapreneur and assess your own strengths
- Create an intrapreneurial team within your organization
- Understand the process of intrapreneurship
- Develop a new product or process idea
- Understand the importance of a sales strategy
- Create a start-up financial statement

Course Outline

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| 1. Session 1: Course Overview | Sponsor |
| Learning Objectives | Senior Management |
| Pre-Assignment | Making Connections |
| Pre-Course Assessment | 6. Session 6: Are You an Intrapreneur? |
| 2. Session 2: What Is Intrapreneurship? | Self-Assessment |
| Making Connections | Debrief |
| 3. Session 3: Why Is Intrapreneurship Important? | Considering Our Strengths |
| The Growth of Intrapreneurial Culture | Important Intrapreneurial Strengths |
| Developing Flexibility | 7. Session 7: Becoming an Intrapreneur |
| Paving the Way for Success | Building Intrapreneurial Skills |
| History of Intrapreneurship | Avoiding Common Mistakes |
| Making Connections | 8. Session 8: Creating and Selling Your Ideas |
| 4. Session 4: Characteristics of Intrapreneurs | The Intrapreneurial Process |
| What Makes Intrapreneurs Tick? | The Nine Stages |
| Making Connections | How Do I Know If I Have a Good Idea? |
| Characteristics of Intrapreneurs | Making Connections |
| 5. Session 5: Picking Your Team | Idea One |
| The Intrapreneur | Idea Two |
| The Manager | Idea Three |
| Team Members | Screening the Ideas |
| | Questions to Anticipate |

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| Sample Screening Chart | Financial Projections |
| Selling Your Ideas | Making Connections |
| Tips and Tricks | Sample Income Statement |
| 9. Session 9: Pre-Assignment Review | 11. Session 11: A Personal Action Plan |
| Making Connections | Starting Point |
| Following Up | Where I Want to Go |
| 10. Session 10: The Implementation Plan | How I Will Get There |
| Introduction | 12. Summary |
| Description of Your Idea | 13. Recommended Reading List |
| People Affected by the Process or Product | 14. Post-Course Assessment |
| Methods of Selling Your Product or Process | |

Introduction to E-Mail Marketing

Course Overview

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

Learning Objectives

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

Course Outline

1. Session 1: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session 2: Getting to Know E-mail Marketing
 - What is E-Mail Marketing?
 - Goals of E-Mail Marketing
 - The Evolution of E-Mail Marketing
 - Advantages of E-Mail Marketing
 - Glossary of Terms
 - History of E-Mail Marketing
 - Modern Day Challenges
 - Where Does E-Mail Marketing Fit?
 - Getting It Right
 - Why do People Get Frustrated by E-mail Marketing?
3. Session 3: Setting Up Your Audience
 - Gathering Contacts
 - Developing Your Form
 - Case Studies
 - Can I Buy E-mail Addresses?
 - Rules and Regulations
 - Staying Current
4. Session 4: The Tools
 - Can I Send E-mail Marketing Messages From My Personal E-Mail?
 - Setting Up A Plan
 - What's the Cost?
 - Choosing an E-Mail Marketing Provider
 - Your Guide to Success
 - Getting Started
 - Get Practical
5. Session 5: Designing Your Campaign Strategy
 - Looking at Your Campaign Strategy
 - Making Connections
 - What's Your Campaign Strategy?
 - What Works?
 - Making Connections
 - Going Beyond the Basics
 - Case Study
 - Why Would You Want the Same Content Published on Your Blog Post as in Your Newsletter?
6. Session 6: Crafting Messages for Each Campaign
 - Pre-Assignment Review

- Crafting Your Message
- The Message IS The Message
- Designing an Eye-Catching E-Mail
- Case Studies
- Choosing the Right Design
- Design the Layout
- Sample Template
- Layout Considerations
- Content Considerations
- Making Connections
- Make This Easy
- 7. Session 7: Good Habits Get Optimal Results
 - Be a Good E-Mailer
 - Smart Rules Apply
 - Conversions
 - The Conversion Process
 - Don't Panic!
 - What's Your Opinion?
 - The Who and The How
 - Developing Different Types of Content
- 8. Session 8: What to Write
 - Give People What They Want
 - Google AdWords Keyword Planner
 - Using Ads to Attract Your Audience
 - Be Green...Evergreen That Is!
 - Evergreen Topics
- Seasonal Topics
- Building Off of the Topics
- Idea Starters
- Tips and Tricks
- Let's Get to Work
- 9. Session 9: Subject Lines and Action Calls
 - Great Subject Lines
 - Action Items
 - Use Strategy with Your Call to Action
- 10. Session 10: If It Doesn't Get Measured, It Can't Be Counted
 - Key Metrics
 - Revenue Per E-Mail Sent
 - Timing Your E-Mail Message
 - Test Before You Send
 - Split Testing
- 11. Session 11: Test Driving
 - Making Connections
 - Writing Your Initial Welcome E-Mail
- 12. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 13. Course Summary
- 14. Recommended Reading List
- 15. Post-Course Assessment

Introduction to Neuro Linguistic Programming

Course Overview

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

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

Learning Objectives

- Define neuro linguistic programming (NLP) and its key terms
- Describe the key presuppositions of NLP
- Describe the five senses as seen by NLP
- Identify states of mind and modes of thinking using predicates and visual cues
- Develop and refine response strategies for any situation
- Use enriched language to engage your audience
- Interpret body language based on NLP principles
- Ask clean, precise questions to get the information you need
- Use hypnotic language and positive commands to get results

Course Outline

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| 1. Session 1: Course Overview
Learning Objectives
Pre-Assignment
Pre-Course Assessment | 5. Session 5: Using Enriched Language
Using Enriched Language
Connecting with Everyone |
| 2. Session 2: What is Neuro-linguistic Programming?
Defining Neuro-linguistic Programming
So What Does It All Mean?
A Brief History
Understanding Common NLP Terms | 6. Session 6: Interpreting Body Language
The Signals We Send
Interpreting Body Language
Associated or Dissociated
Towards or Away From
Match or Mismatch
Internally or Externally Oriented
Using Body Language to Influence |
| 3. Session 3: The NLP Presuppositions
Core NLP Principles | 7. Session 7: Asking Clean Questions
The NLP Style of Questioning
Using Clean Questions
Sample NLP Question Frameworks |
| 4. Session 4: The Senses According to NLP
Making Sense of Our Senses
Using Our Sensory Systems
Sensory Predicates
Senses and Language
Eye Accessing Cues | 8. Session 8: The Power of Hypnotic Language
Embedding Positive or Negative
Commands |

- Creating Commands
- Influencing Outcomes
- Presuppositions as Questions
- Insightful Sentences
- Overcoming Challenges
- 9. Session 9: Putting it all Together
 - Case Study
- 10. Session 10: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 11. Summary
- 12. Recommended Reading List
- 13. Post-Course Assessment

Inventory Management: The Nuts and Bolts

Course Overview

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

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

Learning Objectives

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

Course Outline

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| 1. Session 1: Course Overview | Reducing Costs |
| Learning Objectives | Your Customers |
| Pre-Assignment | Hiring and Training Staff |
| Assessing Your Results | Hiring Tips |
| Pre-Course Assessment | Key Skill Areas for Inventory Management |
| 2. Session 2: What is Inventory? | Staff |
| Definitions | 5. Session 5: Setting Up the Warehouse |
| Why Is Inventory Management Important? | The Eight Objectives |
| Goals of Inventory Management | Making Connections |
| Glossary | Maintaining Location Accuracy |
| Pre-Assignment Review | Types of Locations within a Warehouse |
| 3. Session 3: Types of Inventory | Location Identification Methods |
| Types of Inventory | Maintaining Location Accuracy |
| Classes of Inventory | 6. Session 6: What Makes a Good System? |
| 4. Session 4: Key Players | Requirements for Inventory Management |
| The Role of Your Customers | Systems |

7. Session 7: The Warehouse Inventory Cycle
 - Inventory Stages
 - The Product Cycle
8. Session 8: Identifying Demand
 - Key Formulas
 - How to Calculate Order Quantities
 - How to Set Reorder Points
 - How to Set Safety Stock Levels
 - Case Study
9. Session 9: The Receiving Process
 - The Receiving Process
 - Handling Damaged Goods
 - Establishing Policies
10. Session 10: Validating Inventory
 - Validating Inventory
11. Session 11: The Put-Away Process
 - The Put-Away Process
12. Session 12: Maintaining Inventory
 - Accuracy
 - Degree of Control
- Inventory Control Methods
- Product Identification Methods
- Inventory Counting Methods
13. Session 13: The Outbound Process
 - The Outbound Process
 - Packing Process
 - Loading and Shipping Process
14. Session 14: Industry Trends
 - Introduction
 - Cross-Docking
 - Third Party Warehousing
 - Just-in-Time Completion
 - Online Access
15. Session 15: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
16. Summary
17. Recommended Reading List
18. Post-Course Assessment

Kickstarting Your Business with Crowdsourcing

Course Overview

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

Learning Objectives

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

Course Outline

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| 1. Session 1: Course Overview | Site Two |
| Learning Objectives | Site Three |
| Pre-Assignment | 5. Session 5: Types of Crowdsourcing |
| Pre-Course Assessment | About Crowd voting and Crowdcontests |
| 2. Session 2: What Is Crowdsourcing? | Case Studies |
| What Crowdsourcing Is and Where It Came From | Microwork and Macrowork |
| A Brief History | What is Microwork? |
| Pre-Assignment Review | Advantages and Disadvantages |
| The Business Value of Crowdsourcing, Part One | Crowdsearching |
| Is Crowdsourcing Right For You? | Case Studies |
| When Crowdsourcing Isn't Right | Microwork and Macrowork as a Hobby |
| The Reliability Problem | Crowdwisdom |
| 3. Session 3: The Crowdsourcing Process | Case Studies |
| Process Overview | About Crowdfunding |
| Looking at the Stages | Case Studies |
| 4. Session 4: Choosing Your Crowdsourcing Platform | Case Study |
| Identifying the Options | Case Study Answers |
| Popular Platforms | 6. Session 6: Social Media and Crowdsourcing |
| Checking Out the Sites | Using Social Media to Crowdsourc |
| | 7. Session 7: Engaging the Crowd |
| | It's All About the Crowd |

8. Session 8: Test Driving
 - Test Driving
 - Our Top Tips
9. A Personal Action Plan
 - Starting Point

- Where I Want to Go
 - How I Will Get There
10. Summary
 11. Recommended Reading List
 12. Post-Course Assessment

Knowledge Management

Course Overview

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

Learning Objectives

- Define knowledge and knowledge management
- Explain the difference between explicit and tacit knowledge
- Identify various knowledge management theoretical models
- Explain how a properly implemented knowledge management program can improve efficiency
- Describe the steps for employing a new knowledge management program in an organization
- Identify the required components for implementing a knowledge management framework within an organization

Course Outline

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|----------------------------------|---------------------------------------|
| 1. Session 1: Course Overview | Going Global |
| Learning Objectives | 3. Session 3: The Business Case for |
| Pre-Assignment | Knowledge Management |
| Making Connections | Reducing Costs and Growing Sales with |
| Pre-Course Assessment | Knowledge Management |
| 2. Session 2: Definitions | How Knowledge Management Can Help |
| Defining Knowledge | Reduce Costs |
| Tacit Versus Explicit Knowledge | How Knowledge Management Can Help |
| Communicating Explicit and Tacit | Grow Sales |
| Knowledge | Personal Work Performance and Bottom |
| Defining Knowledge Management | Line Benefits |
| Case Studies | Business Case Basics |
| Summary | What to Include in Your Business Case |
| Lessons Learned | Sample Knowledge Management Business |
| History of Knowledge Management | Case |
| Karl-Erik Svelby | Cost of Recommended Program or Change |

- Executive Summary
- 4. Session 4: The Knowledge Management Mix
 - People
 - Company Directory
 - Establish a Best Practice Database
 - Communities of Practice
 - Tips for Developing a Community of Practice within an Organization
 - Breaking Down the Model
 - Summary
 - Recognition within the Knowledge Management Mix
 - Technology
 - Process
 - Explicit Knowledge Processes
 - Using a Content Management System
 - Content Management System
 - Considerations
 - Tacit Knowledge Processes
- 5. Session 5: The Knowledge Management Framework
 - Introduction
 - Needs Analysis
 - How Do I Conduct A Needs Analysis?
 - Stage One: Define Your Research
 - Stage Two: Collect Data
 - Stage Three: Analyze Data
 - Stage Four: Present What You Have Found
 - Stage Five: Plan for the Future
 - Resource Identification
 - Steps for Resource Identification
 - Breaking Down the Phases
 - Process Analysis, Identification, and Construction
 - Process Checklist
 - Making Connections
 - Implementing New Processes
 - Accumulating, Sharing, and Storing Knowledge
- 6. Session 6: IT and D's Conundrum
 - Introduction
 - Questions
- 7. Session 7: Knowledge Management Models
 - The KM Process Framework (Bukowitz and Williams)
 - Model Overview
 - Breaking Down the Model
 - Knowledge Management Matrix (Gamble and Blackwell)
 - Breaking Down the Model
 - Case Study
 - Process Model (Botha)
 - Breaking Down the Model
 - Case Study
 - Knowledge Spiral Model (Nonaka and Takeuchi)
 - Case Study
 - Summary of the Models Presented
- 8. Session 8: The Knowledge Management Toolkit
 - Cross-Functional Teams
 - Making Connections
 - Case Study
 - Mentoring
 - Making Connections
 - Defining Mentorship
 - Organizational Culture: Making Connections
 - Making Connections
 - Zappos
 - Zappos Culture
 - Zappos Family Core Values
 - Summary
 - Making Connections
 - Grow Your Culture to Support Your Initiative
 - Tips for Crafting a Knowledge-Sharing Culture
 - IT Solutions

- Summary
- Which Technologies Would Be Best?
- Questions
- 9. Session 9: Implementing Knowledge Management Initiatives
 - Building Knowledge Networks
 - How to Build Knowledge Networks
 - Creating a Knowledge Management Body of Knowledge (KMBOK)
 - Making Connections
 - What Is a Body of Knowledge? What Is a KMBOK?
 - Steps to Create Your Organization's KMBOK
 - Creating a Chief Knowledge Officer (CKO) Position
 - What Is a Chief Knowledge Officer?
 - What Is a Chief Knowledge Officer Responsible For?
 - Hire Internally or Externally?
 - Advertise for Your CKO
 - Creating a Post-Mortem Plan
 - Benefits of Post Mortems
 - How to Conduct a Post Mortem
 - After the Post Mortem
- Creating Measures
 - Introduction
 - Plan to Measure
 - What to Measure
 - Ways to Measure
 - Start With a Pilot
 - Steps to Creating a Pilot Program
 - Benefits of a Pilot Program
 - Possible Benefits of a Pilot Program
 - Where Do I Put This?
 - Choosing a Location
 - Centralized Organizations
 - Decentralized Organizations
 - You Have A Place – Now What Do You Need?
 - Support Your Organization Through the Change
 - Tips for Organizational Change
- 10. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 11. Summary
- 12. Recommended Reading List
- 13. Post-Course Assessment

Leadership Skills for Supervisors

Course Overview

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 Objectives

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

Course Outline

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| <ol style="list-style-type: none"> 1. Session One: Course Overview <ul style="list-style-type: none"> Learning Objectives Pre-Assignment Pre-Course Assessment 2. Session Two: Pre-Assignment Review <ul style="list-style-type: none"> Making Connections 3. Session Three: What's Your Type? How About Mine? <ul style="list-style-type: none"> Seeking Information Identifying Your Characteristics and Preferences Questionnaire Analyzing the Results Mostly A's – Inquiring Rationals Mostly B's – Authentic Idealists Mostly C's – Organized Guardians Mostly D's – Resourceful Artisans What's Important? Debrief 4. Session Four: Introversion/Extroversion <ul style="list-style-type: none"> Questionnaire Using the Continuum Case Study | <ol style="list-style-type: none"> Lessons to Learn 5. Session Five: Understanding Leadership About Leadership <ul style="list-style-type: none"> The Situational Leadership II® Model Understanding Your Comfort Zone Choosing Our Style Managing Performance Making Connections Servant Leadership Making Connections 6. Session Six: Manage Your Time and Your Energy <ul style="list-style-type: none"> Introduction Time Management Tips Larks and Owls Our Top Time Management Tip 7. Session Seven: The Commitment Curve <ul style="list-style-type: none"> Onboarding and Orientation The Big Picture Stages of the Curve Stage One: Uninformed Optimism Stage Two: Informed Pessimism Stage Three: Hopeful Realism |
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- Stage Four: Informed Optimism
- Summary
- What Can Be Done to Bridge the Commitment Gap?
- 8. Session Eight: Employee Development Models
 - The Coaching Model
 - Step One: Frame a Conversation
 - Step Two: Create Opportunities
 - Step Three: Create an Action Plan
 - Step Four: Give Feedback
 - The Dialogue Model
 - I Messages
 - The Consequences and Benefits Matrix
- 9. Session Nine: Dealing with Conflict and Difficult Issues
 - Reflection
 - Conflict
 - Conflict Resolution Styles
 - Techniques for Resolving Conflict
- 10. Session Ten: What Successful Leaders Do
 - Secrets to Success
 - List of Practices
 - Making Connections
 - Creating the Right Environment
- 11. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 12. Course Summary
- 13. Recommended Reading List
- 14. Post-Course Assessment

Lean Process Improvement

Course Overview

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

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

Learning Objectives

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

Course Outline

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| 1. Session 1: Course Overview | The Toyoda Precepts |
| Learning Objectives | Modern Thinkers |
| Pre-Assignment | Six Sigma and Lean |
| Pre-Course Assessment | Lean Six Sigma |
| 2. Session 2: Understanding Lean | Pre-Assignment Review |
| Defining Lean | A Lean Glossary |
| The History of Lean | 3. Session 3: The Toyota Production System |
| The Automobile Industry | Overview of the Liker Pyramid |

- Parts of the Pyramid
- Exploring the Philosophy
- Considering the Processes
- Understanding People and Partners
- Problem Solving Tools
- The Problem Solving Model
- Asking the Right Questions
- 4. Session 4: The Toyota Production System
 - House
 - Model Overview
 - The Roof
 - The Pillars
 - The Core
 - The Foundation
- 5. Session 5: The Five Critical Improvement Concepts
 - Key Ideas
 - Waste
 - Variation
 - Complexity
 - Continuous Improvement
 - Case Study
 - Task
- 6. Session 6: Understanding Value with the Kano Model
 - The Kano Model
 - Breaking Down the Model
 - Example: New Car
- 7. Session 7: Types of Waste
 - The Three Categories
 - Making Connections
- 8. Session 8: Creating a Lean Enterprise
 - Going Green with Lean
 - The Characteristics of a Lean Organization
- 9. Session 9: The Plan, Do, Study, Act (PDSA) Cycle
 - Model Overview
 - Plan
 - Do
 - Study (also called Check)
 - Act
- 10. Session 10: Using the R-DMAIC-S Model
 - R-DMAIC-S Model
 - R-DMAIC-S and PDSA
- 11. Session 11: Lean Thinking Tools
 - 5W-2H
 - Genchi Genbutsu and Gemba
 - Performing a 5-S
 - Preparing for 5-S
- 12. Session 12: Kaizen Events
 - About Kaizen and Kaizen Events
 - Typical Kaizen Blitz Workflow
 - Visualizing the Workflow
 - Personal Reflection
- 13. Session 13: Data Gathering and Mapping
 - Flow Charts
 - Types of Symbols
 - Creating the Flow Chart
 - Sample Flow Chart
 - Ishikawa (Cause and Effect) Diagrams
 - Creating an Ishikawa Diagram
 - SIPOC Diagrams
 - The Right Tools for the Job
 - Value Stream Maps
 - Sample Value Stream Map
 - Tips for Effective Data Analysis
 - Making Connections
- 14. Session 14: A Plan to Take Home
 - Roadblocks and Pitfalls
 - Making Connections
 - Common Problems
 - Creating a Successful Organizational Structure
 - Process Overview
 - Breaking Down the Model
 - Where To Get Started?
 - A Plan for Success
- 15. Session 15: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 16. Summary
- 17. Recommended Reading List
- 18. Post-Course Assessment

Logistics and Supply Chain Management

Course Overview

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

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

Learning Objectives

- Define supply chain management and logistics
- Explain the vertical integration and virtual integration models
- Understand the stages in the basic supply chain flow
- Identify participants in the supply chain
- Recognize supply chain drivers and ways to optimize them
- Align supply chain strategy with business strategy
- Determine what metrics to track and how to benchmark the related data
- Troubleshoot basic supply chain problems
- Identify ways to develop your supply chain, such as using third-party logistics providers (3PL's), insourcing processes, developing sustainable and eco-friendly strategies, leveraging process improvement strategies, and adopting new techniques

Course Outline

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| 1. Session 1: Course Overview | Making Connections |
| Learning Objectives | Participants in the Supply Chain |
| Pre-Assignment | Designing Your Supply Chain |
| Pre-Course Assessment | The Bullwhip Effect |
| 2. Session 2: Getting Started | Case Study |
| Defining the Terms | What Causes the Bullwhip Effect? |
| What is Supply Chain Management? | How Do You Minimize the Bullwhip Effect? |
| The Six Rights | 5. Session 5: Supply Chain Drivers |
| Not Just for Products | Driving Success |
| Regulations and Resources | Choosing the Right Transportation |
| Resources to Consider | Methods |
| 3. Session 3: The Evolution of the Supply Chain | United States |
| Vertical Integration Model | Europe |
| What's Next? | Japan |
| 4. Session 4: The Basic Supply Chain Structure | Australia |
| The Links in the Supply Chain | Making Connections |

6. Session 6: Aligning Your Supply Chain with Business Strategy
 - Identifying Your Market: Introduction
 - Understanding Your Market Type
 - Identifying What Your Market Wants and Needs
 - Making Connections
 - Looking at Your Role
 - Identifying Your Role in the Supply Chains
 - Analyzing the Data
 - Sample SWOT
 - Taking the Next Steps
 - Leveraging Drivers to Support Your Roles
 - Making Connections
 - Questions
7. Session 7: Managing Supply Chain Risks
 - Supply Chain Risks
 - Mitigation Strategies
8. Session 8: Tracking and Evaluating Supply Chain Data
 - Ratios and Formulas
 - Business Metrics
 - Inventory and Delivery Metrics
 - Sales Metrics
 - What is Benchmarking?
 - What Benchmarks Should Be Measured?
 - The SCOR Model
 - SCOR as a Pyramid
 - The Balanced Scorecard
 - Sample Balanced Scorecard
 - Supply Chain Management Dashboards
 - Creating a Supply Chain Dashboard System
 - Making Connections
 - Option One: Balanced Scorecard
 - Option Two: Dashboard
 - Examples
9. Session 9: Troubleshooting Supply Chain Problems
 - Signs of Trouble in Your Supply Chain
 - Supply Chain Best Practices
 - Best Practices from Industry Leaders
10. Session 10: Sharing Supply Chain Activities
 - Outsourcing, Insourcing, Offshoring, and Reshoring
 - Insourcing
 - Offshoring
 - Reshoring
 - Third- and Fourth-Party Logistic Providers
 - Fourth-Party Logistic Providers (4PL's)
 - Advantages of 3PL's and 4PL's
 - Disadvantages of 3PL's and 4PL's
 - Building Partnerships within Your Supply Chain
11. Session 11: Sustainable Supply Chain Strategies
 - What is Sustainability?
 - What Does Sustainability Mean in the Supply Chain?
 - The Benefits of Sustainability
 - Reducing the Impact on the Environment
 - Case Study
12. Session 12: Applying Lean Techniques to the Supply Chain
 - Lean 101
 - The Toyoda Precepts
 - The Toyota Production System House
 - Applying Lean to the Supply Chain
13. Session 13: The Future of Supply Chain Management
 - Top Trends
 - Making Connections
14. Session 14: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
15. Summary
16. Recommended Reading List
17. Post-Course Assessment

Making Training Stick

Course Overview

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

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

Learning Objectives

- Familiarize yourself with strategies that can help learning to stick with the audience in an effective and meaningful way
- Know how to keep learners focused and motivated to absorb material
- Develop an effective training style, using appropriate training aids and techniques

Course Outline

- | | |
|---|--|
| 1. Session 1: Course Overview | Tying Learning to Work |
| Learning Objectives | Adults vs. Children |
| Pre-Assignment | 5. Session 5: What Method is the Stickiest? |
| Pre-Course Assessment | Developing Training That is Sticky |
| 2. Session 2: Five Strategies for Stickiness! | 6. Session 6: Following Up |
| Background Information | Seven Points for any Follow-Up Program |
| The Five Strategies | Additional Points |
| 3. Session 3: Designing a Program That Will Stick | The Buddy System and Delegating Follow-Up |
| Building Support for your Program | Follow-up or Folly? |
| Think Ahead | 7. Session 7: Strategies for Taking Training Further |
| Reflect | Mentorship Programs |
| Writing Learning Objectives | Trainee Trains Others |
| Why Display or Share Objectives? | 8. Session 8: A Personal Action Plan |
| How Do You Write Objectives? | Starting Point |
| Focusing on Results | Where I Want to Go |
| What is Measurable? | How I Will Get There |
| 4. Session 4: Teaching Tips and Tricks | 9. Summary |
| The Four Steps in Experiential Learning | 10. Recommended Reading List |
| Making Connections | 11. Post-Course Assessment |
| The Principles of Adult Learning | |

Making Your Business Better

Course Overview

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

Learning Objectives

- Understand positioning and the supply chain
- Recognize and work with elements of pricing
- Identify your 'business culture'
- Create and implement essential marketing tools
- Learn and practice techniques of selling and negotiation
- Create effective responses to requests for proposals (RFPs)
- Identify the essentials of project management and create a management plan
- Learn and implement elements to enhance workplace teamwork and productivity
- Create your own strategic plan

Course Outline

- | | |
|--|---|
| 1. Session One: Course Overview | Seller and Contact Activity |
| Learning Objectives | Relationship Model of Selling |
| Pre-Assignment | Relationship Model Activity |
| Pre-Course Assessment | Elements of Negotiation |
| 2. Session Two: Positioning and Pricing | Social and Emotional Intelligence |
| Knowing What You Sell | Styles of Negotiation |
| Examining the Positioning | Negotiating a Style Activity |
| Supply Chain Activity | 5. Session Five: Request for Proposals (RFPs) |
| Elements of Pricing | Understanding Proposals |
| 3. Session Three: Marketing | Responding to an RFP |
| Your Business Culture | RFP Activity |
| Elements of Culture Activity | 6. Session Six: Project Management |
| Understanding Your Customers | Elements of Project Management |
| Customer Values | Creating a Project Plan |
| Marketing Essentials | Work Structure Breakdown |
| Your USP Activity Part One | Organizing the Tasks |
| Your Marketing Outline | Work Breakdown Structure Revisited |
| 4. Session Four: Selling and Negotiating | 7. Session Seven: Team Building and |
| Making the Sale | Productivity |

