

HRNEWCORP COURSE OFFERINGS

The modules that follow can be combined to form a foundation of success skills to support an organization's current business culture. Interpersonal skills, supervisory skills, and leadership skills are combined with process tools to create high-performing organizations. The learning objectives are accelerated with interactive group dialog, visuals, and skills exercises. Each module can be modified to meet the specific needs of the client.

HRNEWCORP Course Titles
• <i>Basic Training for Supervisors</i>
• <i>Building Interpersonal Skills</i>
• <i>Business Writing Skills</i>
• <i>Coaching and Feedback</i>
• <i>Communicating for Results</i>
• <i>Customer Excellence</i>
• <i>Effective Presentations</i>
• <i>Effective Problem Solving</i>
• <i>Frontline Leadership</i>
• <i>Hiring for the Best Fit</i>
• <i>Leadership: Effectiveness</i>
• <i>Leadership: The Challenge</i>
• <i>Leading Employees Safely</i>
• <i>Managing Conflict</i>
• <i>Managing Managers</i>
• <i>Meeting Management</i>
• <i>Project Management Basics</i>
• <i>Personally Managing Stress and Change</i>
• <i>Setting Goals and Expectations</i>
• <i>Team Effectiveness</i>
• <i>Time Management</i>
• <i>Valuing Differences</i>
• <i>Workplace Conduct</i>

Let us help you design and develop your own custom curriculum to meet your need!

“ **B A S I C T R A I N I N G F O R S U P E R V I S O R S** ”

This one-day workshop gives new supervisors and those in step-up positions the tactical skills needed to effectively manage their work and to motivate others.

The action skills learned in this course are:

- Creating a foundation of teamwork
- Building respect by using empathetic statements
- Involving others to motivate and create ownership
- Understanding the communication challenge
- Actively listening to the verbal, vocal, and visual messages

Building the Foundation	Morning
1. Overview on Supervision	8:00 - 8:10
2. Introductions and Preferences	8:10 - 8:30
3. Discussion: “Current Workplace Challenges”	8:30 - 8:50
4. Power Use and Abuse	8:50 - 9:00
5. The Challenge Ahead: Effective Supervisor Behaviors	9:00 - 9:15
6. Case Study Exercise: “Who Will Survive?”	9:15 - 9:35
7. Supervisor Attitude Survey	9:35 - 9:45
8. BREAK	9:45 – 10:00
9. Discussion: “Foundation Skills”	10:00 - 10:50
10. Exercise: “How and Why?”	10:50 - 11:20
11. The Foundation	11:20 - 11:30
12. Summary and Action Notes	11:30 - 11:45
Communication and Conflict	Afternoon
1. Overview and Objectives	1:00 — 1:05
2. Team Exercise: “Win As Much As You Can”	1:05 — 1:45
3. The Ways We Communicate	1:45 — 2:30
4. BREAK	2:30 — 2:45
5. Active Listening	2:45 — 3:30
6. Exercise: “Origami”	3:30 — 3:50
7. Summary	3:50 — 4:00
8. Action Steps and Course Evaluation	4:00 — 4:15

Audience	Length	Tools	# Participants	Format
Step ups and new Supervisors	4 hours	Surveys and statistics on leadership	16 — 20	Classroom, leader led, interactive, skills practice, self-evaluations

“ *BUILDING INTERPERSONAL SKILLS* ”

This module focuses on the skills of employees getting along with each other. Trust, respect, understanding, and involvement are discussed in this interactive and thought-provoking course. This four-hour course is a foundation module for all subsequent initiatives of team building, empowerment, and leadership.

Learning Objectives

- Trust building trends in today’s workplace
- Understanding how core behaviors impact interpersonal dynamics
- Knowing where to begin and how to start
- Realizing the importance of maintaining and building respect
- Active listening as the key to understanding others
- Understanding the role of communication and open dialogue
- Building trust in group relations
- Understanding why employees want to be involved in decisions that affect them
- Sharing thoughts, feelings, and rationale
- Practicing core skills in day-to-day situations

Outline	Time
9. Introduction and Overview	8:00 — 8:20
10. Trust Building Trends	8:20 — 8:30
11. Win As Much As You Can	8:30 — 9:00
12. Trust Builders and Breakers	9:00 — 9:15
13. Foundation Skills: Building Trust	9:15 — 9:50
14. Break	9:50 — 10:05
15. Understanding Styles	10:05 — 10:20
16. Team Dialogue is More Than Communication	10:20 — 10:30
17. Active Listening	10:30 — 10:50
18. Divergence and Convergence Breakdown	10:50 — 11:00
19. Balanced and Sincere Feedback	11:00 — 11:15
20. “I” Statements to Clarify and Confirm	11:15 — 11:30
21. Skills Practice	11:30 — 11:45
22. Summary	11:45 — 12:00

Audience	Length	Tools	# Participants	Format
All Employees and Individual Contributors	4 hours	Personal Styles and Feedback Tool	12 — 18	Classroom, leader led, interactive, skills practice, self-evaluations

“ **B U S I N E S S W R I T I N G S K I L L S** ”

This course focuses on basic writing skills for managers. How many times have you received an email that is long and wordy, and never gets to the point of the message? Have you ever received a proposal that has grammar errors or doesn't flow from the objective through the body of the document? In this one-day course you will learn how to compose memos, letters, and proposals. You will also receive basic, grammatical guidelines on the correct use of punctuation, hyphenation, and sentence logic.

