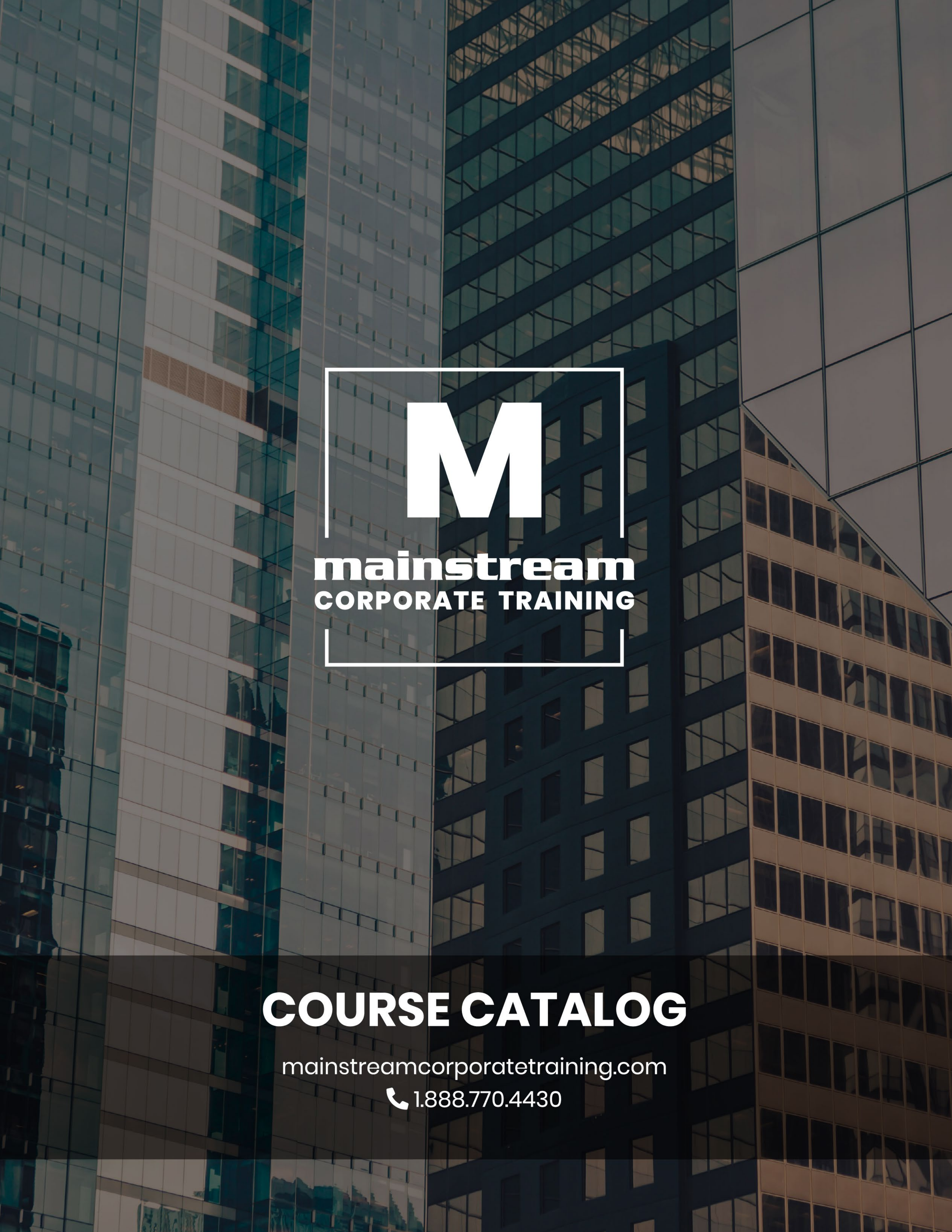

M

mainstream
CORPORATE TRAINING

COURSE CATALOG

mainstreamcorporatetraining.com

1.888.770.4430

COPYRIGHT

TABLE OF CONTENTS

Contents

Detailed Course Information

10-Minute Presentations

Course Overview

Presentations, whether in person or via video interface, remain a primary means of building business relationships and partnerships that will sustain and grow your company.

Learning Objectives

- Know and use essentials of a good presentation
- Choose platforms that enhance your message and reach
- Set goals and timelines for your presentation
- Create engaging narrative from outline through final draft
- Edit and polish your presentation
- Offer and receive peer review
- Develop best practices for future presentations

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Presentation Wish List
   Presentations and Relationships
   What a Presenter Wants
   Reflect: Presenter
   What an Audience Wants
   Reflect: Audience
   The Common Ground
   Pitching an Idea and Feedback
3. Session Three: Choosing the Platform
   Real or Virtual?
   Tools of the Trade
   Your Personal Toolbox
   Using Your Voice
4. Session Four: Outlines and Touchstones
   Creating Your Presentation
   Mapping your Presentation
   Setting Goals
   Smart Goals
   Measurable Results
   Setting a Time Limit
   Meeting Goals
   Outlining your Presentation
   Presentation Outline
   Build Your Task List
5. Session Five: Drafting Your Presentation
   Checklist for Creation
   Slides and Visuals
   From Outline to Narrative
   Creating Visuals
   Plan Your Visuals
6. Session Six: Polishing Your Presentation
   Presentation Draft
   Peer Review
   Peer Checklist
   Preparing to Present
   You as Presenter
   The 'What-Ifs'
   Appearing Professional
   Doing the Presentation
7. Session Seven: Plan for Success

Accounting Skills for New Supervisors

Course Overview

Many of us flinch when we hear terms like depreciation, cash flow, balance sheet, and (worst of all!) budgets. However, these are all important concepts to understand if you're going to succeed in today's business world, particularly as a supervisor. Even better, financial terms are not as scary as they seem!

Learning Objectives

- Describe the art of finance and financial management
- Explain key financial terms
- Determine your role in company finances
- Find the rules and regulations for your area and industry
- Discuss various types of financial reports, including income statements, balance sheets, cash flow statements, and statements of retained earnings
- Explain how a chart of accounts is created
- Tell the difference between cash and accrual accounting
- Explain single-entry and double-entry bookkeeping
- Differentiate between debits and credits
- Identify and analyze important financial data
- Make financial decisions
- Read annual reports
- Determine whether a company is financially high or low risk
- Recognize different types of organizational financial plans
- Explain what budgets are and how to prepare them
- Recognize what computer skills you need to make you a financial whiz
- Deal with financial situations that impact the people that work for you

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Getting the Facts Straight
   Starting with the Basics
   Recording Financial Transactions
   Financial Reports vs. Financial Statements
   General Accepted Accounting Principles (GAAP)
   Getting to Know the Players
   The Big Picture
   Identifying the Key Players in Your Organization
   Governing Organizations
3. Session 3: The Accounting Cycle
   Methods of Recording Transactions
   Accounting Periods
   Overview of the Accounting Cycle
   Accounting Terms
   Case Study: Happy Haircuts
4. Session 4: The Key Reports
   What is the Income Statement?
   Income Statement Equation

Active Listening

Course Overview

Communication skills are at the heart of everything we do each day, whether at home, at work, or at play. Active listening encompasses the best of communication, including listening to what others are saying, processing the information, and responding to it in order to clarify and elicit more information. This course will help participants develop and practice their active listening skills.

Learning Objectives

- Define active listening and its key components
- Identify ways to become a better listener
- Use body language to reflect a positive listening attitude
- Understand the difference between sympathy and empathy, and when each is appropriate
- Create a listening mindset using framing, positive intent, and focus
- Be genuine in your communications
- Understand the communication process
- Ask questions, probe for information, and use paraphrasing techniques
- Build relationships to create an authentic communication experience
- Identify common listening problems and solutions

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Defining Active Listening
   What is Active Listening?
   Responding to Feelings
   Reading Cues
   Demonstrating Listening
   Identifying Good Listeners
   Tips for Becoming a Better Listener
   Pre-Assignment Review
3. Session 3: Body Language Basics
   Silent Messages
   Making Connections
4. Session 4: Attitude is Everything!
   Understanding Sympathy and Empathy
   Demonstrating Empathy
   Creating the Right Mindset
   Reframing the Situation
   Establishing Positive Intent
   Maintaining Focus
   Being Genuine
   Considering Your Purpose
   Making Connections
   Constructing Your Response
5. Session 5: Encouraging Conversation
   What Is Said and What Is Heard
   The Ladder of Inference
   Reflection: Using Your Own Experiences as a Resource
   Asking Questions
   Probing Techniques
   Paraphrasing Techniques
   Echoing Techniques
6. Session 6: Building Relationships
   Building Common Ground

Advanced Project Management

Course Overview

It's easy to forget the "manager" part of your "project manager" title among the other range of activities you are responsible for. However, your management skills are an important part of your success as a project manager, so it is crucial that you grow both of those skill sets. There are also some advanced project management techniques that you can master to help bring your projects to successful completion.

This course presumes that students have a thorough understanding of project management, including topics such as preparing a statement of work, setting project goals, scheduling, budgeting, managing project risks, and executing a project.

Learning Objectives

- Think critically when choosing a project team
- Make the best of an assigned project team
- Help teams move through various stages to become a high-functioning unit
- Maximize productivity at team meetings
- Reward and motivate your team
- Develop and execute a communication plan
- Communicate with sponsors and executives more effectively
- Identify strategies for working with problem team members

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Choosing the Project Team
   Choosing the Team
   Identifying Possible Candidates
   Making it Happen
   Tips for Getting the People You Need
   Making the Best of an Assigned Team
   Assigning Work
   Pre-Assignment Review
   Four Issues to Address with Project Teams
3. Session 3: Building a Winning Team
   Why is Teamwork Important?
   Maintaining Momentum
   Staying Positive
   Tips for Building a Winning Team
   Summary
   The Stages of Team Development
4. Session 4: Managing Team Meetings
   Starting on the Right Foot
   Summary
   Making Committees Work
   Tips for Success
   Making Connections
5. Session 5: Easy Ways to Reward Your Team
   Top Ten Rewards
6. Session 6: Developing a Communication Plan
   The Five Components
   Who
   When
   Why
   What
   How
   How: Completing the Plan
   Tips

Advanced Skills for the Practical Trainer

Course Overview

Behind every spectacular training session is a lot of preparation and meticulous attention to detail. The truly skilled trainer can make a program exciting! This course will teach you advanced skills that can help you take your training programs to the next level.
We recommend that you complete "The Practical Trainer" before beginning this course.