- Individual Relationship Skills
- Healthy Workplace Culture
- Core Values
- Core Values Activity
- Building a Team
- Leadership Skills
- 8. Session Eight: Strategic Planning
 - A Strategic Plan
 - Ingredients of a Good Strategic Plan
 - Detailed Description Products/Services
 - USP Review
 - Core Values and Guiding Principles
- Core Values Revisited
- Strengths and Opportunities
- Guiding Principles Revisited
- Assembling the Action Plan
- Assemble the Strategic Action Plan
- 9. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 10. Course Summary
- 11. Recommended Reading List
- 12. Post Course Assessment

Managing Across Cultures

Course Overview

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 Objectives

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

Course Outline

- | | |
|---|---|
| 1. Session 1: Course Overview | Body Language Basics |
| Learning Objectives | Handling Miscommunication |
| Pre-Assignment | Case Study |
| Questions | Questions |
| Pre-Course Assessment | |
| 2. Session 2: What Is Culture? | 4. Session 4: Team Building Across Cultures |
| Defining Culture | The Five Stages of Team Development |
| Culture in the Workplace | Tips on Working with Virtual Teams |
| In and Out Groups | 5. Session 5: Managing Across Cultures |
| About Stereotypes | The Cornerstones of Diversity |
| Some Common Phrases and the Stereotype | Knowledge |
| Behind Them | Understanding |
| Making Connections | Acceptance |
| Globally Useful Attitudes | Behavior |
| Useful Organizational Attitudes | How Far Do You Accommodate? |
| 3. Session 3: Communicating Effectively | Dealing with Culture-Based Conflicts |
| High and Low Context Culture | between Employees |
| The Contextual Spectrum | Questions |
| Communication Differences Across | Giving Culturally Sensitive Feedback |
| Cultures | 6. Session 6: Building a Multicultural |
| Communication Skills | Organization |
| | Making Connections |

- Creating Inclusive Programs for New Employees
- 7. Session 7: Working with the Global Talent Pool
 - Understanding the Global Talent Pool
 - Dipping Into the Global Talent Pool
- 8. Session 8: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 9. Summary
- 10. Recommended Reading List
- 11. Post-Course Assessment

Managing Customer Service

Course Overview

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

Learning Objectives

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

Course Outline

- | | |
|--|---|
| 1. Session One: Course Overview | Ten Least Helpful Phrases |
| Learning Objectives | Measurement in Practice |
| Pre-Assignment | 3. Session Three: Understanding Leadership |
| What Are You Focusing On? | About Leadership |
| Discussion Questions | Understanding Your Comfort Zone |
| Pre-Course Assessment | Our Comfort Level |
| 2. Session Two: Six Critical Elements | Managing Performance |
| Critical Elements of Customer Service | Servant Leadership |
| Element One: A Customer Service Focus | The Heart of Leadership |
| The Three Beliefs | Onboarding and Orientation |
| Element Two: Procedures | 4. Session Four: Five Practices of Leadership |
| Drafting Standards | Challenging, Inspiring, and Enabling |
| Element Three: Culture | Challenge the Process |
| Element Four: Problem-Solving | Making Connections |
| Seven Steps to Customer Problem Solving | Inspire a Shared Vision |
| Role Play | Enable Others to Act |
| Element Five: Measurement | Making Connections |
| Element Six: Reinforcement | Modeling and Heart |
| Developing and Maintaining Relationships | Committing to Recognition |
| Phrases for Customer Service Success | Practices in Practice |
| Ten Most Helpful Phrases | Pre-Assignment Review |

5. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There

6. Course Summary
7. Recommended Reading List
8. Post-Course Assessment

Managing Difficult Conversations

Course Overview

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

Learning Objectives

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

Course Outline

- | | |
|--|---|
| 1. Session 1: Course Overview | A Story from Mark Twain |
| Learning Objectives | Active Listening |
| Pre-Assignment | Responding to Feelings |
| Conversation #1 | Reading Cues |
| Conversation #2 | Demonstration Cues |
| Pre-Course Assessment | Tips for Becoming a Better Listener |
| 2. Session 2: Choosing to Have the Conversation | Asking Questions |
| Considering the Consequences | Making Connections |
| Establishing Your Frame of Reference | Probing Techniques |
| Tips and Tricks | The Probing Funnel |
| Establishing Positive Intent | 4. Session 4: Choosing the Time and Place |
| Making Connections | Choosing the Time and Place |
| Accepting People for People | 5. Session 5: Framework for Difficult Conversations |
| Planning What You Want | What's Your Purpose? |
| Things to Ask Yourself | Making Connections |
| A Note on Fairness | Steps for a Difficult Conversation |
| 3. Session 3: Toolkit for Successful Conversations | Conversation Template |
| Managing Your Body Language | 6. Session 6: Staying Safe |
| Making Connections | Introduction |
| Speaking Persuasively | Mutual Respect |
| | Common Ground |

- Staying in Control
- When to Walk Away
- When Things Don't Work
- 7. Session 7: Testing the Waters
- Making Connections
- 8. Session 8: A Personal Action Plan

- Starting Point
- Where I Want to Go
- How I Will Get There
- 9. Summary
- 10. Recommended Reading List
- 11. Post-Course Assessment

Managing Pressure and Maintaining Balance

Course Overview

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 Objectives

- 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. Session 1: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session 2: Under Pressure!
 - Understanding Pressure
 - Costs to the Employee
 - Costs to the Employer
 - Costs to Society
 - Benefits of Creating Balance
 - Pre-Assignment Review
 - What the Statements Mean
3. Session 3: Getting to the Heart of the Matter
 - Identifying Your Pressure Points
 - What Are Your Pressure Points?
 - Creating an Action Plan
 - Pressure Point One
 - Pressure Point Two
 - Pressure Point Three
 - Getting Prepared
 - SPIRIT
 - Considering Our Resources
 - Asking for Help
4. Session 4: Emotional Intelligence
 - Finding the Right Helper
 - Making Connections
 - The Seven Human Emotions
 - What Do Emotions Tell Us?
 - Summary
 - The Emotional Map
 - Plutchik's Wheel of Emotions
 - Validating Emotions in Others
 - Technique Two: SOLER
 - Communication Tips and Tricks
 - Words of Wisdom
 - What is Optimism?
 - Making the Shift
 - What is Pessimism?
 - Words of Wisdom
 - Resilience
5. Session 5: Coping Toolkit
 - Building the Stress Management Kit
 - What is Anger?
 - Controlling Our Response
 - The Five Dimensions of Anger
 - Making Connections
 - Expressing Yourself

- I Messages
- The Assertive Formula
- Making Connections
- 6. Session 6: Getting Organized
 - Why Prioritize?
 - Identifying the Must-Do List
 - Getting Help
 - Doing It!

- 7. Session 7: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 8. Summary
- 9. Recommended Reading List
- 10. Post-Course Assessment

Managing the Virtual Workplace

Course Overview

Whether you have already established a virtual workplace or you are considering doing this, Managing the Virtual Workplace will provide guidance and strategies for success.

Learning Objectives

- 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. Session One: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session Two: Defining the Virtual Workplace
 - Definitions
 - Advantages for Businesses
 - Advantages for Employees
 - Challenges
 - Activity
 - State of Remote Report 2019
3. Session Three: Creating Virtual Workplace Programs
 - Building a Virtual Workplace Strategy
 - Pre-Assignment Review
 - Characteristics of Great Virtual Teams
 - Setting up Employees for Telework
 - Staying on Top of Projects
 - Keeping in Touch
 - Making Connections
4. Session Four: Technology
 - Virtual Workplace Tools
 - Choosing the Right Tools
 - A Note about Internet and Data Access
 - Making it Work
5. Session Five: Building Virtual Teams
 - The Stages of Team Development
 - Stage One: Forming
 - Stage Two: Storming
 - Stage Three: Norming
 - Stage Four: Performing
 - Stage Five: Adjourning
 - Making Connections
 - Choosing the Virtual Team
 - Making the Best of an Assigned Team
 - Strategies for Success
6. Session Six: Virtual Leadership Strategies
 - Making Connections
7. Session Seven: Leading Virtual Team
 - Meetings
 - Scheduling and Conducting Team Meetings
 - Things to Consider
 - Setting Expectations
 - Choosing the Time and Place
 - Conducting the Meeting
 - Following Up
 - Test Driving
8. Session Eight: Working with Cross-Cultural Teams
 - Bridging Cultural Gaps

9. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There

10. Course Summary
11. Recommended Reading List
12. Post-Course Assessment

Marketing and Sales

Course Overview

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

Learning Objectives

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

Course Outline

1. Session 1: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session 2: Pre-Assignment Review
 - Pre-Assignment Review
3. Session 3: Defining Marketing
 - What is Marketing? What is Sales?
 - The Best Marketing
 - Glossary of Terms
4. Session 4: Recognizing Trends
 - Trends and Fads
 - Making Connections
5. Session 5: Doing Market Research
 - Why Research is Important
 - The Ten Questions
 - The Cyclical Nature of Business
 - Primary Research
 - Secondary Research
6. Session 6: Strategies for Success
 - Top Ten Strategies for Success
 - Identifying the Strategies
 - Strategy Descriptions
 - Analyzing the Strategies
 - Identifying Opportunities
7. Session 7: Mission Statements
 - The Personal Touch
 - Mission Statement
 - Sample Mission Statements
 - A Personal Mission Statement
8. Session 8: Brochures
 - Making Connections
9. Session 9: Trade Shows
 - Why Attend a Trade Show?
 - Preparing for a Trade Show
10. Session 10: Developing a Marketing Plan
 - The P's of Marketing
 - Bringing it All Together
 - SWOT Analysis
 - Sample SWOT
 - A Simple Marketing Plan for Small Budgets
 - The Big Marketing Budget
11. Session 11: Increasing Business
 - The Basic Formulas
 - Making Connections
12. Session 12: Saying No to New Business
 - Saying No to New Business
 - Making Connections

13. Session 13: Advertising Myths
Advertising Myths
Creating Desire

14. Session 14: Networking Tips
The Right Approach
Getting to the Decision Makers
Networking Tips to Consider
Making Connections

15. Session 15: A Personal Action Plan
Starting Point
Where I Want to Go
How I Will Get There

16. Summary

17. Recommended Reading List

18. Post-Course Assessment

Marketing for Small Businesses

Course Overview

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

Learning Objectives

- Describe the essential elements of a marketing plan, no matter the size of the business
- Apply tools and strategy to create a marketing plan that supports the growth of your small business
- Use six steps to create, implement, and review a marketing plan
- Leverage the best of Internet and social media marketing

Course Outline

- | | |
|--|--|
| 1. Session 1: Course Overview | Body Language Says It All |
| Learning Objectives | Influence and Persuasion |
| Pre-Assignment | Predictability |
| Pre-Course Assessment | Reciprocation |
| 2. Session 2: Marketing for Small Business | Consistency and Commitment |
| Defining Marketing in the Small Business | Social Evidence |
| Context | Authority |
| Marketing and Sales | Liking |
| The Best Marketing | Scarcity |
| Glossary of Terms | Self-Interest |
| Standing Out from the Crowd | Testing and Revising |
| Pre-Assignment Review | 4. Session 4: The Marketing Cycle in Small |
| 3. Session 3: Elements of a Successful | Business |
| Marketing Message | Marketing Essentials |
| Your USP | Stage One: Consumer and Market Analysis |
| Making Connections | What Do They Need? |
| Building the Relationship | Who is Buying and Who is Using Our |
| Find Common Ground | Product? |
| Use Direct Language and Deliver a | What Is the Buying Process? |
| Message That is Clear, Calm, and Direct | Sample Buying Process |
| Factual Descriptions and Relevant Details | How Can I Leverage Segmentation? |
| are More Likely To Be Heard | Stage Two: Analyzing the Competition and |
| Use Repetition Respectfully to Keep Things | Yourself |
| on Track | SWOT Analysis |

- Next Steps
- Stage Three: Analyzing Distribution Channels
- Sample Configuration
- Making Connections
- Stage Four: Creating a Marketing Plan
- Place
- Price
- Promotion
- Packaging
- Bringing it All Together
- Key Considerations
- Remember!
- Making Connections
- 5. Session 5: Identifying Marketing Strategies
 - Key Marketing Strategies for Small Businesses
 - Getting the Most Bang for Your Buck
 - Key Strategies
 - Making Connections
 - Top Ten Strategies for Success
 - Identifying the Strategies
 - Identifying Opportunities
 - A Simple Marketing Plan for Small Budgets
- 6. Session 6: Implementing Your Plan
 - What is a Marketing Budget?
 - Crashing Your Own Budget
 - Four Rules for Establishing Your Budget
 - Managing Your Budget
 - Know Your Accruals
 - Stage Five: Implementing and Evaluating
 - Making Connections
 - Stage Six: Reviewing and Revising
 - Adapting and Evolving
 - Case Study
- 7. Session 7: Internet Marketing Basics
 - What It Looks Like
 - Sample Site Structure
 - Making Connections
 - Popular Strategies
 - Web Design and Development
 - Affiliate Programs
- E-mail Marketing
- Using Social Media
- Search Engine Optimization (SEO)
- Sharing Messages
- Building Community
- Considering Videos
- Be Remarkable!
- E-mail Marketing
- A Cautionary Note
- Distribution Services
- Keep it Rich
- What is SEO?
- Spiders, Crawlers, Bots (or Robots)
- Natural and Organic Searches
- Paid Searches
- URL Basics
- How It Works
- Pinging
- Leveraging Social Media
- Stretch
- Build a Community
- Watch Out for Social Media Experts
- Be There
- Find Your Customers
- Be a Person
- Follow Others
- 8. Session 8: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 9. Summary
- 10. Recommended Reading List
- 11. Post-Course Assessment

Mastering Adult Learning Methods

Course Overview

Mastering the craft of adult education requires instructors to use methods that allow adult learners to self-actualize, gain experience, and problem-solve. Understanding the best adult education methods can inspire instructors to develop learning that leverages knowledge and skills that the learners already possess and create an energized environment for adult learning.

Learning Objectives

- Compare and contrast the teaching of children (pedagogy) and adult learning (andragogy).
- Apply best practices in adult education within your own classroom.
- Explain the importance of reflection in adult learning.
- Develop and use self-reflection and group reflection within classroom activities to enhance learning.
- Explain the importance of experiential, self-directed, project based, and action learning in adult education.
- Develop and use experiential learning, self-directed, project based, and action learning classroom activities to enhance learning.
- Make use of reflective practice to continually improve one's education craft.

Course Outline

- | | |
|---|---|
| 1. Session One: Course Overview | Group Reflection |
| Learning Objectives | |
| Pre-Assignment | 4. Session Four: Learning Methods — |
| Pre-Course Assessment | Experiential Learning |
| 2. Session Two: Learning Theory — | Experiential Learning |
| Andragogy | Experiential Learning Exercise |
| Teaching Adults | Reflection and Discussion |
| Ways of Teaching Children Versus Adults | 5. Session Five: Learning Methods — Self- |
| Best Practices of Adult Learning | Directed Learning |
| Teacher/Instructor/Facilitator/Mentor | Self-Directed Learning |
| 3. Session Three: Learning Methods — | Extra Information |
| Reflection | Self-Directed Learning Exercise |
| Reflection | Apple Park |
| Self-Reflection | Reflection |
| ICE Model | 6. Session Six: Learning Methods — Project- |
| Gibbs Cycle of Reflective Thought | Based Learning |
| Self-Reflection Exercise: N'Derial III | Project-Based Learning |
| N'Derial III Self-Reflection Exercise | Newsletter Project |
| | Reflection |

7. Session Seven: Learning Methods — Action Learning
 - What is Action Learning?
 - Action Learning in the Classroom
 - Action Learning Exercise
 - Reflection
8. Session Eight: Practice
 - Capstone Exercise
 - Reflection
9. Session Nine: Reflective Practice
 - Reflective Practice
 - Reflective Diary
 - Pre-Assignment Exercise
10. Personal Action Plan
11. Course Summary
12. Recommended Reading List
13. Post-Course Assessment

Mastering the Interview

Course Overview

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

Learning Objectives

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

Course Outline

1. Session 1: Course Overview
 - Learning Objectives
 - Pre-Assignment Instructions
 - Categories
 - Sample Format
 - Work History
 - Pre-Course Assessment
2. Session 2: Understanding the Interview
 - Planning for the Interview
 - Considering the Questions
 - Information Checklist
 - Tying It Together
 - What We Want to Know
 - The Informational Interview
 - Guidelines
 - Sample Thank You Note
3. Session 3: Types of Questions
 - Ready for Questions
 - Sample Behavioral Interviewing Questions
 - GOS Method
 - Knowledge Questions
 - Other Options
 - Preparing Interview Questions
4. Session 4: Getting Ready
 - Question Tips
 - The "Weakest" Question
 - Making Connections
 - Wrapping Up
 - General Tips
5. Session 5: Live and In Person
 - Making Connections
6. Session 6: Unwinding for the Interview
 - Warmups and Tips for Interview Preparation
 - One, Two, Three, Go!
7. Session 7: Common Problems and Solutions
 - Best Intentions
 - Preparing Your Answers
 - Ability-Based Questions
 - Avoiding Awkwardness
 - Choosing What To Share
 - Making Connections
8. Session 8: Phase Two
 - What to Expect After the Interview
 - Second Interview

- A Few Guidelines for Eating While Interviewing
- Guidelines on Alcohol
- Pre-Employment Testing
- Being Told "No, Thanks"
- Following Up
- 9. Session 9: Practice Makes Perfect
 - Making Connections
- 10. Session 10: Sealing the Deal
 - Job Offers
 - Job Offer Checklist
 - Always Get a Letter!
 - Resignations
- 11. Session 11: Getting What You're Worth
 - Negotiating Tips and Tricks
 - Pieces of the Pie
 - Keeping Perspective
 - Taking Care of Yourself
- 12. Session 12: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 13. Summary
- 14. Recommended Reading List
- 15. Post-Course Assessment

Measuring Training Results

Course Overview

Think back to the last training program that you conducted or attended. What did you learn from that course? How did you (or your students) apply the new skills back in the workplace? Can you tie those results directly back to the training program?

Learning Objectives

- Identify the most effective methods of training evaluation
- Describe the steps required in the essential elements of measuring training results
- Tie training measurements back to the original training objectives
- Explore the most effective methods to report training results, including a return on investment

Course Outline

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Session One: Course Overview <ul style="list-style-type: none"> Learning Objectives Pre-Assignment Making Connections Pre-Course Assessment 2. Session Two: Setting the Framework <ul style="list-style-type: none"> Identifying What You Will Measure Isolating Consulting Evaluating Determining How You Are Going To Measure It Designing An Evaluation Strategy To Fit Your Training Needs Making Connections 3. Session Three: Pre-Assignment Review <ul style="list-style-type: none"> Making Connections 4. Session Four: Kirkpatric's Evaluation Model <ul style="list-style-type: none"> Methods Of Evaluation Points To Remember Creative Evaluation Strategies Evaluation Tips Sample Feedback Form Evaluating The Program Getting Results By Testing The Program Performance Indicator Matrix Program Assessment Report Card | <ol style="list-style-type: none"> Session Five: The Return on Investment <ul style="list-style-type: none"> Clarifying Expectations What Training Does Getting The Evaluation Right Making Connections Cost-Benefit Analysis The Elements Of The CBA Preparing for the Cost-Benefit Analysis Cost-Benefit Analysis Worksheet Results Expected Approvals Obtained Calculating The Return On Investment 5. Session Six: Presenting Training Results <ul style="list-style-type: none"> Getting Ready Preparing For The Meeting Seven Ingredients for Effective Meeting Management Ground Control Practice Never Hurts Making Connections 6. Personal Action Plan <ul style="list-style-type: none"> Starting Point Where I Want to Go How I Will Get There 7. Course Summary 8. Recommended Reading List 9. Post-Course Assessment |
|---|--|

Meeting Management: The Art of Making Meetings Work

Course Overview

Meetings come in all shapes and sizes, from the convention to a quick huddle in an office hallway. This course will be concerned with small working meetings; with groups that have a job to do requiring the energy, commitment, and talents of those who participate. Members of such a group want to get some kind of result out of their time together: solving problems, brainstorming, or simply sharing information. At its best, such a group knows what it is about, and knows and utilizes the strengths of individual members.

Learning Objectives

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

Course Outline

- | | |
|--|--|
| 1. Session 1: Course Overview | A Leader's Role |
| Learning Objectives | Sample Agenda |
| Pre-Assignment | Put the items below in order to develop an agenda. |
| Pre-Course Assessment | |
| 2. Session 2: The Basics for Effective Meetings | 7. Session 7: Setting the Place |
| Key Characteristics | Factors to Consider |
| Meeting Participants | Physical Setup |
| Types of Meetings | Advance Notice |
| Summary | 8. Session 8: Leading a Meeting |
| 3. Session 3: The Best and the Worst of Meetings | Functions of a Leader |
| Making Connections | Key Tasks |
| 4. Session 4: Holding Productive Meetings | Making Connections |
| Keys to Productive Meetings | Your Role as Group Leader |
| Barriers to Productive Meetings | 9. Session 9: Process and Content |
| Case Study | Defining Process and Content |
| 5. Session 5: Preparing for Meetings | Making Connections |
| Checklist for Success | Rules of Work |
| Timing Your Meeting | Meeting Styles |
| Deciding Who Should Attend | How Much Time? |
| 6. Session 6: Agendas | Arrange an Open House |
| Setting an Agenda | Alternate Leaders |
| Setting up the Agenda | Stand Up |
| What are Minutes? | Leverage Technology |
| | Use Tools |
| | Facilitation Skills |

Key Behaviors for a Facilitator
10. Session 10: How to Control a Meeting
Dealing with Difficult People
Mix and Match
The Kidder
Exhausted and Droopy
Not Into It!
Poor Follow-Through on Assignments
Failure of Participants to Arrive/Return
from Breaks on Time
Whisperers

11. Session 11: A Plan for Success
Making Connections
12. Session 12: A Personal Action Plan
Starting Point
Where I Want to Go
How I Will Get There
13. Summary
14. Recommended Reading List
15. Post-Course Assessment

Mobbing in the Workplace

Course Overview

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

Learning Objectives

- Identify mobbing and how it differs from individual bullying
- Know why and how it occurs
- Know how it impacts the person targeted and the organization
- Know what actions to take if you are being mobbed
- Know how to avoid targeting someone
- Know what action to take as an organization to stop mobbing before it starts

Course Outline

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

Motivation Training: Motivating Your Workforce

Course Overview

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

Learning Objectives

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

Course Outline

- | | |
|--|---|
| 1. Session 1: Course Overview | What Do We Value In Work? |
| Learning Objectives | Identifying Your Values |
| Pre-Assignment | Narrowing Down Your Values |
| Pre-Course Assessment | Bringing It All Together |
| 2. Session 2: What is Motivation? | 7. Session 7: Creating a Motivational Climate |
| Defining Motivation | Behavioral (Reinforcement) Theory |
| 3. Session 3: Supervising and Motivation | Reinforcement Theory |
| Why is Motivation Important? | The Big Question |
| Identifying Motivators | Expectancy Theory |
| Making Connections | McClelland's Needs Theory |
| What Do You Think? | 8. Session 8: Applying Your Skills |
| 4. Session 4: Motivational Theories | Situational Analysis |
| A Look at Theory | Case Studies |
| Herzberg's Motivational versus | 9. Session 9: Designing Motivating Jobs |
| Maintenance (or Hygiene) Factors | Designing My Job |
| Supervisor's versus Higher Management's | Five Key Characteristics |
| Role | Techniques for Job Design or Redesign |
| Motivation Theories | A Motivational Checklist |
| Pre-Assignment Review | 10. Session 10: A Personal Action Plan |
| 5. Session 5: Setting Goals | Starting Point |
| Setting Goals with SPIRIT | Where I Want to Go |
| Goal Setting and Goal Getting! | How I Will Get There |
| 6. Session 6: The Role of Values | 11. Summary |
| Developing Targets | 12. Recommended Reading List |
| Making Connections | 13. Post-Course Assessment |

Negotiating for Results

Course Overview

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 Objectives

- 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

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|--------------------------------------|---|
| 1. Session 1: Course Overview | Commitment and Closing |
| Learning Objectives | 3. Session 3: The Successful Negotiator |
| Pre-Assignment | Key Attributes |
| Pre-Course Assessment | Pre-Assignment Review |
| 2. Session 2: What is Negotiation? | Communication Skills |
| Defining Negotiation | Body Language |
| Types of Negotiation | Problem Solving |
| Inductive/Deductive/Mixed | Creative Thinking |
| Soft/Hard/Principled | Building Enthusiasm and Confidence |
| Non-Negotiable Positions vs. Options | 4. Session 4: Preparing for Negotiation |
| Positional Bargaining | Getting Started |
| Principled Negotiating | Managing Your Fear |
| Principled Negotiation | Growing and Improving |
| Three Styles | Personal Preparation |
| Phases of Negotiation | Your Personal Hot Buttons |
| Preparation | Making Connections |
| Exchanging Information | Researching Your Side |
| Bargaining | Case Study |

- Discussion Questions
- Researching the Other Side
- 5. Session 5: The Nuts and Bolts
 - Preparing Documentation
 - Setting the Time and Place
 - Choosing the Time
 - Other Factors
 - Case Study
- 6. Session 6: Making the Right Impression
 - First Impressions
 - The Handshake
 - Other Points
 - Dress for Success
 - The Skill of Making Small Talk
 - Small Talk Can Suit You!
 - What Works?
 - What Doesn't Work?
- 7. Session 7: Getting Off to a Good Start
 - Common Ground
 - Ground Rules
- 8. Session 8: Exchanging Information
 - Getting Started
 - Making Connections
- 9. Session 9: The Bargaining Stage
 - Six Techniques for Success
 - Equalization
 - Building a Case
 - "It's Too Bad"
 - Wear Them Down
 - Mix It Up
 - Bridge the Gap
 - Case Study
- 10. Session 10: Reaching Mutual Gain
 - Getting Rid of Obstacles
 - Considering the Options
 - Key Obstacles
 - Premature Judgment
- Searching For the Single Outcome
- The Fixed Pie
- Solving Their Problem is Their Problem
- Overcoming the Obstacles
- 11. Session 11: Moving Beyond "No"
 - Getting Past No
 - Breaking the Impasse
 - Getting to Yes
- 12. Session 12: Dealing with Negative Emotions
 - Defusing the Bomb
 - Stonewalling
 - Attacking
 - Dishonesty
 - Choosing Your Response
 - Tips for Defusing Negative People
- 13. Session 13: Moving from Bargaining to Closing
 - Knowing When to Close
 - A Three-Step Process
 - Things to Avoid
 - Formal vs. Informal Agreements
- 14. Session 14: Solution Types
 - Possible Outcomes
 - Building a Sustainable Agreement
 - Getting Everyone's Perspective
 - Reviewing the Information
 - Outlining the Options
 - Getting Consensus
- 15. Session 15: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 16. Summary
- 17. Recommended Reading List
- 18. Post-Course Assessment