Learning Objectives

- Reduce writing time.
- Organize details.
- Improve clarity.
- Eliminate grammatical errors.
- Select an appropriate style and format

Outline	Time
1. Introduction and Overview	8:00 — 8:20
2. Writing Basics	8:20 — 9:45
3. Break	9:45 — 10:00
4. Principles of Clear Writing	10:00 — 10:55
5. Use of Active and Passive Verbs	10:55 — 11:20
6. Write as You Would Speak	11:20 — 11:50
7. Lunch	12:00 — 1:00
8. Grammar and Punctuation	1:00 — 1:30
9. Sentence Structure	1:30 — 2:00
10. Apostrophe and Hyphenation	2:00 — 2:30
11. Break	2:30 — 2:45
12. Letters, Memos, and E-mail	2:45 — 3:30
13. Summary, Questions and Answers	3:30 — 4:00

Audience	Length	Tools	# Participants	Format
All Employees and Individual Contributors	8 hours	E-mail Etiquette, Reference Books	12 — 18	Classroom, leader led, interactive, skills practice, self-evaluations

“ COACHING AND FEEDBACK ”

In this module, participants explore the complexity of communication and the value of coaching and feedback skills. By exploring the ways in which people communicate at work we can understand when to use e-mail and when to have a face-to-face meeting. Active listening, straight talk and learning how to conduct an effective coaching session are all covered in this module.

Learning Objectives

- Having a clearer understanding of the challenge to effective communication;
- Knowing the ways in which people communicate;
- Knowing how we send messages through verbal, visual, and vocal mediums;
- Understanding how dialogue is a more effective level of communication;
- Knowing how to give and receive feedback;
- Identifying your own listening response style;
- Knowing how to conduct a one-on-one coaching session;
- Understanding where to improve in holding a coaching session

Outline	Time
13. Introduction and Overview	8:00 — 8:25
14. Critical Success Factors	8:25 — 8:40
15. What is Communication	8:40 — 9:00
16. The Communication Cycle	9:00 — 9:10
17. Its More Than Words	9:10 — 9:20
18. Communication Highway	9:20 — 9:30
19. Visual, Verbal, and Vocal	9:30 — 9:50
20. Break	9:50 — 10:00
21. Dialogue	10:00 — 10:15
22. Listening Actively	10:15 — 10:25
23. Giving and Receiving Feedback	10:25 — 10:40
24. Listening Response Style and Workshop	10:40 — 11:10
25. The Coaching Meeting	11:10 — 11:20
26. Coaching Skills Inventory	11:20 — 11:45
27. Coaching Planner Worksheet	11:45 — 11:55
28. Summary and Evaluation	11:55 — 12:00

Audience	Length	Tools	# Participants	Format
Supervisors, Managers, and Professionals	4 hours	Listening Response; Coaching Model	12 — 18	Classroom, leader led, interactive, skills practice, self-evaluations

“ C O M M U N I C A T I N G F O R R E S U L T S ”

This course gives core information for all employees on the skills of effective communication. Those skills are: establishing trust and respect, knowing the relationship between the sender and the receiver of the message, actively listening for both content and feelings, knowing how to respond when spoken to, and knowing your listening response style.

Learning Objectives

- Having a clearer understanding of the challenge to effective communication;
- Knowing how to build a foundation of trust to support communication;
- Knowing the ways in which people communicate;
- Knowing how effectively we send messages through verbal, visual, and vocal mediums;
- Knowing the guidelines of e-mail etiquette;
- Understanding and practicing the skills of active listening; and
- Recognizing your communication response style.

Outline	Time
1. Overview and Objectives	8:00 — 8:05
2. Introductions	8:05 — 8:30
3. Communication and Trust	8:30 — 9:00
4. Core Values	9:00 — 9:15
5. The Communication Cycle	9:15 — 9:25
6. Its More Than Words	9:25 — 9:35
7. Communication Highway	9:35 — 9:45
8. Break	9:45 — 10:00
9. Visual, Verbal, and Vocal	10:00 — 10:30
10. E-mail Etiquette	10:30 — 10:45
11. Active Listening and Workshop	10:45 — 11:00
12. Response Levels and Response Styles	11:00 — 11:25
13. Case Study Workshop	11:25 — 11:40
14. Barriers and Biases	11:40 — 11:50
15. Summary and Evaluation	11:50 — 12:00

Audience	Length	Tools	# Participants	Format
All Employees	4 hours	Communication Styles; Listening Styles; Skills Development	12 — 18	Classroom, leader led, interactive, skills practice, self-assessments

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“ C U S T O M E R E X C E L L E N C E ”

This course is a three-module workshop focused on understanding the skills that support high levels of Customer Service. The first module will focus on “Understanding Yourself.” The second module will focus on “Understanding Teams.” The third module will focus on “Understanding Continuous Improvement Techniques.”

Module One: Understanding Yourself	Schedule
1. Overview and Objectives	8:00 — 8:15
2. Behavioral Shopping Spree - Icebreaker	8:15 — 8:30
3. Shuffle the Deck – Personal Descriptors Exercise	8:30 — 8:45
4. Working With Pat and Jeff...discussion	8:45 — 9:00
5. Video: Introduction to DiSC Styles...co-worker preferences	9:00 — 9:30
6. BREAK	9:30 — 9:45
7. Introduce DiSC History... Identify Styles...Reseat according to style and pass out DiSC buttons... Judging to Value Ladder	9:45 — 10:40
8. Present Tendencies-Motivation-Fears of each style	10:40 — 11:00
9. Breakout Exercise: Each style grouping will be given 20-minutes to discuss: Strengths – Limitations - Communication –and Stresses of Style and prepare a presentation	11:00 — 11:20
10. Presentations by each Style Group of the above followed by a video support clip of each style	11:20 — 11:50
11. Summary and Overview of Module Two	11:45 — 12:00

Each person is an individual with unique perspectives and behavioral preferences. Everyone believes that their view of the world is normal and expects everyone else to act accordingly. When they don't, it becomes the basis for conflict between individuals.

Objective:

To understand our own personal preferences in our behaviors and to recognize how we can develop additional behaviors to increase our effectiveness interacting with others.

