



Certificate of Personal Leadership & Effectiveness

Leadership & Effectiveness Courses

R.J. Wronski Associates, Inc.

654 Washington Street, Suite 201 Braintree, MA 02184

Phone: (617) 889-1470, (800) 634-2374 Fax: (617) 889-1555

Email: steve.wronski@wronskitraining.com Website: www.wronskitraining.com

Certificate of Personal Leadership & Effectiveness

The *Certificate of Personal Leadership and Effectiveness* as presented below **consists of over sixty, 2-hour sessions** which if implemented as a year-round program is designed so the student can learn new skills, integrate, learn new skills, etc. over the course of time. These sessions can be offered as stand-alone offerings or can be grouped into a series of classes addressing the following **functional** competencies:

- *Team Building* – focus on building teams including an experiential exploration of team dynamics, creating team vision, understanding roles, styles, etc.
- *Creativity* – learning and applying creative techniques and processes.
- *Effective Group Process* – getting things done with groups including investigations into group dynamics and tools for creative group decision making and problem solving.
- *Communication* – a fusion of content from listening, personality talk, and difficult conversation classes.
- *Personal Growth* – links together skills from vision, attitude, self-esteem and fear/risk classes.
- *Change/Resilience* – understanding change and transitional processes, toolbox for building both individual and organizational resilience.
- *Personal Performance* – joins content from classes on stress/energy management, attitude, creativity, and vision.
- *Conflict* – understanding underlying causes of conflict and providing skills for conflict management, dealing with difficult people and negotiation.
- *Relationships 101* – building healthy, effective relationships with different styles, diverse backgrounds, and different personalities.

They also address the following thirteen High Potential, and Emerging Leaders **occupational** competencies:

- **Adaptive Leadership** – Applies adaptive and innovative leadership strategies in response to ambiguous, complex, and challenging public health environments.
- **Business Process Improvement** – Employs a systematic approach to monitoring, evaluating, and optimizing organizational processes to achieve more efficient results.

- **Consulting and Advising Skills** – Provides expert advice, methodologies and problem solving-assistance to customers.
- **Cultivates Resilience** – Cultivates individual and organizational capabilities to manage, recover from, or adjust to change, adverse events, and setbacks.
- **Facilitation** – Leads a group through a process or discussion to accomplish specific goals and/or make decisions.
- **Influencing and Negotiation** – Analyzes issues, builds consensus, and gains cooperation to accomplish goals and address identified need.
- **Networking and Partnership Development** – Works with colleagues and stakeholders to achieve a common goal.
- **Networking Skills / Partnership Development** – Develops partnerships and collaborations with team members and colleagues, including public- and private-sector representatives and their staff, government officials, and media professionals.
- **Partner Engagement** – Works with Internal and External stakeholders on cross-cutting health goals and issues.
- **Professional Communications** – Practices appropriate and effective communication with agency personnel, colleagues, and the public.
- **Relationship Management** – Builds and maintains effective partnerships (internal and external) and customer service processes to promote sound financial management.
- **Self-Awareness** – Recognizes own strengths and weaknesses and takes action to improve performance and effectiveness.
- **Troubleshooting** – Gathers information systematically from users to identify issues and potential solutions.

OBJECTIVES:

Participants who participate in the certificate series will learn how to:

- Take responsibility for understanding yourself, developing your potential, managing your career and aligning what you want to achieve with your skills, with where your particular organization is going.
- Work effectively with others through cooperation and an understanding of differences in perceptions, personalities and work styles.
- Learn to be resilient during times of change by managing your emotions, staying flexible and developing self-confidence.
- Show initiative by being quick to take action, doing more than is required and finding or creating new opportunities

For managers the courses also teach and reinforce:

- Helping others develop personal leadership skills.
- Abandoning command-and-control management and leading by collaborating,

- coaching and facilitating.
- Taking responsibility for the culture and performance of your group and at the same time building teams where team members hold each other accountable.
 - Moving from enforcing compliance with job requirements to creating relationships that inspire engagement and participation in achieving goals.

TARGET AUDIENCE:

The program is designed for all levels within an organization. All managers and employees will benefit from this series of short, focused sessions.

DURATION

The courses as described here are offered as two-hour seminars. The majority of these courses can also be shortened to 90-minutes (ideal when attempting to deliver up to four courses per day onsite during a learning and development summit or serve as an “executive overview”). We can also dive deeper into these topics and create ½ day workshop or full-day immersions. The latter two formats offering more opportunity for practice, reflection, and application.

The majority of courses can be delivered both virtually and onsite as well as to a split audience. However, there are several exceptions so each course includes a section on delivery format.

Training and Workshop Topics

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1+1=3 Building the Dream Team

Teams are pervasive in the workplace today - we often find ourselves on several at one time. The success of teams begins with each individual member and their understanding of their own contributions to team effectiveness. How strong is your team performance?

Sharpen your teaming skills and achieve greater team results. Regardless of your participation on a formal work team, in an informal problem-solving group or as part of a simple collection of workmates, you have more to offer and more to gain from exercising your teaming skills to their fullest.

Learning Objectives

- Learn the dynamics of effective teamwork and how to apply them to the teams you serve with
- Discuss how to manage trust, vision, alignment, expectations, accountability and results
- Understand the benefits of diversity within workplace teams
- Explore the true meaning of being a team player
- Create an action plan for enhancing your own team performance

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day, full-day

Operational Competencies:

1. Networking Skills / Partnership Development
2. Facilitation
3. Relationship Management
4. Self-Awareness

Accountability: Achieving Results Through Personal and Collective Responsibility

An attitude of accountability lies at the core of any effort to improve quality, satisfy customers, empower people, build teams, create new products, maximize effectiveness and get results. Accountability, empowerment and employee engagement result from workers and teams who continually focus on four key areas of success: consistently gaining accurate perspective through feedback, accepting your role in creating your circumstances, developing a strategy for working through obstacles and challenges, and finally executing that strategy and achieving results. This seminar is designed to help participants learn how to take greater personal and collective accountability for achieving key organizational results in spite of difficult circumstances and challenging obstacles.

Learning Objectives

- Develop a positive approach to creating greater individual and collective accountability throughout the organization
- Learn how to handle difficult accountability conversations with a positive proactive attitude
- Discover why the key to maintaining accountability is to clearly define goals, expectations and results, and to align daily work objectives with those results
- Learn the four key steps to managing accountability
- Learn how to apply the tools and practices that create greater accountability both individually and organizationally

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Networking Skills / Partnership Development
2. Partner Engagement
3. Relationship Management
4. Professional Communication

Are We Having Fun Yet? Attitude and Peak Performance

Your ability to enjoy life and have fun both at work and home is directly tied to your ability to maintain a powerful, positive, energized attitude. Studies have shown that people with a positive attitude, get sick less often, have better relationships, and are more successful in their careers. Attitude is also contagious and helps create an energized work environment. We would all like to have a positive attitude!

Unfortunately, it's a jungle out there! Maintaining a positive attitude can sometimes be a real challenge. This session explores the skills of "Attitude Mechanics" - how to build and hang on to a positive, powerful attitude and more fully enjoy life, personally and professionally.

Learning Objectives

- Discover how attitude is an important component of effective performance
- Learn to manage your mood even in difficult times
- Learn to increase your 'fun-factor' on the job
- Discover how to handle disappointment
- Learn strategies to stay positive even when things don't go your way
- Practice the competencies of optimism and self-motivation

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Self-Awareness
2. Cultivate Resilience
3. Negotiating / Influencing
4. Networking Skills / Partnership Development

An Attitude of Gratitude

What does gratitude have to do with leadership? So much more than you might think!

Leadership is often complex and can be stressful. Research has demonstrated how an attitude of gratitude and the regular practice of thankfulness allows a leader to psychologically recalibrate and maintain effectiveness when facing challenging situations on the job.

This session reveals how leaders can develop a positive energy reserve through the regular practice of gratitude and explores the value that this focus brings, both for overall leadership effectiveness and for modelling and fostering a culture of gratitude within the team.

Participant Outcomes:

- Recognize and acknowledge the value and power of gratitude.
- Explore how the practice of thankfulness amplifies your leadership effectiveness.
- Learn how to cultivate a culture of gratitude within your team.
- Commit to action on applying insights, learnings, and strategies gained through participation in this session.

Format Offered: Online / Onsite

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours

Operational Competencies:

1. Self-Awareness

Authentic Leadership: Strength Through Vulnerability

Authenticity is an undeniable quality for effective leadership, but what does it mean to be authentic? It is to bring your full self – the whole of your humanness – to your leadership. To do so is to bear some risk, a risk of exposing yourself, of “putting yourself out there”, of trusting. This requires courage. But to resist doing so bears risk as well. It lacks transparency. It creates a sense of something unrevealed. Which leader would your staff more willingly follow?