Networking for Success

Course Overview

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

Learning Objectives

- Introduce yourself in a meaningful, memorable way, even if you've never worked on an elevator pitch before
- Be goal focused about networking so that you make the most of events you attend
- Apply the concept of give first and be helpful as part of a system of reciprocity
- Use strategy and systems in order to network effectively
- Leverage the availability and usefulness of the Internet, including LinkedIn and Twitter

Course Outline

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|--|--|
| 1. Session 1: Course Overview
Learning Objectives
Pre-Assignment
Pre-Course Assessment | Match/Mismatch
Summary
Be a Conduit
Getting Your Message Out |
| 2. Session 2: Assessing Your Networking Skills
Networking Dynamics
Are You Committed? | Be a Conduit
Pre-Assignment Review
Remembering Names |
| 3. Session 3: Identifying Opportunities and
Customizing Your Approach
Creating Opportunities
Preparing to Network
Key Questions
Things to Consider
Customizing Your Approach
Targets and Goals
Unplanned Networking
Do's and Don'ts | Repeat Their Name
Write It Down
Spell It Out
Word Play
Confess!
Making Connections |
| 4. Session 4: Creating a Positive First
Impression
Body Language
Interpreting Body Language
Associated or Dissociated
Towards or Away From | 5. Session 5: Your Memorable Intro
The Basics
A Basic Format
Sample Introductions
Memorability Factor
Worksheet – Example Two |
| | 6. Session 6: Starting the Conversation
How To Get Started
Listening
The Basics of Small Talk |

- Seven Steps to Mastering Small Talk
 - Conversation Stimulation
 - Keeping the Purpose in Mind
 - The Complicated Parts
 - Growing Skills
 - Joining and Starting Conversations
 - Getting Comfortable
 - Plan Your Own Future
 - Making Connections
- 7. Session 7: The Handshake
 - The Importance of a Handshake
 - Five Factors
 - Tips for Success
- 8. Session 8: Business Cards
 - Business Card Etiquette
 - Tips and Tricks
 - Electronic Card Sharing
 - QR Codes
 - In a Pinch
- 9. Session 9: Handling Tough Situations
 - The Things We Say
 - Making Connections
 - Six Strategies for Success
 - What Others Say
 - The Right Perspective
 - Introverts and Extroverts
 - Extroverts and Introverts
 - Your Comfort Level
 - Making Connections
- 10. Session 10: Following Up
 - Introduction
 - Following Up
 - Extending the Invitation
 - Handling Rejection
 - Case Study
 - Making It Personal
 - Choosing to Abstain
 - Opting In
- 11. Session 11: Organizing Your Network
 - Contact Management Systems
 - Choosing a System
 - About Integrated Systems
 - Mastering Networking
 - Skills to Develop
 - Keeping a Journal
 - Sample Journal Entry
 - Setting Goals
 - Consistency
 - Independent Growth
- 12. Session 12: Leveraging the Internet
 - Using LinkedIn
 - LinkedIn Status Updates
 - Getting Connected
 - Second and Third Degree Connections
 - Using Groups
 - Using Twitter
 - Getting Started with Twitter
 - Hashtags
 - Re-Tweets
 - Your Name
 - Strong Connections
 - Using Lists on Twitter
 - Using Lists
 - Using Facebook
 - First Steps
 - Next Steps
 - Due Diligence
 - Now You Can!
 - Know Your Tools
- 13. Session 13: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 14. Summary
- 15. Recommended Reading List
- 16. Post-Course Assessment

NLP Tools for Real Life

Course Overview

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

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

Learning Objectives

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

Course Outline

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|---|--|
| 1. Session 1: Course Overview | The Elements of a Well-Formed Outcome |
| Learning Objectives | Setting Some Personal Outcomes |
| Pre-Assignment | 5. Session 5: Creating a Desired State |
| Pre-Course Assessment | Basic Anchoring Techniques |
| 2. Session 2: Developing Rapport | Steps for Creating a Basic Anchor |
| Defining Rapport | Collapsing Anchors |
| Matching and Mirroring | Chaining Anchors |
| Body Language | Making Connections |
| Voice Characteristics | 6. Session 6: Chunking Information |
| Sensory Systems | The 7±2 Rule and the Ladder of Abstraction |
| Pacing | The Ladder of Abstraction |
| Leading | Chunking |
| 3. Session 3: Getting in Tune with Yourself | 7. Session 7: A Personal Action Plan |
| Establishing an Inner Map | Starting Point |
| What Does Congruency Mean for Me? | Where I Want to Go |
| Achieving Congruency | How I Will Get There |
| Deep Breathing | 8. Summary |
| 4. Session 4: Creating Comprehensive Outcomes | 9. Recommended Reading List |
| | 10. Post-Course Assessment |

Onboarding: The Essential Rules for a Successful Onboarding Program

Course Overview

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

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

Learning Objectives

- Define onboarding and describe how it is different from orientation
- Identify the business benefits of onboarding
- List the factors that contribute to a successful onboarding program
- Build a team to create an onboarding program
- Prepare a vision statement and goals for an onboarding program
- Design a framework for an onboarding program that includes program setup, various types of training, games, progress tracking, and follow-up
- Customize your onboarding framework
- Identify which metrics you should track to evaluate program results
- Create a branded, unique program that will strengthen your company's image and market position

Course Outline

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|---------------------------------------|--|
| 1. Session 1: Course Overview | 4. Session 4: Gathering Supporting |
| Learning Objectives | Information |
| Pre-Assignment | Finding the Processes and People |
| Pre-Course Assessment | Identifying Stakeholders |
| 2. Session 2: Defining Onboarding | Personal Identification |
| What is Onboarding? | Putting It All Together |
| Areas of Onboarding | Vision Summary Sample |
| Benefits for Your Business | Activity |
| Costs to Consider | 5. Session 5: Setting Goals |
| A Recipe for Disaster | The SPIRIT Model |
| 3. Session 3: Creating the Onboarding | 6. Session 6: Developing the Framework |
| Steering Team | A General Framework |
| Designing Your Team | Types of Activities |
| | What is Pre-Work? |

- Pre-Work for the Manager
- Pre-Work for the Employee
- Transitioning from Pre-Work to Onboarding Activities
- Creating an Onboarding Plan Template
- Day One
- Week One
- Checking In
- Completing an Informal Review
- Month One
- Example One
- Example Two
- Setting up the Review Meeting
- Semi-Annual and Annual Reviews
- 7. Session 7: Creating an Onboarding Plan Background
- Onboarding Plan Template
- 8. Session 8: Customizing the Framework Background
- Individual Onboarding Plan
- Activity
- 9. Session 9: Measuring Results
- Measuring Metrics
- 10. Session 10: Branding the Program
- Making the Onboarding Program All Your Own
- Branding River Adventures
- Activity
- 11. Session 11: Onboarding Executives
- Things to Consider
- 12. Session 12: Understanding Employee Engagement
- Present or Engaged?
- Facts and Figures
- The 10 C's of Employee Engagement
- 13. Session 13: Ten Ways to Make Your Program Unique
- Ten Ways to Make Your Program Unique
- 14. Session 14: Fun and Games
- Let's Get Creative!
- Our Favorite Onboarding Games
- 15. Session 15: Case Study Analysis
- Making Connections
- 16. Session 16: Personal Action Plan
- Personal Action Plan
- Achieving My Goals
- 17. Summary
- 18. Recommended Reading List
- 19. Post-Course Assessment

Orientation Handbook: Getting Employees Off to a Good Start

Course Overview

An effective human resource professional knows that managing employee performance is more than responding to problems, conducting performance reviews, or hiring staff.

Performance management begins with an orientation to the organization and the job, and continues on a daily basis as employees are trained and coached.

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

Learning Objectives

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

Course Outline

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|---|--------------------------------------|
| 1. Session 1: Course Overview | Competence |
| Learning Objectives | Building Competence |
| Pre-Assignment | Influence |
| Pre-Course Assessment | Areas of Influence |
| 2. Session 2: Finding, Hiring, and Keeping | Appreciation |
| Good People | 4. Session 4: Perception |
| Identifying Tasks | Why Perception is Important |
| Making Connections | Your Perceptions |
| 3. Session 3: Building Employee Commitment and Engagement | 5. Session 5: Fast-Track Orientation |
| The Four Components | Fast-Track Orientation |
| Making Connections | 6. Session 6: Designing a Successful |
| Building Commitment | Orientation Program |
| Defining Clarity | Using Your Experience |
| Defining Roles | Orientation versus Onboarding |
| Clarity Exercise | Making Connections |
| | Mistakes to Avoid |

- Appraisal Where There Should Be Bonding
- Negative Orientation
- Disregarding the Employee
- Too Much Pressure, Too Late
- Summary
- Making Connections
- 7. Session 7: Characteristics of a Successful Orientation Process
 - Making Connections
- 8. Session 8: The Commitment Curve
 - Defining the Curve
 - Understanding the Curve
 - Stages of the Curve
 - Stage One: Uninformed Optimism
 - Stage Two: Informed Pessimism
 - Stage Three: Hopeful Realism
 - Stage Four: Informed Optimism
 - What Can Be Done to Bridge the Commitment Gap?
 - Applying the Curve
- 9. Session 9: Nine Orientation Habits of World-Class Employers
 - Habit One: Some Aspects of Orientation Start Right Away
 - Habit Two: An Orientation Checklist Helps Get Things Done
 - Habit Three: On-the-Job Training Includes Coaching or Mentoring
 - Habit Four: Orientation is a Process, Not an Event
 - Habit Five: Many Stakeholders are Involved
 - Habit Six: Orientation Relates Directly to the Organization's Business Plan
 - Habit Seven: Orientation is Not Just HR's Responsibility
 - Habit Eight: Focuses on Honesty, Not Quantity or Quality
 - Habit Nine: Consistency is Maintained
- 10. Session 10: Obtaining Buy-In
 - Obtaining Buy-In
- 11. Session 11: Employee Training
 - Preparing Effective Training
 - Hints for Effective Training
 - A Final Note
 - Addressing Learner Needs and Expectations
 - Making Connections
 - Learning and Training Styles
 - About the Experiential Learning Cycle
 - Building and Sustaining Interest
 - Repeat Key Points to Aid Retention
 - Provide Opportunities for Participation
 - Encouraging Participation
 - Going the Extra Mile
 - Explain the Importance of the Training Methodology
 - Case Study
- 12. Session 12: Adult Learning
 - Principles of Adult Learning
 - Applying the Principles
- 13. Session 13: Working with External Providers
 - Working with External Providers
 - Making Connections
- 14. Session 14: Helping People Make Connections
 - Establishing Good Relationships
 - Making Connections
 - Buddy, Please Help Me Out...
- 15. Session 15: Creating Employee Manuals
 - Introduction
 - Body of the Manual
 - Appendices and Index
- 16. Session 16: A Bridge to Onboarding
- 17. Session 17: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 18. Summary
- 19. Recommended Reading List
- 20. Post-Course Assessment

Overcoming Objections to Nail the Sale

Course Overview

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

Learning Objectives

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

Course Outline

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|---|--|
| 1. Session 1: Course Overview | Discussing Open Questions |
| Learning Objectives | Asking Good Questions |
| Pre-Assignment | Clarifying Questions |
| Pre-Course Assessment | Listening and Questioning |
| 2. Session 2: Building Credibility | 5. Session 5: Observation Skills |
| Establishing Your Credibility | Looking For Clues |
| First Impressions | Checklist for Success |
| Belief and Credibility | Body Movements |
| 3. Session 3: Your Competition | Facial Expressions |
| Setting Yourself Apart | Grooming |
| Your Competitors | Posture |
| Your Products and Services | Reading People |
| Identifying Your USP | Some Light Reading |
| 4. Session 4: Critical Communication Skills | 6. Session 6: Handling Customer Complaints |
| Being an Excellent Communicator | Find Complaints and Fix Them |
| Active Listening | Self-Analysis |
| Responding to Feelings | Handling Complaints |
| Reading Cues | 7. Session 7: Overcoming Objections |
| Demonstration Cues | What are Objections? |
| Tips for Becoming a Better Listener | Attitude Check! |
| Listening for Accuracy | Keep Your Brain in Check! |
| Powerful Questions | Controlling Your Reactions |
| Closed vs. Open Questions | Pre-Assignment Review |

8. Session 8: Handling Objections
 - Universal Strategies
 - Example Interaction
 - Specific Strategies
 - Using the Strategies
9. Session 9: Pricing Issues
 - Handling Pricing Objections
 - Managing the Objections
 - Four Factors That Stay the Same
 - How You Handle the Issues
10. Session 10: How Can Teamwork Help Me?
 - Understanding the Value of Teamwork
 - Making the Team
11. Session 11: Buying Signals
 - Signals to Watch For
 - Noticing Signals
 - Making the Play
12. Session 12: Closing the Sale
 - Creating a Custom Toolbox
 - Strategies to Try
 - Persistence Pays Off
 - Closing Techniques: Thank You Notes
 - 15 Sales Closing Success Tips
 - The Fifteen Activities
 - Selecting One Activity
 - Sell It To Me
13. Session 13: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
14. Summary
15. Recommended Reading List
16. Post-Course Assessment

Performance Management: Managing Employee Performance

Course Overview

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 Objectives

- 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

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|---|--|
| 1. Session 1: Course Overview | The Carrot |
| Learning Objectives | The Whip |
| Pre-Assignment Questions | The Plant |
| Pre-Course Assessment | Motivation |
| 2. Session 2: The Shared Management Model | 6. Session 6: Phase III, Part A (Ongoing Evaluation) |
| What is Performance Management? | Overview |
| The Rake | Characteristics of Effective Feedback |
| The Shared Management Model | Case Study |
| About The Shared Management Model | Individual Exercise |
| 3. Session 3: Setting Goals | Accepting Criticism |
| Setting Goals with SPIRIT | 7. Session 7: Phase III, Part B (Formal Evaluation) |
| Example: Improving My Performance | Overview |
| Getting Into It | Causes of Poor Performance |
| 4. Session 4: Phase I (Preparation) | Techniques for Success |
| Overview | What Not To Do |
| Choosing the Right Person for the Job | Case Study: What Upset John? |
| Setting Standards | About Performance Reviews |
| Effective Training | Common Questions |
| Coaching 101 | 8. Session 8: A Personal Action Plan |
| What Coaching is Not | Starting Point |
| What Coaching is Really About | Where I Want to Go |
| The Coaching Toolkit | How I Will Get There |
| The Coaching Formula | 9. Summary |
| Checklist for Success | 10. Recommended Reading List |
| 5. Session 5: Phase II (Activation) | 11. Post-Course Assessment |
| Overview | |
| Motivation | |

Personal Brand: Maximizing Personal Impact

Course Overview

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

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

Learning Objectives

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

Course Outline

- | | |
|--|--|
| 1. Session 1: Course Overview | Business Etiquette |
| Learning Objectives | How You Sound |
| Pre-Assignment | Things to Consider |
| Pre-Course Assessment | 5. Session 5: Looking at the Inside |
| 2. Session 2: Importance of a Personal Brand | Getting Focused |
| What's in a Brand? | The 80/20 Rule |
| Pre-Assignment Review | Improving Your Concentration |
| Defining Success | Developing Confidence |
| Making Connections | Pretend You're Confident |
| Your Personal Brand | When Your Positive Self-Talk Doesn't |
| Brand Elements | Listen |
| Making Connections | Make Eye Contact |
| 3. Session 3: Your Brand Approach to Others | Dance |
| Brand Style Assessment | Know Your Stuff |
| Scoring Overview | Rehearse |
| Brand Assessment Matrix | Pep Talks Work |
| Understanding Styles | Read Inspiring Biographies and |
| The Pragmatic Style | Autobiographies |
| The Enthusiastic Style | Be Thankful |
| The Accommodating Style | Push Yourself to Accomplish Short-Term |
| The Detailed Style | Goals |
| 4. Session 4: Looking at the Outside | Do Something for Yourself Every Week |
| Dress for Success | Four Steps for Success |

- Making Connections
- 6. Session 6: Setting Goals
 - What Do You Want?
 - Asking Effectively
 - Go For It!
 - Identifying Dreams and Setting Goals
 - SPIRIT
 - Getting Some SPIRIT
 - Being Flexible and Resilient
- 7. Session 7: Networking for Success
 - Getting Out There
- 8. Session 8: Communication Strategies
 - What is Said and What is Heard
 - Communication Situations
 - Communication Situations
 - How Do You Rate Your Listening Ability?
 - Listening Assessment
 - Active Listening Skills
 - Responding to Feelings
 - Reading Cues
 - Demonstration Cues
 - Tips for Becoming a Better Listener
- 9. Session 9: Building Your Credibility
 - Defining Credibility
- 10. Session 10: Brand You
 - Defining Your Brand
 - Designing My Brand
- 11. Session 11: Living Your Brand
 - Getting Started
 - Thinking Out Loud
 - Tips for Getting Started
- 12. Session 12: Managing Your Social Media
 - Presence
 - Understanding Social Media
- Making the Most of Social Media
- 13. Session 13: Having Influence
 - Persuasion Techniques
 - Persuasion
 - Ten Ways to Persuade
 - Negotiation Techniques
 - Expressing Your No
 - Expressing Your No
 - The Persistent Response
 - Guidelines for Saying No
- 14. Session 14: Dealing with Challenging People
 - Getting to the Heart of the Problem
 - What's Missing?
 - The Three F's
 - Facts
 - Frequency
 - Frustrated Relationship
 - Types of Difficult People
- 15. Session 15: Presentations and Meetings
 - Speak, by all Means!
 - Seven Ways to Pump Up a Presentation
 - Preparing for Meetings
 - Before the Meeting
 - During the Meeting
 - Leading Meetings
- 16. Session 16: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 17. Summary
- 18. Recommended Reading List
- 19. Post-Course Assessment

Planning for Workplace Safety

Course Overview

Planning for Workplace Safety will help you develop your organizational safety plan, which is one of the most important documents a company can produce.

Learning Objectives

- Explain what a safety plan will include
- Understand and write an organizational safety policy
- Know the importance of the Introduction to the safety plan
- Develop a basic communication plan for a specific accident/incident occurrence
- Implement training solutions to prevent common accidents/incidents
- Understand and explain the importance and structure of incident response plans and critical incident response plans
- Understand safety inspections and safety audits as methods to identify unsafe conditions and apply corrective action
- Use a 6S inspection checklist to conduct a 6S inspection
- Brainstorm policies and procedures that you might find in the appendix of a safety plan
- Help your organization write, implement, and review a safety plan

Course Outline

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|--|--|
| 1. Session One: Course Overview | The Communication Plan |
| Learning Objectives | Develop a Communication Plan |
| Pre-Assignment | 6. Session Six: Safety Training |
| Pre-Course Assessment | Training |
| 2. Session Two: Writing a Safety Plan | Health and Safety Representatives |
| Elements of the Plan | Other Employees |
| Other Tips to Keep In Mind | Contractors and Visitors |
| 3. Session Three: Organizational Safety Policy | Employee Orientation |
| Policy Statement | Training Decisions |
| Develop a Statement | 7. Session Seven: Incident Response Plan |
| 4. Session Four: Introduction to the Safety Plan | (with Critical Incident Response Plan) |
| The Introduction | Understanding the Processes |
| Purpose and Expectations of the Safety Plan | Why Do We Investigate Incidents? |
| Responsibilities for Safety | Investigation Process |
| 5. Session Five: Communication Plan | Incident Response Plan |
| About the Plan | Critical Incident Response Plan |
| Considerations in Developing your Communication Plan | Develop a Procedure |
| What to Communicate | 8. Session Eight: Safety and Health |
| Key Actions in Communicating Effectively | Inspections (with 6S) |
| | Safety and Health Inspections |
| | Frequency of Inspections |
| | The Beginnings: 5S |

- Adding Safety: 6S
- 6s Roles
- Conduct an Inspection
- 9. Session Nine: Safety Audits
 - Audit Primer
 - Types of Audits
 - Audit Primer

- 10. Session Ten: Adding an Appendix
 - The Appendix
- 11. Personal Action Plan
- 12. Course Summary
- 13. Recommended Reading List
- 14. Post-Course Assessment

Problem Solving and Decision Making

Course Overview

Many people lack the necessary skills to effectively solve problems and make decisions. Having a process in place can help with this.

Learning Objectives

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

Course Outline

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|--|---|
| 1. Session One: Course Overview | Solving Problems the "Right" Way |
| Learning Objectives | Real Problems |
| Pre-Assignment | Making Connections |
| Pre-Course Assessment | Phase One |
| 2. Session Two: Definitions | Phase Two |
| Defining Problem-Solving and Decision-Making | Phase Three |
| Problem Identification | Solution Planning Worksheet |
| Eight Essentials to Defining a Problem | 6. Session Six: Case Study |
| Problem-Solving in Action | The Truck Case Study |
| 3. Session Three: Making Decisions | Making Connections |
| Making Winning Decisions | 7. Session Seven: The Problem-Solving Toolkit |
| Three Types of Decisions | The Basic Tools |
| Advice from an Expert | Legitimizing Problems and Positions |
| Facts vs. Information | The Fishbone |
| Eight Ingredients for Good Decision-Making | Degrees of Support |
| Decision-Making Traps | Creative Thinking Methods: Brainstorming |
| 4. Session Four: Getting Real | Limitations of Brainstorming |
| Pre-Assignment Review | Brainwriting |
| Case Study | Mind-Mapping |
| 5. Session Five: The Problem-Solving Model | Brainstorming and Brainwriting |
| Model Overview | More Methods |
| The Problem-Solving Model | 8. Session Eight: Aspirinia |
| Another Perspective | Decision Information |
| Keeping an Open Mind | Individual Action Steps |

9. Session Nine: Swotting Up
 - SWOT Analysis
 - SWOT Matrix
 - SWOT Checklist
 - Individual Analysis
10. Session Ten: Making Good Group Decisions
 - Working Toward the Decision
 - Avoiding Fatal Mistakes
 - New, Appeal and Feasibility (NAF)
 - Technique
 - Visualization
 - Benefits Possibilities Concerns (BPC)
 - Technique
11. Session Eleven: Analyzing and Selecting Solutions
 - Selecting Criteria
 - Creating a Cost-Benefit Analysis
 - Making Connections
12. Session Twelve: Planning and Organizing
 - Introduction
 - Follow-Up Analysis
 - Evaluate
 - Adapt, Close, and Celebrate
13. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
14. Course Summary
15. Recommended Reading List
16. Post-Course Assessment

Process Improvement with Gap Analysis

Course Overview

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

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

Learning Objectives

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

Course Outline

1. Session 1: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session 2: What is Gap Analysis?
 - Defining Gap Analysis
 - Where Gaps Occur
 - The Business Case for Gap Analysis
 - Types of Gap Analyses
 - Making Connections
3. Session 3: The Gap Analysis Process
 - Process Overview
 - Recording the Data
 - Step One: Identify the Future State
 - Step Two: Identify the Current State
 - Step Three: Measure the Gap
 - Step Four: Create an Action Plan
 - Step Five: Implement and Follow Up
 - Making Connections
4. Session 4: Supporting Tools
 - The McKinsey 7S Model
 - The 7S Framework
 - About the Elements
 - SWOT Analysis
- Sample SWOT
- The Five Whys Technique
- Example
- The Fishbone Diagram
- About the Diagram
- Making Connections
5. Session 5: Creating a Gap Analysis Report
 - Essential Elements of a Gap Analysis Report
 - Extra Elements
6. Session Six: Test Driving
 - Pre-Assignment
 - Review
 - Toolbox
 - SWOT Analysis
 - Five Whys
7. Session 7: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
8. Summary
9. Recommended Reading List
10. Post-Course Assessment

Progressive Discipline

Course Overview

Hiring someone is a significant investment for any organization. When an employee exhibits inappropriate behavior, progressive discipline can help your organization maintain that investment by assisting employees with understanding that their actions provide an opportunity to improve their success at work.