“ C U S T O M E R E X C E L L E N C E ”

Module Two: Understanding Teams	Schedule
1. Overview and Objectives: Seat participants with their teams	8:00 — 8:15
2. Exercise: “Lost at Sea” Team Problem Solving...debrief	8:15 — 9:00
3. Introduce Team Models: Core Skills, Team Development	9:00 — 9:15
4. Introduce “Forming – Storming – Norming – Performing”	9:15 — 9:30
5. BREAK	9:30 — 9:45
6. “Best Team” vs. “Worst Team” discussion	9:45 — 10:00
7. Video: “How Style Differences Cause Conflict”...handout...discussion	10:00 — 10:15
8. Team Dimensions Profile...Handout and complete	10:15 — 10:50
9. Break	10:45 — 11:00
10. Handout “Team Group Report” and “Team View”	11:00 — 11:05
11. Breakout Exercise: Each style group will be given 15 -minutes to discuss: Strengths – Weaknesses – Opportunities – and Threats (S.W.O.T.) of Team and prepare a presentation to class	11:05 — 11:20
12. Team Presentations	11:20 – 12:00
13. Summary and Distribution of “Fred Factor” books	12:00 – 12:15

The basis of most dysfunction on teams is a conflict of opposing styles. The challenge is aligning a diverse collection of individuals, with individual styles, into a high-performing and functional team?

Objective:

To understand how valuing differences, open communication, teamwork and participation lead to an environment of Trust and how this Trust is the gateway to higher team performance.

“ C U S T O M E R E X C E L L E N C E ”

Module Three: Understanding Continuous Improvement	Schedule
1. Overview and Objectives	8:00 — 8:10
2. History of Workplace Improvement	8:10 — 8:20
3. The Learning Curve and Conscious-Unconscious Competence Models	8:20 — 8:30
4. What is Continuous Improvement?	8:30 — 8:45
5. “Trombone Player Wanted”...Marcus Buckingham on Continuous Improvement and Leveraging Strengths	8:45 — 9:15
6. BREAK	9:15 — 9:25
7. Why Be a Fred? Questions...discussions...debrief in groups	9:25 — 9:55
8. Exercise: The Vision of the Future	9:55 — 10:40
9. BREAK	10:40 — 10:50
10. Process Improvement Tools: Process Mapping	10:50 — 11:05
11. Process Improvement Tools: Cause and Effect Diagram	11:05 — 11:20
12. Process Improvement Tools: Brainstorming	11:20 — 11:40
13. Process Improvement Tools: Impact vs. Effort Decision Making	11:40 — 11:55
14. Video: Meet Fred the “Superman”	11:55 — 12:00

What do you do if your Customer Satisfaction rating is very good with 88% of customers either “Completely Satisfied” or “Very Satisfied?”

The challenge is even though you are very good, “good can be the enemy of great!”

How does a team continuously improve and transition from “Good” to “Great?”

Objective:

To understand the basic elements of Continuous Improvement concepts and tools, in a way that familiarizes and encourages participants for practical day-to-day applications.

“ *E F F E C T I V E P R E S E N T A T I O N S* ”

V 7

This interactive course teaches participants how to improve current presentation styles by applying techniques, planning, and personal energy to the delivery. Participants learn there are many factors that influence a successful presentation. Included are videotaped presentations with one-on-one coaching and feedback of presentation styles.

Learning Objectives

- Identify and understand the skills involved in making a successful presentation
- Identify and understand how to manage the logistical part of the presentation
- Identify and understand how to manage the personal part of the presentation
- Identify and understand how to channel fear and anxiety into positive energy
- Identify and understand how to managing your audience
- Identify and understand how to use presence and projection in your delivery

Day One

Outline	Time
1. Know Yourself: Overview, Objectives and Personal Experiences	8:00 — 8:30
Presentation #1: Channeling Anxiety Introduce Yourself and select topic to discuss on anxiety (1-2 minutes/video/personal coaching)	8:30 — 9:30
2. BREAK	9:30 — 9:45
3. Your Non-Verbal Communication	9:45 — 10:45
4. Presentation #2: Summary of Personal Skills Summarize the non-verbal factors you selected (2-3 minutes/video/personal coaching)	10:45 — 12:00
5. LUNCH	12:00 — 1:00
6. Know Your Audience: topics that relate to audience participation	1:00 — 1:05
7. Your Favorite Modality	1:05 — 1:35
8. Active Learning Model	1:35 — 1:45
9. Understanding Personal Styles: DiSC	1:45 — 2:30
10. Break	2:30 — 2:45
11. Presentation #3: Review Adult Learning Principles (2-3 minutes/videotaped/class critiqued)	2:45 — 3:45
12. Facilitation skills	3:45 — 3:55
13. Presentation #4: Review Facilitation Techniques (2-3 minutes/videotaped/class critiqued)...optional/time permitting	3:55 — 4:45
14. Summary (prepare a business review for tomorrow)	4:45 — 5:00

“ E F F E C T I V E P R E S E N T A T I O N S ”
V 7

Day Two

1. Know How to Plan: Objectives and Review of Day-one	8:00 — 8:15
2. Presentation #5: Planning Formats (3-4 minutes/ videotaped/class critiqued/ one-on-one coaching)	8:15 — 9:30
3. BREAK	9:30 — 9:45
4. Which Would You Use: Exercise	9:45 — 10:00
5. Managing Meetings: Common dislikes; Productive Meetings; Divergence-Convergence; Meeting Conflict	10:00 — 10:30
6. Presentation #6: Project Review (3-4 minutes/ videotaped/ one-on-one coaching)	10:30 — 12:00
7. LUNCH	12:00 — 1:00
8. Know How to Deliver: Tips and techniques for delivery style	
9. Impromptu Speeches #7: Speaking on the fly (1-2 minute speech on a surprise topic)	1:00 — 1:45
10. Guidelines for Delivering a Persuasive Presentation: Using Humor; Asking Questions; Five Forms of Evidence P.A.J.E.S.; Flip Charts; PowerPoint; and Webinars	1:45 — 2:30
11. Preparing for Presentations...flipcharts/overheads/Powerpoint	2:30 — 3:00
12. Team Presentation #8: “Persuasive Presentation” Team presentations on a Business Topic (8-10 minutes each team/ audience engagement/ Q&A/ class critiqued)	3:00 — 4:00
13. Team Presentation Wrap-up	4:00 — 4:15
14. Graduation/ Certificates/ Evaluations	4:15 — 4:30

