Course Summaries

1. Leadership Development Principles

Leading organizations, teams and individuals in today's workplace is becoming ever more challenging with the changes in worker needs and the speed at which business is moving. While some leadership principles are timeless, effective leaders today are employing new skills to move their organizations forward. In this introductory leadership session, participants will walk away with how to:

- Define the principles of effective leadership
- Understand different leadership styles
- Define their own leadership strengths and gaps through self-assessment
- Use leadership to improve organizational culture
- Understand the difference between a manager and a leader
- Communicate more effectively

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2. Engaging in Difficult Conversations in the Workplace

As a manager, you sometimes need to have conversations with your employees that you'd rather not. Whether it is an employee with a difficult personality, dealing with performance concerns or patterns like chronic lateness, these conversations can be challenging and may stir up emotions. A good leader knows that these conversations are necessary in the workplace and need to be handled in the right way. This practical workshop will help you plan and manage these conversations and will provide an opportunity to practice using techniques to build your confidence. Participants will walk away with how to:

- Manage difficult behaviors to achieve a positive outcome
- Plan and prepare effectively prior to delivering feedback
- Confidently provide structured, clear, concise, constructive and timely feedback
- Use effective listening and questioning skills to gain agreement and commitment
- Learn how to deal with high emotions during crucial conversations and frame up difficult conversations to get the best results

3. Developing Employee Performance through Coaching

Being a leader means getting things done through others. The best leaders know how to manage the performance of their employees in a way that is constructive and meaningful. That involves understanding and leveraging the organization's performance management system, creating and communicating objectives and development plans, keeping good records, having frequent performance discussions, coaching actively, and involving the employee at every step. Participants will walk away with how to:

- Understand the true impact of performance management – the benefits of coaching and feedback
- Improve coaching to reinforce and redirect
- Use and make the most of hallway, drop-by coaching
- Recognize teachable moments in real time
- Understand coaching attributes – when, where, who and why

4. Decision Making Models and Building Team Consensus

One of the most important skills for any successful team is making decisions together. There are several decision-making models from which to choose. Taking an intentional approach to decision making can prevet conflict, improve efficiency, productivity, and help teams work together more cohesively. Consensus Decision-Making is a process for groups to generate widespread agreement in a way that respects the contributions of all participants. Built into the process is the belief that all persons on a team have something unique to contribute, and that the team will reach a better decision by considering the different perspectives and experiences before proceeding. Consensus decision making offers the benefit of using more fully the experience, judgment, perceptions, and thinking of a team of people. In this activity-based workshop, participants will:

- Explore the consensus decision making concept and process
- Consider and experience the benefits of consensus decision making
- Practice active participation
- Practice effective listening
- Practice constructive disagreement
- Practice finding common ground
- Come to an agreement that everyone can live with and support

5. Preventing Sexual Harassment

Workplace discrimination can infect every aspect of an organization, such as recruitment, retention, engagement and productivity. Further, discrimination impacts teamwork, demoralizes individuals and can create a toxic working environment. In this workshop participants will:

- Become familiar with the legal framework that governs workplace harassment and discrimination at both the Federal and State level as well as a review of particular employer policies and standards
- Receive particularized instruction on the issue of sexual harassment, including identifying examples of inappropriate behavior, reporting mechanisms and bystander strategies
- Develop a greater understanding of the interaction between discrimination and the role of unconscious bias, differences amongst people and poor communication

6. Unconscious Bias, Diversity, & Inclusion

Unconscious bias is everywhere, impacting our day to day choices, actions and our relationships. The impact of these biases can become particularly pronounced when faced with the diversity amongst individuals. The workplace is not immune from its impacts – from recruitment, compensation, performance management, training and development, and retention decisions, our individual biases and those of the organization as a whole, impact our decision-making processes, often to the detriment of the workplace and success of the organization. Developing an awareness of how these biases permeate our lives is key to moving forward with strategies to minimize their impact. In this workshop participants will:

• Develop a working definition of unconscious bias and a greater ability to identify the areas in which it is prevalent
• Develop a greater understanding of the role unconscious bias plays in our interactions with those we view as different from ourselves and the impact of those interactions within the workplace
• Contemplate strategies to begin the process of culture change within an organization to minimize the impact of unconscious bias

7. Balancing Demands of a Multi-generational Workforce

Intergenerational differences are evidence our working culture is in transition, with each generation having unique needs and perspectives and placing more demands on leaders. The differences between the five generations found in today's workplace can be identified by factors such as norms, beliefs, values, and the historical influences that shaped each generation. In this session, participants will walk away with how to:

• Identify the different generations in the workplace
• Leverage market forces in recruitment and retention as it relates to different generations
• Do workforce planning with generational values
• Work with different generational styles
• Develop strategies for leveraging the strengths of different generations
• Develop strategies for collaborating across generations

8. Emotional Intelligence

Emotional intelligence has been shown to be a greater predictor of career success than innate intelligence. Defined as the ability to be aware of one's emotions and those of others and regulate emotions to positive outcomes in thinking, action and relationships, emotional intelligence is not an innate talent, but something that can be learned. Participants will walk away with how to:

• Define emotional intelligence and its application
• Increase self-awareness by understanding emotions
• Be adaptable and nimble in working with others
• Relate well to others and achieve positive outcomes
• Use EI to improve communication
• Empathize more sincerely

9. Managing Performance for Remote Employees

In today's hyper connected global environment, many organizations have shifted to operate virtually with a remote or partially remote workforce. Most performance review processes are no longer adequate or effective. Join us to explore the unique opportunities and challenges that come with remote work and explore strategies to effectively support and evaluate the performance of your remote employees. Create a more focused and results-driven virtual team to enhance your ability to lead your team to success. In this session, participants will learn:

• Improve individual and team performance
• Improve communication
• Understand and appreciate unique needs of each employee
• Develop outcomes based coaching strategy

10. Behavioral Interviewing

Behavioral interviewing is a style of interviewing job candidates that poses questions related to past experiences and behaviors as a means of predicting future success and behavior. This type of interviewing is considered the most effective interviewing technique and is proven to be much more effective than traditional interviewing methods. In this session, participants will learn:

• The difference between traditional interviewing and behavioral interviewing
• Objectives of behavioral interviewing
• How to approach a behavioral interview
• STAR responses
• Candidate evaluation methods

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