Learning Objectives

- Realize the importance of onboarding and performance management in minimizing disciplinary issues
- View discipline as a positive part of ensuring employee success
- Differentiate between performance problems and misconduct
- Decide appropriate levels of discipline, considering escalation and mitigating circumstances
- Outline the necessary information to include in a discipline policy
- List the methods to communicate a discipline policy
- Define a progressive discipline process
- Describe the steps of a progressive discipline process
- Use informal structured guidance for minor misconduct or performance issues
- List supports that can be provided to improve the success of employees
- Perform verbal warnings, written warnings, performance improvement plans, and terminations

Course Outline

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|--|--|
| 1. Session One: Course Overview | Communicating the Policy |
| Learning Objectives | 5. Session Five: Progressive Discipline |
| Pre-Assignment | Progressive Discipline |
| Pre-Course Assessment | The Four-Step Progressive Disciplinary |
| 2. Session Two: Minimizing Disciplinary Issues | System |
| Onboarding | Progressive Discipline Processes |
| Performance Management | Informal Structured Guidance |
| The Shared Management Model | Informal Guidance Supports |
| 3. Session Three: Discipline | 6. Session Six: Step 1 - Verbal Warning |
| What is Discipline? | Verbal Warning |
| Disciplinary Issues | Detailed Step One: Verbal Warning |
| Poor Performance and Misconduct | Verbal Warning Role Play |
| Appropriate Level of Discipline | 7. Session Seven: Step 2 - Written Warning |
| 4. Session Four: Discipline Policy | Written Warning |
| Creating The Policy | Escalating Discipline |
| Discipline Policy Elements | Written Warning Scenarios |

8. Session Eight: Step 3 - Performance
Improvement Plan
What is a Performance Improvement Plan?
Escalating Discipline
Case Study: Developing Improvement
Goals
9. Session Nine: Step 4 - Termination
Termination
The Termination Meeting
Termination Meeting Role Play
10. Personal Action Plan
11. Course Summary
12. Recommended Reading List
13. Post-Course Assessment

Project Management: All You Need to Know

Course Overview

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 Objectives

- 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. Session 1: Course Overview | 4. Session 4: Communications Plan |
| Learning Objectives | The Four Components |
| Pre-Assignment | Who |
| Pre-Course Assessment | When |
| 2. Session 2: Project Management Review | What |
| The Project Life Cycle | How |
| Phase One - Initiating | Tips |
| Phase Two - Planning | Communications Plan Activity |
| Phase Three - Executing | 5. Session 5: Changes and Project Tracking |
| Phase Four – Closing | Controlling Changes |
| Monitoring and Controlling | Change Requests Tracking |
| Project Planning Document | Making Connections |
| 3. Session 3: Executing the Plan | Project Tracking Tools |
| Managing Small Projects | 6. Session 6: Status Meetings and Issues |
| Keeping on Track | Management |
| Keeping on Task | Status Meetings |
| Scope Creep Video | Issues Management |
| Monitoring and Controlling Risk | Status Meeting Exercise |

7. Session 7: Closing the Project
 - Closing a Project
 - Other Project Closing Steps
 - Lessons Learned
 - Lessons Learned Final Activity
8. A Personal Action Plan
 - Starting Point

- Where I Want to Go
 - How I Will Get There
9. Course Summary
 10. Recommended Reading List
 11. Post-Course Assessment
 12. Course Completion

Project Management Fundamentals

Course Overview

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

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

Learning Objectives

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

Course Outline

- | | |
|--|---|
| 1. Session 1: Course Overview | 4. Session 4: Pre-Assignment Review |
| Learning Objectives | Pre-Assignment Review |
| Pre-Assignment | Planning Questions |
| Pre-Course Assessment | Eight Aspects of a Project |
| 2. Session 2: Defining Projects and Project Management | 5. Session 5: How Can Projects Help Me? |
| What is a Project? | The Benefits of Projects |
| Summary | Case Study: Mary Marvelous |
| What is Project Management? | Question |
| Process Groups | 6. Session 6: A Project's Life Cycle |
| Nine Knowledge Areas | The Life Cycle |
| Who Are the Key Players? | Phase One: Conceptual |
| Example | Phase Two: Planning |
| 3. Session 3: The Role of a Project Manager | Phase Three: Execution |
| Setting Your Sights | Phase Four: Termination |
| Improvement Proposal Form | Milestones |
| Bringing the Team Together | Why Do Projects Fail? |
| Key Skill Areas | How Can My Project Succeed? |
| | Three Ways to End a Project |

- Stages of a Project
- 7. Session 7: Selling a Project
 - Advice from Tom Peters
 - Gathering Support for Your Idea
 - Key Questions
 - The Priority Matrix
 - Priority Quadrants
- 8. Session 8: Creating a Vision
 - The Vision Process
 - Sample Brainstorming Diagram
 - Defining Objectives
 - Creating a Vision
 - Making Connections
- 9. Session 9: Project Goals
 - Setting Goals with SPIRIT
 - SPIRIT Goals
 - Two Additional Criteria
 - Your Project's Goals
- 10. Session 10: Using a Target Chart
 - Creating a Target Chart
- 11. Session 11: Preparing Your Project
 - Things to Consider
- 12. Session 12: Laying Out the Project
 - The Statement of Work
 - Defined Purpose
 - Statement of Scope
 - Project Deliverables
 - Goals and Objectives
 - SWOT
 - Cost and Schedule Estimates
 - List of Stakeholders
 - Authority Levels
 - Assumptions and Agreements
 - The Communication Plan
 - Individual SOW
 - Project Planning Worksheet
- 13. Session 13: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 14. Summary
- 15. Recommended Reading List
- 16. Post-Course Assessment

Project Management Principles and Performance Domains

Course Overview

Project management has evolved over the past few years due to emerging technology, new approaches (predictive, traditional, adaptive, Agile, hybrid, etc.) and rapid market changes. It is important now more than ever for project managers to understand common project management principles and performance domains.

Learning Objectives

- Relate principles and performance domains with your project management approach
- Understand what internal and external environmental factors are
- Identify and foster high performing teams
- Describe cadence and tailoring
- Understand the importance of metrics to measure outcomes and results
- Know the life cycle and phases of a project
- Illustrate what predictive approaches and incremental approaches are
- Explain the difference between cost of quality and cost of change
- Understand the concept of uncertainty and its significance to projects

Course Outline

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|---|---------------------------------------|
| 1. Session One: Course Overview | The Principles: Leadership |
| Learning Objectives | The Principles: Tailoring |
| Pre-Assignment | The Principles: Quality |
| Pre-Course Assessment | Dimensions of Quality |
| 2. Session Two: ANSI Standard and PMBOK 7 | Navigate Complexity |
| Guide Overview | The Principles: Risk |
| ANSI Standard and PM BOK 7 Guide | Risk Response |
| Overview | Embrace Adaptability and Resilience |
| 3. Session Three: Value Delivery System and | The Principles: Change Management |
| Environmental Factors | 5. Session Five: Performance Domain – |
| Value Delivery System | Stakeholders |
| Environmental Factors | Key Terms |
| Governance | Stakeholder Engagement |
| 4. Session Four: Project Management | Identifying Stakeholders |
| Principles | Understand and Analyze Stakeholders |
| The Principles | Prioritize and Engage Stakeholders |
| The Principles: Stewardship | Communication |
| Code of Ethics | Case Study |
| The Principles: Team | Who Are You Communicating With? |
| The Principles: Stakeholders | What Are You Talking About? |
| The Principles: Value | When Will You Deliver Your Message? |
| The Principles: Holistic Thinking | |

- How Are You Going to Deliver Your Message?
- Why Are You Delivering This Message?
- Putting It Together — The Communication Plan
- Communication Plan Activity
- Monitoring
- 6. Session Six: Performance Domain – Team
 - Key Terms
 - Team Management
 - Centralized Management and Leadership Versus Distributed Management and Leadership
 - Team Management
 - Leading A Team
 - The Situational Leadership II® Model
 - Your Comfort Zone
 - Servant Leadership
 - Team Development
 - High-Performing Teams
 - Shaping Team Culture
 - Creating a Safe, Respectful, Non-judgmental Project Environment
 - Leadership Skills
 - Exploring Leadership Skills
 - Leading a Team
- 7. Session Seven: Performance Domain – Development and Life Cycle
 - Key Terms
 - Cadence
 - Development Approach
 - Predictive Project Management Approach
 - Adaptive Project Management Approach
 - Hybrid Project Management Approach
 - Selecting a Developmental Approach
 - Life Cycles and Phases
 - The Predictive Project Life Cycle
 - Phase One — Conceptual
 - Phase Two — Planning
 - Phase Three — Executing
 - Phase Four — Closing
 - Monitoring and Controlling
- The Adaptive Project Life Cycle
- 8. Session Eight: Performance Domain – Planning
 - Key Terms
 - Planning
 - Delivery
 - Estimating
 - Presenting and Adjusting Estimates
 - Absolute versus Relative Estimating
 - Flow-based Estimating
 - Schedules
 - Task Dependencies
 - Schedules
 - Setting a Schedule
 - Adaptive Scheduling
 - The Importance of Budgeting
 - Project Team Composition and Structure
- 9. Session Nine: Performance Domain – Project Work
 - Key Terms
 - Project Processes
 - Focus on Lean Project Methods
 - The Automobile Industry
 - Lean Project Management Principles
 - Identifying Waste in Value Stream Mapping
 - Leading Project Realization
 - Working with Procurements
 - Choosing a Vendor
 - Monitoring New Work and Changes
 - Learning Throughout the Project
- 10. Session Ten A: Performance Domain – Delivery
 - Key Terms
 - Delivery of Value
 - Deliverables
 - Scope Definition
 - Steps for Creating the Work Breakdown Structure
 - Defining a Scope using A Work Breakdown Structure (WBS)
 - Completion of Deliverables
 - WBS Dictionary

- Moving Targets of Completion
- 11. Session Ten B: Performance Domain –
 - Delivery
 - Key Terms
 - Cost of Quality
 - Cost of Quality Activity
 - Cost of Change
 - Suboptimal Outcomes
- 12. Session Eleven: Performance Domain –
 - Measurement
 - Key Terms
 - Performance Measurement
 - Establishing Effective Measures
 - Smart KPI
 - What to Measure?
 - Presenting Information: Dashboards
 - Presenting Information: Information Radiators/Big Visible Charts (BVCs)
 - Effective Information Radiator/BVC
- Visual Controls
- Measurement Pitfalls
- Troubleshooting Performance
- 13. Session Twelve: Performance Domain –
 - Uncertainty
 - Key Terms
 - Uncertainty
 - General Uncertainty
 - Ambiguity
 - Complexity
 - Project Factors Affecting Complexity
 - Volatility
 - Risk
 - Risk Identification
 - Risk Response Strategies
- 14. Personal Action Plan
- 15. Course Summary
- 16. Recommended Reading List
- 17. Post-Course Assessment

Project Management Training: Understanding Project Management

Course Overview

Project management isn't just for construction engineers and military logistics experts anymore. Today, in addition to the regular duties of your job, you are often expected to take on extra assignments and to get that additional job done well, done under budget, and done on time. This course is not intended to take you from a supervisory or administrative position to that of a project manager. However, this course will familiarize you with the most common terms and the most current thinking about projects.

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

Learning Objectives

- Understand what is meant by a project
- Recognize what steps must be taken to complete projects on time and on budget
- Have a better ability to sell ideas and make presentations
- Know simple techniques and tools for planning and tracking your project
- Have methods for keeping the team focused and motivated

Course Outline

- | | |
|---|---------------------------------------|
| 1. Session 1: Course Overview | Phase Three |
| Learning Objectives | Phase Four |
| Pre-Assignment | Milestones |
| Why a Project? | Why Do Projects Fail? |
| How Does This Fit Into the Course? | Overview of Success Factors |
| Applying the Learning | Three Ways to End a Project |
| Pre-Course Assessment | 7. Session 7: Selling a Project |
| 2. Session 2: What is a Project? | Tom Peters |
| What is a Project? | Bringing Ideas Forward |
| Definitions of a Project | Selling Your Project |
| 3. Session 3: Project Management Basics | The Priority Matrix |
| What is Project Management? | Using the Matrix |
| 4. Session 4: Pre-Assignment Review | Priority Quadrants |
| Eight Project Categories | 8. Session 8: Preparing Your Project |
| 5. Session 5: How Can Projects Help Me? | Things to Consider |
| The Benefits of Projects | 9. Session 9: Preparing Your Project |
| Case Study: Mary Marvelous | A Project Manager's Skills |
| 6. Session 6: A Project's Life Cycle | To Be Completed By Proposer |
| The Life Cycle | To Be Completed By Proposer's Manager |
| Phase One | Bring the Team Together |
| Phase Two | Key Skills |

10. Session 10: Project Goals
 - Goals with SPIRIT!
 - Project Goals
 - Making Connections
11. Session 11: Laying Out the Project
 - The Statement of Work
 - Defined Purpose
 - Project Deliverables
 - To Be Completed By Proposer's Manager
 - Goals and Objectives
 - SWOT
 - Cost and Schedule Estimates
 - List of Stakeholders
 - Authority Levels
 - Assumptions and Agreements
 - The Communication Plan
 - Individual SOW
 - Project Planning Worksheet
 - Time Management
 - Cost Controls
 - Results Expected
 - Approvals
 - Writing Reports
 - Four Stages in Report Writing
 - Basic Formats
12. Session 12: Project Risks
 - Risk Tolerance Exercise
 - About Risks
 - Reducing Risks
 - Sources of Risk
 - Constraints
13. Session 13: Contingency Planning
 - Contingency Planning
 - Components of a Contingency Plan
14. Session 14: What Really Needs To Be Done?
 - Beginning to Plan
 - Preparing a Basic Schedule
 - Estimating Time
 - Float Time
 - Scheduling Checklist
 - Activity Scheduling
- Scheduling My Project
15. Session 15: The Work Breakdown Structure
 - The Work Breakdown Structure
 - Sample WBS
16. Session 16: Planning Tools
 - Two Basic Tools
 - Milestone Charts
 - PERT
 - PERT Diagrams
 - Along the Critical Path
 - Gantt Charts
 - The Network Diagram
 - Revealing Workflow
 - Five Steps to Create a Network Diagram
 - More About Network Diagrams
 - Network Diagrams Conclusion
 - The Flow Chart
17. Session 17: Budgets
 - Component Costs
 - Budget Methods
 - Making Connections
 - Costs and Time
 - Budget Controls
18. Session 18: Teamwork
 - Why is Teamwork Important?
 - Building a Winning Team
 - Tips for Building a Winning Team
19. Session 19: Developing Teams
 - Four Issues to Address with Project Teams
 - Checklist for Success
 - Team Development
 - Forming
 - Storming
 - Norming
 - Performing
 - Adjourning
20. Session 20: Teamwork
 - Introduction
 - Individual Action Steps
21. Session 21: Communication Tips
 - Communicating as Project Manager

- 22. Session 22: Closing Out a Project
 - Closing Smoothly
- 23. Session 23: Team Meetings
 - Coordinating Team Meetings
 - During the Meeting
 - Effective Meeting Management
 - Making Committees Work
 - Assigning Work
- 24. Session 24: Presentation Primer
 - Project Management Presentation
 - Presentation Strategies

- Speaking with Confidence
- 25. Session 25: Project Presentations
 - Preparation Time
 - Evaluation Worksheet
- 26. Session 26: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 27. Summary
- 28. Recommended Reading List
- 29. Post-Course Assessment

Project Planning: All You Need to Know

Course Overview

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

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

Learning Objectives

- Understand what is meant by a project
- Distinguish between a Project Charter and Statement of Work (SOW)
- Use a SOW to begin project planning
- Create a Work Breakdown Structure to determine tasks needed to complete a small project
- Create a project schedule based on project tasks and resources
- Create a Resource Breakdown Structure to determine specific resources needed to complete a small project
- Complete a Project Planning Worksheet to act as a touchstone for project completion

Course Outline

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|--|--|
| 1. Session 1: Course Overview | Project Charter |
| Learning Objectives | What is a Project Charter? |
| Pre-Assignment | When do I use a Project Charter? |
| Pre-Course Assessment | Climate Change Training Program Exercise |
| 2. Session 2: Project Management Basics | Statement of Work |
| The Project Life Cycle | SOW: Commercial Vegetable Garden |
| Phase One - Initiating | 4. Session 4: The Work Breakdown Structure |
| Phase Two - Planning | Sample WBS |
| Phase Three - Executing | Creating a Work Breakdown Structure |
| Phase Four - Closing | Work Breakdown Structure Exercise |
| Monitoring and Controlling | 5. Session 5: Preparing a Basic Schedule |
| Project Management | Critical Elements for Success |
| The Role of a Project Manager | Gathering Resources |
| Key Project Management Skills | Activity List |
| 3. Session 3: Beginning the Project Planning | Estimating Task Times |

- Planning and Scheduling Your Garden Project
- Tips for Increasing Estimation Accuracy
- 6. Session 6: Resource Breakdown Structure
 - What is a Resource?
 - Resource Breakdown Structure
 - Sample Resource Breakdown Structure
 - Creating the Resource Breakdown Structure
 - Availability and Skills
- Resource Breakdown Structure:
 - Commercial Vegetable Garden
- 7. Session 7: Project Planning Worksheet
 - Planning Worksheet
- 8. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 9. Course Summary
- 10. Recommended Reading List
- 11. Post-Course Assessment

Promoting a Marketing Webinar

Course Overview

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

Learning Objectives

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

Course Outline

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

Prospecting for Leads Like a Pro

Course Overview

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

Learning Objectives

- Understand the importance of expanding your client base through effective prospecting
- Learn how to use a prospecting system to make you more successful
- Identify target markets and target companies with the 80/20 rule in mind
- Develop and practice networking skills at every opportunity
- Develop, refine, and execute the art of cold calling

Course Outline

- | | |
|-------------------------------------|---|
| 1. Session 1: Course Overview | Market Profile |
| Learning Objectives | |
| Pre-Assignment | 4. Session 4: The Prospect Dashboard |
| Pre-Course Assessment | The Prospect Dashboard and CRM Tools |
| 2. Session 2: Pre-Assignment Review | Sample Dashboard |
| True/False Questions | So How Does It Work? |
| A Positive Self-Image | Dashboard Q & A |
| Multiple Choice Questions | My Prospect Dashboard |
| Reviewing the Assignment | Planning with the Prospect Dashboard |
| 3. Session 3: Targeting Your Market | The Purchasing Cycle |
| A Narrow Focus | Planning Worksheet |
| Narrowing Your Focus | 5. Session 5: Setting Goals |
| Where are Your Customers? | Setting Goals |
| Common Characteristics | SPIRIT |
| What Makes Them Buy? | Setting a Goal with SPIRIT! |
| Perform an Analysis | 6. Session 6: Why Is Prospecting Important? |
| Listen to Them | Working with Prospects |
| Are You Listening? | Finding Prospects |
| Summarize | A Little Knowledge Brings Big Benefits! |
| Use Analytical Tools | Are You Experienced? |
| Customer Profile | 7. Session 7: Networking |
| Customer Location | What is Networking? |
| | How Do You Do It? |

- Preparation
- Starting to Mingle
- Walking Into a Room
- What to Do and Say
- Enjoy Yourself and Keep It Going
- Working on the Strategies
- Small Talk
- 8. Session 8: Public Speaking
 - Public Speaking Like a Pro
 - What Signals Are You Sending?
 - Using Our Body Language
 - Your Presentation Style
- 9. Session 9: Trade Shows
 - Before the Show
 - During the Show
 - After the Show
 - Attending a Trade Show
- 10. Session 10: Regaining Lost Accounts
 - Why Do Customers Leave?
 - When Something Goes Wrong
 - What Can I Do About It?
 - Regaining Your Contacts
- 11. Session 11: Warming Up Cold Calls
 - The Magic Number
 - A Cure for Call Reluctance
 - Other Tips for Making Calls
 - Getting Your Message Through
 - Openers
- Creating Your Opener
- Warming Up Cold Calls
- My Cold Call Strategy
- 12. Session 12: The 80/20 Rule
 - Pareto's Principle
 - Applying Pareto's Principle
- 13. Session 13: It's Not Just a Numbers Game
 - Shooting for the Stars
 - Rapport
 - Creating Rapport
 - Relationship Building
 - Building Relationships
 - Respect
 - Showing Respect
- 14. Session 14: Going Above and Beyond
 - 21 Ideas for a Successful Career in Sales
 - Implementing the 21 Ideas
 - Ten Questions to Ask Yourself about Each Prospect
 - Asking the Ten Questions
- 15. Session 15: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 16. Summary
- 17. Recommended Reading List
- 18. Post-Course Assessment

Psychological Health and Safety

Course Overview

Psychological health and safety is a shared responsibility between the individual and the workplace. Employees who feel safe to speak up and be creative are those who give their companies a competitive edge.

Learning Objectives

- Understand basic concepts of personal mental health
- Know what psychological workplace safety is and why it is important
- Identify the factors influencing personal mental health and safety in your workplace
- Consider assessment and action strategies for personal and workplace needs
- Engage key participants in workplace programs
- Explore methods of evaluation and continuous improvement

Course Outline

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Session One: Course Overview <ul style="list-style-type: none"> Learning Objectives Pre-Assignment Pre-Course Assessment 2. Session Two: You and Your Mental Health <ul style="list-style-type: none"> Mental Health Defined Poor Health Versus Illness Mental and Physical Health Mind-Body Connection Meditation Journalling Movement 3. Session Three: Personal Mental Health <ul style="list-style-type: none"> Strategies Emotional Intelligence Understanding Emotions The EI Blueprint Identify Emotions Understand and Manage Use and Communicate SMART Goals Planning for Your Mental Well-being 4. Session Four: Psychological Safety in the Workplace <ul style="list-style-type: none"> Psychological Safety Defined Importance of Psychological Safety | <ol style="list-style-type: none"> Case Study Making Connections 5. Session Five: Factors Affecting Psychological Safety <ul style="list-style-type: none"> Psychosocial Factors Work-Life Balance Clear Leadership Effective Human Resources Practices Workplace Reputation The Physical Connection 6. Session Six: Creating a Safe Workplace Environment <ul style="list-style-type: none"> Workplace Assessment Engaging Key Personnel Supporting Evolution Evaluation and Continuous Improvement Legal Considerations Financial Considerations Quality of Life Psychological Safety Plan for the Workplace 7. Personal Action Plan 8. Course Summary 9. Recommended Reading List 10. Post-Course Assessment |
|--|---|

Public Relations Boot Camp

Course Overview

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

Learning Objectives

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

Course Outline

1. Session 1: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session 2: Public Relations
 - Introduction
 - The Print Era
 - Elements for Success
 - Pre-Assignment Review
 - What Public Relations Is All About
 - Fragmentation
 - Saturation
 - Reputation
 - What it Means to Get Strategic
3. Session 3: Building Your PR Plan
 - Defining Reality
 - Checklist for Success
 - The Five Phases
 - What's the Goal?
 - Functions of PR
 - Getting Support
 - Key Supporters
 - Defining Strategy and Tactics
 - Defining Strategy
 - Defining Tactics
4. Session 4: Structuring Messages
 - The Plan
 - The Eight Phases
 - Getting Down to Business
 - Creating Your Media Image
 - Making Connections
 - Summary
 - Getting Clear on Your Message
 - Making Connections
 - What is a Media Kit?
 - Components of a Media Kit
 - Sample Media Kit
 - Attention to Style
 - Creating Strong, Positive Messages
 - The MEDIA Model
5. Session 5: Establishing Media Guidelines
 - Defining Guidelines
 - Selecting a Spokesperson
 - Select Great Communicators
 - Approval Process
6. Session 6: Managing the Media
 - Building Rapport with Reporters
 - Tough Questions
 - What is a Sound Bite?
 - The SIM Model

- Timing is Everything!
- Sample Sound Bites
- Getting Creative
- Options When You Have 'No Comment'
- Summary
- 7. Session 7: The Press Release
 - Before You Start
 - Other Options
 - The Basics
 - Give it a Shot
- 8. Session 8: PR and the Crisis
 - Business Continuity and Recovery
 - Essential Crisis Plan Elements
 - Exercising Options
- Reviewing and Revising
- 9. Session 9: Social Media and Public Relations
 - Where It Is
 - Making Connections
 - Monitoring Tips and Tricks
 - Making Connections
- 10. Session 10: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 11. Summary
- 12. Recommended Reading List
- 13. Post-Course Assessment

Public Speaking: Presentation Survival School

Course Overview

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 Objectives

- 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

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|---|---|
| 1. Session One: Course Overview | 5. Session Five: Positive Self-Talk |
| Learning Objectives | Our Thoughts |
| Pre-Assignment | The Steps to Feeling Good |
| Pre-Course Assessment | Thinking Positively |
| 2. Session Two: Communication | 6. Session Six: Rapport |
| About Communication | Building Rapport |
| Simple Conversations | Making Connections: Self-Disclosure |
| 3. Session Three: Stop! Check Your Mouth! | Creating an Introduction |
| Speaking Characteristics | 7. Session Seven: Maximizing Meetings |
| Gender References Exercise | Four Areas of Opportunity |
| Acronyms and Jargon | Fifteen Ways to Master a Meeting |
| Tact | Mastering Your Meeting Exercise |
| Five Good Rules | Learning Names |
| 4. Session Four: What Is Your Type? How | 8. Session Eight: Body Language |
| About Mine? | Body Language Signals |
| The Assessment | 9. Session Nine: Sticky Situations |
| Identifying Your Characteristics and | Are You Comfortable? |
| Preferences | Dealing with Tough Situations |
| Questionnaire | Dressing Up |
| What Does it Mean to Have a Number? | 10. Session Ten: I Can Just Send an E-mail, |
| What Is Important? | Right? |
| People That Are Most Like Me | Advantages of an Oral Presentation |
| People That Are Least Like Me | Oratory Exercise |

- Oratory Exercise: Practice Paragraph
- 11. Session Eleven: Overcoming Nervousness
 - About Nervousness
 - Nervousness Can Have Many Sources
 - Putting Yourself in Control
 - Mastering Non-verbal Communication
- 12. Session Twelve: The Five S's
 - Five Points for Any Presentation
 - Framework Example
 - Preparing with the Five-S Pattern
- 13. Session Thirteen: Start Writing!
 - Evidence
 - Introductions
 - Following the Opening Statement
 - Exercise: Beginning a Presentation
 - Transitioning to the Body
 - Example of a Transition in a Presentation
 - Enhancing Your Presentation with Stories, Numbers, and Examples
 - Endings
 - Making Connections: Think Fast!
 - Your Fast Thinking Presentation
- 14. Session Fourteen: Audience Profile
 - Preparing an Audience Profile
 - Making Connections: Your Next Presentation
- 15. Session Fifteen: Your Speaking Voice
 - Parts of Your Message
 - Vocal Variety
 - Paying Attention to Your Voice
 - Mastering Your Material
- 16. Session Sixteen: Add Punch to Your Presentation
 - The Power of Threes
 - Well Known Tripling Examples
 - Visual Aids
 - Tips for Using Visual Aids
 - More Tips for Using Visual Aids
 - Analyzing Visual Aids
 - Adding Punch Summary
 - Lessons Learned
- 17. Session Seventeen: Your Presentation
 - Preparation
 - Introduction
 - Body
 - Conclusion
 - Presentation
- 18. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 19. Course Summary
- 20. Recommended Reading List
- 21. Post-Course Assessment

Public Speaking: Speaking Under Pressure

Course Overview

This course has been designed for those in positions where they must speak in front of audiences that are hostile or demanding. This material is also suitable for those who are relatively new speakers who want some encouragement to speak up in meetings or who want some training before they begin making presentations on behalf of the organization. Speaking under pressure, or thinking on your feet, means being able to quickly organize your thoughts and ideas, and then being able to convey them meaningfully to your audience to modify their attitudes or behavior. It applies to formal speeches as well as everyday business situations. It requires presence of mind, goal orientation, adaptation, and judgment. It also requires differentiating between oral and written communications. This course is aimed at improving your skills and learning some new techniques which will give you the persuasive edge when you are making a presentation, fielding difficult questions, or presenting complex information.