Audience	Length	Tools	# Participants	Format
Managers and Professionals	2-day	Planning Guide, Tips and Tricks, Video Taping	12	Classroom, leader led, interactive, skills practice, group critiques

“ *E F F E C T I V E P R O B L E M S O L V I N G* ”

This module is designed to help managers and employees understand the dynamics involved in making strategic long-term decisions. Participants will understand key steps in the decision-making process, how to use process mapping and Pareto tools, and how to apply these tools in a decision-making process for effective results.

Learning Objectives

- Defining problems and identifying where they begin
- Understanding the key steps in the problem-solving process
- Learning how to use tools to identify root causes
- Using a logical, analytical, and systematic approach to solving problems and making decisions
- Practicing various problem-solving techniques
- Recognizing the importance of focusing efforts on “root causes”

Outline	Time
1. Introduction and Overview	8:00 — 8:30
2. Benefits of a Problem Solving Process	8:30 — 8:45
3. Lost at Sea Exercise	8:45 — 9:15
4. How Do You Know When You Have a Problem?	9:15 — 9:30
5. Force Field Theory and Dialogue Model	9:30 — 9:45
6. BREAK	9:45 — 10:00
7. Real Life Exercise	10:00 — 10:15
8. The Decision Cycle	10:15 — 10:25
9. Step 1: Clarify	10:25 — 10:40
10. Step 2: Gather Data	10:40 — 11:10
11. Step 3: Define Solution Criteria	11:10 — 11:15
12. Step 4: Identify Alternatives	11:15 — 11:30
13. Step 5: Select Best Option	11:30 — 11:50
14. Summary	11:50 — 12:00

Audience	Length	Tools	# Participants	Format
Supervisors, Managers, and Employees	4 hours	Planning Guide, Impact-Effort Grid	12 — 18	Classroom, leader led, interactive, skills practice, self-evaluations

“ FRONTLINE LEADERSHIP ”

This two-day course is designed for exempt supervisors and first level managers in leadership positions wanting to improve their effectiveness dealing with others. Participants will learn the importance of creating a team foundation through communication and involvement. This course covers coaching behaviors, motivation skills, active listening, straight talk, personal styles, and Situational Leadership®.

Building the Foundation

(Day One/Morning)

- Managerial Questionnaire
- How your attitude influences others
- Foundation team building skills
- Motivation . . . high returns
- Building the foundation
- Core interpersonal skills

Communicating and Understanding

(Day One/Afternoon)

- Winning and working together
- The communication cycle: sender and receiver
- Types of communication . . . verbal, vocal, and visual
- A listening attitude . . . active and engaged
- Personal preferences: Five levels of response
- Empathetic response patterns

Creating Purpose and Direction

(Day Two/Morning)

- Individuals and change
- Coercion and rationality
- Resistance to change and leadership
- Urgent –vs.– Important, a prioritization model
- Management 2000 Inventory
- Straight talk and giving feedback
- Managing emotions and overcoming objections

Working Effectively with Others

(Day Two/Afternoon)

- Understanding today's leadership challenge
- Recognizing effective coaching behaviors
- Understanding personal styles...DiSC 2800
- Supervisory styles: applying Situational Leadership®
- Action planner for transferring skills into the work place
- Summary and close

“ H I R I N G F O R B E S T F I T ”

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This one-day course is designed to increase the hiring professional’s ability to identify, interview, and select the best candidate for a position. This course uses a structured interview process that identifies past behavior as the best predictor of future performance.

Learning Objectives

- Understanding the "cost" of poor selection and high turnover
- Identifying past behaviors through focused questioning techniques
- Defining position requirements and communicating the organizational fit
- Preparing and planning for the interview
- Controlling the interview from start to end
- Understanding the legal side of interviewing: what you can and cannot say

	Outline	Time
One	1. Overview – Objectives – Outline - Introductions	8:00 — 8:30
	2. Great Managers are Great Recruiters	8:30 — 8:40
	3. Imagine the Cost of Turnover	8:40 — 9:00
	4. The Performance Cycle	9:00 — 9:05
	5. “The Three Dimensional Interview” Video (3:30)	9:05 — 9:10
Two	6. Sourcing Candidates Exercise	9:10 — 9:30
	7. BREAK	9:30 — 9:45
	8. Recruiting – Generational Differences - Entitlement	9:45 — 10:00
	9. Resumes: Review 3 resumes	10:00 — 10:20
Three	10. Preparing for a Structured Interview: Capability- Commitment-Chemistry Video (4:30)	10:20 — 10:30
	11. Core Leadership Competencies	10:30 — 10:45
	12. S.P.E.C. the Job	10:45 — 11:15
Four	13. The Legal Side of Interviewing	11:15 — 11:50
	14. LUNCH	11:50 — 12:50
Five	15. Five Steps to Conducting the Interview Video (15:00)	12:50 — 1:10
	16. Setting The Stage (Interview Planning Worksheet)	1:10 — 1:15
	17. Open Questions, Types of Questions	1:15 — 2:00
	18. Active Listening and S.T.A.R.	2:15 — 2:30
	19. BREAK	2:30 — 2:40
Six	20. The Interview Format: Managing Time and Bias’	2:40 — 3:00
	21. Review Quiz	3:00 — 3:15
	22. Team Interview Exercise	3:15 — 4:00
	23. Review Quiz	4:00 — 4:15
	24. Summary and Close	4:15 — 4:30

LEADERSHIP: THE CHALLENGE

During this half-day module you will understand the philosophy and the structure behind effective leadership behaviors so that you can create high value within your organization. You will learn the difference between leadership and management. You will understand your own role in creating “high performing” teams and identify personal opportunities for improving your leadership style.