Learning Objectives

- Demonstrate your understanding of learning styles and how to accommodate all four learning styles in the classroom
- Apply the key principles of effective communication in a workshop setting
- Use a variety of training techniques to stimulate participation
- Develop a plan and prepare for an effective training session
- Explain the different levels of evaluation and when to use each
- Identify advanced interventions for difficult situations
- Put your skills to work for a training presentation

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Preparing to Learn
   Pre-Assignment Review
   Individual Reflection
3. Session Three: Understanding Learning
   The Trainer's Role
   Case Study
   Personal Skill Identification
4. Session Four: Competencies for Adult Educators
   Questionnaire
   Competency Questionnaire
   Making Connections
5. Session Five: Accommodating Learning Preferences
   The Learning Process
   The Stages of Learning
   Preparing a Plan
   Learning Styles: The Authentic Idealist
   Learning Styles: The Inquiring Rational
   Learning Styles: The Resourceful Artisan
   Learning Styles: The Organized Guardian
6. Session Six: Increasing Your Expertise
   Learning and Motivation
   Things We Know About Adult Learners and Their Motivation
   Design Considerations
   Things We Know About Designing Curricula
   Things We Know About the Learning Environment
   Changing Points of View
7. Session Seven: Using Existing Materials
   Customizing Courseware
   What Does It Take To Customize A Program?
   Copyright Considerations
   Over-Plan and Over-Prepare
8. Session Eight: Managing the Stress of Training
   Easy De-Stressing Techniques
   Building Resilience
   De-Stressing in Class

Advanced Writing Skills

Course Overview

As a writer you want your readers to be sincerely interested and engaged by your writing. If your message has been designed and executed effectively, you can capture your audience's full attention.

Learning Objectives

- Make your writing clear, complete, concise, and correct
- Improve sentence construction and paragraph development
- Deal with specific business requests
- Create effective business cases, proposals, and reports
- Thoroughly document sources that you use in your writing

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: The Cs of Writing
   Writing Clearly
   Familiar Words
   Precise Words
   Concrete Nouns
   Jargon
   Writing Concisely
   Making Connections
   Writing Correctly
   Style
   Facts
   Choosing Your Sources
3. Session Three: Writing Mechanics
   Building Paragraphs: Emphasis
   Building Paragraphs: Sentence Unity
   Building Paragraphs: Sentence Structure
   Building Paragraphs: Paragraph Size
   Proper Paragraphs
   More on Paragraphs
   Making Connections
4. Session Four: Dealing with Specific Requests
   Types of Letters
   Keeping it Real
5. Session Five: Online Business Communications
   Blogging for Business
   Guidelines
   Making Connections
   Connecting Through Social Media
   Documentation
6. Session Six: Editing Techniques
   Pre-Assignment Review
7. Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
8. Course Summary
9. Recommended Reading List
10. Post-Course Assessment

An Environmental Audit Primer

Course Overview

This course provides participants with the knowledge and skills to conduct internal environmental audits. Practical, proven techniques for planning, conducting, and reporting on internal environmental audits will be introduced. Role-plays and case studies based on actual audits will be used to reinforce the concepts and provide participants with practice in applying the principles to situations typically encountered during internal auditing.

Learning Objectives

- Explain the different types of audits and the levels of auditing available
- Know the qualifications of auditors and the preparation that they need to conduct an audit
- Understand the basics steps in an audit and how auditors gather information and evidence
- Develop open-ended questions which will help in audit interviews
- Understand the essential aspects of an audit checklist
- Develop an audit checklist based on EMS procedures
- Prepare for an audit
- Use an Internal Audit Noncompliance and Corrective Action Report to record non-conformances
- Understand the corrective action process and its importance in closing out non-conformances
- Gain experience in conducting an audit closing meeting

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Auditing
   Overview
   Types of Audits
3. Session 3: Internal Audit
   Internal Audit
   Auditors
   Preparing and Conducting
4. Session 4: The Audit
   Basics of an Audit
   Identifying, Collecting and Preserving Evidence
   Listening Techniques
   Questioning Techniques
   Questioning Exercise
5. Session 5: Audit Checklist
   Developing an Audit Checklist
6. Session 6: Conducting an Audit
   Conducting the Audit
7. Session 7: Noncompliance and Corrective Action
   Recording Noncompliance
   Taking Corrective Action

8. Session 8: Audit Closing
   Closing Meeting
9. A Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
10. Summary
11. Recommended Reading List
12. Post-Course Assessment

Anger Management: Understanding Anger

Course Overview

Anger is a universal experience. Dogs get angry, bees get angry, and so do humans. You don't have to be a psychologist to know that managing anger productively is something few individuals, organizations, and societies do well. Yet research tells us that those who do manage their anger at work are much more successful than those who don't.
The co-worker who can productively confront his teammate about his negative attitude increases his team's chance of success as well as minimizes destructive conflicts. The customer service agent who can defuse the angry customer not only keeps her customers loyal but makes her own day less troublesome. This course is designed to help give you and your organization that edge.

Learning Objectives

- Recognize how anger affects your body, your mind, and your behavior
- Use the five-step method to break old patterns and replace them with a model for assertive anger
- Use an anger log to identify your hot buttons and triggers
- Control your own emotions when faced with other peoples' anger
- Identify ways to help other people safely manage some of their repressed or expressed anger
- Communicate with others in a constructive, assertive manner

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Definitions
   About Anger
   The Five Dimensions of Anger
   Making Connections
   Pre-Assignment Review
3. Session 3: Costs and Pay-Offs
   What it Means
   What Are Your Anger Pay-Offs?
4. Session 4: The Anger Process
   What is the Process?
   Reactions to Anger
   Understanding Trigger Thoughts
   Personal Hot Buttons
   Triggers
   Using the Anger Log
   Anger Log Example
   Considering Our Anger
5. Session 5: How Does Anger Affect Our Thinking?
   Is Anger the Best Response?
   Distorted Thinking
   Magnifying
   Destructive Labeling
   Imperative Thinking
   Mind Reading
   Conclusion
6. Session 6: Understanding Behavior Types
   Introduction
   Manipulative or Passive-Aggressive Behavior
   Passive Behavior
   Assertive Behavior

Appreciative Inquiry

Course Overview

Do you love those moments of exception, when everything seems to have come together and things are working beautifully? Would you like to create an environment where those rare, extraordinary moments become the norm? Then you may just be ready to learn the value of Appreciative Inquiry, also known as AI. AI is a method for implementing change that is rooted in being positive, sharing stories of things that work well, and leveraging people's strengths and the power of co-creation to initiate lasting, powerful changes that can make an organization the best it has ever been, because of people who care and are committed.

Learning Objectives

- Recognize and work with the fundamentals of Appreciative Inquiry
- Describe the 4-D's of Appreciative Inquiry: discovery, dreaming, design, and destiny
- Work through a simple Appreciative Inquiry process
- Create thoughtful, meaningful questions for your own Appreciative Inquiry initiative
- Help organizations review what's important, what they can become, and how they can get there

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment Overview
   Pre-Assignment Questions
   Pre-Course Assessment
2. Session 2: Defining Appreciative Inquiry
   What Is Appreciative Inquiry?
   The Pieces of AI
   Making Connections
   Pre-Assignment Review
   How is AI Different?
   Getting Started
   Preparation Checklist
   The Premises of Appreciative Inquiry
3. Session 3: Success Principles
   Five Key Principles
   Constructionist Principle
   Simultaneity Principle
   Poetic Principle
   Anticipatory Principle
   Positive Principle
   Summary
   Teaching Positivity
   Why On Earth Would I Do That?
   Measuring Tangible Success
   Making Connections
   Setting the Interview Groundwork
   Identify Stakeholders
   Create Engaging Appreciative Questions
   Develop an Appreciative Interview Process
   Plan to Receive the Data
   Select Interviewers and Conduct the Interviews
   Analyze the Data
   Practical Power
4. Session 4: The 4-D Model
   Introduction to the Model
   Adapting the Model
   The Core Processes
   Getting Started with the 4-D Model
   Overview of the 4-D Model
   Discovery of "What Is"

Balanced Scorecard Basics

Course Overview

Over the past several decades, organizations have come to realize that success can be measured in other ways besides dollars and cents. Intangible assets (such as a company's reputation, the knowledge base created by their employees, and training initiatives) can make up a huge portion of a company's wealth.

Learning Objectives

- Define what the balanced scorecard is
- Identify the benefits of the scorecard
- Create a vision statement for the balanced scorecard
- Understand what corporate values, mission statements, and vision statements are and how they tie into the balanced scorecard process
- Determine if the balanced scorecard is right for your organization
- Describe the key elements of the balanced scorecard process
- Identify a strategy map, tactical action plan, and balanced scorecard
- Identify the components of supporting balanced scorecard plans
- Understand what processes you will need to support the balanced scorecard
- Identify the members of different balanced scorecard teams

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Understanding the Balanced Scorecard (BSC)
   Where Did the Balanced Scorecard Come From?
   What is the Balanced Scorecard?
3. Session Three: Creating a Vision Statement
   Why We are Doing What We are Doing
   Making a Statement
4. Session Four: Understanding Organizational Mission, Vision, and Values
   The Building Blocks for Your Balanced Scorecard
   Analyzing Sample Statements
5. Session Five: Plans and Processes to Build
   Building Core Plans: Project Plans
   Building Core Plans: Communication Plans
   Building Core Plans: Training Plans
   A Checklist of Processes
   Case Study
6. Session Six: Overview of the Balanced Scorecard Process
   The Big Picture
   Building Balanced Scorecard Teams
   Building BSC Brainstorming
   Sample Strategy Map
   Sample Balanced Scorecard
   Sample Tactical Action Plan
   Determining KPIs
7. Session Seven: Creating a Smooth Path for Implementation
   Creating a Smooth Path for Implementation
   Our Top 10 Pitfalls
8. Session Eight: Balanced Scorecard Application
   BSC and Your Organization

9. Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
10. Course Summary
11. Recommended Reading List
12. Post Course Assessment

Basic Business Management: Boot Camp for Business Owners

Course Overview

Owning a business requires a vision balanced with attention to detail. You need to be a generalist who understands the multiple aspects of running a business, as well as the ability to step back and see the big picture and to reach into the future.

The business environment is a complex place to be. Whether you wish to work as a consultant or freelancer, establish a corporation, or set up an operation that meets a need for very particular type of customer, there is a tremendous amount of information that you need to know and to apply.

This course provides essential learning for new business owners, whether the business is just in the idea stage or you have already begun and need to fill in the gaps.