Learning Objectives

- Apply quick and easy preparation methods that will work whether you have one minute or one week to prepare
- Prepare for questions, even before you know what those questions will be
- Overcome nervousness that you may have when speaking in front of a group, particularly if the group is not sympathetic to what you have to say
- Use presentation techniques that establish your credibility and get people on your side

Course Outline

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|----------------------------------|---|
| 1. Session 1: Course Overview | Presentation Preparation |
| Learning Objectives | Evaluations |
| Pre-Assignment | 4. Session 4: Force Field Analysis |
| Pre-Course Assessment | What is Force Field Analysis? |
| 2. Session 2: Getting Started | Exercise |
| What is Speaking Under Pressure? | Pros and Cons |
| Three-Part Technique | 5. Session 5: Understanding Your Audience |
| Planning Our Approach | Understanding Your Audience, Part One |
| Presentation Preparation | Getting Started |
| Evaluations | Profiling Your Audience |
| 3. Session 3: Planning | Aim, Plan, and Convey |
| Preparing to Plan | Understanding Your Audience, Part Two |
| Be Informed | Finding Common Ground |
| Get Involved | Why? |
| Understand Yourself | How? |
| Stay on Track | Practical Application |

6. Session 6: Controlling Your Jitters
 - Understanding Nervousness
 - Where Does Nervousness Come From?
 - Getting Nervousness Under Control
 - Being Prepared
 - Sequencing Ideas
 - Presentation
7. Session 7: Making Your Listener Hear You
 - Use Non-Verbal Communication
 - Leave the Appropriate Distance
 - Stand Erect
 - Consider Your Appearance
 - Move About and Use Gestures
 - Control Your Facial Expressions and Mannerisms
 - Maintain Eye Contact
 - The Value of a Pause
8. Session 8: Key Themes
 - About Key Themes
 - Practical Application
 - Key Sentences
9. Session 9: Key Sentences
 - Preparation
 - Presentation
10. Session 10: Structuring Ideas
 - Three Key Points
 - Why Three Key Points?
 - Aim
 - Concentrate
 - Adapt
 - Depth
 - Move Forward
 - Ease
 - Building a Three-Part Plan
 - Practical Application
11. Session 11: Organization Methods
 - Using Time, Place, and Aspect
 - Preparation
 - Presentation
 - Two Additional Plans
12. Session 12: Our Body Language
 - How the Listener Takes Control
 - Sample Passage
 - Questions
 - Answers
 - The Meaning Behind Our Message
 - Qualities of a Good Voice
13. Session 13: If You Could Be...
 - Presentation
14. Session 14: Beginnings and Endings
 - Things to Remember
 - About Beginnings
 - About Endings
15. Session 15: Expanding a Basic Plan
 - Building a Bigger Presentation
 - Symbols
 - Opposites
 - Statistics
 - Tips and Tricks
16. Session 16: Presentations
 - Preparation
 - Evaluations
17. Session 17: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
18. Summary
19. Recommended Reading List
20. Post-Course Assessment
21. Course Completion

Purchasing and Procurement Basics

Course Overview

Purchasing and procurement functions are about much more than bringing goods and services into an organization. They are the foundation of strong, collaborative relationships with suppliers. Since many companies source products from around the globe more frequently than ever, a procurement manager needs strong capabilities. These skills cannot just be learned on the job: they need to be taught. As well, the value of procurement is now recognized as an integral part of cost control within the organization. In this course, you'll learn the basics of procurement, including what a supply chain looks like, the purchasing cycle, essential tools and strategies for making the best purchasing relationships work, managing bids, and more.

Learning Objectives

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

Course Outline

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|---------------------------------------|------------------------------------|
| 1. Session 1: Course Overview | Reducing Time to Market |
| Learning Objectives | Practice Makes Perfect |
| Pre-Assignment: Introduction | Pre-Assignment Review |
| Pre-Assignment: Questions | The Five Rights of Purchasing |
| Pre-Course Assessment | |
| 2. Session 2: Supply Chain Management | 3. Session 3: The Purchasing Cycle |
| Basics | Cycle Overview |
| Defining the Terms | Additional Points to Consider |
| Process Areas | Identifying a Need |
| Summary | The Purchase Requisition |
| Making Connections | Material Requirements Planning |
| The Value of Procurement | Schedule |
| The Importance of Procurement | Developing a System |
| | Making Connections |

- Researching Your Options
- Issuing the Purchase Order
- Issuing a Change Order
- Invoice Auditing
- Lessons Learned
- 4. Session 4: Purchasing Toolkit
 - Analyzing the Price
 - General Economic Issues
 - About Oligopolies
 - More About Oligopolies
 - Variable-Margin Pricing
 - Six Categories of Cost
 - Analyzing Costs
 - The Scope of Costs
 - Sources for Cost Data
 - Additional Costs
 - Evaluating Suppliers
 - Evaluation Checklist
 - Supplier Surveys
 - Additional Tools
 - Negotiation Basics
 - Key Negotiation Techniques
 - Effective Questions
 - Collaboration Techniques
 - The Learning Curve
- 5. Session 5: Managing Competitive Bids
 - Purchasing Through RFP's and Tenders
 - Bidding vs. Negotiation
 - Prerequisites
 - Making a Choice
 - Elements of the Analysis
 - Creating a Contract
 - Key Elements
 - Ethical Considerations
 - Conflicts of Interest
 - The Importance of Ethics
 - Ethical Standards
 - Ethical Dilemmas
 - Case Studies
- 6. Session 6: Improving Efficiency and Accuracy
 - Managing Supplier Performance
 - Aggregate Evaluations
 - Categorical Evaluations
 - Weighted Evaluations
 - Controlling Quality
 - Taking Corrective Action
 - Setting and Monitoring Delivery Standards
 - Shipment Tracking
 - Is the Contract Breached?
 - Expediting Orders
 - Creating Good Working Relationships
 - Monitoring Supplier Performance
 - Developing Performance Improvements
- 7. Session 7: Analyzing and Reducing Risk in the Supply Chain
 - Whose Risk Is It Anyway?
 - Applying the Concepts
 - The Digital Marketplace
 - Agile Procurement
 - Case Study
 - Using Multiple Suppliers
 - Building Agility
 - Case Study
 - A Risk Management Focus
 - Sample Plan
 - Best Practices
- 8. Session 8: Managing Internal Relationships
 - Procurement's Role in the Organization
 - Where Does Supply Management Fit?
 - Spell It Out
 - Making Your Mark
 - The Evolution of Materials Management
 - The Role of the Purchasing Specialist
 - Cross-Functional Teams
 - Challenges with Cross-Functional Teams

- 9. Session 9: Tools of the Trade
 - Digital Systems
 - Debit, Credit, and Virtual Terminals
 - Supplier Stores
 - Supplier Delivery System
 - Electronic Data Interchange (EDI)
 - E-Commerce
 - The Always-On Marketplace
 - E-Sourcing
 - The Role of Social Networking
 - Tools of the Trade

- Seeking Feedback
- Annual Report Checklist
- Annual Report Tips
- Drawing Conclusions
- 10. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 11. Course Summary
- 12. Recommended Reading List
- 13. Post-Course Assessment

Body Language: Reading Body Language as a Sales Tool

Course Overview

Are you able to use your body language to full advantage? There are many kinds of non-verbal messages that you can send with your body to help people understand you and want to listen to you.

Learning Objectives

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

Course Outline

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|--|---|
| 1. Session One: Course Overview | Matching And Mirroring |
| Learning Objectives | Matching And Mirroring |
| Pre-Assignment | Body Language |
| Pre-Course Assessment | Voice Characteristics |
| 2. Session Two: Body Language | Pacing |
| Making The Grade | Leading |
| Looking Into Ourselves | 8. Session Eight: Monitoring Your Posture |
| 3. Session Three: Give Me Some Space! | Looking At Your Posture |
| Space Issues | Working On Your Posture |
| 4. Session Four: What Is Your Face Saying? | 9. Session Nine: Dressing Up |
| Your Face Is The Base | What Should I Wear? |
| Tips to Try | Things To Consider |
| The Eyes Have It | 10. Session Ten: Shaking Hands |
| 5. Session Five: What Is Your Body Saying? | Developing A Professional Handshake |
| Speaking With Your Hands | 11. Session Eleven: How Are You Doing? |
| Tip | Making Connections |
| Getting a Leg Up | 12. Personal Action Plan |
| Tools Of The Trade | Starting Point |
| 6. Session Six: Pre-Assignment Review | Where I Want to Go |
| Pre-Assignment Review | How I Will Get There |
| Putting it Together | 13. Course Summary |
| 7. Session Seven: Building Rapport | 14. Recommended Reading List |
| Creating Relationships | 15. Post-Course Assessment |

Research Skills

Course Overview

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

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

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

Learning Objectives

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

Course Outline

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|--|---|
| 1. Session 1: Course Overview | Common Shorthand Symbols |
| Learning Objectives | More Summarizing Tips |
| Pre-Assignment | Go-PARSE: Evaluate |
| Pre-Course Assessment | PARSE in Action |
| 2. Session 2: Why Are Research Skills Important? | Improving Your Recall |
| The Importance of Good Research Skills | Attitude is Everything |
| Additional skills | Use All Your Senses |
| 3. Session 3: Basic Skills | Sing It, Say It, Rhyme It |
| Reading and Note-Taking Techniques | Organize and Pattern |
| GO-PARSE: Get Organized | Remember the 7±2 Rule |
| GO-PARSE: Preview | The Ladder of Abstraction |
| GO-PARSE: Ask | 4. Session 4: Planning Your Research Strategy |
| GO-PARSE: Read | A Research Model |
| GO-PARSE: Summarize | Identifying a Focal Point |

- Your One-Minute Pitch
- Getting Focused
- Writing a Draft Outline
- 5. Session 5: Where to Look and What to Look For
 - Primary vs. Secondary Sources
 - Analyzing Sources
 - Using Others' Bibliographies
- Session 6: Finding Information the Old-Fashioned Way
 - Useful Resources
 - Understanding the Dewey Decimal System
- 6. Session 7: Researching with the Internet
 - Finding the Good Stuff: Our Favorite Sites
 - About Wikipedia
 - Mind Mapping
- 7. Session 8: Getting Ready to Write
 - Writing a Draft Outline
 - Organizing Your Notes
- 8. Session 9: Putting Pen to Paper
 - Writing Basics
 - The Four C's
 - Checklist for Revising
 - Don't Plagiarize!
 - Documentation Styles
 - Citing Sources
 - Entry Components
 - Putting it Into Practice
- 9. Session 10: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 10. Summary
- 11. Recommended Reading List
- 12. Post-Course Assessment

Respect in the Workplace

Course Overview

Research in North America suggests that more than 1 in 3 employees have experienced bullying, abuse, harassment, or discrimination in their workplaces. Fostering respect in the workplace invites a safer, more productive quality of life at work and in our public and personal spaces as well.

Learning Objectives

- Define and deal with bullying, abuse, harassment and discrimination
- Identify and address unconscious bias
- Identify power dynamics in the workplace
- Be empowered as a bystander to take effective action
- Understand and manage common emotions in the workplace
- Understand mental health outcomes of prolonged or unaddressed disrespectful behavior
- Foster respect in your workplace

Course Outline

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|---|---|
| <ol style="list-style-type: none"> 1. Session One: Course Overview <ul style="list-style-type: none"> Learning Objectives Pre-Assignment Pre-Course Assessment 2. Session Two: The Power of Respect <ul style="list-style-type: none"> Framing our Experience Making Connections Definitions and Responsibilities: Respect Definitions and Responsibilities: Bias Definitions and Responsibilities: Discrimination Definitions and Responsibilities: Harassment Definitions and Responsibilities: Harassment Definitions and Responsibilities: Bullying Pre-Assignment Review Identifying Offensive Behaviors 3. Session Three: Unconscious Bias <ul style="list-style-type: none"> Our Brains and Bias Where Does This Fit Into Our Discussion of Diversity? Predispositions | <ol style="list-style-type: none"> Assimilation, Accommodation and Mitigation Recognizing Bias 4. Session Four: Workplace Dynamics <ul style="list-style-type: none"> Power Dynamics Types of Power in the Workplace Inviting and Building Healthy Dynamics Encouraging Healthier Dynamics 5. Session Five: Managing Emotions <ul style="list-style-type: none"> Identifying Emotional Experience Emotional Scenarios Managing Difficult Emotions Case Studies 6. Session Six: Empowering the Bystander <ul style="list-style-type: none"> Anatomy of a Bystander When to Act Taking Action What Do I Say? The Four D's of Action 7. Session Seven: Fostering Respect <ul style="list-style-type: none"> Showing and Sharing Respect Brainstorming |
|---|---|

Creating a Diverse Workplace:
Cornerstones
Creating a Diverse Workplace: Knowledge
Creating a Diverse Workplace:
Understanding
Creating a Diverse Workplace: Acceptance
& Behavior
Showing Acceptance
Role Play: Dealing with Disrespectful
Behavior
Role Play: Scenario Two

Role Play: Scenario Three
Role Play: Scenario Four
Role Play: Scenario Five
Role Play: Scenario Six
8. Personal Action Plan
Starting Point
Where I Want to Go
How I Will Get There
9. Course Summary
10. Recommended Reading List
11. Post-Course Assessment

Risk Management

Course Overview

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

Learning Objectives

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

Course Outline

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|--|---|
| 1. Session 1: Course Overview | Evaluation Method |
| Learning Objectives | General Motors |
| Pre-Assignment | Task One |
| Pre-Course Assessment | Task Two |
| 2. Session 2: Understanding Risk | 5. Session 5: Responding to Risks |
| Pre-Assignment Review | Risk Responses |
| Defining Risk and Risk Management | Key Considerations |
| Types of Risks | Case Study: General Motors (Part Two) |
| Examples of Risk | 6. Session 6: Resourcing Controls |
| What is Risk Management? | Identifying and Evaluating Controls |
| Establishing Your Risk Management | Case Study: General Motors (Part Three) |
| Context | 7. Session 7: Reaction Planning |
| Key Models | The Worst-Case Scenario |
| ISO 31000 Standard and Guide 73 | Case Study: General Motors (Part Four) |
| 3. Session 3: Risk Management Activities | 8. Session 8: Reporting and Monitoring |
| The Seven R's And Four T's | The Reporting Structure |
| 4. Session 4: Assessing Risk | Reporting and Monitoring Framework |
| A Risk Assessment Process | Reporting Checklist |
| Sample Template | Monitoring Checklist |
| Identifying Risks | |

9. Session 9: Reviewing and Evaluating the Framework
 - A Review Checklist
 - Scaling the Program
 - Back at Work
10. Session 10: A Personal Action Plan

- Starting Point
 - Where I Want to Go
 - How I Will Get There
11. Summary
 12. Recommended Reading List
 13. Post-Course Assessment

Safety in the Workplace

Course Overview

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

Learning Objectives

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

Course Outline

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|---|---|
| 1. Session One: Course Overview | The Three Methods |
| Learning Objectives | Hazard Resolution for the Acme Widget Company |
| Pre-Assignment | |
| Pre-Course Assessment | 7. Session Seven: Taking Proactive Measures |
| 2. Session Two: Defining a Safety Culture | Hiring for Safety |
| Defining a Safety Culture | Safety Training |
| A Safety Culture | A Word about Adult Learning |
| How Does Safety Apply to Me? | Alternatives to Training |
| 3. Session Three: Governing Bodies and Resources | 8. Session Eight: Identifying Groups at Risk |
| Gathering Resources | Identifying Groups at Risk |
| Governing Agencies | 9. Session Nine: Writing a Safety Plan |
| Other Resources | Elements of the Plan |
| 4. Session Four: Getting Started | Additional Tips |
| Creating a Safety Committee | 10. Session Ten: Implementing the Plan |
| The Safety Committee's First Meeting | Implementing the Plan: Getting Started |
| 5. Session Five: Identifying Hazards | Implementing the Plan: Empowering Employees |
| The Hazard Identification Process | Challenges and Solutions |
| Common Hazards | 11. Session Eleven: Incident Management |
| Reviewing Hazards | Case Study |
| Hazard Identification for the Acme Widget Company | Responding to Incidents |
| 6. Session Six: Resolving Hazards | Documenting Incidents |
| | Investigating Incidents |

- The Safety Investigation Process
- Near Misses
- 12. Session Twelve: Reviewing the Program
Review Process
- 13. Personal Action Plan
Starting Point

- Where I Want to Go
- How I Will Get There
- 14. Course Summary
- 15. Recommended Reading List
- 16. Post-Course Assessment

Self-Leadership

Course Overview

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 Objectives

- 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

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|---------------------------------------|---|
| 1. Session 1: Course Overview | Getting Goals on Paper |
| Learning Objectives | Setting Ourselves Up For Success |
| Pre-Assignment | Building Accountability Into Your Goals |
| Pre-Course Assessment | |
| 2. Session 2: What is Self-Leadership | 4. Session 4: Change Management |
| Defining Self-Leadership | Control and Change |
| Four Pillars of Self-Leadership | Making Connections |
| Making Connections | 5. Session 5: Knowing What You Do |
| 3. Session 3: Knowing Who You Are | Your Behavior |
| Creating a Personal Vision Statement | Negative Cues |
| Step One Identify Your Values | Making Connections |
| Step Two Define Your Values | Lifelong Learning |
| Step Three Put It All Together | Learning Plans |
| Identifying Dreams and Setting Goals | Making Connections |
| Dream Examples | 6. Session 6: Motivation for Optimists |
| SPIRIT | Motivation from Within |
| Writing Tips | Making Connections |
| | Creating a Motivational Climate |

- The Value of Optimism
- ABC's of Optimism
- Pessimism vs. Optimism
- VET Process
- Adversities
- 7. Session 7: Using What You Know
 - Our Physical Self
 - Questions to Consider
 - Emotional Intelligence
 - The Seven Emotions

- What Do Emotions Tell Us
- Applying Emotional Intelligence
- 8. Session 8: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 9. Summary
- 10. Recommended Reading List
- 11. Post-Course Assessment

Selling Smarter

Course Overview

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

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

Learning Objectives

- Explain and apply concepts of customer focused selling
- Use goal-setting techniques as a way to focus on what you want to accomplish and develop strategies for getting there
- Apply success techniques to get the most out of your work
- Understand productivity techniques to maximize your use of time
- Identify ways to find new clients and network effectively

Course Outline

- | | |
|------------------------------------|--|
| 1. Session 1: Course Overview | Manage |
| Learning Objectives | Optimize |
| Pre-Assignment | Finding Comfort |
| Pre-Course Assessment | |
| 2. Session 2: Selling Skills | 4. Session 4: Framing Success |
| Essential Skills | The Power of Your Mind |
| Identifying the Skills for Success | Exploring Your Mind |
| Consultative Selling | Optimism |
| Customer Focused Selling | Professionalism |
| Focusing on the Customer | Being Professional |
| 3. Session 3: The Sales Cycle | 5. Session 5: Setting Goals with SPIRIT! |
| The Sales Cycle | Setting Good Goals |
| Initiate | Creating SPIRIT Goals |
| Initiating the Sales Cycle | 6. Session 6: The Path to Efficiency |
| Cold Calling | The Path to Efficiency |
| Finding Clients | How You Manage Time |
| Reverse Networking | Strategies for Staying Organized |
| Using Reverse Networking | Using the Time Management Strategies |
| Build | 7. Session 7: Customer Service |
| Building Relationships | Customer Service |
| | Reasons for Buying |

- Client Wants and Needs
- Wants and Needs
- Client Requests and Impressions
- Improving Your Customer Service
- 8. Session 8: Selling More
 - Enhancing Your Sales: Up-Selling
 - Enhancing Your Sales: Cross-Selling
 - Enhancing Your Sales: Value-Added Selling
 - Our Values
 - Perceived Value
 - Facts and Myths
 - Phases of the Value-Added Sale
 - Adding Value
- 9. Session 9: Ten Major Mistakes
 - Ten Mistakes
 - Ten Solutions
 - Our Solutions
- 10. Session 10: Finding New Clients
 - Finding New Clients

- Looking for Clients
- Networking
- Roadblocks and Remedies
- Our Roadblocks and Remedies
- Successful Networking
- 11. Session 11: Selling Price
 - Selling Price
 - Selling Price Pros and Cons
 - Using the Pros and Cons
 - How Should You Approach Your Customers?
- 12. Session 12: Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 13. Summary
- 14. Recommended Reading List
- 15. Post-Course Assessment

Six Sigma: Entering the Dojo

Course Overview

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

The term Six Sigma comes from statistics to indicate that the process outputs fall within three standard deviations from the center (expected value) giving a range of six standard deviations (or 6 sigma- 6σ). As a result in terms of individual outputs it means you would have 3.4 defects per million items.

This course is designed to introduce students to basic concepts of Six Sigma particularly in continuous process improvement. Various quality tools used in process improvements will be explored as well as the importance of customer relationships. Courses in Lean, quality and teams will provide knowledge on the other aspects of how Six Sigma works. It is a predecessor to studies in Six Sigma Yellow, Green and Black Belt.

Learning Objectives

- 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. Session 1: Course Overview | 4. Session 4: Management Tools for Generating |
| Learning Objectives | Ideas |
| Pre-Assignment | Brainstorming and Affinity Diagrams |
| Pre-Course Assessment | Making Connections |
| 2. Session 2: Six Sigma Basics | Other Idea Generating Techniques |
| Introduction | 5. Session 5: Continuous Improvement |
| DMAIC and DMADV? | Continuous Improvement |
| 3. Session 3: Improvement Tools | How to Carry Out a Six Sigma Continuous |
| Check Sheets and Flowcharts | Improvement Project |
| Scatter Diagrams and Histograms | Making Connections |
| Pareto Analysis | 6. Session 6: Customer Relationships |
| Control Charts | Customer Satisfaction |
| Cause-and-Effect Diagrams | Obtaining Customer Feedback |
| Improvement Tool Activity | |

7. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There

8. Course Summary
9. Recommended Reading List
10. Post-Course Assessment

Skills for the New Employee

Course Overview

Mastering certain behaviors and skills can help an employee in their first days at a new job.

Learning Objectives

- Understand the importance of professional presence on the job
- Understand the importance of a positive attitude
- Understand the role of stress reduction in nurturing a positive attitude and appreciate various methods of stress reduction
- Determine your own level of assertiveness and understand and improve your assertiveness
- Learn how to self-manage to become more effective and efficient
- Learn the importance of working as a team member
- Improve your communications skills, including listening, questioning and non-verbal communication
- Learn how to set goals and create a personal action plan

Course Outline

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|---|--|
| 1. Session One: Course Overview
Learning Objectives
Pre-Assignment
Pre-Course Assessment | 6. Session Six: Time Management and Planning
Self-Management
Making Connections
Time Management Tips
Where Do You Stand?
Planning |
| 2. Session Two: Personal Best, Professional Best
The Importance of Appearance
First Impressions Count!
Making Connections | 7. Session Seven: Working as a Team
Working as a Team Exercise |
| 3. Session Three: What Employees Want
What Employees Want | 8. Session Eight: Asking and Listening
Asking Questions
Active Listening
Tips for Becoming a Better Listener |
| 4. Session Four: Positive Attitude
Having a Positive Attitude
Stress Reduction: Nurturing Your Positive Attitude | 9. Session Nine: Non-Verbal Messages
Types of Non-Verbal Messages
Body Language
The Signals People Send |
| 5. Session Five: Understanding and Improving Assertiveness
What is Assertiveness?
Making Connections
Quiz
Answer Key
Improving Your Assertiveness Skills | 10. Session Ten: Setting Goals
Setting SMART Goals
Making Connections
A Personal Action Plan |

- 11. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There

- 12. Course Summary
- 13. Recommended Reading List
- 14. Post-Course Assessment

Skills You Need for Workplace Success

Course Overview

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

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

Learning Objectives

- 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

Course Outline

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|--|---------------------------|
| 1. Session 1: Course Overview | Effective Team Membership |
| Learning Objectives | 3. Session 3: Flexibility |
| Pre-Assignment | Change Exercise |
| Pre-Course Assessment | Change Tolerance |
| 2. Session 2: Being a Team Player | Making Connections |
| Team Role Analysis Questionnaire | Becoming Flexible |
| Team Member Roles and Responsibilities | Analyzing Change |

4. Session 4: Problem Solving
 - What is a Problem?
 - Eight Essentials to Defining a Problem
 - Summary
5. Session 5: Resourcefulness
 - Self-Fulfilling Prophecy
 - Characteristics of Resourcefulness
6. Session 6: Feedback
 - Giving and Receiving Feedback
 - Giving Feedback
 - Receiving Feedback
 - Feedback Interviews
 - Simulated Feedback Session
7. Session 7: Self-Confidence
 - What does Self-Confidence Look Like?
 - Building Self-Confidence
 - Step 1: Know Who You Are
 - Your Individual SWOT Analysis
- Individual SWOT Analysis
- Step 2: Know Where You Want To Go
- Step 3: Make a Doable Plan To Get There
8. Session 8: Creative Thinking
 - Methods for Creative Thinking
 - Other Methods
 - Creative Thinking Exercise
9. Session 9: Emotional Intelligence
 - History of Social and Emotional Intelligence
 - Defining Social and Emotional Intelligence
10. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
11. Course Summary
12. Recommended Reading List
13. Post-Course Assessment

Social Media and Your Business

Course Overview

Many people are familiar with how to use social media, but not everyone knows the best ways to use social media to market a business. Find out here.

Learning Objectives

- Describe the value of social media to your marketing plan
- Create and launch a social media marketing plan
- Select the right resources for a social media marketing team
- Define how to use social media to build an internal community
- Use metrics to measure the impact of a social media plan
- Manage difficult social media situations
- Describe features of some of the key social media sites, including Facebook, LinkedIn, and Twitter
- Decide whether a blog adds value to a social media plan
- Speak about specialty sites and social media management tools
- Stay on top of social media trends and adjust your plan as the online world evolves

Course Outline

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|---|--|
| 1. Session One: Course Overview | The Community |
| Learning Objectives | |
| Pre-Assignment | |
| Pre-Course Assessment | |
| 2. Session Two: Getting Started | 6. Session Six: Using Social Media to Build Internal Communities |
| What is Social Media? | Does it Mean Everyone is Online All the Time? |
| Pre-Assignment Review | Make it Work |
| 3. Session Three: Understanding the Marketing Mix | 7. Session Seven: Analyzing Your Impact with Metrics |
| The Five P's And Social Media | Useful Metrics |
| Exercise Your Muscle | Understanding Metrics |
| 4. Session Four: Developing a Social Media Plan | Timing is Everything |
| Things To Think About | Things to Think About |
| Utilization Guidelines | Target Market Worksheet |
| Expanding Your Digital Presence | 8. Session Eight: Keeping on Top of the Trends |
| Social Media Plan Worksheet | The Times Are A-Changing |
| What Is The Value? | Case Study: Google+ |
| 5. Session Five: Building Your Social Media Team | Making Connections |
| Building The Team | 9. Session Nine: Damage Control |
| Making Connections | Case Study: Ashleigh |
| | What It Means For You |
| | Case Study: United Breaks Guitars |

- Get Smart
- 10. Session Ten: Using Facebook
 - Getting Started
 - Building Your Community
 - Facebook Groups
 - Making Connections
- 11. Session Eleven: Using LinkedIn
 - LinkedIn Essentials
 - Setting Up Your Account
 - Connecting to Others
 - Using Groups
 - Company Page
- 12. Session Twelve: Using Twitter
 - Tweeting
 - Hashtags
 - Re-Tweets
 - Your Name
 - Making It Memorable
 - Using Lists
- 13. Session Thirteen: Building a Blog
 - Should I Be Blogging?
- Blog Rules
- Help People Find You
- What Will I Write About?
- Planning Your Blog
- Vlogs And Youtube
- 14. Session Fourteen: Using Specialty Sites
 - Specialty Sites
 - Staying in the Loop
- 15. Session Fifteen: Using Social Media
 - Management Tools
 - Social Media Management Tools
- 16. Session Sixteen: Launching Your Plan
 - Pulling Everything Together
 - Preparing For Delivery Or Upgrade
- 17. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 18. Course Summary
- 19. Recommended Reading List
- 20. Post-Course Assessment

Social Selling for Small Businesses

Course Overview

Social selling isn't just a fad or the latest approach to selling that businesses need to adopt. It's a result of the massive integration of social media in how we conduct our lives. Sales professionals understand they can connect to and leverage these habits. This course is designed for entrepreneurs and sales professionals to learn how to function in that space. In this course, we're going to explore how social selling is an essential requirement for sales teams, and how the relationships that are created and nurtured within social media will help you grow and sustain your business. We'll also learn how to apply specific techniques to connect with your audience and potential fans in the social space.