Leadership authenticity is expressed through the courage to allow yourself to be vulnerable – to embrace risk, uncertainty, and exposure. This session explores the value of vulnerability as a critical quality of leadership character.

A leader, first and foremost, is human. Only when we have the strength to show our vulnerability can we truly lead. – Simon Sinek

Participant Outcomes:

- Understand the connection between leadership authenticity and vulnerability and the value of these qualities for effective leadership.
- Explore the myths of vulnerability and the risks and rewards it brings as a leadership practice.
- Assess your willingness to *Rumble with Vulnerability, Live into your Values, Brave Trust, and Learn to Rise.*
- Commit to action on applying insights, learnings, and strategies gained through participation in this session.

Format Offered: Online / Onsite

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours

Operational Competencies:

1. Self-Awareness

Baby Boomers Meet Gen Z: Bridging the Generation Gap

The "sixty-something" reached out and shook the hand of the "twenty-something". They had just been assigned to partner on a key project in their department. Each felt uneasy, wondering how best to connect with the other. Success would mean finding a way to bridge the gap - the gap of years, the gap of generations.

Organizations typically are communities that include people from across the generations. Some spent their youth watching black and white TV, while others were weaned on video games. To create a community capable of bridging the generation gap, we must learn to appreciate and understand the influences of our different generations. What were the historical events and social trends that shaped the 'baby boomers', 'gen X', 'gen Y', or 'gen Z'? What experiences, skills and values do each generation bring to the whole? How do we collectively reach out and connect with each other when we grew up in such different worlds?

Learning Objectives

- Explore the different generations spanning your workplace culture and learn what makes each generation tick
- Gain tools and techniques for bridging the generation gap and connecting with those from different generations
- Challenge yourself to respect and appreciate generational differences
- Learn how to effectively meet the needs of each generation
- Expand your ability to gain new perspectives and to learn from what each generation has to offer

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours), full-day (7 hours)

Operational Competencies:

1. Networking Skills / Partnership Development
2. Facilitation
3. Relationship Management
4. Self-awareness

Bambi vs. Godzilla: Dealing with Different, Diverse and Sometimes Difficult Behaviors

We all know that diversity can be a tremendous source of collective creativity and insight, but research also shows that our diversity has the potential to disrupt group functioning *if teams do not learn how to leverage their differences*. These two divergent realities pose a paradox that has held the attention of researchers and organizational leaders for many years. Indeed, every organization has its share of people, who because of different interpersonal styles can be challenging for others to work with. They may be customers, they may be co-workers - but in either case, working with them in a way that leads to success is a critical skill.

In this session, we will answer the question: how can we leverage diversity in ways that lead to positive outcomes and more effective group performance? Participants will discover that most people are more different than they are difficult. They will learn how to value difference *and* build relationships with people who are different. Participants will explore six difficult styles and understand both the "why" of these styles, and the "how" of increasing one's ability to create a positive dynamic.

Learning Objectives

- Understand the origins of negative, disruptive behavior
- Learn how to not react to reactive people
- Explore four different personality, workstyle differences, and six difficult personas within these personality types
- Discuss and apply strategies for dealing with truly difficult styles
- Increase your options for managing difficult relationships in your life
- Practice formatting conversations to effectively manage conflicts
- Learn how to make sure you are not the difficult person

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours), full-day (7 hours)

Operational Competencies:

1. Networking Skills / Partnership Development
2. Influence and Negotiating
3. Professional Communications
4. Relationship Management

Bear, Eagle, Buffalo, Mouse: Living in a World of Difference

Are you a Bear surrounded by a herd of Buffalo? Does your Eagle want to soar but is weighted down by day-to-day details? What direction does the Mouse in you say you should take? Mouse, Eagle, Buffalo, Bear - each represents a “way of being” in the world, a style of operation and interaction. It's no big secret that everyone is different in the way they do things. The secret lies in knowing how to effectively leverage these differences - how to work together without the clashes that are sometimes caused by differing perspectives and approaches.

This session introduces a model for understanding people and the diversity of operational style that exists within all groups. Loosely based upon an ancient Native American tradition, the Medicine Wheel model provides insight into self and others, exploring differences that exist between people. This important understanding helps us to maximize our strengths, manage our deficits and interact with others in a more effective, complimentary way.

Learning Objectives

- Gain valuable insight both into yourself and your colleagues
- Identify ways to enhance communication and reduce conflict due to clashing styles
- Discover what motivates people of differing styles
- Learn how to work with different styles in a complimentary way

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Networking Skills / Partnership Development
2. Relationship Management
3. Self-awareness
4. Adaptive Leadership

Building Trust

Trust is like the air we breathe. When it's present, no one notices. But when it's absent, everyone notices. – Warren Buffet

This session explores trust as the foundational element of all effective relationships, including, and perhaps especially, the relationship that exists between a positional leader and a member of their staff. Trust enables leadership effectiveness and is critical to leadership success. And yet trust can be challenging to establish, requires effort to maintain and very difficult to repair once broken. How can leaders establish a foundation of trust with their staff, nurture that trust over time and rebuild fractured trust?

Participant Outcomes:

- Acknowledge trust as the foundation of effective leadership relationships.
- Understand the elements that enable and sustain trust and identify opportunities in existing relationships to foster greater trust.
- Explore the dynamics of fractured trust and identify strategies for rebuilding trust.
- Tap into self-awareness around leadership behaviors that diminish trust and identify action for altering these behaviors.
- Commit to action on applying insights, learnings, and strategies gained through participation in this session.

Format Offered: Online / Onsite

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours

Operational Competencies:

1. Relationship Management

Building Your Personal Brand

The objective of this program is to help participants recognize that they themselves are a brand, and to provide them with tools to conduct 'personal brand management' within the organization. The course is designed to help participants answer and appreciate the impact of the question, "What is the first thing people think of when they hear or see your name?"

The session outlined below is designed to be very interactive, practical, and provide participants with skills and knowledge that they can use immediately. The workshop will blend activities and instruction, requiring participants to contribute to both their development and the development of others.

Learning Objectives:

- Understand the importance of a personal brand in terms of influence, leadership style, and progressing through an organization
- Gain an awareness of one's digital brand in today's world
- Develop your "top-five" lists of what you want people to think about you and what you don't want people to think about you when they see or hear your name
- Create the building blocks for a person's personal brand by drafting a logo, tagline and overall strategy
- Leverage the input of tools like a 360 assessment
- Put everything together

Format Offered: Online

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: ½ day (3.5 hours)

Operational Competencies:

1. Self-Awareness
2. Professional Communications

Career Planning

In this session, participants will learn strategies for planning and further developing their own careers. They also will share knowledge and insights from other federal leaders about the career development and career planning experiences that have been most valuable for them.

Learning Objectives

- Recognize the importance of communication and networking skills/practices to career development and planning
- Gain tools for more effectively communicating your value (talents, skills, knowledge, and experience) to others in the organization
- Create a personal influence map (network)
- Understand the current scope of your professional network
- Evaluate your personal influence map based on key principles for networking at work
- Develop a strategy for further developing and improving your networks for the future
- Obtain key insights from more senior federal leaders regarding career planning and development, high value experiences, critical steps/approaches to career planning, and career planning resources

Prework: Participants are encouraged to interview a federal leader as prework *or* post work for this webinar.

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Networking Skills / Partnership Development
2. Relationship Management
3. Partner Engagement
4. Self Awareness

Coaching and Feedback Skills

This interactive training workshop enables participants to learn and practice crucial conversations for providing and receiving positive, motivational feedback, delivering opportunity for improvement feedback and facilitating interactive coaching.

Learning Objectives

This training workshop supports participants' ability to:

1. Conduct effective coaching and feedback discussions
2. Deliver both positive and constructive feedback
3. Implement proven frameworks for coaching and feedback
4. Deliver balanced feedback messages
5. Use powerful and impactful words to encourage then receive and accept the feedback

Format Offered: Online

Min/Max Participants: 12 min/30 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Networking and Partnership Development
2. Cultivates Resilience

Collaboration/Partnership in Government

The federal government has shifted toward a more collaborative leadership model. This paradigm is favored by younger generation workers and more effectively leverages workforce diversity and engagement. Through this module, participants will discuss and more deeply explore collaborative partnerships, including building trust, leveraging diverse perspectives, and achieving consensus when making decisions. Participants will participate in a collaborative activity and reflect on lessons learned. They likewise will reflect on their own current levels of collaboration and identify ways to increase their capacity for collaboration.

Learning Objectives

- Discover how to build trust as a foundation for successful collaboration
- Learn how to facilitate discussions that leverage diverse perspectives and explore alternative points of view
- Learn a model for consensus decision making
- Participate in a collaborative activity to apply lessons learned

Format Offered: Online / Onsite

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours

Operational Competencies:

1. Networking Skills / Partnership Development
2. Relationship Management
3. Partner Engagement
4. Self Awareness

Communication Through Storytelling

This session explores storytelling, and the use of stories to make your presentations more memorable, meaningful, and persuasive for your audience. What are stories, why are they so powerful, and how can you sprinkle some of that storytelling magic into your discussions and presentations?

