

Topic Areas and Sample Course Descriptions

Note: course days and length are indicated in parenthesis after title; (1x4) is a one day course that lasts four hours while (2x6) is two 6-hour sessions over two separate days. Most content can be flexed/adjusted but this is a rough guide to ideal session/topic delivery.

Leadership/Management Development:

New Manager Boot Camp (2x4; optional add-in of 4 hours on basics of employment law)

- Day 1 is basics of what it means to be a manager of people and the fundamental aspects of the manager-employee relationship (two-way trust via solid communication practices, creating the responsibility and accountability mindset in reports, understand how to utilize work experiences to develop and grow staff).
- Day 2 is practice with the everyday actions managers must take to create an environment where staff choose to deliver extraordinary performance (building the relationship, delegating work and setting expectations, giving impactful feedback on performance, and coaching for improved future performance).
- Day 3 (optional) is a quick hit on the basics of employment law that each manager should be able to navigate. This could be delivered in conjunction with local HR or counsel. Topics could include employee classification, wage and hour, hiring, sexual harassment, ADA, FLMA, progressive discipline and terminations, and personnel records.

Core Competencies of Great Managers (1x8 or 2x4)*

- This is a faster ‘blended’ version of Day 1 and 2 from above; assumes some time spent in manager role (~1-3 yrs) but participant needs to firm up their approach to management and will walk away with four core areas to attend to with their staff (relationship, delegation, feedback, and coaching).

Preparing to Lead (2x6 or 3x4)

- This multi-day series is for high performing staff (Hi-Po) that are being groomed for future leadership roles (project team lead or people management—can be non-exempt or lower-level exempt staff). Focus is on building EIQ (emotional intelligence) via various modules on strengthening the internal self (self-awareness and self-management) and building external capacity (relationship building and creating a leaderful brand).

From Manager to Leader (1x8 or 2x4)*

- A full day session (or two half days) that expands the view of current managers from their current “getting the day-to-day done” to see their role in a new way – as a broker to expand the organization

and its people in new ways. Topics include motivation, engagement, vision/purpose, and exposure to current leadership theories.

Excelling as a Leader (5x6)

- Multi-day sessions for high performing experienced managers (>3 years in role) that take a deep look at various high-level leadership topics: coaching, communications styles, negotiation and mediation of problems, inclusion and diversity, and team dynamics. All sessions have extensive practice with these skills in the room and leave participants with strategies to incorporate them into their regular routines.

Essentials of Managerial Communications (1x4)*

- This session explores elements such as: active listening, appropriate and helpful body language and tone, as well as connecting and communicating with style and grace while in difficult conversations. A copy of the book Fierce Conversations by Susan Scott, filled with tips and tools for effective in person communication, will be provided as required reading for this course. Using material from the book, as well as interactive exercises and games, self-assessments, and classroom discussion, the course explores the benefits of and barriers to productive managerial communication.

Understanding Employee Engagement (1x4)*

- The engaged person focuses her/his talents and skills on the achievement of the organization's goals in ways that promote their health and well-being, as well as that of their team and their organization. This workshop will provide a common understanding of engagement and the role that leaders and managers play in engaging their employees. This session provides the opportunity to learn tools, tips and techniques that help build and sustain employee engagement.

Strengths-Based Leadership (1x4)*

- Understanding the strengths that the individuals on a team bring to work allows a manager to bring out the best in their staff each day and minimize the areas in which they struggle. By learning to view the strengths as a critical tool in how work tasks are assigned, not only will it ensure better work performance but also create a highly engaged team that quickly becomes deeply intertwined with the understanding in how they all are working towards accomplishing shared goals.

The 'Dark Side' of Managing: Progressive Discipline and Termination (1x4)*

- No matter how well a manager uses the core skills of great management, there will be times when staff won't respond to more positive course correction to improve performance. This workshop outlines the best practices in documenting serious performance flaws and moving upward through the progressive discipline process, with a focus on clear communication as to expectations and next steps in the process.

Team-Based Development:

Team Strengths at Work (1x4)

- This course is an exploration of “strengths” as related to engagement with work, how to best use one’s strengths for long-term professional and personal success, and the exponential power of strengths applied within a team. During the workshop, the team will receive a grid that contains the collective strengths of the entire staff in visual form and conduct exercises that illustrate the benefits of strengths collaboration in your work teams. The session creates a shared common language that helps see people at their best in the workplace – when they have the most to offer to the team’s performance and culture.

Essentials of Team Communications (1x4)

- Each person’s communications style preferences impact how effective they are at communicating across the team and how they perceive the communications of others. This workshop uses a diagnostic tool to identify preferences and creates a safe space to learn about how/why we get along well with some individuals and clash with others. By creating a shared understanding of style preferences and a common language, teams will be better able to diffuse minor issues and maximize commitment towards team outcomes.