Learning Objectives

- Describe the attributes of social selling
- Explore how social selling can generate results for your small business
- Apply social selling strategies to create relevance in social media
- Understand the power of leveraging different social media platforms in social selling
- Measure your social selling results

Course Outline

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|---------------------------------------|-------------------------------------|
| 1. Session 1: Course Overview | Who Do You Know? |
| Learning Objectives | What It's All About |
| Pre-Assignment | Expanding Your Circle |
| Pre-Course Assessment | Other People's Content |
| 2. Session 2: Defining Social Selling | Making Connections |
| It Is What It Is | Blog Post: Think You Can Ignore a |
| The Relationship Between Social Media | Cracked or Pitted Windshield? |
| and Sales Professionals | Question |
| Pre-Assignment Review | 5. Session 5: Sharing Content |
| Getting Clear | Being Relevant |
| What's Your Purpose? | Making Connections |
| Case Study | Helping Your Sales Team Flourish |
| 3. Session 3: Doing Your Research | What About You? |
| Who Will You Connect With? | Defining Yourself |
| Why Do You Want To Connect With | Coaching Your Team |
| Them? | Listen and Learn |
| How Will You Connect and Engage? | Case Study |
| Making Connections | Getting in Touch |
| Making It Work | 6. Session 6: Leveraging Technology |
| What Do You Need? | Diving In |
| The Changing Marketplace | Social Platforms – LinkedIn |
| 4. Session 4: Building Relationships | Getting Started |

- Social Platforms – Twitter
- Knowing When You're There
- Summary
- Social Platforms – The Beauty of Pictures
- 7. Session 7: Measuring the Results
 - Measuring Social Media
 - Your CRM
- 8. Session 8: Keep Going Forward
 - Keep Moving
- Making Connections
- 9. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 10. Course Summary
- 11. Recommended Reading List
- 12. Post-Course Assessment

Story Marketing for Small Businesses

Course Overview

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

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

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

Learning Objectives

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

Course Outline

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|---|--|
| 1. Session One: Course Overview | Enter the Story |
| Learning Objectives | Ingredients of a Good Story |
| Pre-Assignment | Identifying a Hero, Challenge, and |
| Pre-Course Assessment | Resolution |
| 2. Session Two: Story Marketing Toolkit | Story for Your Brand |
| Which Came First: The Chicken or The Egg? | A Story Within a Story |
| What Does This Have to Do with Story | Setting Goals |
| Marketing? | The Truth Test |
| The Ingredients | Positive vs. Negative |
| The Menu | 4. Session Four: Connecting with Customers |
| What Is Your Story Idea? | Connecting with Customers |
| Your Inspiration | The Customer Is the Hero |
| Pre-Assignment Review | Understanding Your Customers |
| Your Toolkit | Brainstorming |
| Toolbox Inventory Activity | 5. Session Five: Refining Your Brand |
| 3. Session Three: Storytelling Essentials | Refining Your Brand |
| What Exactly is a Story? | Understanding Your Company |

- How Well Do You Know Your Company?
- Inventory of Key Company Facts
- Identifying Your Message
- Not Sure Where to Start?
- Keywords
- Strengthening Your Brand
- Taking Stock
- 6. Session Six: Building Your Story
 - Show and Tell
 - Parts of Your Story
 - What About the Villain?
 - Heroes and Villains
 - Plan for Success
 - The Final Stage: Success
 - Consider the Evolution of the Story With This Example
 - Your Story Board
 - Writing Your Story
- Getting Started
- Rough Draft
- 7. Session Seven: Polishing Your Story
 - Polishing a Rough Draft
 - Color Commentary
 - Adding Color
 - The Editing Process
 - Editing Checks
 - Peer Review
- 8. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 9. Course Summary
- 10. Recommended Reading List
- 11. Post-Course Assessment
- 12. Course Completion

Strategic Planning

Course Overview

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 Objectives

- 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

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|--|--|
| 1. Session 1: Course Overview | Moving Forward |
| Learning Objectives | Defining Your Vision |
| Pre-Assignment | 5. Session 5: On a Mission |
| Pre-Course Assessment | Defining Your Mission Statement |
| 2. Session 2: Understanding Strategic Planning | Examples |
| Understanding Strategic Planning | Designing a Mission Statement |
| Understanding Your Stakeholders | 6. Session 6: Performing a SWOT Analysis |
| Getting Focused | What is a SWOT Analysis? |
| Making Connections | SWOT Matrix |
| Pyramid Structure | SWOT Checklist |
| 3. Session 3: Identifying Our Values | Individual Analyses |
| Pre-Assignment Review | SWOT Ratings |
| Option B | Part Two: Reflection |
| Creating Value Statements | 7. Session 7: Setting Goals |
| Making Connections | Fitting into the Plan |
| 4. Session 4: Designing Our Vision | The Four Perspectives |
| The Vision Process | Timeline for Your Plan |
| Case Study | Goals with SPIRIT |
| | Getting Into It |

8. Session 8: Assigning Roles, Responsibilities, and Accountabilities
 - Who Does What and When?
 - Making Connections
 - Establishing Priorities
 - Types of Decisions
 - Rephrase the Problem
 - Expose and Challenge Assumptions
 - Use Facts
 - Grow Your Thinking
 - Shrink Your Environment Temporarily
 - Practice Multiple Perspectives
 - Turn it Upside Down
 - Frame the Problem Purposely and Positively
 - Summary
 - Problem Solving in Action
9. Session 9: The Full Picture
 - Strategic Planning Snapshot
10. Session 10: Gathering Support
 - Introduction
 - Accountabilities
 - Complete
 - Putting It Into Practice
11. Session 11: Making the Change
 - Getting Ready
 - Case Study
 - Making Connections
- The Three Phases
- Endings
- Transitions/Neutral Zone
- Insights
- Control and Change
12. Session 12: How Does It Look?
 - Presenting Your Ideas
 - Infographics
 - Presentations
 - Creative Considerations
13. Session 13: Getting There
 - Planning for Problems
 - Security Considerations
 - Making it Great
 - Sample Strategy Map
 - Sample Balanced Scorecard
14. Session 14: Mocking Up the Process
 - Case Study
 - SWOT Analysis 1
 - SWOT Analysis 2
 - Strategic Planning Framework
15. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
16. Summary
17. Recommended Reading List
18. Post-Course Assessment

Stress Management

Course Overview

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

Learning Objectives

- Understand that stress is an unavoidable part of everybody's life
- Recognize the symptoms that tell you when you have chronic stress overload
- Change the situations and actions that can be changed
- Deal better with situations and actions that can't be changed
- Create an action plan for work, home, and play to help reduce and manage stress

Course Outline

1. Session 1: Course Overview
 - Learning Objectives
 - Pre-Assignment: Holmes-Rahe Stress Rating
 - Pre-Course Assessment
2. Session 2: Defining Stress and How It Affects Us
 - Where Are You Now?
 - Defining and Identifying Stress
 - Pre-Assignment
 - What Does It Mean?
 - Ways to Look at Your Stress
 - Understanding Stress
 - Coping Behaviors
 - Stress and Your Health
 - Causes of Stress
3. Session 3: What is Stress About?
 - Stress Can Be About Changing Lifestyles
 - Stress Can Be About Power
 - Stress Can Be About Self-esteem
 - Stress Is About Change In Our Environment
 - Flexibility
 - Eustress
4. Session 4: Building a Solid Foundation
 - Taking Care of Your Body and Your Mind
 - Making Connections
 - Case Study: Carrie's Day
 - Carrie's Day
 - Questions
 - The 'Less Stress' Lessons
5. Session 5: Mental Strategies
 - Changing Ourselves
 - Personality
 - Nature of Organization
 - Quality of Support
 - The Triple A Approach
 - Alter
 - Avoid
 - Accept
6. Session 6: Stress at Work
 - The Stress Tax
 - Symptoms of Stress Overload
 - Stress Inventory
 - Scoring
 - Finding Some Solutions
 - Stress Logging

- Sample Log
- Finding Solutions
- 7. Session 7: Time Management Tips
 - Brainstorming Some Great Ideas
- 8. Session 8: Stress at Home
 - Budgeting Basics
 - Finding Resources
 - The Everyday Stuff
 - Meal Planning
 - Organization Tips
- 9. Session 9: Drainers and Fillers
 - Personal Drainers
 - Personal Fillers
- 10. Session 10: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 11. Summary
- 12. Recommended Reading List
- 13. Post-Course Assessment

Successfully Managing Change

Course Overview

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

Learning Objectives

- Accept there are no normal or abnormal ways of reacting to change, but that we must start from where we are
- See change not as something to be feared and resisted but as an essential element of the world to be accepted
- Understand that adapting to change is not technical but attitudinal. Change is not an intellectual issue but one that strikes at who you are
- Recognize that before we can embrace the way things will be, we may go through a process of grieving, and of letting go of the way things used to be
- See change as an opportunity for self-motivation and innovation
- Identify strategies for helping change to be accepted and implemented in the workplace

Course Outline

1. Session One: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session Two: What is Change?
 - Leading Thinking
 - Change and Transition
 - Self-Reflection Activity
 - The Change Cycle
 - Endings
 - Transitions and The Neutral Zone
 - Beginnings
3. Session Three: What is Change Management?
 - The Three Phases
 - Keep in Mind
 - Benefits of Change Management
 - Insights
4. Session Four: The Human Reaction to Change
 - Control and Change
 - Relating to Your Workplace
 - The Four-Room Apartment
 - Your Room Discussion
5. Session Five: The Pace of Change
 - The Trend of Change
 - Why 20 Per Cent?
 - Who Are You?
 - Positive Change Activity
6. Session Six: Dealing with Resistance
 - Understanding Resistance
 - Analyzing Successful Change
 - Making Change Stick: Action Planning
 - Making Change Stick: Reinforcement
 - Strengthening a Change

7. Session Seven: Adapting to Change
 - Adjusting Your Attitude
 - Some Facts about Attitude
 - Overcoming the Fear of Change
 - Understanding Resiliency
 - Applying the Five Keys
 - Pre-Assignment Review Reflection
8. Session Eight: Coping with Reactions to Change
 - Stress Management
 - Dealing with the Stress
9. Session Nine: Delivering Your Message
 - Delivering a Clear Message
 - Check for Understanding
10. Session Ten: Action Plan
 - Developing an Action Plan
11. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
12. Course Summary
13. Recommended Reading List
14. Post-Course Assessment

Survival Skills for the New Trainer

Course Overview

If you are thinking about becoming a trainer, or have started conducting 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, getting you started with learning in an interactive and fun environment.

Learning Objectives

- 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

- | | |
|--|--|
| Session One: Course Overview | 5. Session Six: Asking The Right Questions |
| Learning Objectives | Asking Good Questions |
| Pre-Assignment | Improving Communication with Questions |
| Pre-Course Assessment | Types of Open-Ended Questions |
| 1. Session Two: What Makes a Good Trainer? | Probing |
| Background Information | Pushing My Buttons |
| Pre-Assignment Review | 6. Session Seven: Listening Skills |
| Adult Learning | Can You Hear Me? |
| 2. Session Three: Personal Best, Professional Best | Active Listening Skills |
| Putting Your Best Foot Forward | Tips For Becoming A Better Listener |
| Tips For Looking Professional | What Is Said And What Is Heard |
| Making Connections | 7. Session Eight: Connecting With People |
| 3. Session Four: Being Genuine | Rapport Building |
| Making Connections | Facilitative Training |
| 4. Session Five: Assertiveness Skills | Other Methods To Consider |
| Understanding Assertiveness | The Tipping Point |
| Aggressive Behavior | A Shift In Training |
| Manipulative Or Passive-Aggressive Behavior | Do I Have What It Takes? |
| Passive Behavior | 8. Session Nine: Defusing Difficult |
| Assertive Behavior | Participants |
| | Resolving Problems |

9. Session Ten: Essentials For Success
 - What Makes A Good Trainer
10. Session Eleven: Do's And Don'ts For New Trainers
 - Do's
 - Don't
11. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
12. Course Summary
13. Recommended Reading List
14. Post-Course Assessment

Team Building: Developing High Performance Teams

Course Overview

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 Objectives

- 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. Session 1: Course Overview
Learning Objectives
Pre-Assignment: What's Your Team Player Type?
Sample Scoring
Questionnaire
Pre-Course Assessment | 6. Session 6: A Team's Activities
The Four Activities
Making Connections |
| 2. Session 2: Organizations Today
A Changing Structure
Expanding the Structure
Trends in Business
Making Connections | 7. Session 7: The Five Stages of Team Development
The Five Stages of Team Development
Forming
Storming
Norming
Performing
Adjourning
Nurturing Teams
Important Factors in Team Development
Team Problem Solving |
| 3. Session 3: Types of Teams
What a Team Is Not
Types of Teams
Defining a Team | 8. Session 8: Characteristics of Great Teams
The 12 Characteristics
Clear Purpose
Informality and Participation
Listening
Tips and Tricks |
| 4. Session 4: Team Norms
About Team Norms
Making Connections | |
| 5. Session 5: The TORI Team Building Model
The TORI Principles | |

9. Session 9: Civilized Disagreements and Consensus
Definitions
10. Session 10: Open Communication
Introduction
Objective
Method
Structure
Feedback
11. Session 12: Clear Roles and Assignments
Characteristic Eight
Leader's Expectation Checklist
12. Session 11: Shared Leadership
Defining Shared Leadership
The Key to Success
13. Session 13: Team Player Types
What's Your Team Player Type?
Questionnaire Scoring
What Does it Mean To Have a Number?
Mostly A's – Inquiring Rationals
Mostly A's – Inquiring Rationals
Mostly B's – Authentic Idealists
Mostly B's – Authentic Idealists
Mostly C's – Organized Guardians
Mostly C's – Organized Guardians
Mostly D's – Resourceful Artisans
Mostly D's – Resourceful Artisans
What's Important?
My Team Style
14. Session 14: The Trust/Relationship Model
Model Overview
15. Session 15: Lateral and Vertical Thinking
The Importance of Lateral Thinking
Lateral Thinking vs. Vertical Thinking
16. Session 16: Creative Team Thinking
Creative Thinking Methods
Before Brainstorming
During Brainstorming
After Brainstorming
Limitations of Brainstorming
Brainwriting
Mind Mapping

- Brainstorming and Brainwriting
Six Thinking Hats
The Six Hats
Value of the Six Thinking Hats
White Hat Thinking
Red Hat Thinking
Black Hat Thinking
Yellow Hat Thinking
Green Hat Thinking
Blue Hat Thinking
Favorite Method Selection
17. Session 17: Team Shaping Factors
Background Information
Team Leader's Worksheet
18. Session 18: Solving Problems
The Three-Phase Model
Using the Model
Getting Creative
Phase One
Perception
Definition
Analysis, Part One
Force Field Example
Analysis, Part Two
Phase Two
Creative Thinking Methods
Brainstorming
Checkerboard
Research and Report
Evaluation
Decision Making
Phase Three
Planning
Implementation
Solution Planning Worksheet
19. Session 19: Interventions for Team Leaders
Problem Two
Problem Three
Problem Four
Problem Five
Problem Six
Problem Seven

- Problem Eight
- Case Study
- A Hidden Agenda, Part Two
- 20. Session 20: Resolving Conflict
 - Choosing Your Battles
 - Helpful Guidelines
 - Getting Help
 - Resolving Internal Conflict
- 21. Session 21: SWOT Analysis
 - Case Study
 - Task
- 22. Session 22: Developing Team Action Plans
 - Making Your Team Improvement Plan
 - Intention vs. Actions
 - Action Planning Chart
- 23. Session 23: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 24. Summary
- 25. Recommended Reading List
- 26. Post-Course Assessment

Telemarketing: Using the Telephone as a Sales Tool

Course Overview

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

Learning Objectives

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

Course Outline

- | | |
|---|--|
| 1. Session 1: Course Overview | Planning the Ideal Answer |
| Learning Objectives | Try Out These Phrases |
| Pre-Assignment | 5. Session 5: Exceptional Things about Telephone Sales |
| Pre-Course Assessment | Keeping a Positive Outlook |
| 2. Session 2: Pre-Assignment Review | Give Yourself Time to Learn |
| Your Pre-Assignment Answers | Rapport Building |
| Self-Improvement | Guidelines for Remembering Names |
| 3. Session 3: Verbal Communication | 6. Session 6: Building Trust |
| Being Yourself and Sounding Your Best | Building Trust |
| The Masterpiece of Voice | Defining Trust and Respect |
| The Four E's | 7. Session 7: It's More Than Just a Phase |
| A Service Image: What Do Your Customers Hear? | Phases of Negotiation |
| A Service Image: What Do You Want Your Customers To Hear? | Exploring the Phases |
| The Good, the Bad, and the Not-to-Mention | Types of Negotiation |
| Becoming a Customer Service Superstar | Other Negotiation Tips |
| 4. Session 4: To Serve and Delight | Defining the Negotiation Types |
| What You Say and What it Means | Negotiation Experience |
| Your Interpretation | 8. Session 8: Communication Essentials |
| | Active Listening Skills |
| | Active Listening |

- Listening at Work
- Zero in on the Matter at Hand
- The Mission – To Listen
- Plotting Your Score
- Ten Ingredients for Good Communication
- Ingredient 1: Your Greeting
- Ingredient 2: Vocabulary
- Ingredient 3: Choice of Words
- Ingredient 4: Stop Speaking
- Ingredient 5: Control Your Enthusiasm
- Ingredient 6: Think then Speak
- Ingredient 7: Who Are You Speaking To?
- Ingredient 8: Act on Your Words
- Ingredient 9: Ask to Understand
- Ingredient 10: Paraphrase
- Using the Ingredients
- Asking Good Questions
- Closed Questions
- Open Questions
- Probing
- Probing Question Techniques
- 9. Session 9: Developing Your Script
 - The Basic Script
 - Speaking With Customers
 - Warm Up the Cold Call
 - Basic Script
 - Basic Script Summary
 - Sample Script
 - Making the Script Yours
 - Notes on Using the Script
 - Customizing the Basic Script
- Polishing the Script
- My Script
- 10. Session 10: Pre-Call Planning
 - Pre-Call Planning
- 11. Session 11: Phone Tag and Call Backs
 - Call Tracking Plans
 - Voice Mail Option 1: The Referral
 - Voice Mail Option 2: The Third-Party Message
 - Voice Mail Option 3: The Warm Cold Caller
 - Voice Mail Option 4: The Straight-Ahead Pitch
 - Voice Mail Tips
- 12. Session 12: Following Up
 - Missed Opportunities?
 - Creating a Template
- 13. Session 13: Closing the Sale
 - Asking for the Sale
 - Clearing Away Objections
 - Closing the Sale
 - Example Closing Strategies
 - Using Closing Techniques
 - Persistence Pays Off
 - Thank You Notes
- 14. Session 14: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 15. Summary
- 16. Recommended Reading List
- 17. Post-Course Assessment

The ABC's of Supervising Others

Course Overview

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

Learning Objectives

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

Course Outline

- | | |
|---|--|
| 1. Session 1: Course Overview | Learning Plans |
| Learning Objectives | 6. Session 6: Setting Goals |
| Pre-Assignment | Know Where You Are Going |
| Pre-Course Assessment | Getting Specific |
| 2. Session 2: Pre-Assignment Review | Setting Goals with SPIRIT |
| Pre-Assignment Review | 7. Session 7: Planning for Success |
| 3. Session 3: Making the Transition | How Can Planning Help Me? |
| How Will My Role Change? | Getting Things In Order |
| Coping with the Changes | Making Connections |
| What to Say If You're Teased About Being the Boss | Mastering E-mail |
| Tips for Learning the Ropes Quickly | Calculating Your Time |
| Questions Supervisors Have | Tips for Tackling the E-Mail Monster |
| 4. Session 4: Responsibilities of a Supervisor | Time Management Tips |
| Making Connections | Key Planning Points |
| 5. Session 5: Key Behaviors and Attitudes | Putting Plans into Action with Scheduling Aids |
| Building the Right Environment | Organizing Your Work Area and Your Paperwork |
| Cues for Success | The Master Plan |
| Motivation from Within | The Supporting Plan |
| Making Connections | Usage of Resources |
| Committing to Lifelong Learning | The Next Steps |
| The Value of Practice | |

- Suggestions to Maximize Planning and Prioritizing
- 8. Session 8: Active Listening Techniques
 - About Active Listening
 - Key Listening Skills
 - Responding to Feelings
 - Reading Cues
 - Demonstration Cues
 - Tips for Becoming a Better Listener
- 9. Session 9: Communication Skills
 - Questioning Skills
 - Open Questions
 - Closed Questions
 - Opening Up Our Questions
 - Probing Techniques
 - Pushing My Buttons
 - What Is Said and What Is Heard
 - Managing Our Non-Verbal Messages
- 10. Session 10: Giving Feedback
 - Six Characteristics of Effective Feedback
 - Skill Building
 - Receiving Feedback
- 11. Session 11: Giving Instructions
 - Understanding Learning Styles
 - Obstacles to Effective Instructions
- 12. Session 12: Orders, Requests, and Suggestions
 - Defining the Terms
 - Requests
- Suggestions
- Making Connections
- 13. Session 13: Managing Conflict
 - The Conflict Resolution Process
 - When To Get Involved
 - Breaking Down the Process
- 14. Session 14: Managing Challenging Situations
 - Steps for a Difficult Conversation
 - Step 1: Make Sure the Receiver is Ready
 - Step 2: State Your Purpose
 - Step 3: Ask For Their Story
 - Step 4: Tell Your Side
 - Step 5: Get to The Third Side
 - Step 6: Evaluate the Three F's
 - Step 7: Create an Action Plan, If Appropriate
 - Step 8: Follow Up
 - Case Studies
- 15. Session 15: Dealing with Others
 - Understanding Your Relationships
 - Establishing Credibility
- 16. Session 16: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 17. Summary
- 18. Recommended Reading List
- 19. Post-Course Assessment

The Minute Taker's Workshop

Course Overview

Whether you are a new minute-taker or someone who has been producing minutes for a while, you can benefit from this course. Learn what the role entails, and techniques for producing an accurate record of what took place at a meeting.

Learning Objectives

- Know what is expected of a minute taker
- Develop key minute taking skills, including listening skills, critical thinking, organization, and good note taking
- Write minutes that are suitable for formal meetings, informal meetings, and action minutes
- Be an efficient minute taker in any type of meeting
- Prepare and maintain a minute book

Course Outline

1. Session One: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session Two: The Role of a Minute Taker
 - What is a Minute Taker?
 - The Purpose of Minutes
 - Problems and Solutions
3. Session Three: The Skills of a Minute Taker
 - Key Skills
 - Listening Skills
 - Tips for Becoming a Better Listener
 - Critical Thinking Skills
 - Organization Skills
 - Note Taking Skills
4. Session Four: Meeting Agreements
 - Meeting Agreements
5. Session Five: Minutes Styles
 - Choosing a Style
 - Informal Minutes
 - Action Minutes
 - Formal Minutes
6. Session Six: What Do I Record?
 - Recording Motions and Resolutions
 - What to Record
7. Session Seven: Techniques for Preparing Minutes
 - Top Techniques
 - Writing Minutes
 - Exercise
8. Session Eight: Taking Minutes in an Interactive Meeting
 - Interactive Meetings
 - The Role of the Facilitator
 - Taking Minutes at an Interactive Meeting
9. Session Nine: The Minute Book
 - The Minute Book
10. Session Ten: Minutes Practice
 - Applying Your Learning
 - Meeting Minutes
11. Personal Action Plan
12. Course Summary
13. Recommended Reading List
14. Post-Course Assessment

The Practical Trainer

Course Overview

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

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

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

Learning Objectives

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

Course Outline

- | | |
|--|---|
| 1. Session 1: Course Overview | How to Inhibit Learning |
| Learning Objectives | 4. Session 4: A Word About Adult Learning |
| Self-Development: A Checklist for Trainer-Trainees | Understanding Adult Learning |
| Pre-Assignment | 5. Session 5: The Learning Process |
| Pre-Course Assessment | The Four Steps |
| 2. Session 2: Defining a Successful Training Program | 6. Session 6: Principles of Adult Learning |
| Defining Successful Training | Making Connections |
| About Audiences | The Principles of Adult Learning |
| Advantages of Workplace Training | Making Connections |
| 3. Session 3: What Makes a Successful Trainer? | 7. Session 7: What's Your Type? How About Mine? |
| Key Characteristics | Assessing Your Preferences |
| Mistakes and Solutions | Questionnaire |
| Stimulating a Readiness to Learn | What Does it Mean To Have a Number? |
| How to Facilitate Learning | Mostly A's – Inquiring Rationals |
| | Mostly B's – Authentic Idealists |
| | Mostly C's – Organized Guardians |

- Mostly D's – Resourceful Artisans
- What's Important?
- The Experiential Learning Cycle
- Kolb's Learning Cycle
- Modifying Our Approach
- The Authentic Idealist Learning Style
- The Inquiring Rational Learning Style
- The Resourceful Artisan Learning Style
- The Organized Guardian Learning Style
- 8. Session 8: Applying the Learning Cycle
 - The Four-Stage Cycle
 - Example
 - Making Connections
 - Individual Exercise
- 9. Session 9: Extroverts and Introverts
 - Introversion/Extroversion Survey
 - Questionnaire
 - Case Study: Ashley and Holly
 - Lessons to Learn
 - Typical Workshop Participants
- 10. Session 10: The Training Process
 - Process in Brief
 - When is Training Necessary?
 - Three Steps to an Efficient Needs Analysis:
 - Overview
 - Isolating
 - Steps in ICE
 - Consulting
 - Evaluating
 - When is Training Not Appropriate?
 - Help! I Need a Template!
- 11. Session 11: Planning Training
 - Developing Objectives
 - Determining Objectives
 - Considerations When Writing Objectives
 - Types of Objectives
 - Setting the Scope
 - Writing Tips
 - Verbs for Writing Clear, Concise Training Objectives
 - Writing Objectives
 - Researching Content
- Planning an Interactive Program
- 12. Session 12: Choosing Training Methods
 - Choosing the Right Method
 - Overview of Common Training Methods
 - Summary
 - Environmental Concerns
 - Individual Exercises
- 13. Session 13: Designing a Learning Sequence
 - The Model
 - Sample Sequences
- 14. Session 14: Adding Games
 - The Value of Games
 - Choosing the Right Game
 - Facilitator Responsibilities
- 15. Session 15: Setting the Climate
 - Creating Atmosphere
- 16. Session 16: Presentation Skills
 - Limitations of Telling
 - Limitations of Showing
 - Overcoming Nervousness
 - Using Non-Verbal Communication
 - The Appropriate Distance between You and the Audience
 - Stand Erect
 - Consider Your Appearance
 - Move About and Use Gestures
 - Control Your Facial Expressions and Mannerisms
 - Maintain Eye Contact
 - Using Notes
 - Managing the Question and Answer Period
 - General Guidelines
 - Tips for Stunning Visuals
 - Tips for Success
 - Typography Tips and Tricks
 - Types of Visual Aids
 - A Word about Flip Charts
- 17. Session 17: Dealing with Difficult Trainees
 - Big Talkers
 - The Kidder
 - Exhausted and Droopy
 - Not Into It!

