Catalog of Topic Offerings and Sample Course Descriptions

Note: All of our training & development offerings are customized to meet client outcomes (flexed/adjusted/blended), so consider this a guide to our typical session design & topic content. Our style as instructors & trainers is to create a learning 'play structure' that scaffolds individual and group development and to facilitate discussion and activities that create lasting personal and professional development. Learning content delivery is multi-faceted to engage all learning styles and uses a blend of mini-lectures with facilitated discussion, self-reflection via guided writing, partner/group sharing activities, and full-room learning activities. Some small amount of pre-work/pre-reading is part of each workshop, as it gets participants ready to engage in the in-room learning. All sessions include robust participant guides as take-away reference materials, and we also send post-session follow-up resources to best integrate and embed the learning into the workplace (i.e., support in next-steps/action planning, individuals and teams prompts for continued discussion, etc.)

Leadership/Management Development:

Strong Manager Boot Camp (SMBC) (2 days of 4 hours) - This is our management development series for new-in-role managers and provides a solid intro to the fundamentals of best-in-class people-management concepts and practices. SMBC is best delivered over two four-hour days, with optional add-in of one or two additional four-hour days.

SMBC Day 1: key concepts of people management, understanding the core drivers of engagement and performance, and how great management 'shows up' to impact & influence others every day.

SMBC Day 2: understanding your management role, effective managerial communications, and practice with everyday management actions (relationship, delegation, feedback, and coaching).

SMBC Day 3 (optional): basics of people ops risk management (employment law, problem-solving, and HR policies/practices). The content creates a 'radar system' for line managers to recognize when a conversation or situation with an employee may call for some assistance from an HR professional (i.e., the areas of greatest legal liability and when uniform HR standards matter the most). *This could be delivered in conjunction with local HR or counsel.*

SMBC Day 4 (optional): brings a deeper focus to the strengths-based approach to managing staff and teams and the developmental coaching of individuals and teams to increase employee engagement, task performance, and professional growth.

Core Competencies of Strong Managers (CCSM) (2 days of 4 hours or one seven-hour day) – This is a faster 'blended' version of Day 1 and 2 from above, and it assumes some time spent in a management role (~2-3+ years). Participants firm up their approach to people management and walk away with tools and strategies on four core areas to attend to with their staff: relationship, delegation & expectation-setting, feedback (feedforward), and coaching. This course is recommended when trying to introduce/create a positive-centered culture and shared language around strengths-based management in an organization.

Preparing to Lead (2 days of 4 hours) - 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 (2 days of 4 hours) - This session 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 (5 days of 6-7 hours) - Multi-day sessions for high performing directors and senior managers (>3 years in the 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 (3-4 hours) - 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 (3-4 hours) - 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 to help build and sustain employee engagement.

Strengths-Based Leadership (3-4 hours) - Knowing oneself is the starting point for all leadership growth; once accomplished, a person can develop and claim their authentic best self, unique vision, and voice as a leader. This course provides a survey of top leadership theories, how to use a deep understanding of talents & strengths as a way to think and act as a leader, and the key competencies and best practices in growing leadership ability. The session creates a solid foundation and shows the path forward for those in the early stages of their leadership journey.

The 'Dark Side' of Managing: Progressive Discipline and Termination (4 hours) - 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(s) 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 the next steps in the process.

Management via CliftonStrengths (4-6 hours) - Understanding the strengths that the individuals on a team bring to their work allows a manager to bring out the best in 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 of how they all are working towards accomplishing shared goals. The content and in-room practice focus on the four critical competencies of great people management: relationship, delegation, feedback, and coaching.

Leveraging Strengths in Organizational (Re)Design & Change (3-4 hours) - This session is focused on organizational transitions, workplace redesign, and change efforts. Various case studies and leading theories on change are presented and discussed, with a goal of designing an outline to follow in an upcoming organizational change.

Team-Based Development:

Team Strengths at Work (60-90 minutes) - This course is an exploration of "strengths" as related to engagement and performance within the workplace, how to best combine and share team talents, 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 focus is to create 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.

Stronger Together: Partnerships (30-60 minutes) - While Gallup has identified several ways to minimize individual workplace weaknesses, the 'best way' is by partnering with a colleague that has the talents you need to succeed AND needs the ones that you have for their success. Whether this is asking them for advice, learning how they do something, or swapping duties – this leads to both individuals feeling more engaged and higher work performance.

Essentials of Team Communications (3-4 hours) - 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 (3-4 hours) - 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 before any turmoil 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 & Development:

Your Strengths at Work (90-120 minutes) – This course is an exploration of how your talents & strengths show up in your professional/public life, the ways to examine, grow, and effectively speak about your strengths, and action-planning for using one's strengths for long-term success. The primary focus is on strategies for increasing the opportunities for you to be able to use your talents & strengths regularly.

Advanced Concepts in CliftonStrengths (90-120 minutes) - This session explores further Gallup research on talents and strengths topics, including Theme Dynamics (how talents combine), Balcony and Basements (how our Top 5 can help and hinder), and Talent Mitigation (ways we can leverage strengths to 'cover' gaps in performance).

Essentials of Communications (3-4 hours) - 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 (2 days of 3-4 hours) - 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 (3-4 hours) - 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 (3-4 hours) - The relationship between an employee and his or her supervisor is a critical one. In this workshop, you will learn tools and techniques to understand better 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 & Professional Development:

Using CliftonStrengths in Navigating Your Career (45-90 minutes) - This workshop provides an overall context and landscape for what today's 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 via your talents & strengths. The focus is on tying your results to the needs in the job posting and starting to craft 'strong stories' that show how well you can do the work.

Understanding Your Strong (Career) Brand (45-90 minutes) - 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 for 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 define your critical strengths success factors and build a brand around them, via social media and networking.

The Best of Me: Telling Stories of Work Success with CliftonStrengths (45-90 minutes) - This workshop focuses on writing, editing, and speaking about your successes and lessons learned via your talents & strengths. By knowing various 'strong stories' from your past, you will be able to use them in the hiring process and during interviews.

Networking 2.0 (60-120 minutes) - Networking has changed dramatically over the past 10 years. No longer a skill for just for 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 (60-120 minutes) - 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 (60-120 minutes) - 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 (60-120 minutes) - 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 (60-120 minutes) - 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 (60-120 minutes) - Research on career trajectory (upward speed and vertical movement) and overall career satisfaction increasingly show 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.

Additional Topics in Learning & Development:

In addition to our in-house team of training partners and associates, we contract and partner with a select group of peer independent learning content experts, instructional designers, and trainers to provide our clients with a one-vendor-solution to meet all possible learning & development needs. Having spent decades working at local universities and colleges, we've met many subject matter experts that may be better suited to deliver on your particular topic or need. If there are topics we feel we cannot deliver to our very high standard (i.e., we know training professionals that can do it better), we are happy to refer you to other specialists or providers.