



Course Offerings Catalog

COURSE OFFERINGS CATALOG

The courses vary in length, subject and type of delivery (virtual or live classroom). Train-the-Trainer programs are available if you wish to certify your own facilitators. Some courses provide an on-line self-assessment profile. Sample profile reports, course flyers and lengthier course descriptions are available upon request.

Table of Contents

TOPICS AVAILABLE FOR LEADERSHIP DEVELOPMENT.....	3
1) Behavioral Interviewing.....	3
2) Communication Skills.....	3
3) Conflict Management.....	4
4) Dynamic Decision Making.....	4
5) Effective Listening Techniques.....	5
6) Emotional Intelligence.....	5
7) Leading Organizational Change.....	6
8) Leading Diverse Behavioral Styles.....	6
9) Leading the Multi-Generational Workforce.....	7
10) Leveraging Your Personal Strengths.....	8
11) Managing Performance Discussions.....	8
12) Performance Management.....	9
13) Situational Leadership.....	9
14) Time and Priority Management.....	10
15) The Work of Leaders.....	10
16) 360 Degree Feedback and Developmental Planning.....	11
MULTI-DAY PROGRAMS	11
17) Foundations of Leadership.....	11
18) Leadership Excellence.....	12
PROGRAMS FOR IN-TACT DEPARTMENTS OR TEAMS	13
19) Encouraging Innovation in Teams.....	13
20) Working with Diverse Styles.....	14

21) Creating Team Effectiveness	14
22) Five Behaviors of a Cohesive Team	15
LIVE VIRTUAL COURSES FOR ALL EMPLOYEES (THAT INCLUDE AN ASSESSMENT)	16
23) Encouraging Innovation in Teams.....	16
24) Enhance Your Emotional Intelligence	16
25) Enhance Your Negotiating Skills	17
27) Leverage Your Personal Strengths at Work	18
28) Listening Skills.....	19
29) Responding to Organizational Change	19
30) Time and Priority Management.....	20
31) Working With Diverse Behavioral Styles	20
32) Your Conflict Approach and When To Use It.....	21
LIVE VIRTUAL COURSES FOR ALL EMPLOYEES (THAT DO NOT INCLUDE AN ASSESSMENT)	21
33) Addressing Performance Issues With Others	21
34) Behavioral Interviewing Skills.....	22
35) Dynamic Decision-Making.....	22
36) Key Communication Skills.....	22
37) Meeting Management.....	23
ON-DEMAND ELEARNING COURSEWARE	23

TOPICS AVAILABLE FOR LEADERSHIP DEVELOPMENT

The modules listed below can serve as stand-alone training topics, or combined into a customized program for leadership development. Some of them include an assessment, as indicated. The length can vary from 1-3 hours, and be adjusted to meet your needs.

1) BEHAVIORAL INTERVIEWING **Program Length: 3 Hours**

The skill of the interviewer dramatically impacts the organization's ability to attract the most qualified candidate to a job position. By selecting the right candidate, an organization can increase the likelihood of higher job satisfaction and reduce turnover rates.

A behavioral interview is a series of open-ended questions that helps the interviewer obtain a good picture of a person's capabilities. Good interviewing skills involve directing candidates to focus on past situations where a specific competency would have been demonstrated. To be sure that an individual has the capabilities needed to perform a job, it is important to recognize if they have demonstrated these capabilities in the past. A behavioral interview allows the interviewer to gather evidence indicating that the candidate has the critical skills and behavior required for a specific position.

Major Topics:

- The benefits of behavioral interviewing
- How to write behavioral questions and probes
- Identifying what skills are really needed for a position
- The most effective process for effective interviewing
- How to prepare and evaluate
- Legal concerns

2) COMMUNICATION SKILLS **Program Length: 1 hour**

Effective communication skills are a key ingredient for successfully leading other people. When they are strong, relationships are built with staff members and productivity is enhanced. When they are lacking, they are the primary reason for conflict and dissatisfaction at work. This course addresses the fundamental skills every manager needs to use on a regular basis to encourage greater productivity and engagement.