Learning Objectives

- Apply the best methods for creating, leading, and managing your own business
- Establish an organizational framework through operations, finance, and leadership
- Set up an effective and efficient system for hiring, retaining, and succession planning
- Start researching and designing your strategic plan
- Describe the essential elements of marketing, sales, and your company brand
- Apply financial and accounting terms correctly

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Who Are You and What Are You About?
   What is Our Business?
   Making Connections
   Pre-Assignment Review
   The Owner's Role
   Ingredients for Success
   The Business Owner
   The Entrepreneur
   The Freelancer
   Words of Wisdom
   Keeping Things Moving
3. Session 3: Designing Your Organizational Structure
   Bringing the Idea to Life
   Getting Started
   Growth Phase One
   Growth Phase Two
   Putting the Pieces Together
   Looking at the Options
   Geographic Structure
   Divisional Structure
   Matrix Structure
   Summary
   Making Connections
   Differences for Corporations
   Choosing Board Members
   Board Issues
   The Role of Shareholders
   The Big Picture
   Words of Wisdom
   Current Thinking
   Making Connections
4. Session 4: Introduction to Operations Management
   Defining Operations Management

Basic Internet Marketing

Course Overview

This course is an ideal start for business owners and people new to marketing to learn the basics of Internet marketing. We've included information on how to market online, and even more importantly, how to determine what results you are getting. Then, you can figure out whether you are reaching your target market, where your qualified prospects are, and how they are engaged as a result of your efforts. This course includes sessions on search engine optimization, e-mail campaigns, pay per click advertising, and more.

Learning Objectives

- Determine how your Internet marketing strategy fits with your overall marketing plan
- Apply techniques to influence and engage your target market
- Weigh the value of using a distribution service for e-mail marketing campaigns
- Get started with search engine optimization
- Use online advertising to boost your marketing results
- Adjust your Internet marketing plan based on metrics and reporting

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Internet Marketing Plan Worksheet
   Pre-Course Assessment
2. Session 2: What is Internet Marketing?
   What it Looks Like
   Sample Site Structure
   Making Connections
   Popular Strategies
   Web Design and Development
   Affiliate Programs
   E-mail Marketing
   Using Social Media
   Search Engine Optimization (SEO)
3. Session 3: Creating an Internet Marketing Plan
   Leveraging What You Already Have
   The Marketing Cycle
   Making Our Way through the Marketing Process
   Stage Two: Analyzing the Competition and Yourself
   Stage Three: Analyzing Distribution Channels
   Stage Four: Creating a Marketing Plan
   Stages Five and Six: Implement, Evaluate, Review, and Revise
4. Session 4: Extending Your Influence
   Sharing Messages
   Understanding Community
   Making Connections
   Making it Real
5. Session 5: E-mail Marketing
   You Can Do It!
   A Cautionary Note
   Using a Distribution Service
   Getting Your Message Out
   Distribution Services, Part Two
   Keep it Rich
6. Session 6: Search Engine Optimization (SEO)
   What is SEO?
   Understanding Search
   Natural and Organic Searches
   Paid Searches

Becoming a Better Learner

Course Overview

There was a time when what you learned in school before entering the workforce would be all you needed to know for the rest of your career. That is no longer the case, as today skills can become outdated very quickly. The rapid evolution of workplace technologies and best practices means you need to keep your skills current. You must truly be a life-long learner and can no longer rely on what you already know.

Learning Objectives

- Understand what it means to learn and become a life-long learner
- Know what a mindset for learning looks like and how to adopt one
- Set realistic goals
- Understand what your network is and why expanding it is important
- Know how to ask questions and why that is important
- Become accountable for your goals and take responsibility
- Know how to accelerate your learning

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Adopting the Best Mindset for Learning
   What Does it Mean to Learn?
   But What Does That Mean in a Practical Sense?
   What Does It Mean to Learn?
   Continuing to Learn
   Adopting the Right Mindset
   Mindset in Practice
   Mindset Reflections
   Practicing Mindset and Learning?
   Where to Start
3. Session Three: Taking Better Notes
   Five Methods of Note Taking
   The Cornell Method
   The Mapping Method
   The Outlining Method
   The Charting Method
   The Sentence Method
   How Do You Take Notes?
   The Cornell Note Taking Method
   The Mapping Note Taking Method
   The Outlining Note Taking Method
   The Charting Note Taking Method
   The Sentence Note Taking Method
   Extra Information
4. Session Four: Setting and Managing Goals
   How Do Goals Play into Learning?
   SMART Goals
   Setting Goals Activity
5. Session Five: Expanding Your Network
   Learning About Your Network
   Asking Questions
6. Session Six: The Whole Picture
   Becoming Accountable
   Embracing Responsibility
   Embracing Technology
7. Session Seven: Mind and Body
   Mind and Body Working Together
8. Session Eight: How You Can Accelerate Your Learning
   Tips to Accelerate Your Learning

Becoming a Progressive Employer

Course Overview

Many people like to think of themselves as progressive in some fashion, but is this usually the case? Employers can be considered progressive for numerous reasons, from the way they treat their staff to their approach to technology. This one-day course will point the way towards being a progressive employer for those who wish to be on the forefront of employee relations and develop an innovative stance on business.

Learning Objectives

- Understand what being progressive means
- See the process for getting from the status quo to being progressive
- Develop or enhance a progressive mindset
- Truly examine what it means to be progressive
- Develop innovative ideas
- Understand the importance of a succession plan

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: What Does Progressive Mean?
   A Definition
   Examples of Progressive Companies
   Case Study: Eyes on the Skies
   Brainstorming
3. Session 3: Getting From Here to There
   Gap Analysis
   Analyzing
   Process Overview
4. Session 4: Progressive Mindset
   Being Open to Progress
   A Progressive Mindset
   Progressive Thinkers
5. Session 5: The Good and Not So Good
   Pros and Cons
6. Session 6: It Can Come From Within
   Thinking About it
   Finding Examples
   Going it Alone
   Creativity and Innovation in Business
7. Session 7: Workers Matter
   Workers Matter
   Avenues to Consider: Compensation
   Avenues to Consider: Employee Well-being
   Avenues to Consider: Flexible Working Arrangements
   Avenues to Consider: Training
   Avenues to Consider: Communication
   Avenues to Consider: Social Media Policy
   Avenues to Consider: Work and Play
   Pen to Paper
8. Session 8: As the Curtain Comes Down
   Succession Planning
   Key Ingredients of a Successful Plan
   Plan Production
9. A Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
10. Course Summary
11. Recommended Reading List
12. Post-Course Assessment

Becoming Management Material

Course Overview

At its core, leadership means setting goals, lighting a path, and persuading others to follow. By accepting the challenge to lead, you come to realize that the only limits are those you place on yourself.

Learning Objectives

- Define your role as a manager and identify how that role differs from other roles you have had
- Understand the management challenge and the new functions of management
- Discover how you can prepare for and embrace the forces of change
- Identify ways to get you and your workspace organized and get a jump on the next crisis
- Identify your leadership profile and explore ways to use this knowledge to improve your success as a manager
- Enhance your ability to communicate with others in meetings and through presentations
- Create an action plan for managing your career success

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: About the Learning Organization
   What Is a Learning Organization?
   Are You a Lifelong Learner?
   Scoring
3. Session Three: Achieving Personal Mastery
   What Is Personal Mastery?
   Your Personal Vision
   Our Personal Vision and Our Values
   Step One: Identify Your Values
   Step Two: Define Your Values
   Step Three: Put It All Together
4. Session Four: Analyzing Our Mental Models
   Our Mental Models
   Mental Models in the Workplace
   Strategies for Working with Mental Models
   You Can Create New Mental Models!
   The Ladder of Inference
   Reflection: Using Your Own Experiences as a Resource
5. Session Five: Achieving a Shared Vision
   What Is a Shared Vision?
6. Session Six: Team Learning
   Team Learning
   Team Learning Diagram
   Protocols for Skillful Discussion
   Preparing the Ground for Skillful Discussion
7. Session Seven: Systems Thinking
   Systems Thinking
8. Session Eight: Understanding Leadership
   About Leadership
   Think About Your Leadership Style
   Your Comfort Zone
   Understanding Your Comfort Zone

Being a Team Player

Course Overview

Teamwork is essential in any successful enterprise, and to have effective teams, an organization must be comprised of individuals who pride themselves on being great team players. Many of us consider ourselves to be team players, but are we really? Do we know what that takes; and what managers consider to be the qualities that make a person a team player, or that make a good team player a 'great' team player? Everyone brings their own skills and strengths to the table; understanding how to use those skills within the context of a team is vital to help an organization succeed.

Learning Objectives

- Understand the definition of a team player and a non-team player
- Know the difference between a team player and a non-team player
- Learn the qualities possessed by a team player
- Determine what type of team player you are and how that functions in your workplace
- Know and understand what it takes to be a team player
- Discover the different types of teams that exist within a company
- Learn what working together as a team looks like
- Learn the different types of workplace teams and what types of teams successful organizations need
- Develop strategies to improve teamwork

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Being a Team Player
   What Is a Team Player?
   Who Is a Team Player?
   Characteristics of a Team Player
3. Session Three: Being a Good Team Player
   Types of Workplace Teams
   A Closer Look
   Five Types of Workplace Teams
   Organizations Need
5. Session Five: Why Teamwork Fails
   Five Reasons
   Employee Recognition
   Types of Recognition
   Tips for Recognizing Employees
   Actions Speak Louder than Words
   How to Be a Good Team Player
   Are You a Good Team Player?
   Take 1
   Be Prepared for the 'Teamwork' Question in an Interview
   The Interview
4. Session Four: Teamwork
   Teamwork Definition
   One Bad Apple ...
6. Session Six: Strategies to Improve Teamwork
   20 Strategies
   Bringing it All Together
7. Personal Action Plan
8. Course Summary
9. Recommended Reading List
10. Post Course Assessment

Beyond Workplace Politics: Using Social and Emotional Competencies

Course Overview

Workplace politics encompasses the power and authority processes and behaviors that are at work in a particular workplace. It is how the links between people in the workplace work. There are workplace politics at play in every organization!

In 1990, two American psychologists (Dr. Jack Mayer and Dr. Peter Salovey) purported that if there was a cognitive intelligence or IQ then there must be an emotional intelligence (sometimes known as EQ). Daniel Goleman, the co-founder of the Collaborative for Academic, Social, and Emotional Learning (CASEL) theorized the social aspect of behavior as a complement to the emotional. His definition expanded to: "Social and emotional intelligence involves understanding your feelings and behaviors, as well as those of others, and applying this knowledge to your interactions and relationships." In his work with CASEL he developed five interrelated sets of Social and Emotional Competencies: Self-Awareness, Self-Management, Social Awareness, Good Relationship Skills, and Responsible Decision Making. This course will explore the social and emotional competencies and their role in working beyond workplace politics!