Learning Objectives

- Recognize the importance of storytelling for communication
- Discover why stories make presentations more memorable, meaningful and persuasive
- Learn several different structures for telling stories
- Learn how to be more persuasive and how to meet audience needs through storytelling
- Practice presenting an idea using story structure and receive feedback from program colleagues

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours), full-day (7 hours)

Operational Competencies:

1. Influence and Negotiation
2. Professional Communications
3. Negotiation / Influencing
4. Consulting Skills

Conflict: Obstacle or Opportunity

Conflict has been described as a *dangerous opportunity*. When people resolve conflicts quickly and respectfully with a positive attitude, they become better working partners and increase their productivity. On the flip side, unresolved conflict impedes progress, creates unproductive tension and wastes large amounts of emotional energy. Conflict can drive creative process, improve collaborative partnerships, and delivers better results. But it can also threaten professional reputations, destroy trust, and hinder alignment and execution. We all have a stake in resolving conflicts in ways that preserve both the quality of our work, and the strength of our working relationships.

The key to effectively resolving conflict is to understand the choices we make around conflict. Too often we use strategies that lead to either dysfunctional harmony or mean-spirited attacks. This webinar is designed to engage participants in an exploration of the tools and strategies that enable us to overcome the obstacles and focus on the opportunities of conflict.

Learning Objectives

- Respect constructive conflict as a necessary component of effective teamwork
- Understand one's own strategy in resolving conflict
- Understand the dynamic that this strategy creates when working with other people
- Develop a conflict resolution attitude
- Manage emotions and defensiveness when resolving conflict
- Learn and practice strategies for managing difficult conversations
- Manage workplace disagreements by balancing advocacy with inquiry

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours), full-day (7 hours)

Operational Competencies:

1. Networking Skills / Partnership Development
2. Facilitation
3. Relationship Management
4. Self Awareness

Cutting Edge Creativity

Let's face it: life is getting more and more challenging. Sometimes we need all the help we can get just to make it through the day. Perhaps it's time to take a different approach to life, a more creative approach. Creative thinking is one of our most powerful tools for managing the challenges and complexities we face every day.

Stuck as to how to move forward on a project? Wondering how you're possibly going to meet all the deadlines bearing down on you? Creative thinking is your formula for overcoming these challenging situations. This fun and engaging session explores the practical application of creativity - how we can tap into the power of creative thinking and boost productivity and performance.

Learning Objectives

- Gain insight into your own creative abilities
- Learn to recognize and break the mental chains that lock out creative thinking
- Learn the four basic disciplines of creative process
- Develop a toolbox of practical techniques for enhancing creativity
- Leverage diverse workplace teams to achieve innovative solutions
- Apply creative thinking tools and techniques to situations from your real life

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours), full-day (7 hours)

Operational Competencies:

1. Facilitation
2. Needs assessment
3. Negotiating / Influencing
4. Adaptive Leadership

Delivering Exceptional Customer Service

This course provides a review of the importance and benefits of providing exceptional customer service. Participants will identify their external customers and discuss their service expectations. A goal is for each employee to treat each customer experience as an individual experience for each person. Tools and techniques taught and experienced will include virtual and in-person customer service skills including a proven 8 step process for delivering exceptional service, listening skills, questioning skills, effective use of words, vocal tone and body language.

Learning Objectives

This training workshop supports participants' ability to:

1. Determine how exceptional customer service benefits themselves, their customer and the organization
2. Identify their internal and external customers, their expectations and ways to exceed them
3. Define best practices that make up exceptional customer service
4. Deliver exceptional customer service via a variety of mediums
5. Implement proven strategies to create exceptional service

Format Offered: Online

Min/Max Participants: 12 min/30 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Customer Service
2. Partner Engagement
3. Relationship Management
4. Consulting & Advising

Diversity, Inclusion and Unconscious Bias

Have you ever wondered if maybe, you or members of your team have subtle and implicit biases that are distorting how you look at others? Have you ever wondered what “biases” are, how to identify them, and what, if anything, you can do to get rid of them? If you answered yes to any of these questions, you are not alone!

The most successful leaders desire to create and sustain a truly inclusive workplace in which every member of a team contributes to the best of his or her ability and receives equitable opportunity and support. Unfortunately, biases – whether conscious or unconscious – interfere with even the best-intentioned leadership. Bias is not uncommon, but the good news is there is a lot we each can do to mitigate and, in many cases, even eliminate bias. Join this interactive workshop to develop practical hands-on strategies that encourage and create inclusive culture.

Learning Objectives

- Discover why leveraging diversity and moving toward inclusion is the cornerstone of building a great organization
- Understand stereotyping, bias, and how our brain tends to quickly jump to conclusions
- Practice agile thinking, and how to consciously, intentionally overcome bias
- Recognize the difference between inclusion and assimilation
- Develop self-awareness of bias and increase cultural intelligence
- Discuss how to create inclusive culture
- Evaluate your social network and take steps to build a more diverse network if necessary

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours), full-day (7 hours)

Operational Competencies:

1. Networking Skills / Partnership Development
2. Facilitation
3. Relationship Management
4. Self-awareness

Email Writing 2.0: Getting to the Point in a World of Information Overload

This session will help participants learn new techniques for writing emails in a world that is on information overload. Using best practices from organizations such as Axios.com and the Washington Post, participants will learn a new style of writing that gets readers' attention and guides them through emails that are brief, clear and lead to action.

Learning Objectives

- Learn new techniques for writing emails in a world that is on information overload
- Learn a new style of writing that get's readers' attention and guides them through emails that are brief, clear and lead to action.

Format Offered: Online

Min/Max Participants: 5 min/20 max

Duration/pricing: Primary: 2-hours

Operational Competencies:

1. Professional Communications
2. Consulting and Advising
3. Influence and Negotiating
4. People Engagement

Emotional Intelligence: Focus on Diversity and Inclusion

For at least the last two decades, organizations across America have implemented programs and strategies designed to create an environment where employees recognize and value one another's unique differences and are therefore better able to work with each other as well as serve the diverse communities where our clients live. Our ability to provide positive connections and to remain inoffensive is often dependent on appreciating and respecting these differences. Unfortunately, sometimes our differences are subtle and our reactions to those differences are both unconscious and biased, interfering with even the best-intentioned leadership. The result is the creation of an environment where certain individuals or groups can be treated as unwelcome, invisible, or incapable of performing well.

The good news is that there are tools and competencies that can enable us to mitigate and even eliminate bias. In this program we will explore how developing our emotional intelligence can enable us to value and respect the differences that represent the strengths, experiences, and unique skills of each and every individual. We will learn how to value difference *and* build relationships that create and sustain a truly inclusive workplace in which every member of the team contributes to the best of his or her ability and receives equitable opportunity and support.

In this session, participants will learn the skill of people agility, or how to approach people with an attitude of openness, curiosity, appreciation and respect. They will also learn proactive tools for building diverse networks, improving cross cultural communication, adapting to cultural value systems when necessary, and leveraging diversity through action learning.

Learning Objectives

- Learn about the anatomy of an emotion and how emotions and thoughts work together to influence behaviors
- Learn the difference between automatic bias decisions and intentional, conscious decisions
- Discover when our automatic processes get in the way of creating a culture of inclusion
- Recognize stereotyping, bias, and how our brain tends to quickly jump to conclusions
- Explore the emotional competency of empathy and how it can help us to value uniqueness
- Discuss the difference between inclusion and assimilation and how to create inclusive culture
- Evaluate your social network and take steps to build a more diverse network if necessary
- Practice Action Learning as a tool that leverages diversity for better problem solving

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours), full-day (7 hours)

Operational Competencies:

1. Networking Skills / Partnership Development
2. Facilitation
3. Relationship Management
4. Self-awareness

Emotional Intelligence: The New Science of Leadership

An old Afghan Proverb reads: “If you think you are leading and no one is following, then you are taking a walk.” Leadership is influence, and influence primarily flows from the quality of our interpersonal interactions, not from our position. Breakthroughs in Emotional Intelligence research show us why our moods and actions have enormous impact on those we seek to influence. In fact, Emotionally Intelligent leadership allows us to inspire, arouse passion and enthusiasm, and keep people motivated and committed. Every member of an organization has the potential to be a great leader, not because of positional power, but because of the interpersonal effectiveness that comes from developing emotional competence.