Major Topics:

- The importance of showing appreciation for other's efforts
- The most effective way to praise
- Focusing on specific behavior to enhance understanding
- Focusing on outcomes desired
- Using effective questioning techniques to explore ideas
- Listening effectively to promote understanding

3) CONFLICT MANAGEMENT

Program Length: 2 hours

Assessment: Thomas-Kilmann Conflict Mode Instrument (TKI®)

One of the key reasons for lack of productivity is interpersonal conflict. It slows down the decision-making process and prevents people from willingly sharing information. It also inhibits the opportunity for synergistic creativity and innovation. There are five specific methods for dealing with conflict addressed in this program, such as: Competing, Accommodating, Avoiding, Collaborating, and Compromising.

Major Topics:

- Causes for conflict
- When to use each conflict mode
- The challenges of overusing any conflict mode
- The need for flexibility in response to conflict situations
- Identifying the needs of the other person
- Planning the best response to any conflict situation

Each participant in this session receives an individualized **Thomas-Kilmann Conflict Mode Instrument (TKI®)**. While each individual can use all the conflict modes, the report will indicate what is their most preferred and least preferred approach. This can provide insight when learning to adapt one's conflict approach to the needs of any situation.

4) DYNAMIC DECISION MAKING

Program Length: 2 hours

This program offers a straightforward, easy-to-follow process designed to improve the way decisions are made to achieve specific goals. Our decisions shape our professional and personal lives. Sadly, decision-making is seldom taught as a skill in its own right. This session will present a clear process and user-friendly techniques for making smart choices.

Major Topics:

- How to frame the decision
- Gathering information
- Analyzing the information
- Why bad things happen
- Making the decision

5) EFFECTIVE LISTENING TECHNIQUES

Program Length: 3 Hours

Assessment: Personal Listening Profile®

Good communication is one of the most valued skills in the workplace. It is estimated that people screen out or change the intended purpose of what they hear in over 70 percent of all communications. The biggest factor contributing to such miscommunications is our listening approach. Behavioral research shows that people listen with a *preferred* listening approach, such as: Appreciative, Empathic, Comprehensive, Discerning, or Evaluative. This program enables each participant to identify his or her own preferred listening approach, and develop more effective strategies to improve overall communications.

Major Topics:

- Listening vs. hearing
- Communication filters
- Primary factors in listening approaches
- Six essential communication skills
- Listening flexibility

Each participant in this session receives an individualized **Personal Listening Profile®** report to give insight into their own preferred listening approach and how to improve the effectiveness of their communication with others.

6) EMOTIONAL INTELLIGENCE

Program Length: 3 Hours

Assessment: Emotional Intelligence Assessment

Emotional Intelligence (EQ) is the ability to comprehend one's emotions and manage them effectively. Research shows that people who show high levels of emotional intelligence skills are stronger leaders, better decision makers, foster better relationships, and increase team efficiency in the workplace. It also suggests that EQ is a more accurate predictor of success at work and in life than the more traditional IQ test.

Major Topics:

- Discover the major components of emotional intelligence
- Recognize the behaviors and characteristics of an emotionally intelligent person
- Identify areas where emotional intelligence skills can be applied
- Evaluate personal strengths and growth opportunities
- Generate action steps to improve emotional intelligence and success

Each participant in this course will receive a personalized ***Emotional Intelligence Skills Assessment***. This instrument measures adult emotional intelligence on five scales: Perceiving, Managing, Decision Making, Achieving, and Influencing.

7) LEADING ORGANIZATIONAL CHANGE

Program Length: 2 Hours

Assessment: Leading Change Profile

Change management is the art and science of guiding an organization and its people through the predictable transitions from current reality to a preferred future position. This session will address different reactions to change so that managers will be better prepared to help employees adapt to it.

Major Topics

- How quickly the world is changing
- Identified changes in your organization
- Interpreting one's own response to change with the Leading Change profile
- How to model the change desired
- Communicating about change
- Involving others in the process
- Helping others break from the past
- Creating a supportive learning environment

Each participant in this program will receive the ***Leading Change® Profile*** to gain a better understanding of their own personal approach to change, and to recognize effective strategies for helping others embrace it.