Learning Objectives

- Understand what Workplace Politics is and why it is not always bad
- Distinguish between formal and informal workplace hierarchies
- Use practical steps to negate the influence of rumors
- Define Social and Emotional Intelligence and understand their importance in navigating workplace politics
- Understand the importance of Self-Awareness in dealing with workplace politics and think about your own strengths and abilities
- Understand the role of Self-Management in the workplace and learn to improve self-management through reflection
- Understand the roles of Empathy, Organizational and Service Awareness in the workplace and social awareness skill development
- Identify good relationship skills
- See the importance of responsible decision making and identify decision traps that should be avoided
- Create your own Workplace Philosophy Statement

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment

2. Session 2: What is Workplace Politics?
   Workplace Politics
   Formal Versus Informal Hierarchy
   What to Do About Rumors
3. Session 3: Lessons from Social and Emotional Intelligence
   History of Social and Emotional Intelligence
   Defining Social and Emotional Intelligence
4. Session 4: Self-Awareness
   Understanding Self-Awareness
5. Session 5: Self-Management
   Understanding Self-Management
   Improving Self-Management through Reflection
   Reflective Diary
6. Session 6: Social Awareness
   Empathy, Organizational and Service Awareness
   Empathy
   Organizational Awareness
   Service Awareness
7. Session 7: Good Relationship Skills
   Identifying Relationship Skills
   N'Derial III
   Individual Action Steps
   Reflection
8. Session 8: Responsible Decision Making
   Decision Making
   Decision-Making Traps
   Decision Wheel
   Decision Wheel Method
9. Session 9: Creating Your Workplace Philosophy
   Philosophy Statement
10. A Personal Action Plan
    Starting Point
    Where I Want to Go
    How I Will Get There
11. Course Summary
12. Recommended Reading List
13. Post-Course Assessment

Branding: Creating and Managing Your Corporate Brand

Course Overview

Your brand is the vehicle that propels your product or service into your customer's lives, and into their hearts. A good brand is much more than an attractive image combined with some witty type. Your brand must reflect the heart and soul of your product, and offer a promise that you can live up to.

This course will get you started on the road to creating a perfect brand. The first half of the course will cover the basics of branding, including how to develop a visual identity from start to finish. We will also give you some graphic design tips to help you communicate your expectations to a professional designer. The second half will focus on how to put your brand out there in the right way. We'll also talk about how to keep your brand energized and alive with monitoring and evaluation tools.

Learning Objectives

- Define what a brand is (particularly a strong brand) and what branding is about
- Define various types of brand architecture and brand extension
- Identify your brand's products, the features of those products, and their values
- Write a mission, vision, and style statement for a brand
- Describe the basics of positioning a brand
- Understand the basics of creating a visual identity, including a brand name, slogan, and logo
- Help your employees live the brand by empowering them to be ambassadors and creating strong brand touchpoints
- Effectively plan an internal and external brand launch
- Monitor and evaluate your brand, and understand how to respond to the results

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Defining Branding
   Defining Brands and Branding
   What is a Brand?
   Why a Brand?
   What's in a Brand?
   What is Branding, Then?
   Why Branding is the Most Important Investment a Company Can Make
   A Strong Brand
   Characteristics of a Strong Brand
3. Session 3: What Are You All About?
   Identifying Your Products and Features
   Products and Features
   Identifying Your Values
   Step One: Brainstorming
   Step Two: Narrowing It Down
   Step Three: Add Some Polish
   Individual Exercise
4. Session 4: Creating a Mission
   What a Mission Statement is All About

Budgets and Managing Money

Course Overview

For managers in today's business world, it's essential to have a working knowledge of finance. We all play a role in our organization's financial health, whether we realize it or not. If you don't have training or a background in finance, you may be at a disadvantage as you sit around the management table.
Understanding the cycle of finance will help you figure out where you fit into your company's financial structure, and how to keep your department out of the red. This course will help you prepare budgets and make decisions with confidence.

Learning Objectives

- Define basic financial terminology
- Prepare a budget of any type or size
- Get your budget approved
- Perform basic ratio analysis
- Make better financial decisions

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Finance Jeopardy
   Questions and Answers
3. Session 3: The Fundamentals of Finance
   Recording Financial Transactions
   Financial Statements vs. Financial Reports
   Types of Costs
   Generally Accepted Accounting Principles
   Budgeting Terms
   Your Role in Company Finances
   The Key Players
   Identifying the Key Players in Your Organization
4. Session 4: The Basics of Budgeting
   Defining a Budget
   Budget Responsibilities
   Key Budgeting Points
   Types of Budgets
   Sales Budget
   Expense Budget
   Production Budget
   Manufacturing Budget
   Labor Budget
   Capital Budget
   Cash Budget
   Understanding Where Your Budget Fits In
5. Session 5: Parts of a Budget
   The Planning Parts
6. Session 6: The Budgeting Process
   Overview
   Step One: Gather the Budget Package
   Step Two: Lay the Groundwork
   Case Study, Part One
   Budget Template
   Step Three: Identify Your Goals
   Case Study, Part Two
   Step Four: Gathering Your Resources
   Accounting Checklist
   Marketing and Sales Checklist
   Budget Management Team Checklist
   Checklist for Your Supervisor Checklist
   Checklist for Your Team
   Steps Five and Six: Planning and Doing

Building a Brand on Social Media

Course Overview

Your brand speaks for your company and its products and/or services. In today's online-focused world, it's important that your brand has a definitive, consistent, and responsive presence.

Whether you're looking to build a brand from scratch, or strengthen an existing brand, this course will help you build a brand using social media. We'll cover how to build a social media strategy, identify social media platforms that fit your brand, craft strong messages that will engage your audience, and evaluate and revise your strategy.

Learning Objectives

- Define terms related to social media branding
- Create a strategy for your social media brand
- Describe various social media platforms and identify what platforms fit your brand
- Communicate effectively over social media
- Deal with negative feedback and criticism
- Create a social media playbook to guide brand ambassadors
- Evaluate your brand strength and revise your strategy

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Defining the Terms
   What is Branding?
   What's in a Brand?
   What is Social Media?
   The Rise of Social Media
   What is Social Media Branding?
3. Session 3: Building Your Social Media Branding Strategy
   Key Ingredients for Your Branding Strategy
   What Do You Want the Brand to Say?
   What is the Brand Saying Now?
   How Will the Brand Come to Life?
   What Resources Will We Have?
   How Will We Evaluate Our Progress?
   Pre-Assignment Review
4. Session 4: Identifying Your Social Media Audience
   Building an Audience Profile
5. Session 5: The Key Social Media Platforms
   Choosing the Right Platform for Your Brand
   Making Connections
   Looking at the Options
6. Session 6: Creating Brand-Focused Messages
   What's In a Message?
   Looking at the Messages
   Making Connections
   Dealing with Negative Feedback
   Case Study: United Breaks Guitars… And Their Brand
   If You Break It, Then Fix It
7. Session 7: Building Customer Trust
   Making Connections

Building a Consulting Business

Course Overview

Today's business environment isn't focused on 9-to-5, lifelong, static positions like it was decades ago. Our world is constantly shifting and evolving, meaning that businesses (and workers) must evolve with it. As a result of this shift, consultants have more opportunities than ever before. This course will show you how to build a business as a consultant.

Learning Objectives

- Define the term "consultants" and explain their role in today's business world
- Identify consulting opportunities
- Create a business strategy that includes a business plan, budget, marketing plan, fee structure, and resources
- Use social media and networking skills to grow your consulting business
- Protect your work with contracts
- Identify ways to stay on top of trends and changes

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment Instructions
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: What It's All About
   Defining the Terms
   Do You Have What It Takes?
3. Session 3: Business Building Blocks
   Identifying the Possibilities
   Doing Your Research
   The Three Elements
   Bringing It All Together
   Taking it Further
   Technical and Training Services
   Specialized Services
   Project Management
   Pre-Assignment Review
4. Session 4: Crunching the Numbers
   Developing Financial Budgets and Projections
   Estimating Personal Expenses
   Projecting Business Expenses
   Setting Income Targets
   Setting Your Base Hourly Rate
   Setting Goals
   Setting up a Fee Structure
   Other Fees to Consider
   Creating Rate Sheets
   Flexibility is Key
5. Session 5: Planning Your Business
   Creating a Business Plan
   The One-Page Plan
   The Formal Plan
   Checklist for Setting Up Your Business
   Developing Your Business Structure
   Choosing Office Space
   Designing Your Contact Information
   Creating Promotional Materials
   Gathering Resources
6. Session 6: Test Driving
   Making Connections
   Financial Projections
   Creating Your Brand
   Developing Your Business Structure
   Choosing Office Space
   Designing Your Contact Information
   Creating Promotional Materials

Building an Online Business

Course Overview

The Internet has changed the way that we work, live, shop, and play. You can take advantage of this new way of doing business whether you want to set up a part-time venture or create the next million-dollar enterprise. This course will give you everything that you need to build a successful online business.

Learning Objectives

- Define what an online business is
- Identify opportunities for an online business
- Find resources to support your business
- Create a business strategy that includes a business plan, budget, and marketing plan
- Begin setting up a website, mobile presence, and storefront with e-commerce support
- Decide whether or not your online business can benefit from joining an online marketplace
- Market your online business using social media and the Internet

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: How Online Businesses Can Benefit You
   A Brief History
   Benefits of Online Businesses
   Words of Warning
3. Session 3: Laying the Groundwork
   Who Are You?
   Doing Your Research
   Outlining Your Ideas
   Pre-Assignment Review
4. Session 4: Creating a Business Plan
   Creating a Business Plan
   The One-Page Plan
   Sample Business Plan
   Gathering Resources
5. Session 5: Breaking Down the Plan
   Creating a Marketing Plan
   Cycle Overview
7. Session 7: Internet Marketing Basics

   Looking at the Steps
   Creating Financial Projections
   Part One: The Sales Process (I)
   Part One: The Sales Process (II)
   Part Two: Sales Metrics
   Part Three: Expenses
   Raising Startup Capital with Crowdfunding
   Case Studies
6. Session 6: Building Your Online Business
   The Basic Elements
   Creating a Website
   Checking Out the Sites, Part One
   E-Commerce Options
   E-Commerce Payment Options
   Security and Privacy Considerations
   Creating a Mobile Presence
   Creating Apps
   Checking Out the Sites, Part Two
   Joining Online Marketplaces
   Amazon
   eBay
   Specialty Marketplaces
   Social Media Strategies for Success

Building Better Teams

Course Overview

Teams are an important building block of successful organizations. Whether the focus is on service, quality, cost, value, speed, efficiency, performance, or other similar goals, teams are the basic unit that supports most organizations.