Learning Objectives

- Explore the 4-domain model of Emotional Intelligence
- Understand how Emotional Intelligence relates to leadership effectiveness
- Distinguish between dissonant and resonant leadership
- Learn how to manage disruptive emotions that threaten leadership success
- Learn the four styles of leadership that create resonance in relationships
- Learn the emotional competencies that support these four different leadership styles
- Discover why empathy is the foundational skill of all influence
- Learn how to create a motivating emotional climate
- Create an action plan for the leadership style you most want to develop

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours), full-day (7 hours)

Operational Competencies:

1. Networking Skills / Partnership Development
2. Facilitation
3. Relationship Management
4. Self-awareness

Emotional Intelligence: The New Science of Success

What are the factors that lead to success in life? Not just financially, but in our relationships, in our health, and in our career - what are the ingredients of success?

In the past, it was believed that academic achievement and intellectual potential (IQ) had a lot to do with success. We now know that this is not the case. Research has uncovered a different source of success. It is called "Emotional Intelligence" and it is highly linked to personal and professional accomplishment.

What does emotion have to do with success? Well, have you ever let your emotions get the best of you in a certain situation? Did you achieve from that situation what you had hoped? Emotional intelligence equips us with the ability to use our emotions *intelligently*. It helps us to understand what our emotions are telling us and then to choose appropriate action.

In this program participants will explore their *E.Q.* and find out how well they handle themselves, their emotions, and their interactions with other people.

Learning Objectives

- Delineate the four domains of emotional intelligence
- Assess your own emotional intelligence
- Develop awareness of how your emotions impact your thoughts and behaviors
- Learn cognitive and behavioral strategies for managing emotions
- Explore empathy as the foundational competence of emotional intelligence
- Understand the difference between content and feeling in communication
- Manage the emotional side of conflicts and difficult conversations
- Learn to recognize, understand and work within other people's emotional states and achieve healthier, more positive relationships

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours), full-day (7 hours)

Operational Competencies:

1. Networking Skills / Partnership Development
2. Facilitation
3. Relationship Management
4. Self-awareness

Empathic Leadership

Daniel Goleman, well-known for his books on emotional intelligence, tells us that great leadership works through the emotions. How do leaders build an emotional connection with their staff? Empathy, the ability to understand and relate to the thoughts, emotions and experience of others is critical to doing so. It is through empathy that we demonstrate that we care about others. Knowing that their boss cares about them, both as a person and a performer, is key to staff opening themselves up to leadership.

This session explores what it means to be an empathic leader, authentically demonstrating empathy as a means for building a powerful leadership connection with staff.

Participant Outcomes:

- Understand what empathy is and what it looks like to be an empathic leader.
- Accept empathy as a critical leadership attribute and identify strategies for growing empathy in the leadership role.
- Commit to action on applying insights, learnings, and strategies gained through participation in this session.

Format Offered: Online / Onsite

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes

Operational Competencies:

1. Self-awareness

Empowering Others

What is your job as a leader? Simply put, it is to get things done, to make things happen. You achieve this by focusing the talents and guiding the performance of your staff, by leveraging the power of your people, by empowering your people.

This session explores how leaders empower their people to maximize their talents and engage their personal capacity for leadership in pursuit of the organizational mission. Built upon the experiences of Captain David Marquet, retired U.S. Navy submarine commander, this session flips the traditional Leader-Follower model to one that pushes decision-making down the chain and turns followers into leaders. Captain Marquet's story reveals the amazing outcomes that can be achieved when we fully empower our people.

We must stop seeking to take control and attract followers
and start giving control and create leaders. – L. David Marquet

Participant Outcomes:

- Explore how leading by intent fully empowers your people.
- Develop strategies for shifting decision-making authority to those with the direct expertise and firsthand relevant information.
- Assess your opportunity and openness for engaging the three facets of the Leader-Leader model: Control, Competence and Clarity.
- Commit to action on applying insights, learnings, and strategies gained through participation in this session.

Format Offered: Online / Onsite

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes

Operational Competencies:

1. Partner Engagement

Encouraging Employee Engagement

According to the Gallup Q12 survey, only 30% of the American workforce is actively engaged in what they do, 52% are not engaged and an alarming 18% are actively disengaged. They are not just unhappy, they are busy acting out their unhappiness, undermining their more engaged coworkers.

We used to believe that the best businesses and organizations and even our schools encourage optimal performance by creating motivational systems using 'carrots and sticks', or 'if-then' rewards - if you do this, then you get that. We now know that these models of motivation are no longer effective. Forty years of research reveals the surprising truth that traditional notions of motivation in the workplace do not work very well, and that there is a better way to engage people and get them to perform at a higher level.

This session is all about the new science of workplace engagement, and how we can tap into the discretionary emotional energy of employees to create engaging, positive and motivated environments.

Learning Objectives

- Define employee engagement
- Discuss the benefits of employee engagement
- Learn how experts look at engagement
- Discern the basic human needs that drive engagement
- Delineate six different levels of self-motivation
- Self-assess current levels and desired levels of self-motivation
- Discover how to shift yourself to an optimal motivational outlook
- Learn how to encourage other employees to shift themselves to an optimal motivational outlook

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours), full-day (7 hours)

Operational Competencies:

1. Networking Skills / Partnership Development
2. Adaptive Leadership
3. Relationship Management
4. Self-awareness

Envision Your Future: The Art of Creating Powerful Visions

Visions are powerful. They drive us to greater levels of achievement, push us to overcome the obstacles which stand in the way of what we seek for ourselves. This session explores the power of vision and provides the creative space and the techniques for getting started on yours. The journey toward realizing your future begins when you envision it.

Lao Tzu, the Chinese philosopher said, "Have in your grasp the great image and the empire will come to you." How many of us have in our grasp great images for the empire of our lives? What is the vision you hold for your career, your relationships, your life?

Learning Objectives

- Gain insight into the power of vision and understand why visioning works
- Begin the process of envisioning the future for your career and your life
- Learn tools and techniques for creating powerful visions and converting those visions into goals and actions

Format Offered: Online

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours

Operational Competencies:

1. Self-Awareness

The Five Behaviors of Cohesive Teams

Teams have become an integral part of today's business environment. But how can you maximize the potential of your work teams? When Patrick Lencioni wrote: *"The 5 Dysfunctions of Teams"*, he introduced the world to a set of behaviors that consistently erode team performance. Beginning with the dysfunction of low trust, teams then fear the sharing of important ideas, leading to a lack of commitment, which results in the lack of collective accountability, leading to sub-optimal results. The flip side of this is a set of five behaviors that lead to cohesion and desired results.

This session explores the five behaviors of vulnerable trust, productive conflict, mutual commitment, shared accountability, and collective results that are necessary to build cohesive, high performing teams.

Learning Objectives

- Learn how to build trust with other team members
- Respect and value differences of opinion and conflicting perspectives
- Create clear expectations, mutual agreements and commitment 'buy in'
- Discover how to achieve collective accountability between team members
- Focus on team results and making each team member successful

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours), full-day (7 hours)

Operational Competencies:

1. Networking Skills / Partnership Development
2. Facilitation
3. Relationship Management
4. Self-awareness

Flow: The Value of Optimal Experience

The best moments of our lives occur when our body or mind is stretched to its limits in a voluntary effort to accomplish something difficult and worthwhile. – Mihaly Csikszentmihalyi

When was the last time you found yourself in “the zone” . . . so engaged by what you were doing that nothing else seemed to matter in those moments? Recall how wonderful that felt. Imagine consciously and intentionally creating space like that for yourself on a regular basis. How productive would you be? How focused? How fulfilled?

This session explores the value of optimal experience, described as Flow by psychologist Mihaly Csikszentmihalyi, author of the book by the same name. Flow is a state of complete concentration of the mind on a meaningful task, one that strikes a balance between the degree of challenge and level of skill. Achieving Flow focuses attention and enhances performance on what’s important, accelerates learning, generates creativity, and elevates overall satisfaction with the work. Create the conditions for optimal experience . . . for your staff, for your team, for yourself . . . and realize the value of Flow.

Participant Outcomes:

- Explore the personal satisfaction and workplace performance benefits of Flow.
- Understand how to intentionally and consciously foster the conditions for achieving the Flow State.
- Commit to action on applying insights, learnings, and strategies gained through participation in this session.

Format Offered: Online / Onsite

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes

Operational Competencies:

1. Cultivates Resilience

Getting Things Done: The Tricks Behind Actually Finishing What You Start

Are you one of those people who struggle to follow through on tasks, to complete what you set out to do, to realize your goals? Get in line -- we're all one of "those people". Everyone struggles with following through on their intentions. Is it procrastination? Laziness perhaps? Maybe a simple lack of will power? How about none of the above?

The good news is, failure to follow through is not entirely your fault. In this session we'll reveal how your brain works against you in trying to follow through on your intentions. The bad news is, you're still responsible for doing something about it, so you will learn best practices you can implement which will help you accomplish what you start or intend to start.