- Poor Follow-Through on Assignments
- Failure to Arrive/Return from Breaks on Time
- Whisperers
- 18. Session 18: On-the-Job Training
 - Essentials of On-the-Job Training
 - Step 1: Job Breakdown
 - Step 2: Demonstration
 - Step 3: Have the Trainee Do the Job (Supervised)
 - Step 4: Follow Up
 - One-on-One Peer Training
 - Hands-On Training
 - Coaching
- 19. Session 19: Training Presentations
 - Training Preparation Worksheet
- 20. Session 20: Designing Evaluations
 - Effective Evaluations
 - Examples
 - Evaluation Techniques
- 21. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 22. Summary
- 23. Recommended Reading List
- 24. Post-Course Assessment

The Professional Supervisor

Course Overview

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

Learning Objectives

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

Course Outline

- | | |
|---|--|
| 1. Session 1: Course Overview | 4. Session 4: Action-Centered Leadership |
| Learning Objectives | Model Overview |
| Pre-Assignment | Individual |
| Questionnaire: Role As A Member of The | Team |
| Management Team | Task |
| Questionnaire | Considering The Possibilities |
| Pre-Course Assessment | 5. Session 5: Making Plans |
| 2. Session 2: Adjusting to Your Role | Old Sayings With Staying Power |
| Introduction | Introduction |
| Be a Learner | Breaking Down The Matrix |
| Refresh Your Network | Progress and Maintenance Tasks |
| Leverage a Mentor | Prioritizing Case Study |
| Set Limits | The Four Elements |
| Let Go | The Importance of Goals |
| Pre-Assignment Review | Benefits for Employees |
| Making The Transition | Planning to Plan |
| Dealing With Older Employees | 6. Session 6: Setting Goals |
| Dealing With Friends Who You Now | Going After Your Dreams |
| Supervise | The SPIRIT Acronym |
| Dealing With Unions | 7. Session 7: Defining Leadership |
| 3. Session 3: A Supervisor's Responsibilities | Making Connections |
| Making Connections | Key Characteristics |

- A Brief History
- The Leadership Formula
- Where We Want To Be
- Direction and Support
- Case Studies
- Situation Two
- Situation Three
- Situation Four
- 8. Session 8: The Situational Leadership Model
 - The Situational Leadership II® Model
 - Director's Style
 - Coach's Style
 - Supporter's Style
 - Delegator's Style
 - Understanding Your Comfort Zone
 - Our Comfort Zone
 - The Cyclical Process
- 9. Session 9: What's Your Type? How About Mine?
 - Assessing Your Preferences
 - Identifying Your Characteristics and Preferences
 - Example
 - Questionnaire
 - 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
 - What's Important?
 - Making Connections
- 10. Session 10: Team Building Tips
 - What is a Team?
 - What Does That Mean?
 - Advantages and Disadvantages of Teams
 - The Advantages of Teams
 - How Can Teams Help Employees Grow?
- 11. Session 11: Developing a High-Performing Team
 - The Five Stages of Team Development
 - Forming
 - Storming
 - Norming
 - Performing
 - Adjourning
 - How Can I Help?
 - Team Problem Solving
 - Tips for Effective Leadership
 - Characteristics of Team Players
- 12. Session 12: Communication Skills
 - Defining Communication
 - Making Connections
 - Communication Barriers
 - Active Listening Skills
 - Responding to Feelings
 - Reading Cues
 - Demonstration Cues
 - Tips for Becoming a Better Listener
 - Making Connections
 - Building Relationships with Questions
 - Open Questions
 - Closed Questions
 - Opening Up Questions
 - Probing Techniques
 - Verbal and Non-Verbal Probes
 - Probing Techniques
 - The Communication Process
 - Breaking Down the Process
 - Tips and Tricks
- 13. Session 13: Motivating Employees
 - To Motivate or Instigate
 - The Carrot
 - The Whip
 - The Plant
 - What Do You Think?
 - Making Connections
- 14. Session 14: Orientation and Onboarding
 - The First 48 Hours
 - Orientation
 - Onboarding
 - How Did Your Orientation Rate?
 - Questions

15. Session 15: Training Tips and Tricks
 - Guidelines for Effective Training
 - Developing Your Training Skills
16. Session 16: Providing Feedback
 - The Purpose of Feedback
 - In Private
 - Balanced
 - Relevant
 - Specific
 - Documented
 - Personal (In the Right Way)
 - Skill Building
 - Receiving Feedback
17. Session 17: Doing Delegation Right
 - Delegation is a Key Skill!
 - Defining Responsibility and Accountability
 - Defining Delegation
 - Making Connections
18. Session 18: Dealing with Conflict
 - Process Overview
 - Deciding When To Get Involved
 - The Problem Solving Model
 - Breaking Down The Model
 - Background Information
 - Team Leader's Worksheet
19. Session 19: Managing Disciplinary Issues
 - What is Discipline?
 - The Disciplinary Meeting
 - A Sample Discipline Checklist for a Supervisor
20. Session 20: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
21. Summary
22. Recommended Reading List
23. Post-Course Assessment

Time Management

Course Overview

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 Objectives

- Better organize yourself and your workspace for peak efficiency
- Understand the importance of, and the most useful techniques for, setting and achieving goals
- Plan and schedule your time efficiently
- Learn how to set priorities
- Discover the ingredients for good decision-making
- Learn what to delegate and how to delegate well
- Take control of things that can derail your workplace productivity
- Create order and get organized
- Manage your workload

Course Outline

- | | |
|---|--|
| 1. Session One: Course Overview | 5. Session Five: Setting Priorities |
| Learning Objectives | Prioritizing Your Tasks |
| Pre-Assignment | Matrix Overview |
| Pre-Course Assessment | Your To-Do List |
| 2. Session Two: What Is Time Management? | Managing Interruptions and Distractions |
| Pre-Assignment Review | Tips for Controlling Disruptions |
| Why Time Management Is Important | 6. Session Six: Making Decisions |
| 3. Session Three: Setting Goals | Eight Ingredients for Good Decision Making |
| Goals and Targets | Weighing the Pros and Cons |
| Setting SMART Goals, Part One | 7. Session Seven: Delegating |
| Your Own SMART Goals | Assigning Tasks |
| 4. Session Four: Planning Tips and Tricks | Guidelines for Success |
| Planning Tools | The Story about Everybody, Somebody, |
| Case Study | Anybody, and Nobody |
| Case Study Questions | |

- Case Study: What Should Sheila Do?
- 8. Session Eight: Scheduling
 - Organize Your Time
 - Creating a Schedule
- 9. Session Nine: Putting an End to
 - Procrastination
 - Eating the Frog
- 10. Session Ten: Creating Order
 - Decluttering
 - Making Connections
 - Organizing Your Work Area and Your Paperwork
 - Guidelines for Keeping a Piece of Paper
- 11. Session Eleven: Organizing Your Files
 - Sorting Based on File Type
 - File Categories
- Electronic Files
- The Batching Technique
- 12. Session Twelve: Managing Your Workload
 - Managing Email
 - Tips for Tackling Your Email
 - Case Study: Mary Marvelous
 - Workload Analysis
 - The 168-Hour Plan
- 13. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 14. Course Summary
- 15. Recommended Reading List
- 16. Post-Course Assessment

Tough Topics: Talking to Employees about Personal Hygiene

Course Overview

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

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

Learning Objectives

- Identify the advantages to having tough conversations
- Describe the components to an effective behavior modification conversation
- Use your organization's resources to help you deal with hygiene issues
- Overcome barriers that employees put up when discussing hygiene problems
- Resolve hygiene issues such as bad hair days, inappropriate piercings and body art, poor clothing choices, bad breath, body odor, excessive gas, and incontinence
- Nip poor hygiene habits in the bud
- Identify ways to encourage good hygiene at your workplace

Course Outline

- | | |
|--|---|
| 1. Session 1: Course Overview | Step Four: Describe the Impact on the Employee and the Workplace |
| Learning Objectives | Step Five: Outline the Options |
| Pre-Assignment | Getting the Facts |
| Pre-Course Assessment | Making Connections |
| 2. Session 2: Let's Talk About It! | 4. Session 4: Overcoming Objections |
| Introduction | Common Barriers |
| On A Personal Note | The Person Becomes Offended |
| A Business Case | The Person Won't Admit That They Have a Problem |
| 3. Session 3: Guidelines for Difficult Conversations | The Person Refuses To Change Their Hygiene Habits or Appearance |
| A Step-by-Step Guide | The Issue Reoccurs Frequently |
| Step One: Set the Time and Place | The Person Feels Discriminated Against Because They Have a Disability |
| Step Two: Use a Soft Opener that Asks for Feedback | Making Connections |
| Step Three: Describe the Issue as You or Others Have Observed It | |

5. Session 5: Bad Hair Days (And Weeks... and Months...)
 - Case Study
 - Suggested Approach
 - Dealing with Dandruff
6. Session 6: Addressing Piercings and Body Artwork
 - Case Study
 - A Note about Body Art
7. Session 7: Helping Employees Dress for Success
 - Introduction
 - Dress Code Violations
 - Special Scenarios
 - Offering Resources
8. Session 8: Bad Breath
 - Bad Breath
9. Session 9: Body Odor
 - Inadequate Personal Hygiene
 - Excessive Personal Hygiene
 - Medical Reasons
 - The Scent of Alcohol or Drugs
10. Session 10: Gastrointestinal Issues
 - Case Study
 - Dealing with Flatulence
 - Dealing with Incontinence
11. Session 11: Bad Habits
 - Making Connections
12. Session 12: Putting it into Practice
 - Making Connections
13. Session 13: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
14. Summary
15. Recommended Reading List
16. Post-Course Assessment

Trade Shows: Getting the Most Out of Your Trade Show Experience

Course Overview

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

Learning Objectives

- Understand the types of people that attend trade shows
- Develop trade show goals, which are S.M.A.R.T. - Specific, Measurable, Achievable, Relevant and Time-bound
- Know what your company does (products, marketing strategy, your customers) in order to work successfully in the trade show booth
- Realize the importance of good conversation from the opening lines of introduction to the closing of the conversation, hopefully with a potential sale
- Develop a variety of introductions that could be used to engage potential customers at a trade show
- Understand the importance of Pre-Promotion to the success of the trade show
- Realize the importance of targeted promotional giveaways
- Understand the importance of good booth behavior including Active Listening, Body Language, and Questioning.
- Conduct prospecting activities at a trade show, including First Contact, Qualification, Determining Needs, and Closing the Deal
- Develop and conduct follow-up activities with leads, prospects, and qualified prospects after the trade show

Course Outline

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|-------------------------------|-----------------------------------|
| 1. Session 1: Course Overview | 2. Session 2: Lay of the Land |
| Learning Objectives | Attendees |
| Pre-Assignment | Why Do People Attend Trade Shows? |
| Pre-Course Assessment | Who Attends Trade Shows? |

- Attendee Exercise
- 3. Session 3: Setting Trade Show Goals
 - Knowing Why You Are There – It Matters!
 - Goals
 - Self-Reflection Process to Determine Trade Show Goals
- 4. Session 4: Before the Trade Show
 - Know What Your Company Does
 - Making a Good Impression
 - Introductions
 - Promotions
 - Show Promotions and Giveaways
- 5. Session 5: During the Trade Show
 - Basic Trade Show Etiquette
 - Active Listening
 - Reading Cues
 - Demonstrating Listening
 - Tips for Becoming a Better Listener
 - Body Language Basics
 - Asking Questions
 - Probing Techniques
- Paraphrasing Techniques
- Echoing Techniques
- 6. Session 6: Prospecting
 - Qualification
 - Determining Needs
 - Closing the Deal
 - Choose a Role
 - Other Things To Do While At the Show
- 7. Session 7: After the Show
 - Post-Show Process
 - Following Up On Leads
 - Following Up on Prospects
 - Following up on Qualified Prospects
- 8. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 9. Course Summary
- 10. Recommended Reading List
- 11. Post-Course Assessment

Training with Visual Storytelling

Course Overview

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

Learning Objectives

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

Course Outline

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|--|--|
| 1. Session 1: Course Overview | Developing the Story's Content |
| Learning Objectives | Creating a Catalog |
| Pre-Assignment | Case Study |
| Pre-Course Assessment | Questions |
| 2. Session 2: How Storytelling Can Boost Your Training Power | 4. Session 4: Storyboarding Techniques |
| Setting the Stage | Storyboarding the Old-Fashioned Way |
| Training vs. Meetings | Sample Storyboarding Form |
| Focusing on What's Important | Additional Approaches |
| The Golden Circle | Storyboarding with Apps |
| Connecting to the Why | Sample Tools |
| 3. Session 3: The Elements of a Powerful Story | Collaborating with Others |
| Identifying Your Audience | Animated Presentations |
| Choosing the Right Channels | Case Study |
| Connecting with the Audience | 5. Session 5: Bringing the Story to Life |
| What's In It For Me? | Graphic Design 101 |
| Making Connections | Signal vs. Noise |
| Defining the Story's Purpose | Case Studies |
| What People Remember | Turning Down the Noise |
| The Potential of Stories | Going Beyond the Basics |
| Transformation | Flow |
| The Structure of Stories | Contrast |
| Making Your Structure Solid | White Space |
| The Persuasive Story Pattern | Unity |
| | Data Overload |

- Choosing the Right Medium for Your Message
- Trainer's Tip
- Making Connections
- Being Presentable
- Taking Your Visual Storytelling to the Next Level
- Avoid the Rush
- Practice on Camera in Slide Show Mode
- Be Deliberate About Being Memorable
- 6. Session 6: Tools and Technology
 - Software Tools
 - Haiku Deck
 - eLearning Approaches
 - Articulate Products
- Case Study
 - Adobe Captivate
 - Gamification
 - The Growth of Gamers
 - Applying Gamification to eLearning
 - Relying on Technology
 - Making Connections
- 7. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 8. Course Summary
- 9. Recommended Reading List
- 10. Post-Course Assessment

Transgender Employees: Creating an Inclusive Work Community

Course Overview

A safe, inclusive workplace in many jurisdictions is not just the law; it is a goal of every employee and company that values the contributions, well-being, and productivity of everyone in the organization. In society today, individuals are of many personal communities. In addition to heterosexual or 'straight' there is also LGBTQ2 – Lesbian, Gay, Bisexual, Transgendered, Queer, and 2, for two-spirited: an aboriginal concept of two sexualities within one body. 'Trans', however, refers to gender identity, whereas the other terms describe sexual orientation. The importance of understanding terms of identification is critical to creating and maintain a safe workplace.

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

Learning Objectives

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

Course Outline

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|---|-----------------------------------|
| 1. Session 1: Course Overview | Challenging Prejudice |
| Learning Objectives | Naming the Problem |
| Pre-Assignment | Challenging the Problem |
| Pre-Course Assessment | Why Do This? |
| 2. Session 2: Overview of Transgender People in the Workplace | Making Connections |
| Introduction | 4. Session 4: Power of Language |
| Pre-Assignment Review | Power of Language |
| Making Connections | Pronouns |
| Importance of Transgender Inclusivity | Gender Identity |
| History of Transgender in the Workplace | 5. Session 5: Safe Spaces |
| Inviting Transgender Inclusivity | Setting a Goal for Safe Spaces |
| 3. Session 3: Beliefs and Attitudes | Verbal and Emotional Environment |
| Know Your Bias | Physical Environment |
| Own Your Reality | 6. Session 6: Inclusive Community |
| Making Connections | Inclusive Community |
| | Being an Ally |

- Elements of an Ally
- Steps and Progress
- 7. Session 7: Resource Location and Development
- Importance of Resources
- Internal Resources
- Workplace Human Rights Policy
- Guiding Principles and Values

- Policy Roadmap
- 8. A Personal Action Plan
- Starting Point
- Where I Want to Go
- How I Will Get There
- 9. Course Summary
- 10. Recommended Reading List
- 11. Post-Course Assessment

Unconscious Bias

Course Overview

Unconscious bias can lead to decisions that unfairly discriminate against individuals and can negatively affect workplace culture, reputation and bottom line. Identifying and reducing unconscious bias improves quality of life, both personal and professional.

Learning Objectives

- Define and understand unconscious bias
- Understand the importance of acknowledging and addressing unconscious bias in workplace and personal settings
- Identify potential biases in personal and workplace settings
- Engage the Five Rs of reducing unconscious bias
- Develop plans and policies to reduce personal and workplace unconscious biases

Course Outline

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|---|---|
| <ol style="list-style-type: none"> 1. Session One: Course Overview <ul style="list-style-type: none"> Learning Objectives Pre-Assignment Pre-Course Assessment 2. Session Two: Defining Unconscious Bias <ul style="list-style-type: none"> What is Unconscious Bias? Self-Examination of Unconscious Bias The Science of BIAS Examining Your Schema Unconscious Bias and Our World 3. Session Three: Addressing Unconscious Bias <ul style="list-style-type: none"> Owning Unconscious Bias Unconscious Bias as a Tool Five Rs of Reducing Unconscious Bias Exploring the Five Rs Introduction to Needs Assessment Examining Unconscious Bias 4. Session Four: Identifying Personal Unconscious Bias <ul style="list-style-type: none"> Identifying Personal Unconscious Bias The Need for Bias Touching Bias Today Reflections A Roadmap for Learning (and Re-learning) Finding Our Filters Exploration 5. Session Five: Reducing Personal Unconscious Bias | <ul style="list-style-type: none"> Creating a Plan Objectives Ingredients of an Objective Choosing Words Carefully Writing Learning Objectives <ol style="list-style-type: none"> 6. Session Six: Identifying Workplace Unconscious Bias <ul style="list-style-type: none"> Recruiting and Hiring The Interview Activity New Versus Familiar Sweating the Small Stuff Examining Micro-inequities Reversing the Process 7. Session Seven: Reducing Workplace Unconscious Bias <ul style="list-style-type: none"> Sharing New Information with Adults Andragogy Tenets of Adult Education Other Methods of Addressing Unconscious Bias Evaluation Sample Impact Evaluation for Participants Writing the Plan Creating a Workplace Plan 8. Personal Action Plan 9. Course Summary 10. Recommended Reading List 11. Post-Course Assessment |
|---|---|

Understanding and Coping with the COVID-19 Pandemic

Course Overview

The COVID-19 pandemic is affecting people around the world, resulting in health care systems being overwhelmed, people being confined to their homes, restrictions on travel, and the closure of businesses and industries. Because of this, many people are struggling with uncertainty and fear.

Learning Objectives

- Understand what COVID-19 is and how it spreads
- Know how to protect yourself during this pandemic
- Understand what self-isolation and self-quarantine mean and how to comply
- Know what to do if you become sick
- Learn about psychological reactions to the situation
- Learn ways to manage stress and anxiety caused by the situation
- Learn proper techniques for washing hands, using hand sanitizer, using masks, and cleaning and disinfecting
- Recognize reliable sources of information about the pandemic

Course Outline

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|--|---|
| 12. Session One: Course Overview | What to Do If You Begin Experiencing Symptoms |
| Learning Objectives | How to Self-Isolate/Quarantine If You Live With Other People |
| Pre-Course Assessment | How to Care for Someone Else in Self-Isolation |
| 13. Session Two: What is COVID-19? | When Can Self-Isolation or Self-Quarantine End? |
| What Is It? | Self-Isolation and Self-Quarantine |
| Symptoms | 16. Session Five: What to Do if You are Sick If You are Sick |
| What is a Pandemic? | 17. Session Six: Mental Wellness During the COVID-19 Pandemic |
| Activity: Symptoms | Psychological Reactions |
| How COVID-19 Spreads | Sources of Stress |
| 14. Session Three: How to Protect Yourself | What You Might be Feeling |
| How to Protect Yourself | Combatting Stigma |
| Protective Measures of Covid-19 | Managing Stress and Anxiety |
| Social Distancing | How to Help Children Cope |
| 15. Session Four: Self-Isolation and Self-Quarantine | Warning Signs |
| Definitions | Ideas for Managing Stress and Anxiety |
| Who Needs to Self-Isolate/Self-Quarantine? | Create a Plan |
| How Long Is the Self-Isolation/Quarantine Period? | |
| How to Self-monitor | |

- 18. Session Seven: Coping With Working From Home
 - Tips For Doing Your Job From Home
 - Ergonomics At Home
 - Best Practices for Sitting
 - Ergonomic Chairs
 - Ergonomic Workstations
 - Monitor, Keyboard and Mouse
 - Tips And Tricks
 - Ergonomic Thinking
- 19. Session Eight: Helpful Tips
 - Proper Handwashing Techniques
 - Proper Handwashing Steps
 - Using Hand Sanitizer

- When and How to Use Masks
- How to Wear a Cloth Face Covering
- Cleaning and Disinfecting When COVID-19 is Present or Suspected
- Surfaces
- Clothing, Towels, Linens and Other Laundry Items
- Links to Trusted Sources of Information
- 20. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 21. Summary
- 22. Post-Course Assessment

Using Activities to Make Training Fun

Course Overview

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

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

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

Learning Objectives

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

Course Outline

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

- 10. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There

- 11. Course Summary
- 12. Recommended Reading List
- 13. Post-Course Assessment

Vendor Management Essentials

Course Overview

How well your vendor does their job at the end of the day affects the performance of your business. Having a functional Vendor Management Process that can assess potential suppliers, evaluate current vendors and give metrics for both your company and the vendor to continuously improve can be the difference between success and failure.

Learning Objectives

- Define what a vendor is and what vendor management entails
- Discuss the benefits and challenges of vendor management
- Differentiate between different types of vendors and outline the effects on potential relationships
- Outline the types of information that needs to be in a vendor management policy
- Set SMART business goals and vendor KPIs
- Define and illustrate a vendor life cycle
- Understand the components of a risk management framework
- Explain various software options for vendor risk management assessment
- Assess and select vendors using questionnaires and checklists
- Scale vendor assessments based on the vendors' risk level
- Utilize a significance of risk rating to determine a potential vendor
- List the components of a vendor contract
- Monitor the performance and relationship of vendors using questionnaires, forms and auditing

Course Outline

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| 1. Session One: Course Overview | Vendor Type: Critical vs Noncritical |
| Learning Objectives | Vendor Type: Low Risk vs High Risk |
| Pre-Assignment | Vendor Relationship Management |
| Pre-Course Assessment | 5. Session Five: Vendor Management — First |
| 2. Session Two: Vendor Management | Steps |
| Definitions | Vendor Management Policy Document |
| Vendor Interaction Phases | Vendor Management Table of Contents |
| What is Vendor Management? | Business Goal Setting |
| 3. Session Three: Benefits and Challenges of | SMART Goals |
| Vendor Management | Business Goals |
| Benefits of Vendor Management | Business Goals Related to Vendors |
| Vendor Management Process Benefits | Vendor Management — Key Performance |
| Challenges of Vendor Management | Indicators |
| 4. Session Four: Types of Vendors | KPIs and Business Benefits |

6. Session Six: Vendor Life Cycle Management
 - Vendor Life Cycle Management
 - Vendor Life Cycles
7. Session Seven: Assessment and Selection of Vendors
 - Vendor Risk Management Framework
 - Outsourcing
 - Vendor Risk Management Software Solutions
 - Assessment and Selection of Vendors
 - RFP Case Study
 - Risk Assessment
 - Step 1: Initial Questionnaire
 - Step 2: Financial, Organizational and Operational Risk Assessment Checklist
 - Step 3: Risk Checklists for Information Technology (IT) Vendors
 - Scaling Your Vendor Assessments
 - Vendor Assessment Audits
 - What to Do With All This Information
8. Session Eight: Developing Contracts and Finalizing Vendors
 - Contract Negotiation
 - The Contract
 - The Monitoring
9. Session Nine: Monitoring Performance and Vendor Relationships
 - Monitoring the Vendor
 - Vendor Evaluation Questionnaire
 - Performance Evaluation Forms
 - Vendor Evaluation Audits
 - Basics of an Audit
 - Identifying, Collecting and Preserving Evidence
 - Questioning Exercise
 - Developing an Audit Checklist
 - Audit Checklist Exercise
 - Conducting the Audit
 - Greenfield Lumber Case Study
 - Audit Role Play
 - Noncompliance and Corrective Action
 - Recording Noncompliances Exercise
 - Taking Corrective Action
 - Corrective Actions Brainstorm
 - End of Relationship or Renewal
10. Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
11. Course Summary
12. Recommended Reading List
13. Post-Course Assessment

Women and Leadership: Owning Your Strengths and Skills

Course Overview

Women have a long-standing history in the workforce, in all roles from front-line worker to visionary founder, influential behind-the-scenes patron to front-and-center CEO. As women, however, what are the influences, barriers and benefits to our leadership? Do we use or even acknowledge our strengths and skills?

This is a time of great change in the workforce, in part because of the increase in numbers and influence of women in the workplace. Flex time, daycare and caregiver support, and telecommuting are a few examples of workplace initiatives that benefit everyone, but evolved primarily due to the roles and influence of women who are often juggling multiple home, workplace, and community responsibilities. However, there are some areas in which women could still be more visible and vocal.