8) LEADING DIVERSE BEHAVIORAL STYLES

Program Length: 3 Hours

Assessment: Everything DiSC® Management Profile

We each think, act and are motivated in unique ways. One management approach that worked excellently with one person may yield a different response from someone else. This program utilizes the DiSC® model for understanding

behavioral styles to help managers understand themselves and recognize approaches for being most effective with each individual they lead. The four styles include: Dominance, Influencing, Steadiness, and Conscientious. An emphasis is placed on the benefit each style brings to the workplace.

Major Topics:

- How we develop behavioral style tendencies
- Characteristics of each of the 4 behavioral styles, and the combination patterns
- Why each style is needed for effective teamwork
- What to value in the diverse behavioral tendencies of each employee
- How each style wants to be managed
- What to emphasize and what to avoid when leading each style
- Action Plan for leveraging one’s own style strengths and development opportunities

Each participant in this session receives an individualized ***Everything DiSC Management Profile*** to gain insight into their own preferred behavioral style. This profile is also an excellent reference tool to identify the style tendencies of all 15 behavioral style patterns.

9) LEADING THE MULTI-GENERATIONAL WORKFORCE

Program Length: 2 hours

The events we experience in our “coming of age” years greatly impact our life perspectives and approaches to work. People who have experienced similar events at the same time in their lives will share core values, preferences, attitudes and behaviors. People from different generational cohorts are motivated differently, learn differently and communicate differently. By learning about these differences, new strategies can be developed to strengthen workplace relationships and productivity.

Major Topics:

- How to identify the generational groups
- Workplace attitudes and belief systems of each cohort group
- The strengths and weaknesses of each generational group
- Motivating generational groups for the best performance
- How to interact with each group most effectively

10) LEVERAGING YOUR PERSONAL STRENGTHS

Program Length: 2 Hours

Assessment: VIA Me Strengths Assessment

When people identify and then use their personal character strengths at work, they are happier and more productive. Research shows that using character strengths can help managers become a positive role model to lead others effectively. Using one's strengths helps to buffer against, manage and overcome problems. It also improves relationships with team members and enhances a sense of personal well-being.

Major Topics:

- About the different character strengths
- Benefits each strength brings
- Why signature strengths matters
- Ideas for applying signature strengths in various situations
- Ideas for using secondary strengths
- Action Planning

Each participant in this session will receive the *VIA Me Strengths Assessment* to vividly capture and detail one's signature strengths. This assessment is also an excellent reference tool to identify tips and techniques to use those strengths at work.

11) MANAGING PERFORMANCE DISCUSSIONS

Program Length: 3 Hours

It's not easy to address performance problems effectively with employees. Most managers prefer to look the other way. When they do make the effort to address performance issues, however, they don't know how to do it effectively. This program provides a 7-step process for addressing performance issues in a way that improves behavior while helping the employee feel empowered to improve. This session typically follows the Communication Skills session.

Major Topics:

- What employees really want from their jobs
- How to praise effectively
- Examining the source of the problem
- 7 step process for conducting performance discussions
- Practice exercises

12) PERFORMANCE MANAGEMENT

Program Length: 3 Hours

It takes a special skill set to manage and lead others effectively. Managing the performance of one's staff is one of the most important, critical components for effective management. Yet research shows that most individuals, when first promoted to a management position, feel ill-equipped for doing this. More seasoned managers, when not provided with adequate performance management training, have similar experiences. This program addresses the performance management cycle, and important management responsibilities to be conducted each step of the way.

Major Topics:

- The performance management cycle
- Establishing goals and objectives
- Conducting progress reviews
- Communicating the annual performance appraisal

This program can be tailored to incorporate the use of your company's performance management system and related documents.

13) SITUATIONAL LEADERSHIP

Program Length: 2 Hours

The fundamental responsibility of every leader is to help their people to succeed. However, team members will have unique needs from others, and they will also have different needs based upon the task. This session helps leaders understand when to be directive, and when to be supportive, based on the level of willingness and ability the employee possesses for each task.