Objectives

- Identify leadership characteristics
- Learn the balance between management and leadership
- Learn a leadership model for time effectiveness versus task efficiency
- Identify your own strengths and weaknesses in manager competencies
- Create your own “high-performing team” model
- Identify your own vision, mission, culture, goals, assets, and processes
- Create your team’s own “well-being” profile

Outline	Time
1. Overview and Objectives	0:00 — 0:30
2. Discussion on Leadership	0:30 — 1:15
3. Leadership Model	1:15 — 1:30
4. “Best Boss” assessment	1:30 — 1:50
5. BREAK	1:50 — 2:00
6. Motivation	2:00 — 2:15
7. Vision	2:15 — 2:45
8. Mission	2:45 — 3:00
9. Culture	3:00 — 3:15
10. Assessing Assets	3:15 — 3:40
11. Team Well Being Profile	3:40 — 3:55
12. Summary	3:55 — 4:00

Audience	Length	Tools	# Participants	Format
Managers of managers/ Professionals	One of two modules: 4 hours each	Management Competency Survey; Team Well Being Profile	10 – 15	Classroom, leader led, interactive, experiential, and theory based.

L E A D E R S H I P : E F F E C T I V E N E S S

A three-module course designed to introduce managers to the dynamic concepts of leadership and change. Focused on mid-level managers and executives, this course examines how managers influence organizational change and are the corporate culture. Participants will examine the key factors of leadership in defining vision, strategy, and creating meaning in the workplace. Participants receive factual information on their personal temperament styles and skill development needs.

Learning Objectives

- Understanding the leadership role versus the management role
- Creating a high-performance organization
- Motivating the workforce
- Trust...how to build it and how to bust it
- Understanding the dynamics of organizational change
- Identifying personal opportunities for improving your leadership style

Outline	Time
Module 1: Creating High Performing Organizations	
1. Leadership Characteristics	8:00 — 10:00
2. Strategic Performance: Create an Inspiring Vision and Mission	10:00 — 12:00
3. Strategic Performance: Define Your Culture and Setting Goals	1:00 — 3:00
4. Strategic Performance: Assess Your Assets and Processes	3:00 — 4:00
5. Strategic Performance: Culture and Human Resource Strategy	4:00 — 5:00
Module 2: Motivational Leadership	
1. Core Motivational Needs	8:00 — 10:00
2. Building Trust	10:00 — 11:00
3. Managing Change	11:00 — 12:00
4. Characteristics of Leaders	1:00 — 2:30
5. BREAK	2:30 — 2:45
6. Managing Personal Styles (MBTI) Organizational Report	2:45 — 5:00

Audience	Length	Tools	# Participants	Format
Mid-level managers and executives	Three modules, 16 hours	Skillscope, Myers-Briggs Type Indicator	10 – 15	Classroom, leader led, interactive, experiential, and strategic planning

“ L E A D I N G E M P L O Y E E S S A F E L Y ”

The Program

“Leading Employees Safely” is an intensive two-day workshop. Classroom lectures, individual and group exercises, and case studies are used to bring real world safety leadership problems into the classroom. The course is taught by an instructional staff of senior line managers, each with more than thirty years of experience in operations and safety leadership.

The Course Outline

Welcome and Introduction

- Why Safety?
- Why Leadership?
- Why not Safety Leadership?

Leadership vs. Management

- What is the difference between a leader and a manager?
- Are they one in the same?
- Are all good managers good leaders?

Recognize what causes injuries?

- Unsafe acts-what are they?
- Unsafe acts-how do you prevent them?
- Why do accidents continue to happen?

Accident prevention

- Develop safe work attitudes thru changes in behaviors.
- Understanding individual behavior in organizations.
- Initiate proven safe work procedures.
- Leaders influence employees to want to work safely.

Core Foundation Skills

- What skills create Trust on work teams?
- Develop respect, understanding, teamwork, and participation.
- Why is Trust so important?

Influencing Safe Behaviors

- How do we communicate?
- What are moments of high impact/influence?
- How can managers/leaders encourage their team members to work safely?



Is managing change important?

- What is the difference between attitude and behavior?
- Is there resistance to behavioral changes?

Do you have a safety “attitude”?

- Are you in the way of improving employee safety?
- Do you lead by example or just talk safety?

“Resistance to change”

- Why do employees dislike policy changes?
- Why is change so important?

Measurement (leading and lagging indicators)

- What causes accidents/injuries?
- Why do they happen?
- Why would measurement cause employees to work safer?

Leading Safety

- Define, develop and initiate safe work processes.
- Develop and coach employees in effective safety meetings.

Can a safe leader/manager make a difference in the safe work habits of employees?

- Managers/leaders are what they do.
- Managers/leaders reap what they sow.
- Managers/leaders know what to do when an unsafe condition exists.

Are we all on the same page when it comes to safety?

- Leaders don't cut corners to meet production goals.
- Managers/leaders/employees have to be committed to following safe work policies.



“ M A N A G I N G C O N F L I C T ”

This course raises the participant's awareness of the value of dialogue in high-performing organizations. It is through understanding of styles and interpersonal skills that we avoid damaged relationships and build stronger teams. A style-differences inventory is given which identifies each person's unique approach to influencing and interacting with others. This course is designed to identify the benefits of properly managing personal disagreements.

