COURSE OVERVIEWS

FOR

LEADERS

Course Overviews

We offer a variety of professional development courses for leaders and supervisory staff. We know that information (knowledge) does not change behavior. The information has to be applied. We've designed each course based on the following learning and change management precepts: Awareness; Acceptance; Adoption; Action.

Each of our customized courses: introduces core concepts and themes; incorporates relevant organizational principles; provides opportunities to for participants to practice in an interactive experiential learning environment; suggests follow up action, including post-workshop activities. Each course comes with a PowerPoint presentation, an electronic Participant Guide as well as supplemental materials and applicable handouts.

Course Name	Course Description
Managing Difficult Conversations & Situations	You've excelled in your role as a subject matter expert and have enjoyed being a major contributor to the team's initiatives. As a leader, you have come to realize that there are certain conversations that you dread. Yes, whether in the role of associate, partner, parent, or friend, there are certain conversations that we want to avoid. And frankly, the mere thought of having such conversations may cause despair, discomfort, uneasiness and even physical distress. This interactive course targets individuals in a leadership capacity, specifically, persons who are expected to communicate clearly, purposefully and succinctly as they encounter difficult and/or uncomfortable conversations.
Possibility Thinking – Managing Change Effectively	The one constant in life is change. An agency's continued operational success is dependent upon its willingness to adapt to changes in regulation, new approaches and organizational pressures. It is imperative that agency leaders possess the ability to manage change effectively at all levels of the agency. Successfully leading change can be a tremendous challenge, and oftentimes, the natural response is resistance. When managed effectively, it can also lead to creative solutions and growth opportunities for individual employees.

Critical Thinking for Leaders	In today's society, many people experience information overload. We are bombarded with messages to believe various ideas, purchase things, support causes, and lead our lifestyle in a particular way. The ability to clearly reason through problems and to present arguments in a logical, compelling way is a necessary competency in today's world and workplace. This course is designed to provide leaders with the tools needed for effective critical thinking and problem-solving. It will cover techniques that help leaders to conceptualize, apply, analyze, synthesize, and evaluate information to reach an answer or conclusion.
Managing for Optimal Employee Performance	Great leaders recognize that inspiring someone to be their best is no easy task. Nor, is it easy to provide feedback when an employee is not performing at his/her best. As a leader, how do you create a motivating environment that encourages people to go beyond their best? This course is designed to equip leaders with the information, tools and best practices needed to manage performance throughout the entire year. It will cover techniques to identify and motivate top performers as well as ways to articulate the need for improved performance.
Talent Development – An Investment in Organizational Capacity	Organizations have experienced a significant shift towards a knowledge-based workplace, including dramatic technological changes. The nature of the work is changing, along with the knowledge, skills, competencies and abilities people need to work effectively. To remain relevant, every great organization desires to maximize its organizational capacity with intellectual capital who will have a favorable impact on its mission. And, along with that desire, comes the need for an effective talent development strategy. The course is designed to discuss the importance of learning and development – both in the short-term and in the longer-term. It will cover the concept of talent planning and skills gap assessments. It will also cover the differences between performance goal planning and individual development planning.

Beyond Skin Color: Expanding the Dialogue For Diversity, Inclusion & Equity	With the world becoming more mobile and diverse, diversity, inclusion and equity have taken on a new importance in the workplace. However, when most people think about diversity, they tend to think about traditional dimensions of diversity such as race, ethnicity, age and gender. People often do not consider the vast array of other dimensions of diversity and how these dimensions impact our beliefs, thoughts, words and actions. During this upbeat and highly interactive course, participants will broaden their understanding of diversity, inclusion, and equity – taking the conversations beyond skin color. This course will discuss each topic and explore implicit bias and microaggressions in the workplace. Participants will learn how to leverage diversity in support of workplace goals, mitigate their unconscious bias, and increase their effectiveness as a 'champion' of diversity, inclusion and equity.
From Onboarding to Ongoing Performance: Managing Talent in a Virtual Environment	Great leaders recognize that inspiring someone to be their best is no easy task. Nor is it easy to provide feedback when an employee is not performing at his/her best. It's hard enough when you work in the same location with the person but it's even more difficult when everyone is working in a virtual, telecommuting environment! As a leader, how do you create a motivating, performance-driven work environment that encourages teams and individuals to go beyond their best? This course extends beyond the traditional performance review course. It is designed to equip experienced leaders with "hands on" tools and best practices necessary to help onboard new hires and successfully manage performance throughout the year. During this upbeat and highly interactive course, through case studies and real scenarios, the participants will learn and apply techniques to navigate talent management and performance in a virtual world.