Learning Objectives

- Understand the value of working as a team
- Develop team norms, ground rules, and team contracts
- Identify your team player style and how it can be used effectively with your own team
- Build team trust
- Identify the stages of team development and how to help a team move through them
- Recognize the critical role communication skills will play in building and maintaining a team atmosphere
- Identify ways that team members can be involved and grow in a team setting

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment: What's Your Team Player Type?
   Identifying Your Characteristics and Preferences
   Example
   Questionnaire
   Pre-Course Assessment
2. Session Two: Defining Teams
   What is a Team?
   What Does That Mean?
   Types of Teams
   Making Connections
3. Session Three: Establishing Team Norms
   Characteristics of Teams
   Ground Rules
   Team Contracts
   Sample Team Contract
4. Session Four: Working as a Team
   Putting it Into Perspective
   No Need for Black and White Thinking
   Degrees of Support
5. Session Five: Your Team Player Type
   What's Your Team Player Type?
   Your Score
   What Does it Mean To Have a Number?
   Mostly A's – Inquiring Rationals
   Mostly B's – Authentic Idealists
   Mostly C's – Organized Guardians
   Mostly D's – Resourceful Artisans
   What's Important?
   My Team Style
6. Session Six: Building Team Trust
   Why is Trust Important?
   What Happens When Teams Trust Each Other?
   Building Trust
7. Session Seven: The Stages of Team Development
   Introduction
   Stage One: Forming
   Stage Two: Storming
   Stage Three: Norming
   Stage Four: Performing
   Stage Five: Adjourning
   Activity

Building Relationships for Success in Sales

Course Overview

No one questions that making friends is a good thing. In this course, you are going to discover that the business of business is making friends, and the business of all sales professionals is making friends and building relationships. Strategic friendships will make or break any business, no matter how big and no matter what kind of market.

Learning Objectives

- Discover the benefits of developing a support network of connections
- Understand how building relationships can help you develop your business base
- Learn how to apply communication techniques to build your network
- Identify the key elements in strong working relationships, and how you might put more of these elements in your working relationships
- Recognize the key interpersonal skills and practice using them

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Focusing on Your Customer
   Customer Focused Selling
   Minimizing Challenges
   Becoming Customer Focused
   Understanding Effort vs. Results
   How You Fit in the Quadrants
   Considering the Possibilities
3. Session 3: What Influences People in Forming Relationships?
   Influences at Work
   Appearance
   Similarity
   Complementarity
   Reciprocity
   Competence
   Proximity
   Exchange
   The Effect of the Influences
   Building Customer Connections
   Building Common Ground
4. Session 4: Disclosure
   Disclosure
   Self-Awareness and the Johari Windows
   Understanding the Johari Window
   Building Relationships with the Johari Window
   Working with the Johari Window
5. Session 5: How to Win Friends and Influence People
   About Dale Carnegie
   Discussing Carnegie's Principles
   Talking about Interests
   Try to See Things from Their Point of View
   Changing the View
   Genuinely Like Other People
   Liking Others through Common Ground
   Smile
   Make Them Feel Important
   Remembering Names
   Don't Criticize Others
   Avoid Criticizing
   What's in it for Me?
   Comparing the Stories
   Carnegie's Principles

6. Session 6: Communication Skills for Relationship Selling
   Active Listening
   Responding to Feelings
   Reading Cues
   Demonstration Cues
   Tips for Becoming a Better Listener
   Asking Questions
   Using Open Questions
   Creating Customer Focused Questions
   Good Listeners
7. Session 7: Non-Verbal Messages
   Non-Verbal Messages
   Managing Your Messages
   Voice
   Qualities of a Good Voice
8. Session 8: Managing the Mingling
   Understanding Networking
   Tips for Remembering Names
9. Session 9: The Handshake
   The Handshake
   Improving Your Handshake
   Tips for Success
   Business Card Etiquette
10. Session 10: Small Talk
    Small Talk
    Making Small Talk
    Starting Conversations
    Small Talk Tips
    Exit Lines
    Creating Exit Lines
11. Session 11: Networking
    Organizing Your Network
    Networking Tips
    Wise Words
    Revisiting the Pre-Assignment
    John and Jane
    Questions for Reflection
    Our Thoughts
12. Session 12: Personal Development
    Personal Action Plan
    Achieving My Goals
13. Summary
14. Recommended Reading List
15. Post-Course Assessment

Building Your Self Esteem and Assertiveness Skills

Course Overview

Healthy self-esteem and self-confidence are essential for growth and achieving success. Of all the judgments you make in life, none is as important as the one you make about yourself.

Learning Objectives

- Recognize that you have worth and are worthy of happiness
- Know the difference between self-esteem and self-confidence
- Develop techniques for eliminating unhealthy thought patterns and replacing them with supportive patterns
- Learn how to turn negative thoughts into positive thoughts
- Know how to act more assertively and understand why this is important to self-esteem and self-confidence
- Use different techniques to gain confidence
- Deal with setbacks in a way that does not damage self-esteem
- Set goals that reflect your dreams and desires and reinforce healthy patterns

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Self-Esteem and Self-Confidence
   Definitions
   Origins of Low Self-Esteem
   Putting Things in Perspective
3. Session Three: Improving Self-Esteem
   How To Stop Destroying Our Own Self-Esteem
   Stop Spreading Negative Messages
   Throw Out Perfectionism
4. Session Four: Building Self-Esteem
   Helping Others Can Boost Self-Esteem
   Using Your Skills to Help Others
5. Session Five: Assertiveness
   Types of Behavior
   Recognizing Behaviors
   Being Assertive
   Assertiveness Formula
   Assertiveness Practice
   Other Techniques
6. Session Six: Gaining Confidence
   Techniques that Work
7. Session Seven: The Power of Thought
   Negative Thoughts
   Flip it Around
   Tyrone's Thinking
   Debrief
   Case Study
8. Session Eight: Dealing with Setbacks
   How to Handle Mistakes and Failures in a More Positive Way
9. Session Nine: Create What You Want
   Identifying Dreams and Setting Goals
   Setting SMART Goals
   My Own Goal Setting

10. Personal Action Plan
    Starting Point
    Where I Want to Go
    How I Will Get There
11. Course Summary
12. Recommended Reading List
13. Post-Course Assessmen

Bullying in the Workplace

Course Overview

Bullying can be hard to identify and address. People wonder, what does bullying look like? How can we discourage it in our workplace? What can I do to protect my staff and co-workers? All of these questions (and more!) will be answered in this course.

Learning Objectives

- Define what constitutes bullying
- Understand the costs of bullying to people and organizations
- Identify bullying behaviors and the reasons behind them
- Know some ways to prevent bullying and understand what role you can play
- Know some ways to protect yourself from bullying
- Know what to do if you are bullied
- Identify appropriate solutions for a bullying incident (within and outside the organization)
- Assist in creating an anti-bullying policy

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Defining Bullying
   What Is Bullying?
   Some Scary Statistics
   Trivia Time
   The Costs Of Bullying
3. Session Three: Why Bullies Do What They Do
   Origins Of Bullying Behavior
   Defining Bullying Behavior
   Summary
   Other Types Of Bullying
4. Session Four: Building A Shield Against Bullies
   Distorted Thinking
   Your Toolkit Against Bullies
   Setting Boundaries
   Identify Your Wants And Needs
   Throw Out Perfectionism
5. Session Five: What To Do If It Happens To You
   When Does Bullying Happen?
   How Do I Know If I Am Being Bullied?
   What Works And What Does Not Work?
   Dealing With Workplace Bullies
   Applying My Skills
6. Session Six: What To Do If You Witness Bullying
   Speak Up!
   Witnesses Taking Action
   Things To Say
7. Session Seven: Creating An Anti-Bullying Workplace
   Creating Anti-bullying Policies
   Writing The Policy
   Educating Staff
   Implementing And Enforcing Anti-Bullying Policies
   Lesson For The Workplace
8. Session Eight: The Law On Bullying
   Bullying Laws

9. Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
10. Course Summary
11. Recommended Reading List
12. Post-Course Assessment

Business Ethics for the Office

Course Overview

What exactly makes a decision ethical? The problem with ethics is that what may seem morally right (or ethical) to one person may seem appalling to another.
This course will not provide you with an easy way to solve every ethical decision you will ever have to make. It will, however, help you define your ethical framework to make solving those ethical dilemmas easier. We'll also look at some tools that you can use when you're faced with an ethical decision. And, we'll look at some techniques you can use so you don't get stuck in an ethical quandary. Best of all, we'll look at a lot of case studies so that you can practice making decisions in a safe environment.

Learning Objectives

- Understand the difference between ethics and morals
- Understand the value of ethics
- Identify some of your values and moral principles
- Be familiar with some philosophical approaches to ethical decisions
- Identify some ways to improve ethics in your office
- Know what is required to start developing an office code of ethics
- Know some ways to avoid ethical dilemmas
- Have some tools to help you make better decisions
- Be familiar with some common ethical dilemmas

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: What are Ethics?
   Defining Ethics and Morals
   The Gray Area
   Values Identification Step One: Identifying Your Values
   Values Identification Step Two: Defining Your Values
   Values Identification Step Three: Put It All Together
3. Session Three: Taking Your Moral Temperature, Part One
   Case Studies
4. Session Four: Why Bother with Ethics?
   Ethical Behavior
5. Session Five: Kohlberg's Six Stages
   The Six Stages and Three Levels
   Different Levels for Different Situations
   Identifying Stages
6. Session Six: Some Objective Ways of Looking at the World
   An Introduction to Philosophy
   Applying Philosophical Approaches
7. Session Seven: What Does Ethical Mean?
   Merck Pharmaceuticals
   Decision Analysis
8. Session Eight: Avoiding Ethical Dilemmas
   Some Easy Strategies
   Case Studies
9. Session Nine: Pitfalls and Excuses
   Common Pitfalls
10. Session Ten: Developing an Office Code of Ethics

Business Etiquette: Gaining That Extra Edge

Course Overview

If you've ever had an awkward moment where:

- You aren't sure which fork to use,
- You don't know which side plate is yours,
- You've ever had to make small talk with a Very Important Person and been lost for words…

Then you know just how agonizing such moments can be. Even worse (and what can be even more damaging to your career) are the social gaffes you aren't even aware you make. This course will help you handle most of those socially difficult moments. You'll have an extra edge in areas you may not have given a lot of thought to before.