Learning Objectives

- Identifying the benefits of managing disagreement within personal styles
- Achieving higher levels of influence and improving decision making
- Managing disagreements by using core interpersonal skills
- Learning how to encourage the expression of differences
- Becoming a more effective team member and leader

Outline	Time
1. Introduction and Overview	8:00 — 8:15
2. Core Interpersonal Skills	8:15 — 8:30
3. Sources of Disagreement	8:30 — 9:00
4. The Interpersonal “Gap”	9:00 — 9:30
5. Stages of Team Development and Change	9:30 — 9:45
6. Influencing “Styles” Discussion	9:45 — 10:00
7. Break	10:00 — 10:15
8. Management of Differences Inventory	10:15 — 11:00
9. How to Influence Others	11:00 — 11:10
10. Discussing Conflict	11:10 — 11:20
11. Techniques and Tips	11:20 — 11:30
12. Case Study	11:30 — 11:50
13. Summary	11:50 — 12:00

Audience	Length	Tools	# Participants	Format
Supervisors, Managers, and Professionals	4 hours	Management of Differences Inventory	12 — 18	Classroom, leader led, interactive, skills practice, self-evaluations

“ M A N A G I N G M A N A G E R S ”

D A Y O N E

This two-day course is designed for those in leadership positions managing professionals and other managers. Participants will learn the importance of their role in creating a high performing culture built on communication and delegation. Participants in this course learn about coaching, personal behaviors, motivation, conflict resolution, teamwork, and Situational Leadership®.

Day One: Building the Foundation	Morning
1. Overview, Objectives, Introductions	8:00 — 8:30
2. Observations on Leadership	8:30 — 9:00
3. Motivational Models	9:00 — 9:15
4. Working Together: Who do you prefer?	9:15 — 9:20
5. BREAK	9:30 — 9:45
6. Introduction to Personal Styles	9:45 — 10:00
7. Your Personal DiSC Profile	10:10 — 10:30
8. Communication and DiSC Style	10:30 — 10:50
9. What Happens When Needs Aren't Met: Exercise	10:10 — 10:30
10. BREAK	10:50 — 11:00
11. An introduction to Management skills	11:00 — 11:15
12. Respect, Understanding, Teamwork and Participation	11:15 — 11:45
13. Engagement: Does it really make a difference?	11:45 — 11:55
14. Summary and Action Steps	11:55 — 12:00

Day One: Communication and Conflict Management	Afternoon
1. Overview and Objectives	1:00 — 1:05
2. “Win As Much As You Can” Exercise	1:05 — 1:30
3. What is Communication	1:30 — 1:40
4. Visual, Vocal, Verbal	1:40 — 2:00
5. Active Listening: Listening Styles Profile	2:00 — 2:30
6. BREAK	2:30 — 2:45
7. Working Together: Divergence— Convergence	2:45 — 3:00
8. Conflict and Styles: DISC	3:00 — 3:15
9. Conflict: Case Studies	3:15 — 3:30
10. Management of Differences Inventory (M.O.D.I.)	3:30 — 4:15
11. Summary and Action Steps	4:15 — 4:30

“ M A N A G I N G M A N A G E R S ”
D A Y T W O

Day Two: Creating Purpose and Direction	Morning
1. Review of Day One...Overview Day Two	8:00 - 8:15
2. “Best Boss” Assessment	8:15 - 8:45
3. Individual Change	8:45 - 8:50
4. Resistance to Change	8:50 - 9:20
5. Purpose and Meaning	9:20 - 9:30
6. BREAK	9:30 - 9:45
7. Generational differences and levels of engagement	9:45 - 10:30
8. Giving Feedback and Straight Talk	10:30 - 10:55
9. Managing Emotions: Empathetic Statements	10:55 - 11:00
10. BREAK	11:00 - 11:10
11. Coaching Skills Inventory	11:15 - 11:45
12. Summary and Action Items	11:45 - 12:00

Day Two: Working Effectively with Others	Afternoon
1. Overview and Objectives	1:00 — 1:05
2. Discretionary Effort	1:05 — 1:15
3. Why Good Employees Leave Good Companies	1:15 — 2:15
4. BREAK	2:15 — 2:30
5. Manage to Your Strengths: Video (Marcus Buckingham)	2:30 — 2:45
6. Team Formation: Models and Behaviors	2:30 — 3:10
7. Exercise: Understanding Strengths and Weaknesses	3:10 — 3:20
8. BREAK	3:20 — 3:30
9. Situational Leadership®	3:30 — 4:00
10. Practice: Situation Response	4:00 — 4:15
11. Summary and Action Notes	4:15 — 4:30

“ M E E T I N G M A N A G E M E N T ”

There are two perspectives to holding effective meetings — the mechanical perspective and the human perspective. This module is for anyone who has organized meetings and realized that the time was not well spent, has had difficulty controlling a group, or has failed to reach the preset expectations of a meeting. This course focuses on the barriers to effective meetings and the skills needed to overcome them. In addition, skills will be defined that will allow participants to reach solutions that are meaningful and long lasting.

Learning Objectives

- Understanding the purpose of a meeting
- Knowing when to hold a meeting
- Knowing who should be invited to a meeting
- Establishing guidelines for effective meetings
- Managing group behavior during meetings
- Defining the different types of meetings
- Holding an effective meeting
- Establishing the chairperson’s key objectives
- Understanding decision making: divergence and convergence

Outline	Time
1. Introduction and Overview	8:00 — 8:15
2. Why Hold Meetings?	8:15 — 8:30
3. Common Dislikes	8:30 — 8:45
4. Effective Meetings	8:45 — 9:00
5. Types of Meetings	9:00 — 9:15
6. Managing the Mechanics	9:15 — 10:00
7. Break	10:00 — 10:15
8. Guidelines for Seating Arrangements	10:15 — 10:30
9. <i>So You’re Going to Hold a Meeting?</i> — video and discussion	10:30 — 11:15
10. Meeting Conflict	11:15 — 11:30
11. Group Problem Solving	11:30 — 11:45
12. Summary	11:45 — 12:00

Audience	Length	Tools	# Participants	Format
Supervisors, Managers, and Professionals	4 hours	Meeting Checklist; Room Arrangement Guide	12 — 18	Classroom, leader led, interactive, skills practice, self-evaluations

“ P R O J E C T M A N A G E M E N T B A S I C S ”

This two-day workshop helps project managers work more effectively while defining and implementing project opportunities. Managing projects can be very complex, yet there are established ways to increase efficiencies while providing an opportunity for significant cost savings.