Establishing New Workplace Norms in a Pandemic-Impacted Society	We are living and working in unprecedented times. Every day has become a 'snow day' for most workers – we initially thought the pandemic would be a temporary situation. Now, harsh long-term reality is settling in and employees are experiencing 'pandemic fatigue'. The impact of this global pandemic as well as the racial injustice and economic crisis has necessitated a need for HR leaders to reimagine their workplaces. This course is designed to help HR Professionals develop a workplace blueprint for helping their leaders manage in a virtual environment, for helping their organizations return employees back to the office, and for establishing organizational policies and procedures. During this upbeat and highly interactive course, through group discussions and breakout sessions, the participants will discuss real issues and identify key areas of focus for their organizations.
From Co-Worker to Leader…Now What?	Being a leader at an organization is a great step forward a person's career. However, it is a very daunting task to transition from being *part* of the team, to *leading* the team! It requires a different skillset and a different mindset. While exciting, most new leaders aren't ready for leadership. This course is designed to equip new leaders with the information, tools and best practices needed to successfully transition into their new role.
Critical Thinking for Leaders	In today's society, many people experience information overload. We are bombarded with messages to believe various ideas, purchase things, support causes, and lead our lifestyle in a particular way. The ability to clearly reason through problems and to present arguments in a logical, compelling way is a necessary competency in today's world and workplace. This course is designed to provide leaders with the tools needed for effective critical thinking and problem-solving. It will cover techniques that help leaders to conceptualize, apply, analyze, synthesize, and evaluate information to reach an answer or conclusion.

Talent Acquisition: Great Leaders Hire Great Talent	Talented employees are the cornerstone for any successful organization and there is a strong, competitive demand for top talent in the marketplace. Every organization is faced with decisions related to finding, attracting, hiring and keeping great talent. Having an effective talent acquisition strategy is critical and leaders, along with human resources, are responsible for ensuring that the best candidate is hired. This course is designed to provide a framework for attracting and hiring great talent. It will cover best practices related to workforce planning, recruitment and selection.
Efficiency & Time Management	This course is designed to help participants better understand the 2 key pillars of time management - where time is spent and how to focus on the tasks that are higher in importance to the achievement of company objectives. The course is based on concepts derived from "The 12 Week Year" book.
Leading Change Effectively	Change is the introduction of something that moves us outside of our comfort zone. In today's constantly evolving world, change is inevitable and often difficult to deal with. In order to stay competitive and viable, organizations have to evolve periodically. Depending on a person's point of view, change can feel like it's for the better, or for the worse. This course is designed to provide a high-level overview of change management concepts. It will teach leaders how to absorb and adapt to organizational change, and then how to communicate those changes to their staff. The course will cover the physical, emotional and psychological aspects of change. Leaders will review concrete steps to ensure that desired changes are implemented successfully.
Building Successful Teams While Valuing Diversity	Prioritizing workplace diversity can lead to increased innovation, sustainability, and a better connection with the population it serves. Diversity can positively impact business performance because of the varying perspectives and ideas people from different backgrounds, age, and genders bring to a team. When you create diverse teams, you widen your access to market insights and become better able to serve an increasingly diverse customer base. You are also able to tap into a more qualified workforce because you widen the pool of potential employees. Building a diverse organization is more than just doing the right thing. Diversity as a business initiative will assist The Centers for Disease Control in meeting its