Learning Objectives

- Understand how your brain acts against you when trying to accomplish tasks and realize goals
- Discover a stress-free approach to managing the "to do" lists of your life
- Learn four basic disciplines for setting and following through on goals and intentions
- Assess where your productivity management system fails you and how you can fix it

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Coordinating and Scheduling Work
2. Planning & Prioritization
3. Execution, planning, scheduling and control
4. Self-awareness

Goal Setting

Goal setting involves the development of an action plan designed to motivate and guide a person or group towards a goal. It can be guided by a simple and powerful SMART criteria: making the goal Specific, Measurable, Achievable, Relevant and Time-bound. Goals can be focused personally or professionally and be short or longer term in nature.

Learning Objectives

This training workshop supports participants' ability to:

1. Explain the SMART goal format, its use and benefits
2. Write and communicate SMART goals

Format Offered: Online

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Partner Engagement
2. Consulting and Advising

Grit!

Defined by Webster as a *firmness of character, an indomitable spirit*, GRIT is clearly an essential quality for effective leadership in these complex, rapidly-changing, ever-challenging times.

Psychologist Angela Duckworth, whose research and best-selling book popularized the term, describes GRIT as the secret to outstanding achievement, a special blend of passion and perseverance for a singularly important goal that succeeds where sheer talent alone falls short. And best of all, her research suggests that GRIT can grow!

This session reveals how leaders can develop and harness personal GRIT to fully empower their leadership pursuits and how they can foster GRIT within their teams for greater organizational success.

Participant Outcomes:

- Understand the essence of GRIT and how it is critical to leadership effectiveness.
- Learn how gritty goal-setting supports high-level achievement.
- Explore how a Growth versus Fixed Mindset empowers GRIT.
- Gain strategies for developing GRIT within and across your workplace team.
- Commit to action on applying insights, learnings, and strategies gained through participation in this session.

Format Offered: Online / Onsite

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes

Operational Competencies:

1. Cultivates Resilience

The Hero's Journey: Illuminating the Pathway Through Change

The only thing we can really count on in the world today is that things aren't going to stay the same for very long. Change occurs often and rapidly. How do we continuously adapt to these changing times? What is the process for transitioning from the way things were to a future state?

Do you struggle with these changing times? Has change left you feeling stuck between the way things were and the way things need to be? This insightful session uses a model for understanding change that is based on Joseph Campbell's great meta-analysis of hero mythologies: ***A Hero with a Thousand Faces***. The hero's journey is a journey into uncharted territory, and it serves as a metaphor for helping us to deal with change and transition in the workplace. Through this model we will illuminate the murky pathway through change and provide participants with the understanding and tools needed to navigate uncharted territories with courage and resilience.

Learning Objectives

- Delineate the difference between change and transition
- Gain insight into the process of transition
- Explore the hero's journey model, as a metaphor to guide us through the transition process
- Learn tools for successfully navigating the transitional journey

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Adaptive Leadership
2. Cultivates Resilience
3. Negotiating/Influence
4. Self-awareness

How to Get People to Do What You Want Them to Do

When we are not getting the results we want out of others, we often experience a tension between accepting people as they are or trying to change them. Both wisdom and experience teach us that you cannot change others, yet people do change.

It has been said that people resist change. However, it is perhaps more accurate to say that people resist *being changed*. This workshop looks at principles of influence, and the dynamics that create, nurture and facilitate change in people and their behaviors. It explores the choices we all have in creating positive change in both our professional and personal worlds.

Learning Objectives

- Understand the difference between your circle of influence and your circle of concern
- Develop the habit of being proactive vs. reactive with people
- Explore strategies for accepting and living with situations that you cannot change
- Understand principles of influence and the dynamics which encourage change
- Learn to facilitate change without manipulation or intimidation
- Discover when changing something in yourself can have a profound effect on changing the system

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Facilitation
2. Relationship Management
3. Professional Communications
4. Negotiating / Influencing

Hybrid Leadership

It is cliché, though certainly accurate, to say that the world of work has changed since early 2020. How have we as leaders changed with it? The teams we lead are now either fully remote or in a hybrid configuration, some staff physically co-located while others beam in from afar. The era of our full team being all together in the same space at the same time is now history. How do we uphold our leadership effectiveness in this “new normal” hybrid world?

The good news is that good Leadership is good leadership. The strategies and approaches that have enabled our leadership success thus far largely still apply. Over the distance and increased sense of disconnection of the hybrid environment however, the most foundational of our leadership skillsets must be amplified. Connection, Trust, Communication, Compassionate Accountability . . . all are now even more vital to engaging and empowering the performance of our workplace teams.

This highly interactive virtual session will explore the new normal of hybrid leadership and how we might embrace the opportunity to intentionally design a hybrid team culture and apply the leadership skills essential for seeing it thrive.

Participants in this session will . . .

- Understand the hybrid teaming environment and apply a design thinking approach toward creating a virtual team experience that maximizes collaboration and performance.
- Explore and assess the leadership competencies required for effective hybrid leadership: Connection, Trust, Communication, and Compassionate Accountability, among others. Identify strengths to leverage and growth opportunities across the hybrid leadership skillset.
- Commit to action on applying the insights, learnings, and strategies gained through participation in this session.

Format Offered: Online / Onsite

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes

Operational Competencies:

1. Adaptive Leadership

Improving Organizational Performance through Coaching

This session engages participants in an exploration of their role as performance coaches. Marilee Adam's book: *Change Your Questions, Change Your Life* provides the framework for participants to develop a customized set of coaching strategies that they can employ to create a culture of coaching and engagement wherever they work.

Learning Objectives

- Create a learning environment in the workplace balancing advocacy with inquiry
- Ask powerful questions to uncover new facts and options
- Explore skills for effective performance coaching
- Discover the importance of both reinforcing and redirecting feedback
- Learn how to seek, receive, and give feedback
- Understand the latest research on workplace engagement and human motivation and discover new approaches for inspiring workplace performance

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/20 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Networking and Partnership Development
2. Cultivates Resilience

Influence Without Authority

Jack Welch described the effectiveness of our ideas and solutions with a now famous formula: $Q \times A = E$, where Q = the quality of our solutions, A = acceptance, and E = effectiveness. Since we all know the quality of our solutions is high, the key question becomes: how effective are we at leading others into acceptance and buy-in of our solutions? None of us want to discover that $10 \times 0 = 0$. This training is all about how we can use our leadership skills to influence buy-in, increase acceptance, and lead others into collaborative partnerships.

This session is designed to teach the true lessons of leadership. Participants will explore best practices and effective communication skills that will enable them to influence collaboration and negotiate mutually beneficial outcomes. They will learn how to influence and negotiate agreements without depending on the *right* to tell people what to do.

Learning Objectives

- Explore and discuss the factors that create influence
- Learn influencing strategies and principles
- Recognize how to increase our influence
- Discover tools and strategies that increase collaboration, commitment and buy-in

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Networking Skills / Partnership Skills
2. Relationship Management
3. Influence and Negotiating
4. Negotiating / Influencing

Innovate or Stagnate: The Cutting Edge of Change

In today's complex and competitive world, no organization can afford to stand still. Continuous improvement and constant innovation are required to achieve success.

"Innovate or Stagnate" examines how creativity can be enhanced and focused toward innovation. The program helps participants understand creativity, and how they can use it to create innovative solutions to problems faced by the organization. They will learn how to ride the waves of change, rather than be overwhelmed by them.

The objective of this program is to empower participants to see change as an opportunity for innovation rather than a threat to be avoided.

Learning Objectives

- Discover why individuals and organizations resist change
- Anticipate the benefits of change
- Create your own personal and organizational vision for success
- Use the disciplines of design thinking to move from creative ideation to innovative solutions
- Develop a creative and agile mindset to better identify and solve problems
- Learn how to deal with change in a positive and proactive manner

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours), full-day (7 hours)

Operational Competencies:

1. Adaptive Leadership
2. Cultivates Resilience
3. Influence and Negotiating
4. Business Process Improvement

Invisible Differences in the Workplace

For at least the last two decades, organizations across America have implemented programs and strategies designed to create an environment where employees recognize and value one another's unique differences and are therefore better able to work with each other as well as serve the diverse communities where our clients live. Our ability to provide positive connections and to remain inoffensive is often dependent on appreciating and respecting these differences. Unfortunately, sometimes our differences are subtle and even invisible.

In this program we will explore the principles of diversity that enable us to value and respect both the visible and invisible differences that represent the strengths, experiences, and unique skills of each and every individual. Participants will learn the skill of *people agility*, or how to approach people with an attitude of openness, curiosity, appreciation and respect.