This course identifies an approach to project management that uses an existing method, called the “Project Management Body of Knowledge.” In this two-day course we cover a phased approach to project management that will make future projects more profitable for all stakeholders.

Learning Objectives

- To understand the value and basis of Project Management
- To understand that Project Management is a science with many component parts
- To clarify those component elements, decision points, stakeholders, and phases of projects
- To know how to apply a structured approach to the challenge of completing projects on time, on budget, within scope, and as expected

Outline
1. Introduction to Project Management
2. Why projects go bad
3. The value of Project Management
4. To understand the ways people communicate
5. Using a process approach to effective problem solving
6. Identifying unique behavior preferences in individual styles
7. Understanding the steps to Project Management
8. A “phased” approach to initiating and implementing projects
9. How to hold a project “kickoff” meeting
10. Tools for planning a work breakdown structure in each phase
11. O.A.S.I.S.
12. Project Management on small or repetitive projects
13. Summary and close

Audience	Length	Tools	# Participants	Format
Supervisors, Managers, and Professionals	2-days	Work Breakdown worksheets	12 — 18	Classroom, leader led, interactive, skills practice, self-evaluations

PERSONALLY MANAGING STRESS AND CHANGE

This half-day course reviews stages of personal and organizational change, the underlying stress caused by the change, and the difference between the “stressor” and your response to the stressor. Participants will also learn about the change process and its importance to them. Learning to recognize their own challenges with change, and their coping preference in overcoming those challenges, will allow participants to be more productive and comfortable in a changing world.

Learning Objectives

- Understand the definition, sources, and effects of stress
- Understand and identify your personal stress level
- Recognize the three physical reactions to stress
- Understand your personal style in coping with stress
- How to focus on solving the problem or focus on managing the emotion
- How to manage change and change behaviors
- Understanding the stages of change
- How to become a change master
- Understand your personal approach to Change: “Leading Change” assessment

Outline	Time
1. Overview, Objectives, and Introduction	8:00 — 8:30
2. Sources and Effects of Stress	8:30 — 8:45
3. Stress Symptom Checklist	8:45 — 9:15
4. Stress Responses: Tension, Fatigue, Exhaustion	9:15 — 9:30
5. Coping With Stress: Problem or Emotion Focus	9:30 — 9:45
6. Break	9:45 — 10:00
7. Managing Change Discussion	10:00 — 10:15
8. Change Models	10:15 — 10:45
9. Becoming a Change Master	10:45 — 10:55
10. Leading Change	10:55 — 11:15
11. Dealing With Change: Exercise	11:15 — 11:30
12. It's Your Responsibility	11:30 — 11:45
13. Summary and Evaluation	11:45 — 12:00

Audience	Length	Tools	# Participants	Format
All Employees	4 hours	Stress Scorecard; Leading Change Tool	12 — 18	Classroom, leader led, interactive, skills exercises, self-evaluations

“ **S E T T I N G G O A L S A N D E X P E C T A T I O N S** ”

This course provides an opportunity to develop and refine the skills critical to achieving results linked to business objectives. Completing this course will show how setting and achieving goals can lead to business and personal success.

Learning Objectives

- Learning the stages of individual change
- Learning the stages of organizational change
- Analyzing the Performance Management Model
- Linking vision, mission, and values
- Understanding position descriptions
- Defining mission, objectives, strategies, and tactics
- Creating S.M.A.R.T. goals

Outline	Time
1. Introduction and Overview	8:00 — 8:15
2. Understanding Differences	8:15 — 8:30
3. The Stages of Change	8:30 — 8:50
4. Performance Management Model	8:50 — 9:15
5. Force Field Theory	9:15 — 9:30
6. Defining Position Requirements	9:30 — 10:00
7. Break	10:00 — 10:15
8. Skills Exercise: Goals	10:15 — 10:45
9. Setting Goals and Priorities	10:45 — 11:00
10. M.O.S.T.	11:00 — 11:45
11. Summary	11:45 — 12:00

Audience	Length	Tools	# Participants	Format
Supervisors, Managers, and Professionals	4 hours	Goal-setting Tool	12 — 18	Classroom, leader led, interactive, skills practice, self-evaluations

“ T E A M E F F E C T I V E N E S S ”

This full-day course provides process and interaction skills for newly forming teams. Included in this module are an overview of the levels of team dynamics, the stages of team formation, the different roles that exist within a team, the transition issues that teams and organizations must face to be truly successful, and the managing of team conflict.

Learning Objectives

- Understanding the definition of teams and team roles
- Understanding the stages of team development
- Recognizing the dynamics of team development
- Knowing the individual involvement in change
- Establishing the foundation skills for team improvement
- Communicating, giving feedback, and understanding style preferences
- Recognizing barriers to communication and understanding
- Developing skills for understanding and handling conflict within teams
- Knowing and using improvement tools

Outline	Time
1. Introduction and Overview	8:00 — 8:30
2. Defining Teams and Roles	8:30 — 8:45
3. Stages of Team Development	8:45 — 9:00
4. Team Trust Exercise	9:00 — 9:45
5. Levels of Team Dynamics	9:45 — 10:00
6. Break	10:00 — 10:15
7. Model for Change	10:15 — 10:30
8. Foundation Skills	10:30 — 11:00
9. Convergence/Divergence Model & Exercise	11:00 — 11:45
10. Summary of Morning & Break for Lunch	11:45 — 1:00
11. Communication and Feedback	1:00 — 2:00
12. Using Meyers-Briggs for Team Effectiveness	2:00 — 3:15
13. Break	3:15 — 3:30
14. Process Improvement Tools	3:30 — 4:45
15. Summary	4:45 — 5:00

Audience	Length	Tools	# Participants	Format
Supervisors, Managers, and Professionals	8 hours	Process Tools, Meyers-Briggs Type Indicator	12 — 18	Classroom, leader led, interactive, skills practice, self-evaluations

“ TIME MANAGEMENT ”

2 0 0 8

This half-day course teaches employees how to make more effective use of their time. By understanding how the employee currently uses their time, they are better able to understand the things they do that are “time wasters”. As part of the class, the employee will also learn the value of being a more effective delegator and the importance of prioritizing their work so that they are focusing on the tasks with the greatest value. Utilizing the “Time Mastery Profile”, the employee will gain insights for improvement in twelve different skill areas. The course will prove beneficial for all employees, managers, supervisors and individual contributors.