Major Topics:

- How to identify the various development level each employee has for the task
- Identifying which leadership approach is best for each situation
- Recognizing each leadership style in action
- Tips and strategies to use based on specific situational needs

14) TIME AND PRIORITY MANAGEMENT

Program Length: 2 Hours

Assessment: Time Mastery Profile®

Setting priorities and managing time are vital to enhancing individual and organizational performance. This program provides specific tips and techniques that can be implemented immediately.

Major Topics:

- Distinguishing what's Important from what's Urgent
- Identifying key priorities
- Establishing goals
- Handling interruptions
- Responding to email
- Delegation
- Overcoming procrastination
- Developing a personalized Action Plan

This program utilizes the *Time Mastery Profile®* to help participants assess their personal time challenges and strengths in 12 key areas. The profile also serves as an excellent future reference with suggestions for enhancing time mastery skills.

15) THE WORK OF LEADERS

Program Length: 3 Hours

Assessment: Everything DiSC® Work of Leaders Profile

Using the framework of Vision, Alignment and Execution, this session provides an opportunity for leaders at all levels of learning to reflect on how they approach each of these steps and to identify best practices to lead their teams towards targeted objectives.

Major Topics:

- Understanding the Vision, Alignment and Execution model (V-A-E)
- Identifying the best practices for identifying and communicating the targeted goal
- Recognizing the most important activities to gain alignment from the team
- How to lead others to execute the desired actions
- Identifying one's strengths and development needs for each step of the VAE model
- Clarifying individualized strategies for development
- Creating a clear development plan as a leader

The **Everything DiSC® Work of Leaders** profile helps participants recognize leadership tendencies they may not have been aware of and plan to enhance best practice leadership characteristics. It provides context-specific feedback and developmental steps along with helpful case-in-point narratives to show how progress can be demonstrated back on the job.

16) 360 DEGREE FEEDBACK AND DEVELOPMENTAL PLANNING

Program Length: One-Half Day

Assessment: There are several 360 degree feedback assessments, depending on your unique needs

One of the most effective tools for dramatic behavior change is the ability to receive candid 360-degree feedback from those one works with (manager, direct reports, peers and own self-assessment). This program provides that feedback with developmental planning.

Major Topics:

- Identification of key strengths
- Identification of key development needs
- Peer coaching and brainstorming
- What to say to those who provided feedback
- Communicating with one's manager for follow-up
- Creation of a personalized Development Plan

This program provides a 360 Degree Feedback report to each participant. Respondents can include one's manager, direct reports, peers and a self-assessment. The topics can be customized to include questions addressing specific topics addressed in a course.

MULTI-DAY PROGRAMS

17) FOUNDATIONS OF LEADERSHIP

Program Length: 2 Days

Assessments: Everything DiSC® Management Profile and the Thomas-Kilmann Conflict Mode Instrument (TKI®)

It takes a special skill set to manage and lead others effectively. Research shows that most individuals, when first promoted to a management position, feel ill-equipped for the role. More seasoned managers, when not provided with adequate training, have similar experiences. The Foundations of Leadership program is designed to provide new and experienced managers and supervisors with the fundamental skills needed to lead their staff to higher levels of productivity.

Major Topics:

Most Effective Approach to Leadership	Identify which leadership approach is most effective for engaging passion and performance in your people.
Key Communication Skills	Incorporate the key communication skills needed to use on a regular basis, but that are especially important when providing coaching.
Performance Coaching	Address performance issues in a way that encourages personal accountability, ownership and lasting behavior change.
Leading Diverse Styles	Apply the knowledge of DiSC styles to lead and motivate each individual employee in the most effective manner.
Performance Management	Understand the performance management cycle by identifying SMART goals, coaching throughout the year, and discussing end of year results achieved.
Situational Leadership	Utilize the most effective leadership approach based on each employee's willingness and ability for the specific task at hand.
Manage Conflict Effectively	Identify common approaches to conflict and recognize which one is most effective in a variety of situations.
Putting New Knowledge into Immediate Action	Create an individualized Leadership Development Plan to apply key concepts addressed in the class back on the job.