Learning Objectives

- Network effectively, including making introductions, shaking hands, and using business cards appropriately
- Dress appropriately for every business occasion
- Feel comfortable when dining in business and formal situations
- Feel more confident about your business communication in every situation
- Develop that extra edge to establish trust and credibility

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Business Etiquette Basics
   Business Etiquette Basics
3. Session 3: Test Your Business Etiquette
   Test Your Business Etiquette
4. Session 4: The Handshake
   The Five Factors
   Other Points
5. Session 5: Business Card Etiquette
   Business Card Etiquette
6. Session 6: The Skill of Making Small Talk
   The Skill of Making Small Talk
   What Works?
   What Doesn't Work?
   Exit Lines
7. Session 7: Do You Remember Names?
   Do You Remember Names?
8. Session 8: Making That Great First Impression
   Making That Great First Impression
   Do You Look Approachable?
   Managing Your Breath
   Monitoring Your Body Aroma
   Be Polite
9. Session 9: Dress for Success
   Dressing the Part
   For Women
   For Men
   Maintaining Your Positive Impression
   Corporate
   Business
   Business Casual
   Casual
   What Not To Wear
10. Session 10: Business Dining

Business Process Management

Course Overview

Business process management helps organizations leverage processes to achieve their goals and be successful. Once processes are implemented, they must be monitored, evaluated, and optimized to make sure they are still meeting the goals that they were designed to accomplish. A business that can successfully manage its processes is able to maintain a competitive edge, while increasing productivity and efficiency and decreasing costs.

This course will introduce you to business process management. You'll learn how business processes can help you improve your company's bottom line by providing a higher level of quality and consistency for your customers.

Learning Objectives

- Define business process management and related concepts
- Recognize the vital role processes play in a business
- Appreciate the role of technology in process management
- Develop a vision to guide process improvement
- Understand how to design or enhance an existing process using the business process life cycle
- Construct a process map
- Perform a what-if analysis to improve your processes
- Implement and monitor process changes
- Identify how Lean and Six Sigma methods can assist in managing and improving processes
- Use a variety of tools and techniques to eliminate waste and redundancies

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: The Fundamentals of Business Process Management
   What is Business Analysis?
   How Do I Conduct A Business Analysis?
   Breaking Down the Model
   What is Enterprise Content Management?
   Defining Content
   Defining Enterprise Content Management
   Enterprise Content Management Model
   Breaking Down the Model
   The Role of ECM in Business Process Management
   What is Business Process Re-Engineering?
   Case Study
   About Business Process Re-Engineering
   Role of BPR in Business Process Management
   Business Process Re-Engineering Model
   Breaking Down the Model
3. Session 3: Defining Business Process Management
   What is Business Process Management?

Business Succession Planning: Developing and Maintaining a Succession Plan

Course Overview

Change is a hallmark of today's business world. In particular, our workforce is constantly changing – people come and go, and move into new roles within the company. Succession planning can help you make the most of that change by ensuring that when someone leaves, there is someone new to take their place. This course will teach you the basics about creating and maintaining a succession plan.

Learning Objectives

- Demonstrate an understanding of the value of succession planning for successful businesses
- Demonstrate expertise with the key elements of a succession plan
- Create and discuss aspects of a succession plan
- Discuss the elements of a succession plan in terms of roles, responsibility, function, scope, and evaluation

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: A Need for Succession Planning
   Defining Succession Planning
   The Definitions
3. Session 3: Defining a Succession Plan
   Strong Leaders and a Strong Organization
   What's Important?
   Making Connections
   Components of the Plan
   SUCCESS Model
   Breaking Down the Model
   Setting the Scope
   Case Study
4. Session 4: Pre-Assignment Review
   Task
5. Session 5: Identifying Resources and Analyzing Risks
   Understanding the Marketplace
   What About Loyalty?
   Finding the Talent
   Coping with Change
   Developing External Successors
   Risk Assessment
   Sample Risk Analysis
   Summary
6. Session 6: Defining Roles, Responsibilities, and Functions
   Key Factors
   The Role of Individualized Engagement Plans
   Who Gets a Plan?
   Succession Plan Profile
   Working the Plan
   Assignment #1: Complete a Risk Assessment
   Assignment #2: Complete a First Draft of an IEP
   Assignment #3: Create a Biography of Up to 250 Words
7. Session 7: Gathering Information
   Moving Through the Layers
   Revisiting the Organizational Chart
   Making Connections

Business Writing That Works

Course Overview

In the world of business, we must often write various pieces of correspondence, such as memos, emails, and letters. This course will teach how to write these pieces using tact, good readability, and proper formatting.

Learning Objectives

- Learn how to write and proofread your work so it is clear, concise, complete, and correct
- Apply these skills in real world situations
- Learn how to use language that is courteous
- Understand the proper format for memos, letters, and emails
- Determine whether your writing can be easily understood by your intended audience

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: The 4 C's: Clear, Concise, Complete, and Correct
   Clear Writing
   Choosing What to Say
   Concise Writing
   Writing Concisely
   Complete Writing
   Correct Writing
3. Session Three: Manners and Courtesy
   Courtesy
   How to Show Courtesy in Your Writing
   Letters with Manners
   Tips for Using Courtesy in Letters and Emails
4. Session Four: Writing Memos
   The Anatomy of a Memo
   Acme Funfest
5. Session Five: Writing Effective Emails
   Email Basics
   Managing Email
   Email at Work
6. Session Six: Reports and Proposals
   What Is a Report?
   What Is a Proposal?
7. Session Seven: Writing Business Letters
   Parts of a Business Letter
   Steps to Writing Business Letters
   Types of Letters
   Check Your Learning
8. Session Eight: Readability Index
   Readability Index
   Calculating the Index Automatically
   Using the Readability Index
   How to Read the Results
   Beyond the Readability Score
9. Session Nine: Proofreading
   Check the Spelling, Grammar, and Punctuation
   Spelling Tips
   Proofreading Tips
10. Session Ten: Reviewing Your Writing
    A Final Review
    Pre-Assignment Review
11. Personal Action Plan
12. Course Summary
13. Recommended Reading List
14. Post-Course Assessment

Call Center Training: Sales and Customer Service Training for Call Center Agents

Course Overview

Whether we choose to embrace them or cannot stand being interrupted by their calls, call centers are a business element that is here to stay. This course will help call center agents learn to make the most of their telephone-based work, including understanding the best ways to listen and be heard. Each phone interaction has elements of sales and customer service skills, which we will explore in detail throughout this energizing and practical course.

Learning Objectives

- Understand the nuances of body language and verbal skills, which are so important in conversations that do not have a face-to-face element
- Learn aspects of verbal communication such as tone, cadence, and pitch
- Demonstrate an understanding of questioning and listening skills
- Acquire comfort with delivering bad news and saying no
- Learn effective ways to negotiate
- Understand the importance of creating and delivering meaningful messages
- Use tools to facilitate communication
- Realize the value of personalizing interactions and developing relationships
- Practice vocal techniques that enhance speech and communication ability
- Personalize techniques for managing stress

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Assignment Questions
   Pre-Course Assessment
2. Session 2: What's Missing in Telephone Communication?
   It's Not What You Say; It's How You Say It
   Implications
   In the Absence of Body Language
3. Session 3: Verbal Communication Techniques
   Being Yourself and Sounding Your Best
   Symphony of Voice
   The Four E's
   A Service Image
   Making Connections
4. Session 4: Who are Your Customers?
   Who are Our Customers?
   External Customers
   What the Customer Wants
   About Relationships
   Making Connections
5. Session 5: To Serve and Delight
   To Serve and Delight
   Making Connections
   Let's Try…
6. Session 6: Did You Hear Me?
   Listening Skills: Active Listening
   Tips and Tricks
   Zero In on the Matter at Hand
   The Mission: To Listen

Cannabis and the Workplace

Course Overview

One of the most commonly used recreational drugs in the world is cannabis. No matter what the legal status of using cannabis is where you live and work, employees who are under the influence of the drug can become an issue in your workplace. This course will help you develop the skills and knowledge to mitigate the risks to safety and lost productivity, and create a policy to protect employees from harm and the company from loss.

Learning Objectives

- Understand what cannabis and other forms of cannabis are and how they are used
- Understand how cannabis use affects a person physically, cognitively, and behaviorally
- Recognize the signs of cannabis impairment
- Define the potential issues cannabis use creates in the workplace
- Understand the legal rights of employers and employees with regards to cannabis use in the workplace
- Respond to incidents of suspected cannabis use in the workplace
- Develop a proactive workplace drug and alcohol policy

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Drugs and the Workplace
   Why Is Drug Use a Workplace Issue?
3. Session Three: Cannabis
   The Cannabis Plant
   Cannabis and Your Body
   Debunking the Myths
4. Session Four: Workplace Impacts
   Trouble in the Workplace
   Cannabis and Productivity
   Productivity
   Safety
5. Session Five: Medical Cannabis
   Rights and Responsibilities
   Medical Cannabis Scenarios
6. Session Six: How to Intervene
   The Intervention Process
   Practicing the Difficult Conversation
   Role Play
7. Session Seven: Drug and Alcohol Policy
   Why a Drug and Alcohol Policy?
   Developing a Policy
   Preliminary Step 1: Objective
   Preliminary Step 2: Participants
   Preliminary Step 3: Environmental Scan
   Making Connections
   Policy Content
   Making Connections
   Drug and Alcohol Testing
   Applying and Publicizing the Policy
8. Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
9. Course Summary
10. Recommended Reading List
11. Post-Course Assessment

Coaching and Mentoring

Course Overview

Coaching is based on a partnership that involves giving employees support, along with giving them challenging opportunities. Knowing how and when to coach is an essential skill that can benefit both you and your organization. This course defines coaching and gives participants the opportunity to assess their strengths and opportunities as a coach. It will also outline several items that should be in every coach's toolkit, and look at a coaching model that will help trainees get tangible results.

Learning Objectives

- Understand how coaching can be used to develop team members.
- Develop the coaching skills that help improve individual performance.
- Demonstrate the behaviors and practices of an effective coach.
- Recognize employees' strengths and give them the feedback they need to succeed.
- Use a number of coaching tools within their practice.
- Use a coaching model to help trainees get tangible results.