Learning Objectives

- Appreciate the importance of leveraging our differences to successfully meet the needs of the people we serve
- Delineate the difference between visible and invisible differences
- Understand the problem of creating a social identity in organizations where certain differences are stigmatized
- Understand the choices you have to manage your individual differences in the workplace
- Delineate the difference between assimilation and inclusion
- Learn how to create an inclusive environment where employees can freely choose how to manage their invisible differences
- Learn how to leverage differences to better serve your customers

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Networking Skills / Partnership Development
2. Facilitation
3. Relationship Management
4. Self-awareness

Keeping Pace on a Spinning Planet

We've all experienced the feeling that the "treadmill of life" is speeding up, that the rapid pace of change is constantly throwing new challenges in our path. Just as we overcome one obstacle, a new one is bearing down upon us. How can we possibly keep up?

Change doesn't have to lead to that common sensation of being overwhelmed. We can ride the waves of change. People who are moving ahead in our world today are those who know how to navigate the turbulent waters of change. This session unlocks the toolbox for managing change and provides insight and skills that enhance our ability to keep pace.

Learning Objectives

- Gain an understanding of the process of change
- Identify the various elements that are necessary for successful change
- Discuss what to do when these elements are missing in order to lead yourself and others through change
- Build skills for resiliency in the face of rapid, constant change

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Cultivates Resilience
2. Influence and Negotiating
3. Self-awareness
4. Adaptive Leadership

Leader as Storyteller

Leadership is influence. Leaders strive to leverage their influence to foster engagement and inspire performance throughout their workforce and to create compelling vision and drive organizational change. Engagement, Inspiration, Vision, Change – all are enabled by leaders effectively wielding their influence. And one of the most powerful . . . and most ancient . . . approaches to influencing others is story.

This session explores the power of story as a tool for leadership effectiveness. Data sets, spreadsheets, Powerpoints and the like are often employed to drive and shift – to influence –human behavior but nothing speaks to the human heart, engages human emotions and captivates the human mind as fully and capably as story.

Participant Outcomes:

- Explore story as a tool for maximizing leadership influence.
- Understand how leaders apply story toward building engagement, inspiring performance, enrolling people in vision and driving change.
- Develop insight and skill for crafting powerful stories and identify opportunities for leveraging them in real life leadership context.
- Commit to action on applying insights, learnings, and strategies gained through participation in this session.

Format Offered: Online / Onsite

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes

Operational Competencies:

1. Influence & Negotiating

Leading From the Middle

Jack Welch described the effectiveness of our ideas and solutions with a now famous formula: $Q \times A = E$, where Q = the quality of our solutions, A = acceptance, and E = effectiveness. Since we all know the quality of our solutions is a 10, the key question becomes: how effective are we at leading others into acceptance and buy-in of our solutions? None of us want to discover that $10 \times 0 = 0$. This training is all about how supervisors can use their leadership skills to influence buy-in, increase acceptance, gain cooperation, and also become more effective at managing up on the teams they serve.

Supervisors will learn the true lessons of leadership and explore best practices and effective communication skills that will enable them to influence collaboration and negotiate outcomes that serve the needs of all stakeholders. They will learn how to influence and negotiate agreements without depending on the *right* to tell people what to do.

Learning Objectives

- Identify and discuss shared *Leading from the Middle* challenges
- Identify common myths about leadership that we sometimes believe and recognize how these beliefs impact/limit our leadership effectiveness
- Recognize that the middle of an organization is an ideal place from which to exercise and hone personal leadership skills and extend one's influence
- Discover strategies for expanding our influence with peers, direct reports, and managers
- Learn principles for effectively leading up, leading across, and leading down during common *leading from the middle* challenges

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Consulting Skills
2. Facilitation
3. Professional Communications
4. Relationship Management

Learning on the Fly: Learning Agility for a Changing World

We work and live in an often a challenging, complex, and rapidly changing world. Successfully navigating the ever-shifting landscape beneath our feet requires us to be learners – learning on the fly as we encounter new and novel opportunities and obstacles along the paths we travel. Learning Agility is our ability and willingness to learn from experience and apply this learning to new and challenging situations.

This session explores the why, what, and how of the imperative 21st century skillset of learning agility, offering insight into our individual strengths and growth possibilities around unleashing the learner in us all.

In times of change, learners inherit the Earth – Eric Hoffer

Participant Outcomes:

- Tap into self-awareness around strengths and growth needs for success along your leadership pathway.
- Understand the nature of the rapidly, ever-changing world and the imperative of learning agility.
- Discover and assess yourself as an agile learner.
- Bolster the skill set supporting learning agility and its application within your work.
- Commit to action on applying insights, learnings, and strategies gained through participation in this session.

Format Offered: Online / Onsite

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes

Operational Competencies:

1. Self-awareness

Leap and the Net Will Appear: Balancing Risk and Fear

Have you ever had something you desired, something you wanted to go for in life and YOU talked YOU out of it? Do you ever find yourself struggling to find the confidence and certainty you need to make the right decision when faced with a project that is complex and fraught with risk and fear?

This course shines the light on our risk-taking fears and provides us with the insight and tools we need to encourage the risk-taker in all of us.

Learning Objectives

- Identify the fears that stop you cold and explore where they originate
- Develop the tools and practice the skills for connecting with your risk-taking side
- Understand the risk/reward connection
- Understand a process for evaluating risk
- Apply this process to real workplace projects

Format Offered: Online / Onsite

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes

Operational Competencies:

1. Cultivates Resilience
2. Consulting and Advising
3. Operational Management
4. Self-awareness

Let's Make a Deal: Techniques for Negotiating Win-Win Solutions

Like it or not, you are a negotiator. Everyone negotiates something every day. In our world today, the emphasis on innovation requires employees to thrive in an environment where people can feel free to challenge ideas and express alternative perspectives. Agreement, consensus and forward movement is best achieved when our competing ideas can be expressed in a forum of respectful negotiation.

Negotiating, however, it is not easy. Standard strategies for negotiation often leave people dissatisfied, worn out, feeling resentful or alienated. The key to achieving solutions where people feel empowered and everybody wins, is to apply the strategies and techniques of principled negotiation.

Learning Objectives

- Learn a principled approach to negotiating agreements
- Learn how to attack problems *and* collaborate with people
- Recognize the importance of values, interests, and needs to the negotiation process
- Develop solutions that consider these various value concerns
- Expand your ability to invent alternative solutions for mutual gain
- Learn how to negotiate with people who have authority over you
- Discover principles and standards which enhance your negotiating power and lead all parties to fair agreements and fair decisions
- Develop a set of communication tools that increase your ability to influence others

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Networking Skills / Partnership Development
2. Influence and Negotiating
3. Facilitation
4. Needs assessment

Listening: The Heart of Communication

"I know you think you know what I said, but I don't think you really understand what I meant." It has been estimated that 70% of what you say is misinterpreted and misunderstood by other people. We often approach listening in a passive mode, like a spectator sport, just waiting for the other person to quit talking so we can say what we want to say. In fact, much of our interpersonal conflict with others can be traced to the fact that we tend to work harder at speaking than we do at listening.

The *art* of great communication begins not with great speaking but with great listening. Listening is a skill that can reduce communication misfires and increase interpersonal effectiveness. Listening is also the *heart* of great communication. Truly caring people preserve meaning in conversation by seeking first to understand. To truly listen is to truly understand.

Learning Objectives

- Explore the role of listening as it relates to team and interpersonal communications
- Identify personal filters that block true understanding
- Apply the skill of empathy to conversations, to actively listen to others
- Learn how to speak so that others can hear you
- Reduce interpersonal conflict and create more cohesive team relationships

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Facilitation
2. Needs assessment
3. Relationship Management
4. Professional Communications

Making a Mark That's Hard to Erase: Becoming a Person of Influence

"What . . . me a leader?" "No way, I'm not in management!" Management or not, you are still a leader. You are a leader because you are being watched. People watch your mood and morale and they look to you for direction all the time, possibly without you ever realizing that they're doing it. Leadership is relationship, and whether you realize it or not, you have powerful impact and influence on others simply by being in positive relationships with them. That makes you a leader - to your co-workers, your customers, your family, and your friends. So, what kind of leader do you want to be?

In this session, you will learn the four secrets that leaders know and do by heart. You will discover the difference between personal power and positional power - some leaders have positional power, but not all leaders have personal power. No matter where you are on the org chart, you can exercise your leadership and learn how to make a lasting mark on your fellow colleagues.

Learning Objectives

- Explore motivation and influence and how to inspire people to action
- Discover the energy of your mood and your unconscious impact on others
- Learn how vision ties to leadership
- Discover the importance of managing your messages
- Learn coaching skills to help others reach their full potential

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes

Operational Competencies:

1. Self-awareness
2. Networking Skills / Partnership Development
3. Professional Communications
4. Relationship Management

Oral Communication: Communication Style Differences

At the heart of any business is relationships - between the company and its customers, management and its employees, and among co-workers. People who have achieved success are those who have developed effective relationship skills. Unfortunately, different styles of communication can lead to communication mismatch, misfire, and misunderstanding, and cause unwanted tension, conflict and even resentment. This session presents the key differences in the way people communicate that lead to miscommunication and unproductive conflicts. This program also provides strategies for participants to address these key differences and enhance their working relationships.