Abundant reinforcement resources are included with this program. The course can be tailored to meet your targeted objectives by including or excluding the specific modules needed. See the course listings above for optional modules available.

18) LEADERSHIP EXCELLENCE

Program Length: 2 Days

Assessments: 360 Degree Feedback and the Everything DiSC® Work of Leaders Profile

A key element of effective leadership is developing talent to meet the organization's future needs. Career development is recognized as one of the strongest tools for driving engagement and business results. Yet, many managers don't focus on it. This program helps leaders create an Individual Development Plan (IDP) to enhance their own development, while also helping their team members to do the same. It also identifies the leadership skills needed to help move their staff through change initiatives to accomplish targeted results.

Major Topics:

The Changing Needs of Leaders Today	Understand what's important to employees in order to retain your best and brightest in today's highly connected world.
Receive 360-Degree Feedback	Gain targeted insight into leadership strengths and development needs from one's manager, direct reports and peers.
Create an Individualized Development Plan (IDP)	The IDP identifies a clear and specific path for one's own career development and is also a tool to also be used with employees.
Coaching Skills Needed for Employee Career Discussions	Practice the specific communication skills needed when coaching an employee during a development discussion.
Identify Options for Development	Recognize opportunities for employee enrichment, even when current career options may seem limited.
Conduct Development Discussions with Employees	Practice the development discussion process to encourage employees to create, own and enhance their own IDP.
Lead Your Team to Accomplish Key Targets	Further develop one's leadership approach towards Vision, Alignment and Execution to help each individual accomplish targeted goals.

Abundant reinforcement resources are included with this program. The course can be tailored to meet your targeted objectives by including or excluding the specific modules needed. See the course listings above for optional modules available.

PROGRAMS FOR IN-TACT DEPARTMENTS OR TEAMS

19) ENCOURAGING INNOVATION IN TEAMS

Program Length: 3 Hours

Assessment: Team Dimensions Profile®

Understanding individual approaches to group processes is vital to creating high-performance teams. This program helps team member's work from their strengths to identify the most natural team role: Creator, Advancer, Refiner, Executor or Flexor. It utilizes the understanding of individual strengths to enhance the innovation process.

Major topics:

- Identifying individual approaches to teamwork
- Efficiently tapping into underutilized natural strengths in daily activities
- Uncovering the strengths and limitations of the team, based on the distribution of team talents within it
- How to use the Z-Process for innovation to enhance creative problem solving
- Creating action plans to reduce individual and team stress and increase team productivity by tapping into the natural talents of the individuals on the team

Each team member will receive the **Team Dimensions Profile®** to learn about their own strengths and stressors during the innovation process. Reference material to understand the Z process to enhance innovation is also included.

20) WORKING WITH DIVERSE STYLES

Program Length: 3 Hours

Assessment: Everything DiSC® Workplace Profile

We each think, act and work in unique ways. This program utilizes the DiSC model for understanding behavioral styles to help team members understand themselves and recognize approaches for being most effective with each individual on the team.

Major Topics:

- Characteristics of each of the 4 DiSC styles
- Distribution of styles within one's team
- Why each style is needed for effective teamwork
- What to value in the diverse behavioral tendencies of each team member
- What to emphasize and what to avoid when working with each style

Each participant in this session will receive the **Everything DiSC® Workplace Profile** to gain insight into their own preferred behavioral style. A Team View Profile is also presented which indicates the DiSC style of each team member.

21) CREATING TEAM EFFECTIVENESS

Program Length: One Day

Assessment: Everything DiSC® Workplace Profile

This program is designed to help a newly formed department understand what it needs to do to work more effectively as a team. The need for this program can occur when everyone on the team is new, or an established team has gained new team members. Using hands-on interactive simulation games and an assessment

profile, teams gain a clearer sense of direction and responsibilities, while bolstering interpersonal relationships.

Major Topics:

- Creating the team’s mission and vision statements
- Clarifying the key goals of the team
- Building interpersonal understanding by recognizing each other’s DiSC styles
- Strengthen relationships and get to know each other better
- Create the team’s agreed-upon norms for working together in the future.