	mission to "increase the health security of our nation, and save lives and protect people from health threats. This initiative will not be easy or fast, and leaders should be prepared to put continued focus on diversity for the long haul. However, organizations that start this important work now will be better prepared for the inevitably more diverse demographic makeup of the future United States and reap the benefits—both financially and ethically, by creating an organization representative of the customers it serves.
Next Level Performance Management Techniques for Leaders	Great leaders recognize that inspiring someone to be their best is no easy task. Nor, is it easy to provide feedback when an employee is not performing at his/her best. As a leader, how do you create a motivating environment that encourages people to go beyond their best? This course is designed to equip leaders with the information, tools and best practices needed to manage performance throughout the entire year. It will cover techniques to identify and motivate top performers as well as ways to articulate the need for improved performance.
Project Management Techniques for Non-Project Managers	It is very likely that at some point in your career, *in the midst of everything else*, you will be asked to manage a project. In order to deliver a successful project, on time and within budget, you must be able to follow core project management principles. Project Management is a proven methodology, and one that is highly regarded within the workplace. It is designed to help businesses achieve key initiatives, through the structured planning, execution and completion of deliverables, on time and on budget. Given the competitive pressures and war for talent, it is critical that professionals utilize effective project management techniques to add value to their organization. The session will provide basic skills, knowledge, and tools to efficiently and effectively define, organize, plan, manage, and close projects.

Sticks-N-Stones – Words Actually Do Hurt: Exploring Civility at Work	Workplace hazing is on the rise. What workplaces seems to be gaining in terms of both knowledge and technological advancement, they are losing out on basic social values and respectful treatment of others. According to studies conducted by McKinsey and the Harvard Business Review, rudeness and incivility is on an upward trend. Unlawful behavior only makes up 1-3% of what happens in the workplace. The other 97-99% of "bad behavior" can be attributed to the churn of day-to-day behaviors like bullying, rudeness, and other forms of incivility that are having a great impact on an organization's culture. Companies who effectively practice civility and respect in the workplace, will experience tremendous benefits and have a positive impact on their employees' experience at work. During this upbeat and highly interactive course, the participants will learn how to identify uncivil behavior and to develop techniques which can be utilized to develop better co-worker relationships and create a culture of respect.
Talent Acquisition – Hiring Right The First Time	Talented employees are the cornerstone for any successful organization and there is a strong, competitive demand for top talent in the marketplace. Every organization is faced with decisions related to finding, attracting, hiring and keeping great talent. Having an effective talent acquisition strategy is critical and leaders, along with human resources, are responsible for ensuring that the best candidate is hired. This course is designed to provide a framework for attracting and hiring great talent. It will cover best practices related to workforce planning, recruitment and selection.
The Emotionally Intelligent Leader	One of the most critical parts of being an effective leader is to be able to understand and manage your own emotions and those of the people around you. In this course, we will explore the concept of emotional intelligence (EI) from the perspective of a leader and how embracing your EI is essential for your success and those around you.

Managing Conflict in the Workplace	In this course, we will explore strategies leaders can use to assist their employees with resolving conflict in the workplace. You will learn how to recognize the root causes of conflict and how to facilitate the resolution of those conflicts by fully engaging those involved.
Be, Know, Do – Leadership at Every Level	Leadership begins with what the leader must BE, the values and attributes that shape a leader's character. Your skills are those things you KNOW how to do, your competence in everything from the technical side of your job to the people skills a leader requires. But character and knowledge while absolutely necessary are not enough. You cannot be effective, you cannot be a leader, until you apply what you know, until you act and DO what you must.
Coaching Skills for Managers	Progressive leaders have discovered that the same skills that coaches use to create winners in sports work in corporate settings as well. This pioneering one-day team-building workshop is designed to teach you powerful coaching methods to turn yourself and/or your team even problem employees into super productive, motivated winners!
Employee Accountability, Responsibility and Ownership	Leaders often ask this very important question…"How do I hold my employees accountable?" The question should be…"How do I create an environment where my employees hold themselves accountable?" This module redefines the traditional approach to employee accountability; it explains the difference between responsibility and accountability; it provides a guide to help leaders creating space for employee accountability, responsibility and ownership.
Building Effective Teams	This course is designed to move managers to the next level of impact by improving their effectiveness both with individual employees (direct reports) and across the whole team. Upon completing this course, participants return to their daily work with broader skills, an expanded toolkit, and a deeper understanding of their personal strengths and capabilities as a manager.