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

Learning Objectives

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

Course Outline

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|--|---|
| 1. Session 1: Course Overview | Improving Self-Management through Reflection |
| Learning Objectives | |
| Pre-Assignment | 4. Session 4: Social and Emotional Intelligence |
| Pre-Course Assessment | Defining Emotional Intelligence |
| 2. Session 2: Women and the Workforce | Reflective Journal Activity |
| Learning from our History | 5. Session 5: Self-Awareness |
| Leadership Examined | Understanding Self-Awareness |
| 3. Session 3: Barriers and Benefits to | 6. Session 6: Developing Leadership |
| Women's Leadership | Awareness and Brand |
| Barriers vs. Benefits | Personal Inventory |

- Debrief
- Creating and Selling Your Brand
- Making Connections
- Selling and Screening your Brand and Ideas
- Sample Screening Chart
- 7. Session 7: Leadership Skills
 - Identifying Relationship Skills
 - Individual Action Steps
 - Exercise
 - Curve Balls
- 8. Session 8: Making Good Decisions
 - Ingredients of a Good Decision
 - Good Decision – Poor Decision
 - Decision Wheel
- 9. Session 9: Creating Your Workplace
 - Philosophy
 - Philosophy Statement
 - Building your Plan
 - Building your Team
 - Making the Approach
- 10. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 11. Course Summary
- 12. Recommended Reading List
- 13. Post-Course Assessment

Working Smarter: Using Technology to Your Advantage

Course Overview

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

Learning Objectives

- Make your workplace a technology-friendly place
- Make the most of computers, telephones, instant messaging, e-mail, contact management applications, and scheduling software
- Communicate better with the IT department
- Make the best software and training choices
- Set an IT budget
- Set expectations and responsibilities for security and privacy
- Keep employees safe and healthy
- Develop and implement a system usage policy
- Implement policies for dealing with company property
- Decide whether or not employees should telecommute
- Make telecommuting work
- Deal with workplace rage
- Address technological issues

Course Outline

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|---|---|
| 1. Session 1: Course Overview | Upgrading Software |
| Learning Objectives | Stretch! |
| Pre-Assignment | Staying Focused |
| Pre-Course Assessment | Case Study |
| 2. Session 2: Technology-Friendly Workplace | Have Fun With It! |
| Tips and Tricks | 4. Session 4: Communicating with the IT Dept. |
| Tips for Employees | Communicating with IT |
| Tips for Managers | 5. Session 5: Choosing Software Wisely |
| Ten Easy Ways to Use Technology to Make | The Three-Step Process |
| Work Fun | About Upgrading |
| Acme Consulting | Upgrading Checklist |
| 3. Session 3: Conquering Computers | Acme Consulting |
| Setting Expectations | |

- Case Study: Tom's Options
Questions
- 6. Session 6: Technical Training
Types of Training
Training Tip
- 7. Session 7: Setting an IT Budget
Budget Basics
Step One: Preparing a Draft
Costs to Consider
Step Two: Looking at Reality
Step Three: Finalizing the Budget
An Alternative Approach
The Shrinking Budget
- 8. Session 8: Security and Privacy
An Employee's Rights
Doing Your Part
An Employer's Rights
- 9. Session 9: Uncontrolled vs. Controlled Networks
Two Network Types
Uncontrolled Networks
Controlled Networks
About Restricting Internet Access
- 10. Session 10: Ergonomics
What is Ergonomics?
Stretch!
- 11. Session 11: System Usage Policies
What is a System Usage Policy?
Topics to Cover
Tips for Success
Sample Internet, E-Mail, and Computer Usage Policy
Acme Consulting
- 12. Session 12: Taking Care of Company Property
Basic Rules of Etiquette
The Employee's Role
Making Connections
- 13. Session 13: Time-Saving Tools
E-Mail Applications
Tips and Tricks
E-Mail Etiquette
A Word about Attachments
Scheduling Applications
Tips and Tricks
Contact Management Applications
- 14. Session 14: Telephone Etiquette
Basic Tips
Voice Mail
Leaving Messages
- 15. Session 15: Instant Messaging
Instant Messaging Etiquette
Understanding Acronyms
- 16. Session 16: Telecommuting
What is Telecommuting?
Possible Disadvantages
Preparing for Telecommuting
Tips and Tricks
A Resource Checklist
Other Notes
To Telecommute or Not to Telecommute
- 17. Session 17: Workplace Rage
Preventing Workplace Rage
A Manager's Responsibilities
- 18. Session 18: It's Not Working!
Introduction
- 19. Session 19: Policies and Procedures
Checklist
A Policies and Procedures Checklist
- 20. Session 20: A Personal Action Plan
Starting Point
Where I Want to Go
How I Will Get There
- 21. Summary
- 22. Recommended Reading List
- 23. Post-Course Assessment

Working With the Media: Creating a Positive Working Relationship

Course Overview

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

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

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

Learning Objectives

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

Course Outline

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| 1. Session 1: Course Overview | Attribution |
| Learning Objectives | Off the Record |
| Pre-Assignment | Confidential |
| Pre-Course Assessment | Not-for-Attribution |
| 2. Session 2: Being Interviewed | Different Types of Media |
| As a Citizen | Keeping Copies of Interviews |
| Remain Calm | 4. Session 4: Developing a Media Package |
| Listen to the Question | Bios |
| Be Honest | Company History |
| Slander/Libel | Headshots, Logos, Graphics, Stats, |
| Interview Preparation | Video/Audio Clips |
| As a Media Spokesperson | Contact Details |
| 3. Session 3: Providing Information to the Media | 5. Session 5: Press Releases |
| Security of Information and Files | Release Information |
| | Contact Information |

- Date of Release
- Template
- Points of Distribution
- 6. Session 6: Developing Media Relationships
 - Professional vs. Personal
 - Media Contact Lists
 - Providing Tips/Story Ideas to Media
 - Who to Choose
- 7. A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 8. Course Summary
- 9. Recommended Reading List
- 10. Post-Course Assessment

Workplace Ergonomics: Injury Prevention Through Ergonomics

Course Overview

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

Learning Objectives

- Define ergonomics and its related terms
- Identify where to get ergonomics information for your region
- Identify how ergonomics can be incorporated into your workplace
- Assess your environment for ergonomic hazards, create ways to resolve those issues, and plan for implementation
- Review and evaluate your ergonomic efforts
- Use change management techniques effectively
- Describe the basic principles of ergonomics
- Outline ergonomic practices for sitting, standing, lifting, carrying, pushing, and pulling
- Design an ergonomic workstation
- Identify important ergonomic features of tools and machines
- Understand the role that environmental factors (such as sound, air quality, and light) play in ergonomics

Course Outline

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|--|---|
| 1. Session 1: Course Overview | Case Study |
| Learning Objectives | |
| Pre-Assignment | 4. Session 4: The Ergonomic Assessment Cycle |
| Pre-Course Assessment | Five Steps to Ergonomic Success |
| 2. Session 2: Getting Started | 5. Session 5: Identifying and Assessing Ergonomic Hazards |
| What is Ergonomics? | How to Identify Ergonomic Hazards |
| Risk Factors for Ergonomic Injuries | Look at Safety Data |
| Ergonomic Statistics | Perform a Job Analysis for Each Position |
| Introduction | Look at Production Data |
| International Ergonomics Association and Affiliates | Ask About Complaints |
| 3. Session 3: The Role of Ergonomics in Your Workplace | Use Software |
| A Plan for Everyone | An Assessment Toolkit |
| | General Assessment Checklist |

- Exertive Tasks Checklist
- Specific Tasks Checklist
- Sitting and Standing Checklist
- Environmental Factors Checklist
- Use Lifting Calculators
- Have Employees Complete a Symptom Survey
- Sample Symptom Survey
- Complete Employee Interviews
- Case Study
- 6. Session 6: Developing a Plan to Address Ergonomic Issues
 - Three Key Methods
 - Engineering
 - Organizational
 - Individual
 - Categorizing
- 7. Session 7: Identifying and Implementing Solutions
 - Where to Find Ideas?
 - Making Connections
- 8. Session 8: Obtaining Employee Buy-In
 - Introduction
 - Endings
 - Transitions/Neutral Zone
 - Beginnings
 - Insights
- 9. Session 9: Tips for Successful Implementation
 - Give People as Much Input and Control as Possible
 - Implement Changes Gradually
 - Make the Changes Easy
 - Be Clear
 - Continue Following up with Employees
- 10. Session 10: Reviewing Your Ergonomics Program
 - Reviewing Your Ergonomics Program
 - Checklist for Success
- 11. Session 11: Basic Ergonomic Principles
 - The Human Body is Part Machine...
 - ...And Part Human!
 - Tips for Healthy Joints
- 12. Session 12: Optimal Sitting and Standing
 - Best Practices for Sitting
 - Ergonomic Chairs
 - Tips for Ergonomic Sitting
 - Best Practices for Standing
 - The Best of Both Worlds
 - Identifying Areas for Improvement
- 13. Session 13: Safe Lifting and Transporting
 - Lifting Safely
 - Lifting Safely Example
 - Transporting Materials Safely
 - Carrying Materials
 - Pushing and Pulling
- 14. Session 14: Ergonomic Workstations
 - Overview
 - Tips and Tricks
 - Making Connections
- 15. Session 15: Safe Tool Selection and Use
 - Safe Tool Design
 - Tool Design
 - Handgrip Design
 - Other Tool Features to Consider
 - Making Connections
 - Safe Vibration Levels
 - Reducing Vibration
- 16. Session 16: Creating an Ergonomic Environment
 - Understanding Light Measurements
 - Ambient Lighting
 - Task Lighting
 - Watch Out!
 - The Importance of Air Quality
 - What Causes Air Pollution?
 - Improving Air Quality
 - Hear the Sounds!
 - Acceptable Noise Levels
 - Average Noise Levels
 - Curbing Noise in Your Environment
 - Using White Noise

17. Session 17: Bringing It All Together
 - A Day in the Life at the Acme Widget Company
 - Ergonomic Analysis
18. A Personal Action Plan
 - Starting Point

- Where I Want to Go
 - How I Will Get There
19. Summary
 20. Recommended Reading List
 21. Post-Course Assessment

Workplace Harassment: What It Is and What To Do About It

Course Overview

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 Objectives

- 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

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|--|---|
| 1. Session One: Course Overview | What is Sexual Harassment? Behavior |
| Learning Objectives | Categories |
| Pre-Assignment | What is Sexual Harassment? Questionable |
| Pre-Course Assessment | Scenarios |
| 2. Session Two: Defining Harassment | Is This Harassment? |
| What is Harassment? Defining Harassment | 4. Session Four: The Purpose of Training |
| What is Harassment? Types of Harassment | Why is Training Important? |
| What is Harassment? Legal Definitions | 5. Session Five: Creating a Harassment Policy |
| What is Harassment? Summary | Key Policy Points |
| Reasonable Man/Reasonable Woman | Writing the Policy |
| 3. Session Three: Defining Sexual Harassment | The Complaint Procedure |
| What is Sexual Harassment? The Three | Educating Staff |
| Elements | Monitoring the Policy |
| What is Sexual Harassment? Types of | 6. Session Six: Other Prevention Strategies |
| Harassment | Making Connections |

7. Session Seven: Nipping it in the Bud
Your Role as a Manager
Making Connections
8. Session Eight: Protecting Yourself
Minimizing Your Risks
Key Strategies
9. Session Nine: What If It Happens to Me?
What Works and What Does Not?
Saying No
10. Session Ten: What If It Is Happening to
Someone Else?
What's Really Happening?
11. Session Eleven: Someone Has Filed a
Complaint Against Me!
Steps to Take
12. Session Twelve: Addressing a Complaint
Steps to Take
13. Session Thirteen: Handling False
Complaints
About False Complaints
14. Session Fourteen: Mediation
Basics of Mediation: About Mediation
Choosing a Mediator
The Mediation Process
How to Document Mediation
15. Session Fifteen: Investigating a Complaint
Setting up the Investigation
The Investigation Process
- The Manager's Role During the
Investigation
The Investigation Report: Creating the
Report
Who Should See the Report?
What Information Should Be Shared?
Who Should Share This Information With
the Recipients?
16. Session Sixteen: Making the Decision
Who Makes the Decision?
When Should a Lawyer Be Involved?
17. Session Seventeen: Creating Solutions
To Fix or To Punish?
Outcomes for the Complainant
Outcomes for the Respondent
Changes in the Organization
18. Session Eighteen: After It Is Over
Getting Back to Normal
Maintaining Records
19. Session Nineteen: Skill Application
Task Preparation
Case Study
20. Personal Action Plan
Starting Point
Where I Want to Go
How I Will Get There
21. Course Summary
22. Recommended Reading List
23. Post-Course Assessment

Workplace Health and Safety: The Supervisor's Role and Responsibilities

Course Overview

As a supervisor, you are responsible for ensuring your employees are healthy and safe while at work. Learn how this can be accomplished, through exploring the rights and responsibilities of supervisors and workers.

Learning Objectives

- Understand the employer's responsibility to display due diligence for organizational health and safety
- Know and understand the three rights of workers
- Identify the responsibilities and roles of supervisors and workers in organizational health and safety
- Realize the role of the Health and Safety Committee in organizational health and safety
- Identify the responsibilities of supervisors and workers in hazard identification, assessment and control, safety and health inspections, and accident reporting and investigation
- Create an employee orientation checklist
- List the necessary health and safety training for employees
- Understand the importance of communicating health and safety information

Course Outline

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| 1. Session One: Course Overview | HSC Co-Chairs |
| Learning Objectives | Suggestions for Holding an HSC Meeting |
| Pre-Assignment | 6. Session Six: Hazard Identification, |
| Pre-Course Assessment | Assessment, and Control |
| 2. Session Two: Workplace Health and Safety | Responsibilities |
| Experience | Safety and Health Inspections |
| Due Diligence | 6S |
| Health and Safety Policy Statement | Safety Audit |
| 3. Session Three: Worker Rights | 7. Session Seven: Employee Competency |
| Three Rights of Workers | Employee Orientation |
| 4. Session Four: Supervisor and Worker | Training |
| Health and Safety Responsibilities | 8. Session Eight: Accident Reporting and |
| Health and Safety Responsibilities | Investigating |
| Local Health and Safety Responsibilities | Accident Reporting |
| 5. Session Five: Health and Safety | Accident Investigation |
| Committees (HSC) | Why Do We Investigate Incidents? |
| HSCs | Investigation Process |

9. Session Nine: Communicating Health and Safety Information
Communication Tools
Tips
Right-to-Know Information Station
Summary Exercise

10. Personal Action Plan
11. Course Summary
12. Recommended Reading List
13. Post-Course Assessment

Workplace Violence: How to Manage Anger and Violence in the Workplace

Course Overview

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 Objectives

- 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

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| 1. Session 1: Course Overview | Step One: Decide What to Do |
| Learning Objectives | Step Two: Be Direct |
| Pre-Assignment | Mini Case Study |
| Pre-Course Assessment | Step Three: Acknowledge Feelings |
| 2. Session 2: What is Workplace Violence? | Step Four: Find Something in Common |
| Defining Violence | Step Five: Depersonalize |
| The Cycle of Violence | Feedback vs. Attacks |
| The Warning Signs | Responding Appropriately |
| Maintaining Context | Mini Case Study |
| 3. Session 3: Understanding the Behavior | Step Six: Getting to the Real Issues |
| Wheel | Case Study |
| The Behavior Wheel | Letting Go |
| Case Study | 5. Session 5: Communicating Better |
| Anger and the Behavior Wheel | Building Your Message |
| 4. Session 4: The Anger Management Process | I Messages |
| The Seven Steps | The Assertiveness Formula |

- Applying the Assertiveness Formula
- Making Connections
- Asking Questions
- Planning Your Questions
- Three Keys
- 6. Session 6: Basic Problem Solving Tools
 - The Three-Phase Model
 - The Problem Solving Model
 - The Importance of the Model
 - Another Perspective
 - Keeping an Open Mind
 - Solving Problems the 'Right' Way
 - Phase One
 - Perception
 - Definition
 - Analysis
 - Phase Two
 - Creative Thinking Methods
 - Checkerboard
 - Research and Report
 - Evaluation
 - Decision Making
 - Phase Three
 - Planning
 - Implementation
 - Solution Planning Worksheet
 - The Problem Solving Toolkit
 - Using Criteria
 - Force Field Analysis
 - Legitimizing Problems and Positions
 - Task Information
 - Skill Application
 - Phase Two: Decision Making
 - Phase Three: Planning and Organizing
- 7. Session 7: Other Ways of Managing Anger
 - Coping Strategies
 - Sanctuary
 - Relaxation Techniques
- 8. Session 8: A Systems Approach
 - The Nine Stage Plan
- 9. Session 9: Developing a Policy and Program
 - The Policy: The Purpose
 - The Policy: The Elements
 - The Policy: Staff Responsibilities
 - The Programs
- 10. Session 10: Risk Assessment
 - The Five Stages
 - Stage One: The Risk Assessment Team
 - Stage Two: The Workplace Assessment
 - Stage Three, Part One: Victim Assessment
 - Stage Three, Part Two: Perpetrator Assessment
 - Red Flags
 - Stage Four: Workplace Survey
 - Stage Five: Developing a Hazard Checklist
 - Part One: Case Study (Summary)
 - Part One: Case Study (Floor Plan)
 - Part One: Case Study (Staff Hours)
 - Part Two: Risk Assessment (Workplace Assessment)
 - Part Two: Risk Assessment (Victim Assessment)
 - Part Two: Risk Assessment (Perpetrator Assessment)
 - Part Two: Risk Assessment (Workplace Survey)
 - Part Two: Risk Assessment (Hazard Checklist)
- 11. Session 11: Hiring Practices
 - Getting it Right
 - Key Strategies
 - Checking Tests Out
- 12. Session 12: Workplace Design
 - Layout Issues with the Acme Widgets Company: Case Study
 - Task
- 13. Session 13: Workplace Practices and Procedures
 - Workplace Policies
 - Human Resources
 - Staff Management
 - Security Measures
 - Workplace Procedures
- 14. Session 14: Security Systems and Personnel

- Systems Criteria
- Security Systems
- Security Personnel
- Case Study
- Task
- 15. Session 15: Training Programs
 - Developing a Program
 - Contents of the Program
 - Summary
- 16. Session 16: Developing Emergency Response Plans
 - Guide to Developing a Plan
 - People to Include
 - Items to Address
 - Case Study
 - Task
- 17. Session 17: Program Review
 - Review Components
- 18. Session 18: Developing a Threat Response Process
 - Introduction
 - The 14 Stages
 - The Threat Review Team
- 19. Session 19: The Immediate Response
 - What To Do When Violence Happens
 - Next Steps
 - Stage One of the Threat Response Process
 - Case Study
 - Questions
- 20. Session 20: Consulting with the Experts
 - Stage Two
- 21. Session 21: Gathering Additional Information
 - Gathering Information
 - Case Study
 - Questions
- 22. Session 22: Re-Evaluating Information
 - Stage Four
- Stage Five
- 23. Session 23: Communicating Incidents and Threats
 - Stage Six
 - Developing a Communication Plan
 - Staff List
 - Questions
- 24. Session 24: Interviewing Employees
 - Stage Seven
 - Stage Eight
 - Making Connections
 - Task
- 25. Session 25: Risk Level Analysis
 - Stage Nine
 - The Five Categories
 - Case Studies
- 26. Session 26: Reviewing the Options
 - Stage Ten
 - Possible Outcomes
 - About Termination
 - Stages Eleven, Twelve, and Thirteen
- 27. Session 27: Analyzing the Impact
 - About Stage Fourteen
 - Debriefing for the Threat Assessment Team
 - Helping the Healing
- 28. Session 28: Incident Response Checklist
 - Framework Checklist
- 29. Session 29: Process Application
 - Reviewing the Process
- 30. Session 30: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 31. Summary
- 32. Recommended Reading List
- 33. Post-Course Assessment

Writing a Business Plan

Course Overview

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

Learning Objectives

- Research and analyze the individual components needed for a business plan
- Apply skills to create a business plan for different audiences, including investors, banks, and other stakeholders
- Explain the purpose and future of your business in easy to understand terms
- Use accounting terms to describe the future for your business
- Describe your marketing, sales, and planning strategies

Course Outline

1. Session 1: Course Overview
 - Learning Objectives
 - Pre-Assignment
 - Pre-Course Assessment
2. Session 2: What is a Business Plan For?
 - The Purpose of the Plan
 - Getting Down to Business
 - Staying Flexible
3. Session 3: A General Business Plan Framework
 - The Importance of a Framework
 - Essential Elements
 - Making Connections
 - Pre-Assignment Review
 - Making Connections
 - Pre-Assignment Review
 - Making Connections
4. Session 4: Identifying Your Audience
 - Who Are You Writing For?
 - Defining the Terms
 - Words of Wisdom
 - Making Connections
 - The Rules of Writing
 - Making Connections
5. Session 5: Gathering and Analyzing Information
 - GO-PARSE
 - Get Organized
 - Preview
 - Ask
 - Read
 - Markup Methods
 - Summarize
 - Shorthand Symbols
 - Shorthand Tips
 - Evaluate
 - PARSE in Action
 - GO-PARSE Summary
 - ACE Building Celebrates Five Years of Success
6. Session 6: Defining Your Company
 - Writing Your Company Description
 - Making Connections
 - Describing Your Products and Services
 - Performing a Market Analysis
 - Developing an Operations Plan
 - The Operations Process
 - Operations and Your Business Plan

- Types of Operations
- Manufacturing
- Transportation
- Supplies
- Service
- Overlaps
- Buffers
- 7. Session 7: Getting to Work
 - Working on Your Plan
 - Business Plan Worksheet
- 8. Session 8: Creating a Marketing Strategy
 - Introduction to Marketing
 - Cycle Overview
 - Consumer and Market Analysis
 - What Do They Need?
 - Who is Buying Our Product? Who is Using Our Product?
 - What is the Buying Process?
 - How Can I Leverage Segmentation?
 - Key Questions
 - SWOT Analysis
 - Next Steps
 - Analyzing Distribution Channels
 - Making Connections
 - Creating a Marketing Plan
 - Product
 - Price
 - Place
 - Promotion
 - Packaging
 - Sketching Out the Plan
 - Evaluate, Review, and Revise
 - The Value of Social Media
- 9. Session 9: Creating the Sales Plan
 - Building Your Sales Force
 - The Sales Cycle
 - Initiate
 - Making Connections
- Build
- Manage
- Optimize
- 10. Session 10: Developing Financial Projections
 - Accounting Terminology
 - What is Finance?
 - The Cycle of Finance
 - Recording Financial Transactions
 - General Accepted Accounting Principles (GAAP)
- 11. The 11 Principles
 - Key Reports
 - Income Statement Equation
 - Sample Income Statement
 - The Balance Sheet
 - Balance Sheet Equation
 - Balance Sheet Accounts
 - Current vs. Fixed Assets
 - Cash Flow Statement
 - Statement of Retained Earnings
 - Financial Projections
 - Tips and Tricks
 - Use the Writing Rules
- 12. Session 11: Putting It All Together
 - Writing the Executive Summary
 - Making a Strong Presentation
 - Making Connections
 - The Finishing Touches
 - Keeping Your Data Safe
 - Reviewing and Revising
- 13. Session 12: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 14. Summary
- 15. Recommended Reading List
- 16. Post-Course Assessment

Writing for the Web

Course Overview

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 Objectives

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

Course Outline

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| 1. Session One: Course Overview | Break Up Content |
| Learning Objectives | Reviewing and Planning |
| Pre-Assignment | 7. Session Seven: Adding Audio and Video to |
| Pre-Course Assessment | Your Content |
| 2. Session Two: Getting to Know the Web | The Debate |
| Web Writing Is Not The Same! | Pros and Cons |
| Pre-Assignment Review | Making Connections |
| Working with a Designer | 8. Session Eight: Getting Your Content Noticed |
| It's Work to Influence Others | Standing out in Crowds |
| 3. Session Three: Creating Your Content | Search Engine Optimization |
| Writing Eye-Catching Headlines | Some Key Points to Keep in Mind |
| Tips for Creating Great Headlines | How It Works |
| Writing Content | Pinging |
| Presenting Your Message | Optimizing Keywords |
| Writing Goals | Keywords, Search Terms, and Tags |
| Making Connections | Tips and Tricks |
| Don't Forget to Proofread and Edit | Develop a Search Terms List |
| 4. Session Four: Writing For Different Mediums | Balancing SEO and Word Stuffing |
| Writing for Social Media | Making Connections |
| Tips for Various Platforms | Sharing your Content |
| 5. Session Five: Testing the Waters | 9. Personal Action Plan |
| Walk the Talk | Starting Point |
| Writing for the Web Review | Where I Want to Go |
| 6. Session Six: Deciding What's Fit to Print | How I Will Get There |
| What's Getting Read? | 10. Course Summary |
| Give Them What They Need | 11. Recommended Reading List |
| Test Your Usability | 12. Post-Course Assessment |
| Consider Eye Tracking | |

Writing Reports and Proposals

Course Overview

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

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

Learning Objectives

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

Course Outline

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|---|--|
| 1. Session 1: Course Overview | Arrange Sentences for Emphasis and Clarity |
| Learning Objectives | Keep Sentences Short |
| Pre-Assignment | Ensure Modifying Words and Phrases |
| Pre-Course Assessment | Relate to Nouns and Pronouns |
| 2. Session 2: The Stages of Report Writing | Relating Modifying Words |
| The Four Stages | Use Words Economically |
| Your Reports | 6. Session 6: The Fourth Stage – Revising |
| 3. Session 3: The First Stage – Investigating | Checklist for Success |
| Gathering Information | Checklist for Revising |
| Finding Evidence | Revising |
| Let's Get Thinking | Spelling Test |
| Our Thoughts on Topic Sources | The Correct Spelling |
| 4. Session 4: The Second Stage – Planning | 7. Session 7: Using Headings |
| Choosing a Report Format | Using Headings |
| Report Format | Writing and Formatting Headings |
| Notes on Reports | Creating Headings |
| Individual Activity | 8. Session 8: Using Charts and Graphs |
| 5. Session 5: The Third Stage – Writing | Types of Charts |
| The Nine Rules | Example of a Pie Chart |
| Use Familiar Words | Example of a Bar Graph |
| Prefer Short, Simple Words | Example of a Column Graph |
| Use Concrete Words | Example of a Line Chart |
| Prefer Active to Passive Verbs | Example of a Surface Chart |
| Avoid Camouflages Verbs | |

- How and When to Use Graphics
- Things to Remember About Graphics
- Additional Graphics Tips
- Creating Graphics
- 9. Session 9: The Proposal
 - The Differences When Writing Proposals
 - Tips for Proposal Writing
 - Mandatory Requirements
 - Tips for Business Proposals
 - The Ten Steps of Proposal Writing
 - Writing Exercise
- 10. Session 10: Persuasion
 - The Acid Test
 - Steps in the Persuasion Process
 - Summary
 - Designing Your Message
- Dealing with Tough Questions
- 11. Session 11: Practical Application
 - Reviewing Your Pre-Assignment
- 12. Session 12: Giving Credit
 - Citing Sources
 - Documentation Styles
 - Citing Sources
 - Entry Components
 - Bibliography
- 13. Session 13: A Personal Action Plan
 - Starting Point
 - Where I Want to Go
 - How I Will Get There
- 14. Summary
- 15. Recommended Reading List
- 16. Post-Course Assessment