Each participant in this session will receive the ***Everything DiSC® Workplace Profile*** to gain insight into their own preferred behavioral style. A Team View Profile is also presented which indicates the DiSC style of each team member.

22) FIVE BEHAVIORS OF A COHESIVE TEAM™

Program Length: Can vary, depending on the team’s needs and objectives
Assessment: Five Behaviors of a Cohesive Team Profile™

This program is an assessment-based process that helps team members identify their strengths and challenges regarding each of the key components of the Five Behaviors model. It is designed exclusively for intact teams and work groups, and is based on the best-selling book *The Five Dysfunctions of a Team*. The team generates action plans during the process for their targeted needs. A progress assessment report is available to identify marked improvements. The key components of the Five Behaviors of a Cohesive Team program are:

- Trust one another
- Engage in conflict around ideas
- Commit to decisions
- Hold one another accountable
- Focus on achieving collective results

LIVE VIRTUAL COURSES FOR ALL EMPLOYEES (THAT INCLUDE AN ASSESSMENT)

Each of the programs listed below are 90-minutes in length and delivered as an instructor-led, live, virtual program. Each participant would receive the identified electronic profile in advance of class. In some cases, additional supporting material is also provided.

23) ENCOURAGING INNOVATION IN TEAMS

Program Length: 90 minutes

Assessment: Team Dimensions Profile®

Successful team members don't do the same thing at the same time. They do the right thing at the right time. While team members work together toward a common goal, individuals still must play their individual roles in the process. As organizations rely more and more on teams to innovate and problem solve, clearly understanding and capitalizing on individual approaches to group processes is the bottom line on creating high performance teams.

Major Topics:

- Why innovation is a process, not an event
- The importance of each role identified in the Team Dimensions profile
- How the understanding of team roles within the "Z Process" can get teams moving forward quickly and enhance innovation
- How understanding team roles can help to solve problems and deal with change

This course utilizes the *Team Dimensions Profile®* to help participants identify their own personal preference towards 4 key roles in team performance, such as Creator, Advancer, Refiner, Executor and Flexor.

24) ENHANCE YOUR EMOTIONAL INTELLIGENCE

Program Length: 90 Minutes

Profile: Emotional Intelligence Skills Assessment

Emotional Intelligence (EQ) is the ability to comprehend your emotions and manage them effectively. Research shows that people who show high levels of emotional intelligence skills are stronger leaders, better decision makers, foster better relationships, and increase team efficiency in the workplace. It also suggests that EQ is a more accurate predictor of success at work and in life than the more traditional IQ test.

Major Topics:

- Discover the major components of emotional intelligence
- Recognize the behaviors and characteristics of an emotionally intelligent person
- Identify areas where emotional intelligence skills can be applied
- Evaluate personal strengths and growth opportunities
- Generate action steps to improve emotional intelligence and success

Each participant in this course will receive a personalized ***Emotional Intelligence Skills Assessment***. This instrument measures adult emotional intelligence on five scales: Perceiving, Managing, Decision Making, Achieving, and Influencing.

25) ENHANCE YOUR NEGOTIATING SKILLS

Program Length: 90 minutes

Profile: Negotiating Style Profile

Everybody negotiates. And whether people are striving to hit their monthly sales quota, campaigning for a deadline extension, or pitching ideas to a team, the same principles apply. There's more to effective negotiating than the outcome alone. In fact, building productive relationships is equally important. Skillful negotiators know this is the key to their success - and it's what sets them apart from the rest.

Major Topics:

- Learn the first styles of negotiating
- Identify your personal negotiating style
- Learn how one's negotiating style is perceived by others
- Develop an action plan to improve negotiating style strengths

Each participant in this course will receive a personalized ***Negotiating Style Profile***, which offers a simple framework for determining one's preference for one of five negotiating styles: Defeating, Accommodating, Collaborating, Withdrawing, or Compromising.