Learning Objectives

- Learn the differences in the way people think, speak, and format their conversation
- Learn how these differences create unintentional conflict, misunderstanding and tension
- Defuse potential conflict situations by understanding these differences
- Learn practical strategies for more effective communication

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Adaptive Leadership
2. Relationship Management
3. Professional Communications

Oral Communication: Managing Difficult Conversations

Difficult conversations happen in many workplace interactions. They are the conversations that affect the quality of our service, how we give and receive feedback, the way we manage conflicts, and whether or not we share our concerns and perspectives with others. They are conversations about tough issues, the conversations that we sometimes want to shy away from. When opinions vary, stakes are high, and emotions are strong, our conversations become more and more challenging to manage. However, when we manage these interactions well, we promote trust, fairness, collaboration, and innovative results.

This session uses two different communication structures to help participants more effectively manage difficult, challenging conversation.

Learning Outcomes

- Discuss specific situations that require difficult conversations
- Learn several structures for how to format difficult conversations
- Apply these structures to those interactions that are the most difficult to manage
- Learn how to empathize and set limits in the same conversation
- Learn how to manage tone of voice and body language when constructing messages
- Learn how to construct messages that manage emotions and defensiveness

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Consulting Skills
2. Relationship Management
3. Professional Communications

Oral Communication: Personality Talk

Differences of personality or operational style can be a primary source of conflict in the workplace. Such energy robbing conflict arises when we fail to understand that we are all different how we prioritize our work and in the way we do things. The ability to recognize and work within these style differences maximizes the benefits of diversity and infuses work teams with productive synergy. This session uses a simple understanding of William Marston's DISC personality model to explore work style differences. The goal is to create an understanding of different types and to provide strategies for speaking one another's personality language.

Learning Objectives

- Discover your own style and personality language
- Explore how your style is reflected in your personal and professional relationships
- Understand the priorities that drive other people's workstyles during the workday
- Develop communication strategies for successful interactions with those who operate from a different style

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Networking Skills / Partnership Development
2. Relationship Management
3. Self-awareness
4. Adaptive Leadership

Oral Communication: Providing Feedback and Encouraging Engagement

According to the Gallup Q12 survey, only 30% of the American workforce is actively engaged in what they do, 52% are not engaged and an alarming 18% are actively disengaged. They are not just unhappy, they are busy acting out their unhappiness, undermining their more engaged coworkers.

We used to believe that the best businesses and organizations encourage optimal performance by creating motivational systems using 'carrots and sticks', or 'if-then' rewards - if you do this, then you get that. We now know that these models of motivation are no longer effective. Forty years of research reveals the surprising truth that traditional notions of motivation in the workplace do not work very well, and that there is a better way to engage people and get them to perform at a higher level. This session is designed to create engaging, positive and motivated environments by learning best practices for conducting feedback and motivational outlook conversations.

Learning Objectives

- Discern the basic human needs that drive engagement
- Understand when to provide reinforcing or redirecting feedback
- Practice providing feedback with case study scenarios
- Understand when employees need encouragement and a motivational outlook conversation
- Learn how to conduct motivational outlook conversations

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Consulting Skills
2. Adaptive Leadership
3. Relationship Management
4. Professional Communications

Oral Communication: Presentation Skills

Business professionals who need to effectively communicate their ideas and solutions in the work environment need to be skilled at the art of making persuasive presentations. This workshop focuses on how to present to audiences and how to engage audience participants in productive discussions. The art of constructing an effective persuasive presentation is not difficult. The first key to success is identifying the audience's concerns and needs. Then, present or facilitate potential solutions with a proven presentation structure that will both increase your presentation confidence and encourage audience dialogue. This session is designed to give participants the opportunity to learn and practice a communication structure that will help them to develop effective presentation skills.

Learning Objectives

- Understand the concerns and needs of your audience
- Learn a presentation structure that will engage audience participants in a productive discussion
- Practice delivering a short presentation
- Give and receive feedback on workshop presentations

Format Offered: Online / Onsite

Min/Max Participants: 6 min/18 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours), full-day (7 hours)

Operational Competencies:

1. Influence and Negotiating
2. Professional Communications
3. Negotiating / Influencing
4. Consulting Skills

A Pinch of This ... A Pound of That... A Recipe for Relationships

Life is relationships. If you want to be successful in life you need to be successful in relationships. According to the relationship cookbook of Psychologist Carl Rogers, there is a recipe that promotes and facilitates the growth and development of healthy relationships.

This recipe contains three essential ingredients: genuineness, empathy, and unconditional positive regard. This session examines this recipe, and challenges participants to develop a way-of-life style that uses these ingredients in all of their relationships.

Learning Objectives

- Understand why some people accept change and growth and others resist it
- Understand what kind of person you need to be to facilitate healthy relationships
- Learn how to empathize with people
- Discover the power of "Unconditional Positive Regard"
- Overcome the tendency to trap people in your point-of-view
- Learn how to approach relationships with more authenticity and genuineness
- Experience the growth of meaningful trust as your reward for supplying these ingredients

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Consulting Skills
2. Facilitation
3. Relationship Management
4. Professional Communications

Playing from Strengths: Tapping into Natural Talents to Maximize Performance

What's your SUPERPOWER? Of course you have one . . . several in fact! There are some things you are just really good at, natural talents and abilities you can tap which enable you to perform at your highest level and truly shine in all you do. The good folks at Gallup can tell you what these are – they've been looking at strengths for decades now. Through their research, Gallup has developed a list of 34 human talents and has created an assessment tool to point you toward your top five. They call it StrengthsFinder.

Imagine being fully tuned-in to your strengths and consciously focused on how you might leverage them in the work you do every day. There's power in that! It is when you play from strength that you are most effective, most engaged and offer the greatest contribution to your organization.

Playing from Strengths is designed to explore the strengths that exist within you individually and across your team as a whole. How are you "leaning in" to your strengths in the work you do each day? How do your strengths mesh with those of your colleagues? What would a workplace that fully leverages the natural talents of its members look like?

Participant Outcomes:

- Connect with the notion that we are most effective and most engaged when we play from strength.
- Grow awareness of the innate talents we possess and explore opportunities for leveraging these talents into strengths toward maximizing our overall performance.
- Gain insight into the strengths of colleagues and recognize opportunities for complementary collaboration.
- Commit to action on applying insights, learnings, and strategies gained through participation in this session.

Note: Participation in this session requires completion of the Gallup StrengthsFinder assessment in advance. \$20 per person (included in price for max class size of 25)

Format Offered: Online / Onsite

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours (includes StrengthFinders Assessment)
Alternatives: 90-minutes

Operational Competencies:

1. Self-awareness

The Power of Perception: The Impact of Perception on Performance

The philosopher states that perception is reality. That is, what we know and understand to be true is not necessarily reality itself, it is reality as it is filtered through our method of looking at it. Perception thus becomes our truth and begins to impact all our experience.

This class explores how perceptions impact relationships and performance. A student teacher, not knowing the typical behaviors and performance of her class full of troublemakers, has a perception that they are gifted and brilliant. Amazingly, as she acts upon her perception, there is a turn-around in the students' performance. True stories like this are explored to demonstrate how the assumptions we make about people influence relationship dynamics as well as performance.

Learning Objectives

- Learn how we unconsciously label people and trap them in our point of view
- Learn how to avoid making common perceptual errors
- Learn how to challenge your biases and improve your social intelligence
- Learn how to improve your relationships by making powerful, positive assumptions about people
- Discover the impact that our positive assumptions have on the performance of others

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Adaptive Leadership
2. Relationship Management
3. Professional Communications
4. Self-awareness

The Power of Questions

We often believe that the smartest person in the room is the one with the best answers. They're not. The smartest person in the room is the one with the best questions!

So much of our work is focused on fixing problems, and because we're often in a hurry, we tend to grab the first potential solution that occurs to us – what might be thought of as making a “mad dash to solution”. While solving problems, making decisions, or designing strategy all certainly require coming up with solid answers, the path to these answers is paved with questions. Powerful questions open up new perspectives and new possibilities, opportunities often overlooked when we follow our typical mad dash to solution approach.

This session explores how we might fully leverage the power of questions to support our problem-solving, decision-making, and strategy designing endeavors.

Participants Outcomes:

- Understand the power of questions for fostering breakthrough thinking.
- Learn how to design powerful questions and eliminate “lazy” questioning.
- Apply the power of questions to real life opportunities, challenges, and decisions currently being faced.
- Commit to action on applying insights, learnings, and strategies gained through participation in this session.

Format Offered: Online / Onsite

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes

Operational Competencies:

1. Troubleshooting

Project Management Foundations

Project management is a field that includes proven methodology and tools to enable project managers and teams to successfully initiate, plan, execute, monitor and closeout projects. This interactive and hands-on workshop will cover these five phases of project management and selected tools that can be utilized to frame the scope, schedule and resources for a project.