Learning Objectives

- Understanding the Difference Between “Effective” and “Efficient”
- Determining if a Task is “Urgent” or “Important”
- The Importance of Effective Delegation
- Better Understanding of Your “Circle of Influence”
- How to Better Prioritize Your Activities
- Through the Time Mastery Profile, learn where you are competent and where you can improve your Time Management Skills

Outline	Time
1. Overview and Introductions	8:00 — 8:15
2. Time Management: Group Discussion	8:15 — 8:45
3. Characteristics of Time – 168 hours per week	8:45 — 9:00
4. Individual Exercise	9:00 — 9:15
5. Where Does It Go: Timewasters?	9:15 — 9:30
6. Break	9:30 — 9:45
7. Case Study	9:45 — 10:00
8. Written Day Planner: How to Use Effectively	10:00 — 10:15
9. Prime Time/Charting Your Energy Cycle	10:15 — 10:30
10. Urgent or Important?	10:30 — 10:45
11. Interaction and Clarification: video	10:45 — 11:00
12. Time Mastery Profile©	11:00 — 11:40
13. Twelve Steps for Effective Time Management	11:40 — 11:45
14. Summary and Evaluations	11:45 — 11:50

Audience	Length	Tools	# Participants	Format
Supervisors, Managers, and Professionals	4 hours	Daily Time Log, Effectiveness Index, Circle of Control	12 — 18	Classroom, leader led, interactive, skills practice, self-evaluations

“ VALUING PERSONAL DIFFERENCES ”

The tension and conflict caused by being insensitive to others can be avoided in your organization. We do this by having a greater understanding of personal differences and by managing our reaction to those differences. Our attitudes and personal actions can help create a workplace in which differences are embraced. Respecting individual strengths encourages strong performance, high productivity, loyalty, innovation, creativity, and a steady source of knowledge.

Learning Objectives

- Understanding our cultural background, our natural strengths, and our areas for personal development
- Knowing and applying the skills of Respect, Understanding, Teamwork, and Participation
- Encouraging open and honest communication
- Giving positive feedback to others through Straight-talk
- Maximizing individual potential
- Enhancing knowledge, understanding, acceptance, and personal behaviors.

Outline		Time		
1. Overview and Objectives		0:00 — 0:10		
2. Introductions		0:10 — 0:30		
3. Assess Your Comfort: Situational Differences		0:30 — 1:00		
4. Perceptions		1:00 — 1:15		
5. Core Skills		1:15 — 1:30		
6. (Stretch Break)		1:30 — 1:40		
7. It's More Than Words		1:40 — 1:50		
8. Proverbs and Values		1:50 — 2:05		
9. Communication: High and Low Context		2:05 — 2:20		
10. Feedback and Straight-talk		2:20 — 2:30		
11. Understand Cultural Differences		2:30 — 3:10		
12. Discovering Diversity Profile: assessment		3:10 — 3:30		
13. Debrief Results		3:30 — 3:50		
14. Summary and close		3:50 — 4:00		
Audience	Length	Tools	# Participants	Format
All Employees	3 - hours	Discovering Diversity Profile®	25-30	Classroom, leader led, interactive, skills practice

“ W O R K P L A C E C O N D U C T ”

This course provides an understanding of the legal responsibilities to proper workplace behavior. Also included are the EEOC guidelines, the impact of Title VII of the Civil Rights Act (pursuant to hiring, promoting and firing of protected classes of people), and the manager’s role as an “agent of the company”.

Learning Objectives

- Understanding the Civil Rights Act of 1964
- Knowing how strategic decisions of the Supreme Court impact employers and managers in the areas of harassment and work environment
- Recognizing the difference between “Quid pro Quo” and “Hostile Work Environment”
- Understanding what your role as a manager and agent of the company means
- Knowing how to respond to an employee complaint of “harassment”
- Valuing diversity to create a more dynamic workforce

Outline	Time
15. Introduction and Overview (interactive)	8:00 — 8:30
16. Goals and Objectives	8:30 — 8:35
17. Workplace Conduct: Situational Discussions (interactive)	8:35 — 9:05
18. Getting Started	9:05 — 9:10
19. Supreme Court Decisions	9:10 — 9:30
20. Stretch Break	9:30 — 9:40
21. Enforcement	9:40 — 9:45
22. Protected Groups	9:45 — 9:55
23. Quid pro Quo and Hostile Work Environment	9:55 — 10:00
24. Test Your Knowledge (interactive)	10:00 — 10:20
25. Harassment	10:20 — 10:30
26. Break	10:30 — 10:40
27. Agent of the Company and Liability	10:40 — 10:50
28. Complaints and Grievances	10:50 — 11:00
29. Supervisor Responsibilities and Discussion	11:00 — 11:15
30. Responding to a Complaint/ Company Policy	11:15 — 11:30
31. Straight Talk and Probing: (Interactive)	11:30 — 11:50
32. Summary	11:50 — 12:00

Audience	Length	Tools	# Participants	Format
Supervisors and Managers	4 hours	Case Law	12 — 18	Classroom, leader led, interactive, skills practice