26) LEADING ORGANIZATIONAL CHANGE

Program Length: 90 minutes

Profile: Leading Change at Every Level

Change is here to stay; there's no doubt about it. But in today's empowered workplace, leading organizational change has, well, changed. What was once the role of senior management is now the day-to-day responsibility of individuals throughout the organization. And that's good news. Why? Because studies show that leading organizational change efforts are more successful when they're

implemented by the people they impact most. Regardless of authority or position, the ability to champion change has become a key factor in professional and organizational performance.

Major Topics:

- Measure current change leadership abilities
- Understand effective change leadership behaviors
- Develop change leadership skills
- Generate support for change efforts
- Improve the ability to lead change initiatives

Each participant in this course shall receive the ***Leading Change at Every Level*** profile. It measures and develops the five behaviors of effective change leaders, among them: modeling the change, communicating about the change, involving others in the change, helping others break from the past, and creating a supportive environment for change.

27) LEVERAGE YOUR PERSONAL STRENGTHS AT WORK

Program Length: 90 Minutes

Profile: VIA Me Strengths Assessment

When people identify and then use their personal character strengths at work, they are happier and more productive. Research shows that using your character strengths can help to buffer against and overcome problems, enhance relationships and gain a stronger sense of health and well-being.

Major Topics:

- About the different character strengths
- Benefits each strength brings
- Why signature strengths matters
- Ideas for applying signature strengths in various situations
- Ideas for using secondary strengths
- Action Planning

This course utilizes the ***VIA Me Strengths Assessment*** to vividly capture and detail each participant's signature strengths, and secondary strengths.

28) LISTENING SKILLS

Program Length: 90 Minutes

Profile: Personal Listening Profile®

Research shows that people screen out or change the intended purpose of what they hear in over 70% of all communications. The biggest factor contributing to such miscommunications is our listening approach.

Major Topics

- Communication Filters
- The focus, motivators and behavioral indicators of each listening approach
- How to use listening approaches appropriate to the situation
- Developing effective listening strategies, based on the purpose of the communication

Each participant receives the **Personal Listening Profile®** to identify preferred approaches to listening. The five approaches are Appreciative, Empathic, Comprehensive, Discerning and Evaluative.

29) RESPONDING TO ORGANIZATIONAL CHANGE

Program Length: 90 Minutes

Profile: Mastering the Change Curve Profile

Change is a certainty in today's environment. The key to surviving and thriving is to take a proactive approach to change. This program provides the tools to assess typical attitudes toward change, intervene in the change cycle with positive strategies, and combat change-related stress.

Major Topics:

- How quickly the world of work is changing
- Identified changes at your organization
- Identify strengths and development needs regarding response to change
- Tips for addressing change based on where you are in the change cycle

Each participant will receive the **Mastering the Change Curve** profile which will identify their predominant phase in the Change Curve model, such as: Denial, Resistance, Exploration or Commitment.

30) TIME AND PRIORITY MANAGEMENT

Program Length: 90 Minutes

Profile: Time Mastery Profile®

Setting priorities and managing time effectively is basic to managing individual and organizational performance. The pressure to find innovative ways to achieve goals is even more intense in today's less structured, information-driven workplace.

Major Topics:

- Identifying one's unique time mastery strengths and challenges
- Recognizing the important, not just urgent, priorities
- Planning on a weekly and monthly basis (not just daily to do lists)
- Managing interruptions, including email and phone calls
- Overcoming Procrastination
- Handling Interruptions
- Action Planning

Each participant receives the *Time Mastery Profile®* to identify their individual strengths and development needs in 12 areas of time management.

31) WORKING WITH DIVERSE BEHAVIORAL STYLES

Program Length: 90 Minutes

Profile: Everything DiSC® Workplace Profile

Successful interpersonal relationships often depend on "getting off on the right foot." Being able to quickly recognize someone's behavioral style and interact appropriately is critical to this process. This course helps participants quickly recognize someone else's behavioral style, and develop adaptive skills that increase one's ability to communicate effectively with others. This program uses the DiSC model to understand behavioral styles.