Learning Objectives

This training workshop supports participants' ability to:

1. Prioritize and organize project tasks to accomplish project related goals
2. Follow the established five project management process groups according to the Project Management Institute
3. Utilize proven project management tools
4. Launch and lead project teams

Format Offered: Online

Min/Max Participants: 12 min/30 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Business Process Improvement
2. Needs assessment
3. Partner Engagement
4. Planning & Prioritization

Rewards and Recognition

What is it that lies at the heart of a staff member's inspiration to perform on the job? Managers play a critical role in creating a workplace environment where workers are inspired to bring their best to their work every day. Organizational leaders must understand and tap into the motivational drivers of their staff to achieve results.

This session explores how managers can create an appreciative culture within their teams and highlights strategies and tools for maximizing the power of recognition and reward toward inspiring staff performance.

Participant Outcomes:

- Understand the drivers that inspire staff performance.
- Learn strategies and tools for creating an appreciative workplace culture.
- Apply recognition and reward approaches toward fostering engagement and inspiring performance.
- Commit to action on applying insights, learnings, and strategies gained through participation in this session.

Format Offered: Online / Onsite

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes

Operational Competencies:

1. Partner Engagement

Running Effective Meetings

This course helps participants to plan and facilitate meetings to achieve maximum results. They will examine how to prepare for, conduct and follow-up from a meeting, energize the group, generate involvement in the agenda and get the group focused on the business of the meeting. Participants will also identify personally effective communication strategies to employ as facilitators and meeting members whether virtual or in-person.

Learning Objectives

This training workshop supports participants' ability to:

1. Plan for, facilitate, and follow-up from meetings
2. Apply proven facilitation techniques
3. Run effective meetings and foster participation whether in-person or virtually

Format Offered: Online

Min/Max Participants: 12 min/30 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Facilitation
2. Influence and Negotiating
3. Professional Communications
4. Relationship Management

Self-Esteem and Peak Performance:

It's Hard to Lead the Charge If You Think You Look Funny on the Horse

Self-esteem is one of the most important factors influencing our ability to achieve personal and professional success. People with high self-esteem tend to realize their goals in life. They believe that they deserve to be successful and experience contentment. They also feel a sense of well-being and bring authenticity to their relationships. People with high self-esteem make great team players and contribute immensely to the overall performance and productivity of an organization.

This session encourages participants to explore their self-esteem and discover ways to strengthen it through high quality relationships, positive self-talk, developing a sense of purpose, and courageous decision-making.

Learning Objectives

- Understand the link between self-esteem and performance
- Understand the causes of low self-esteem
- Learn strategies for increasing and maximizing your self-esteem
- Learn how to encourage high self-esteem in others

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Cultivates resilience
2. Self-awareness
3. Professional Communications

Self-Compassion

Many of us were raised on the notion of being kind to others and we understand the value of being so. But what of being kind to self? What does that look like? What positive benefit does kindness toward self, offer us?

This session explores the concept of Self-Compassion – what attitudes and behaviors comprise a self-compassionate mindset and how adopting and enacting such a mindset supports our overall effectiveness as leaders and contributors within our workplaces and beyond. Linking emotional intelligence, mindfulness, resilience, and leadership, this session explores the importance of being kind to self and provides a framework for growing self-compassion and extending compassion outward to others.

Participant Outcomes:

- Explore the mindset of Self-Compassion and understand its importance to your effectiveness as a leader.
- Learn and assess the three primary behaviors that comprise self-compassion.
- Practice and grow your skillset related to compassion to self and others.
- Commit to action on applying insights, learnings, and strategies gained through participation in this session.

Format Offered: Online / Onsite

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes

Operational Competencies:

1. Self-awareness

Staying Energized in a Draining World

There is an energy crisis happening in America today! And it is happening in the personal and professional lives of people everywhere. Increased stress both on and off the job is causing a loss of productivity that can run into billions of dollars each year. This energy drainage is robbing us of our own health and happiness.

This session explores the symptoms and root causes of stress in our lives and introduces personal strategies for reducing stress and restoring energy. Participants will learn how to replenish their energy reserves even in the middle of hectic and pressured schedules.

Learning Objectives

- Discover the signs and symptoms of personal and professional burn-out
- Uncover the root causes of stress in our lives
- Recognize what gives you energy and what drains you
- Apply strategies for managing the energy exchanges in your
- Create your own Energy-Management-Plan
- Learn how to handle stress associated with change

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Cultivates resilience
2. Self-awareness

Team Development

This program provides participants with the knowledge and tools required for leading groups to work together effectively together as a team. Topics include establishing team operating norms, stages of team development, decision making methods, managing conflict, problem solving, building trust, fostering open communication and leveraging diverse opinions.

Learning Objectives

This training workshop supports participants' ability to:

1. Foster collaboration within the team and effectively address conflict whether in person, hybrid or remote
2. Empower team members to accomplish goals and objectives
3. Build trust among the team members by being honest and valuing diverse opinions
4. Structure the team to quickly meet optimal performance through an application of foundational team concepts such as Richard Beckhard's GRPI model for team development, stages of development, decision making models, operating norms/team values, leadership structures, and optimal feedback processes

Format Offered: Online

Min/Max Participants: 12 min/30 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours)

Operational Competencies:

1. Facilitation
2. Influence and Negotiating
3. Networking and Partnership Development
4. Relationship Management

The Pixar Pitch: New Approaches to Storytelling and the use of PowerPoint

A study at Stanford University showed that 7% of audience members can remember data from a presentation while 65% can remember a story. This course will teach participants simple and new approaches to storytelling including what is known as The Pixar Pitch. Students will learn simple techniques to turn presentations into conversations and will have time to apply what is being taught in the class to a real-life project they are working on.

Learning Objectives

- Learn simple and new approaches to storytelling including what is known as The Pixar Pitch
- Learn simple techniques to turn presentations into conversations
- Apply class learnings to a real-life project that participants may be working on.

Format Offered: Online

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours

Operational Competencies:

1. Professional Communications

Virtual Teams: Essential Skills for Managing Virtual Teams

In proximity studies conducted at MIT, Professor Tom Allen has observed that “people are not likely to collaborate if they are more than 50 feet apart.” Considering the current dispersion of colleagues and team members, this does not bode well for high performance teaming, unless leaders and team members can better translate what happens in face-to-face interactions to the virtual world. Indeed, both the soft skills and the tactical skills required to lead, manage and participate in dispersed teams have become increasingly important.

This session looks at the behaviors and best practices that define all cohesive, high performing teams, and then answers the question: *how do we do this in the current virtual/hybrid environment?* Participants will learn how to best apply e-collaboration technologies and to effectively manage meetings, align priorities, define roles and responsibilities, manage timelines, and address problems. Participants will also be encouraged to share their experiences of virtual teaming to creatively seek ways to leverage virtual/hybrid work.

Learning Objectives

- Discuss e-collaboration technologies and how to increase the amount of collaboration that happens virtually
- Learn how to eliminate multitasking and keep team members engaged in virtual team meetings
- Learn how to create structures, meetings and team interactions that support social connections
- Discuss what tasks need to happen ‘face to face’ vs. any location
- Discuss what tasks need to happen in ‘real time’ vs. ‘convenient time’ to avoid time wasting activities
- Learn how to connect face to face colleagues with working from home colleagues to maintain a diverse and inclusive workplace culture

Format Offered: Online / Onsite / Hybrid

Min/Max Participants: 6 min / 20 Max

Duration/pricing: Primary: ½-day (3.5 hours)

Operational Competencies:

1. Adaptive Leadership
2. Facilitation
3. Influence and Negotiating
4. Professional Communications

Vision, Alignment and Execution: How to Lead People Through Change and Innovation

Managers and organizational leaders have a responsibility to envision future realities that will meet the needs and expectations of clients, customers and all who benefit from the mission of the organization. Turning these vision statements into reality requires the collective efforts and commitments of all team members who then hold each other accountable for results. Vision, alignment and execution – each phase of leading change requires a different set of competencies, so leaders can effectively achieve mission results.

This workshop will explore the competencies that enable managers, organizational leaders, team leads, and project managers to successfully engage others through the process of change.

Learning Objectives

- Discover the skills that are necessary to collaboratively build visions
- Learn how to use your strengths and when you need to adapt
- Learn when your greatest strengths can hinder alignment and execution
- Gain insight into how to help others move from vision to execution
- Create teams where team members hold each other accountable for results

Format Offered: Online / Onsite / Mixed

Min/Max Participants: 6 min/25 max

Duration/pricing: Primary: 2-hours
Alternatives: 90-minutes, ½ day (3.5 hours), full-day (7 hours)

Operational Competencies:

1. Adaptive Leadership
2. Cultivates Resilience
3. Influencing and Negotiating
4. Business Process Improvement