Creating Resilient Teams (1x4)

- This session begins with teamwork basics: types of teams, how teams develop, and the team-specific roles that need to be filled by members. Throughout the workshop, the focus is kept on positive suggestions, strategies, and resources for teams to address key emotional, communication and workload concerns (especially helpful during ongoing times of change and transition).

In particular, the entire team will learn how to reach out to each other and build good forums for communication and performance feedback prior to any turmoil, in an effort to build up resiliency before it is truly needed. Participants will also have the opportunity to ask questions related to the particular challenges they face.

Individual Skill Building:

Your Strengths at Work (1x3)

- This course is an exploration of how your strengths show up in the workplace and in your personal life, how to best use one's strengths for long-term professional and personal success, and the ways to examine, grow, and effectively speak about your strengths. A primary focus is on strategies for increasing the opportunities for you to be able to use your strengths on a regular basis.

Essentials of Communications (1x3)

- In a workplace culture overly-dependent on voicemail and email, many of us have forgotten some of the key elements of effective, meaningful *verbal* communication. In this session we will explore elements such as: active listening, appropriate and helpful body language and tone, as well as connecting and communicating with style and grace while under pressure.

Presentation Skills (2x3)

- On the first day of this two-day workshop, we will explore the essential elements of effective presentations, including: organization, vocal delivery, physical presence, overcoming nervousness, using visual aids, as well as engaging and holding the audience's attention. You will be provided with time and tools to develop a quick presentation during the first day. On the second day of the workshop, you will practice your new skills by delivering a 5-8 minute presentation. Videotaped and reviewed in class, these presentations become the learning tools that enable immediate feedback about individual strengths and areas needing improvement.

Getting Organized (1x3)

- This workshop will help you tackle your time and space management challenges. You will identify your own style and create an organizational system that works with your innate preferences. Using David Allen's book, *Getting Things Done*, as a model, you'll begin to develop a system for managing all of your multiple priorities that suits your needs and simplifies your life.

Managing Up (1x3)

- The relationship between an employee and his or her supervisor is a critical one. In this workshop, you will learn tools and techniques to better understand your manager's goals and preferred work style. This is a great workshop for those who want to increase their effectiveness by maximizing their relationships with their supervisor(s).

Career Development Workshops:

Navigating Your Career (1x3)

- This is a workshop that provides an overall context and landscape for what the workforce looks like and how to best present yourself as an applicant. We will cover how hiring actually works and what recruiters and hiring managers are looking for and how to position yourself for success. Lastly, other helpful resources that are available will be presented.

Understanding Your (Career) Brand Identity (1x3)

- It is now rare that you will stay in a job and slowly work your way up via promotion after promotion, only to retire with a gold watch after working at one employer for 45 years. The most successful individuals make opportunity happen for themselves by knowing what they have to offer in the workplace and branding those skills as part of their working identity. In this session, we will cover how to identify your critical factors and build a brand around them.

Networking 2.0 (1x3)

- Networking has changed dramatically over the past 10 years. No longer a skill for just the most extroverted to practice, all working professionals need to network to share their brand identity with others. This workshop presents a new way of thinking about networking and ways that make it easy to position yourself in the best possible light.

Creating Your Best Resume (1x3)

- This workshop covers the general principles of creating an eye-catching resume, including a discussion of common pitfalls that can prevent you from being selected for interviews. The session continues with an emphasis on the importance of a clear, focused resume that is targeted to a specific position/field and provides techniques for creating a resume that will get attention by clearly addressing the needs of the hiring manager.

Successful Interviewing (1x3)

- This workshop will provide guidelines and practice which will help you best prepare for future interviews. During this session, topics include various types of interviews, what the hiring manager expects from candidates during job interviews, and how to best answer different types of questions.

Basic Use of LinkedIn (1x3)

- In this active lab, you will be working at a computer to learn how LinkedIn can be a powerful resource to position yourself in a career, to showcase your skills and expertise, and to present your accomplishments. It is a potent networking tool when used appropriately, and can encourage recruiters or others with shared professional interests to contact you.

Advanced Use of LinkedIn (1x3)

- In the Advanced LinkedIn course, you will learn how to enhance your profile with LinkedIn Apps, build up more connections and be “top of mind” among your network, engage in LinkedIn Group discussions, and learn what creating your own Group or using LinkedIn Connections can do for you.

The Power of a Mentor (1x3)

- Research on career trajectory (upward speed and vertical movement) and overall career satisfaction increasingly shows the power that finding a mentor can have within the professional workplace. In this session, the focus is on how to source a mentor, what the initial conversations should include, how the relationship should grow over time, and what you can expect to discover by having a mentor.