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment - Introduction
   Pre-Assignment - Assessment
   Pre-Course Assessment
2. Session Two: Defining Coaching and Mentoring
   Coaching and Mentoring
   Matching Mentors
   Defining Coaching
   The Coaching Formula
   The Three Factors
   Coaching Skills
3. Session Three: Coaching Assessment Review
   Coaching Assessment and Scoring
   Making Connections
4. Session Four: Coaching Toolkit — Communication Skills
   Interpersonal Communication Skills
   Improving Communication
   Probing Techniques
   Probing Techniques
   Active Listening Skills
   Responding to Feelings
   Tips for Becoming a Better Listener
5. Session Five: Coaching Toolkit — Critical Coaching Skills
   The Five Skills
   Mix and Match
6. Session Six: Coaching Toolkit — Learning Styles and Principles
   Learning Styles
   Identify some activities for each learning style:
   Adult Learning Principles
7. Session Seven: Coaching Toolkit — The Benefits/Consequences Matrix
   The Benefits/Consequences Matrix
   Four-Quadrant Matrix Activity
8. Session Eight: Coaching Toolkit — Giving Effective Feedback
9. Session Nine: Coaching Problems and Solutions
   Coaching Problems and Solutions
   Questions

Code of Conduct: Setting the Tone for Your Workplace

Course Overview

Workplaces are made up of diverse groups of people with diverse motivations, backgrounds, and ethics. When such groups are brought together, sometimes there are opportunities for ethical, moral, financial, or even legal, boundaries to be crossed. Sometimes those boundaries are crossed with disastrous results.

A workplace code of conduct is a tool that can be used to prevent such digressions by providing a framework for employees to follow of what is expected of them and how to conduct themselves in various situations.

This course will look at the material that goes into a code of conduct and will allow participants to build their own as the day goes on.

Learning Objectives

- Identify what a code of conduct is and why a business should have one
- Identify what goes into a code of conduct
- Discuss how to implement a code of conduct in the workplace
- Create a code of conduct for a business

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: What Is It, and Why?
   For Your Consideration
   Pre-Assignment Review
3. Session 3: What to Leave In, What to Leave Out
   What to Include
   What to Exclude
   Identifying Areas of Risk
   Evaluation Methods
   Who Writes It?
4. Session 4: What's It All About?
   In a Word
   Spreading the Word
   Training
   Violations
5. Session 5: A Random Sample
   Sample Codes
   Asimov's Three Laws of Robotics
   Code of Conduct for Members of the United States Armed Forces
   Principles of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Response Programmes
   For Your Consideration
6. Session 6: What to Do When You Make a Mistake
7. Session 7: Auditing
   Auditing
   Sample Audit Questions
8. Session 8: Putting it Together
   The Toolbox
   Online resources
   Making Connections
9. A Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
10. Course Summary
11. Recommended Reading List

Collaboration

Course Overview

Collaboration is a skill that is utilized with one or more people to produce or create a result or shared goal. Everyone in the group has a shared vision or outcome. The group not only has to work together, they must think together, and the product comes from group effort. Collaborators are equal partners. Do we know what it takes to achieve successful collaboration with colleagues? What are the importance and benefits of collaboration in the workplace and how can employers create a collaborative environment and reward employees for collaborative efforts?

Learning Objectives

- Understand the definition of collaboration
- Distinguish collaborative qualities individuals often possess
- Know and understand what it takes to work collaboratively with your colleagues
- Discover the difference between collaboration, cooperation and teamwork
- Know what a collaborative environment looks like
- Know the six steps to make collaboration work
- Understand the advantages of collaboration
- Be aware of obstacles to collaboration
- Develop strategies to improve a collaborative work environment
- Share tips for employers to reward collaboration
- Understand how technology affects collaboration

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Being Collaborative
   What is Collaboration?
   Who is a Collaborator?
   Qualities of a Collaborator
3. Session Three: Elements of Successful Collaboration
   Elements of Collaboration
   Five Elements of a Successful Collaboration
   Collaboration, Teamwork, Cooperation: What is the Difference?
   How to Make Collaboration Work: 6 Predictable Stages
4. Session Four: Benefits of Collaboration
   What Are the Advantages of Collaboration
   Collaborative Workspace
   Corporate Culture of Collaboration
   Features to Help Create a Collaborative Workspace
   Design Your Collaborative Workspace
5. Session Five: Common Obstacles
   Five Arguments Against Collaboration
   Tips to Overcome Collaborative Obstacles
   Rewarding Team Collaboration
6. Session Six: Technology and Collaboration
   Technology and Collaboration
   Implementing Technology to Facilitate Collaboration
   Collaborative Conclusion
7. Personal Action Plan
   Starting Point

Communications for Small Business Owners

Course Overview

Communication between individuals is a two-way street, but communication between a small business and its customers is a multi-lane highway. Navigate this highway successfully and you increase customer numbers and profits. Set out on this highway unaware, ill-prepared, or unconvinced of its importance, and you will lose ground to your competitors.

This course will introduce and reinforce the essential components of written communication that will connect you with existing and potential customers. If you are new to the communications highway, this course will provide the foundation for future development. If your company has some communications expertise, this course will help you strengthen and polish your essential components.

Learning Objectives

- Define the essential pieces of communication
- Customize these essential pieces for your company
- Identify the processes and plans needed for clear communications
- Develop, maintain, and evolve effective content for your communications

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Key Communication Components
   What Communication Is All About
   Attributes of Good Communication
   Pre-Assignment Review
3. Session 3: The Building Blocks
   Business and Marketing Strategy
   Components of Your Marketing Plan
   Things to Consider
   Three-Year Marketing Plan Sample
   Sample Project Plan
   Making Connections
   Public Relations Plan
   Allow Some Flexibility
   Working on the Plan
   Elevator Pitch and Executive Summary
   The Executive Summary
   Essential Elements
   Developing Your Pitch
   Delivery Tips
   Practice Makes Perfect
4. Session 4: Your Communications Plan
   Introduction
   Selecting Your Communications Destination
   Identifying Audiences
   Making Connections
   Choosing a Communications Route
   Types of Routes
   Identifying Your Goal
   Splitting up the Message
   Making Connections
   Establishing a Communications Vehicle
   Setting up Media Guidelines
   Selecting a Spokesperson
   Developing an Approval Process
   Approval Process Guidelines
   Defining Inbound and Outbound Marketing

Communication Strategies

Course Overview

Have you ever wondered why it seems so difficult to talk with some people, yet so easy to talk with others? This course explores how to improve your communication skills to make it easier for you to get along in the workplace, and in life.

Learning Objectives

- Identify common communication problems that may be holding you back
- Develop skills to ask questions that give you information you need
- Learn what your non-verbal messages are telling others
- Develop skills to listen actively and empathetically to others
- Enhance your ability to handle difficult situations
- Deal with situations assertively

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Creating Positive Relationships
   Ten Quick Wins
   Making Connections
3. Session Three: Growing Our Self-Awareness
   Do You Question Your Competence?
   Developing Confidence
4. Session Four: Communication Basics
   Defining a Skilled Communicator
   Making Connections
5. Session Five: Communication Barriers
   Case Study: New Neighbors
   Common Barriers
   Applying the Answers
   Being Mindful
6. Session Six: Asking Questions
   Asking Good Questions
   Probing
   Five Ways to Probe
   Pushing My Buttons
7. Session Seven: Listening Skills
   Can You Hear Me?
   How Do You Rate Your Listening Ability?
   Active Listening Skills
   Responding to Feelings
   Reading Cues
   Demonstration Cues
   Tips for Becoming a Better Listener
   What is Said and What is Heard
   Communication Situations
8. Session Eight: Body Language
   What Do Our Bodies Say?
   The Signals People Send
   Gestures
9. Session Nine: Communication Styles
   Dichotomies in Theory
   Making Connections
   Advantages and Disadvantages
   Dichotomies in Action
10. Session Ten: Creating a Positive Self-Image
    Seven Things People Determine from Your Appearance
    Pre-Assignment Review
    Self-Evaluation
11. Session Eleven: Frame of Reference
    Your Frame of Reference
    Suspending Belief

Conducting Accurate Internet Research

Course Overview

As the Internet grows, it becomes more challenging to find the correct information from a reliable source in a timely manner. As research expert Gary Price puts it, "The haystack is growing and finding the needles takes more time and requires greater skill."
This course will teach you how to conduct accurate Internet research by creating a search plan, searching both the surface web and the deep web, and staying organized. You will also learn how to think critically and find the best sources for your Internet search.

Learning Objectives

- Describe why Internet research skills are important
- Create a search plan
- Identify what resources are the most appropriate for your search
- Search the surface web and the deep web using a variety of tools
- Assess the credibility and validity of a website
- Organize research notes
- Cite sources and avoid plagiarism

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Creating a Search Plan
   Key Elements of a Search Plan
   Making Connections
   Expanding the Question
   Where Am I Going to Find the Answers?
   How Deep Should I Go?
   Getting Focused
3. Session 3: Searching the Surface Web
   What is a Search Engine?
   How Search Engines Work
   Metasearch Engines
   Graphic Search Engines
   Specialized Search Engines
   Building a Keyword List
   Sample Search
   Making Connections
   Step-By-Step Searching Guide
   Performing an Advanced Search
   Using Advanced Search Tools
   Overview of the Options
   About Boolean Operators
   Searching for Quick Facts
   Weather
   Stock Information
   Movie Information
   Word Tools
   Flight Information
   Internet Scavenger Hunt
   Debrief
4. Session 4: Diving Into the Deep Web
   About the Deep Web
   Searching the Deep Web
   Making Connections
5. Session 5: Searching for Multimedia
   Search Techniques
   Searching for Images
   Searching for Audio and Videos
   Making Connections

Conducting Effective Performance Reviews

Course Overview

Performance reviews are an essential component of employee development. The performance review meeting is an important aspect of career planning, and the outcomes of the meeting should be known to the employee and supervisor before the meeting actually takes place. Remember what the German philosopher Goethe said: “Treat people as if they were what they ought to be and you help them become what they are capable of being.”

Setting goals and objectives to aim for will give both supervisors and employees a focus, and is one of the key aspects to meeting overall company objectives. Supervisors must also learn how to give feedback, both positive and negative, on a regular and timely basis so that employees can grow and develop. Performance appraisals involve all these activities.