Major Topics:

- Characteristics of each of the 4 behavioral styles
- Recognizing other's behavioral styles
- How to adapt your approach to other people
- Practical application exercises

The *Everything DiSC® Workplace Profile* enables each participant to identify their own behavioral style strengths and development needs. The four styles are: Dominance, Influence, Steadiness and Conscientious.

32) YOUR CONFLICT APPROACH AND WHEN TO USE IT

Program Length: 90 Minutes

Profile: Thomas-Kilmann Conflict Mode Instrument (TKI®)

One of the key reasons for lack of productivity is interpersonal conflict. It slows down the decision-making process and prevents people from willingly sharing information. It also inhibits the opportunity for synergistic creativity and innovation.

Major Topics:

- Causes for conflict
- About each of the 5 conflict modes
- The need for flexibility in response to conflict situations
- When each approach is useful and when it is not

This program utilizes the *Thomas Kilmann Conflict Mode Instrument (TKI®)* to help each participant identify his or her primary approach to conflict, among them: Competing, Accommodating, Avoiding, Collaborating and Compromising.

LIVE VIRTUAL COURSES FOR ALL EMPLOYEES (THAT DO NOT INCLUDE AN ASSESSMENT)

Each of the programs listed below are 60-minutes in length and delivered as an instructor-led, live, virtual program. They do not include an assessment.

33) ADDRESSING PERFORMANCE ISSUES WITH OTHERS

Program Length: 60 Minutes

One of the most difficult conversations is coaching someone that doesn't report to you to improve performance. However, if this discussion is not conducted the poor performance can continue and negatively impact others. This session is designed to provide the necessary skills for coaching others when performance needs to improve, even when the other employee don't directly report to you.

Major Topics:

- The value of using specifics
- How to make the discussion interactive, and get input from others
- Identifying organizational or managerial impediments to performance
- Types of performance problems to be addressed
- The 7-step process for performance coaching

34) BEHAVIORAL INTERVIEWING SKILLS

Program Length: 60 Minutes

A behavioral interview is a series of open-ended questions that helps the interviewer obtain a good understanding of a candidate's capabilities. Good interviewing skills involve directing candidates to focus on past situations where a specific competency would have been demonstrated. To be sure that an individual has the capabilities needed to perform a job, it is important to recognize that they have demonstrated these capabilities in the past. A behavioral interview allows the interviewer to gather evidence for the critical skills and behavior required in a specific position.

Major Topics:

- The benefits of behavioral interviewing
- How to write behavioral questions and probes
- Identifying what skills are really needed
- The most effective process for conducting an interview
- Legal concerns

35) DYNAMIC DECISION-MAKING

Program Length: 60 Minutes

This program offers a straightforward, easy-to-follow process designed to improve decision-making. Our decisions and choices shape our professional and personal lives. Sadly, decision-making is seldom taught as a skill in its own right. This course will present a clear process and user-friendly techniques for making smart choices/

Major Topics:

- How to frame the decision
- Gathering information
- Analyzing the information
- Why bad things happen
- Making the decision

36) KEY COMMUNICATION SKILLS

Program Length: 60 Minutes

Effective communication skills are a key ingredient for successful career development. When they are strong, relationships are built with other colleagues and productivity is enhanced. When they are lacking, they are the primary reason

for conflict and dissatisfaction at work. This course addresses key communication skills necessary for communicating effectively with others.

Major Topics:

- Showing appreciation for other's efforts
- Focusing on specifics to enhance clarity
- Using effective questioning techniques to explore ideas
- Listening effectively to promote understanding

37) MEETING MANAGEMENT
Program Length: 60 Minutes

The difference between participating in an effective meeting versus one that is unproductive reflects the skill and discipline of each team member involved. A few common-sense guidelines will make all the difference in helping structure productive meetings.

Major Topics:

- Planning and organizing
- Deciding who should attend the meeting
- Creating an agenda and sticking to it
- Ways to maintain control
- Taking minutes when needed
- Preparing a follow-up action plan
- Critiquing the meeting quality

ON-DEMAND ELEARNING COURSEWARE

A complete listing of topics available can be found at:

<http://www.nexalearning.com/all-elearning-courses>.