Learning Objectives

- Recognize the importance of having a performance review process for employees
- Understand how to work with employees to set performance standards and goals
- Develop skills in observing, giving feedback, listening, and asking questions
- Identify an effective interview process and have the opportunity to practice the process in a supportive atmosphere
- Make the performance review legally defensible

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Performance Appraisals Done Well
   What are Performance Appraisals?
   Making Connections
   Building Trust
   Making Connections
3. Session 3: Errors We Make
   Three Slippery Areas
   Making Connections
4. Session 4: Types of Performance Reviews
   Choosing What Works
   Formal, Annual, or Semi-Annual Review
   Probationary Review
   Informal Review
   360 Degree Performance Review
   The 360 Degree Process
   Winning Performance Appraisals
5. Session 5: The Performance Management Process
   The Four Steps
   Least Structured: Goal Setting
   Most Structured: Performance Reviews
   Sample 1: Job Performance Review Guide
   Sample 2: Job Performance Review Guide
   Sample 3: Employee Performance Review
   Sample 4: Sales Team Member Evaluation
   Sample 5: Sales Team Member Evaluation
   Sample Performance Appraisal Forms
6. Session 6: Goals with SPIRIT
   Identifying Dreams and Setting Goals
   Identifying Your Dreams
   Dreaming at Work

Conference and Event Management

Course Overview

Although it takes plenty of creativity to design an event that is memorable and meaningful, it also takes careful attention to detail, adaptability, and a lot of work.

Learning Objectives

- Plan a complete corporate event, including an agenda, budget, and goals
- Keep your event on budget
- Select an appropriate venue
- Design a promotional plan
- Determine whether partners, sponsors, and volunteers can help to make your event unforgettable
- Select speakers and a master of ceremonies to add impact to your event
- Engage your event participants
- Evaluate the process once it is all wrapped up

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Event Planning Essentials
   Setting Goals and Objectives
   Briefing Note Guidelines
   Getting Organized
3. Session Three: Budgeting Basics
   Budget Planning
   Pre-Assignment Review
   Getting Strict About the Budget
   Budget Shortfalls?
4. Session Four: Getting Others on Board
   Getting the Right People Doing the Right Things
   Volunteers
   Connecting with Partners and Sponsors
   Inviting Sponsors
5. Session Five: Promotion
   Getting the Word Out: Small Events
   Getting the Word Out: Mandatory Events
   Getting the Word Out: Large Events
   Strategies
   Gathering Support
6. Session Six: Selecting the Venue
   Brainstorming
   Picking an Appropriate Place
7. Session Seven: Feeding the Masses
   Setting up the Menu
   Considerations
8. Session Eight: Selecting Speakers and a Master of Ceremonies
   People in Your Event
   Special Guests and Dignitaries
   Speakers
   People in Your Event
9. Session Nine: Engaging the Audience
   Make Your Event Memorable
10. Session Ten: Before and During Event Day
    Before the Event
    Contingency Plans
    Event Day
    Checklist
    Pulling It Off

Conflict Resolution: Getting Along In The Workplace

Course Overview

Many people see conflict as a negative experience. In fact, conflict is a necessary part of our personal growth and development. Think of when you were trying to choose your major in college, for example, or trying to decide between two jobs. However, conflict becomes an issue when the people involved cannot work through it. They become engaged in a battle that does not result in growth. When this type of conflict arises, negative energy can result, causing hurt feelings and damaged relationships. This course will give you the tools that will help you resolve conflict successfully and produce a win-win outcome.

Learning Objectives

- Understand what conflict is and how it can escalate
- Understand the types of conflict and the stages of conflict
- Recognize the five most common conflict resolution styles and when to use them
- Increase positive information flow through non-verbal and verbal communication skills
- Develop effective techniques for intervention strategies
- Become more confident of your ability to manage conflicts to enhance productivity and performance

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment: A Conflict Effectiveness Benchmark
   Pre-Course Assessment
2. Session 2: Defining Conflict
   Defining Conflict
   Assumptions
   Positives and Negatives
3. Session 3: Types of Conflict
   Types of Conflict
   Inner Conflict
   Interpersonal Conflict
   Group Conflict
4. Session 4: Open Conflict vs. Hidden Conflict
   Dealing with Conflict
   Open Conflict
   Hidden Conflict
5. Session 5: Spontaneous and Reflective Behavior
   Spontaneous and Reflective Behavior
   Exploring Behaviors
6. Session 6: The Johari Window
   Understanding the Johari Window
   Self-Disclosure with the Johari Window
   My Window
   Case Study: Spontaneous and Reflective Behaviors
   Questions
7. Session 7: Stages of Conflict
   The Five Stages of Conflict
   Latent Conflict
   Perceived Conflict
   Felt Conflict
   Manifest Conflict
   Conflict Aftermath
   Conclusion

Conquering Your Fear of Speaking in Public

Course Overview

Do you get nervous when making presentations at company meetings? Do you find it hard to make conversation at gatherings and social events? Do you lock up in awkward social situations? If so, this course is just for you!

Learning Objectives

- Speak with more confidence in one-on-one conversations
- Feel more confident speaking socially or small groups such as meetings
- Practice developing these skills in a safe and supportive setting

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Good Communication Skills
   Defining Communication
   Pre-Assignment Review
   Barriers to Communication
3. Session Three: Interpersonal Skills
   Listening
   Steps to Active Listening
   Responding to Feelings
   Reading Cues
   Demonstration Cues
   Tips for Becoming a Better Listener
   Why Do People Have Difficulty Listening?
   Asking Questions
   Session Four: Getting Comfortable in Conversation
   Four Levels
   Level One: Small Talk
   Level Two: Fact Disclosure
   Level Three: Viewpoints and Opinions
   Level Four: Personal Feelings
4. Session Five: Practicing Dialogue
   Making Connections
5. Session Six: Redesigning Yourself for Strength
   Controlling Your Voice
   Body Language
6. Session Seven: Professionalism
   Looking Professional
   Speaking Professionally
   Avoid Fillers
7. Session Eight: Maximizing Meetings
   Four Areas of Opportunity
   Fifteen Ways to Master a Meeting
8. Session Nine: Sticky Situations
   Making Connections
9. Session Ten: Controlling Nervousness
   About Nerves
   Controlling Physical Nervousness
   Capitalizing on the Law of Attraction
10. Session Eleven: Tell Me a Story
    Making Connections
11. Personal Action Plan
    Starting Point
    Where I Want to Go
    How I Will Get There
12. Course Summary
13. Recommended Reading List
14. Post-Course Assessment

Contamination and Food Allergens

Course Overview

This course reviews physical and chemical contamination, including how to prevent it. It also reviews food allergens and how to keep customers with food allergies safe.

Learning Objectives

- Identify physical and chemical contaminants
- Recognize symptoms of physical and chemical contamination
- Know how to prevent physical and chemical contamination
- Identify steps to prevent deliberate contamination of food
- Know the nine major food allergens and other common food allergens
- Identify signs of an allergic reaction
- Prevent allergic reactions
- Read food labels to identify allergens

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Contamination
   Pre-Assignment Review
   Physical Contaminants
   Sources
   Symptoms
   Prevention
   Physical Hazard Scenarios
   Chemical Contaminants
   Sources
   Symptoms
   Prevention
   Chemical Contamination Case Study
   Deliberate Contamination of Food
   ALERT
3. Session Three: Food Allergens
   What is a Food Allergen?
   Common Food Allergens
   Identifying Allergens
   Identifying Allergens
   Food Allergy Symptoms
   Food Allergy Symptoms
   Learning about Allergic Reactions
   Preventing Allergic Reactions
   Service Staff/Front of the House Workers
   Kitchen Staff/Back of the House Workers
   Kitchen Staff/Back of the House Workers
   Food Labels
4. Personal Action Plan
5. Course Summary
6. Recommended Reading List
7. Post-Course Assessment

Continuous Improvement with Lean

Course Overview

Companies everywhere, no matter what their industry, can benefit from the principles of continuous improvement with Lean. Whether they adopt a very formal process or commit to something less structured, they can follow its principles and improve their bottom line by reducing wasted time and resources.

This course is designed for learners who have completed the pre-requisite Lean Process Improvement course, and perhaps have been involved in implementation of its principles in their workplace. It is the ideal next step along the path of learning and creating a workplace culture committed to continuous improvement.

Learning Objectives

- Describe what continuous improvement with Lean is all about
- Explain the concepts of the continuous improvement cycle: Identify, Plan, Execute, and Review
- Apply Lean continuous improvement concepts to a case study
- Present ideas for continuous improvement

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Defining Continuous Improvement
   Definitions
   Continuous Improvement
   Pre-Assignment Review
   How Can Lean Help?
   Fully Adopted
   Four-Stage Cycle
   Making Connections
3. Session 3: Stage One – Identify Areas For Improvement
   Making It Valuable
   Test the Theory
4. Session 4: Stage Two – Create a Plan for Improvement
   Building the Plan
   Breaking Down the Steps
   Next Steps
   Where Are You At?
5. Session 5: Stage Three – Implement the Changes
   Taking the Lead
   Staying Focused
   Value Stream
6. Session 6: Stage Four – Review the Impact
   Remember to be Green with Lean
   Making Connections
   The Review Stage
   Checklist for Success
   The Three-Foot Circle
   Review in Progress
   Making Connections
7. Session 7: Test Driving
   Background Information
   Case Study
   Identify Opportunities for Improvement
   Define the Process to Improve
   Toolkit: Flow Charts
   Toolkit: Ishikawa Diagrams
   Toolkit: SIPOC Diagrams

Conversational Leadership

Course Overview

Effective leaders understand how powerful an opportunity can be when they can tap into the intelligence, wisdom, and innovation present in their workforce. Conversational leadership provides the space and infrastructure for knowledge sharing to take place; for employees, stakeholders, and the community to be involved in discussing big, important questions; and to generate solutions that people within the organization can take action on.

Learning Objectives

- Understand the wisdom inherent in encouraging conversational leadership
- Describe the four I's of conversational leadership
- Apply the principles of conversational leadership to improve results
- Organize a simple World Café as an example of conversational leadership

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: What's In A Word?
   Pre-Assignment Review
   What is Conversational Leadership?
3. Session 3: Fundamental Elements
   Designing Meaningful Conversations
   Building Your Personal Skills
   Tips for Becoming a Better Listener
4. Session 4: The Four-I Model of Organizational Conversation
   Intimacy
   The Four Features
   Replacing Corporate Communication
   Interactivity
   Evolving Communication Techniques
   Case Study
   Making Connections
   Inclusion
   Looking at Inclusive Communications
   Case Studies
   Intentionality
   Creating a Conversational Strategy
   Sample Strategy Elements
   Common Language
   Making Connections
5. Session 5: The Conversational Leadership Framework
   Getting Started
   Powerful Conversations
   Case Study
   Making Connections
   Creating the Conversation
   Identifying Your Purpose
   The Physical Setup
   The Finishing Touches
   Above and Beyond
   Involving Your Stakeholders
   Applying the Concepts
   Summary
   Developing the Questions
   Leveraging Appreciative Inquiry
   Getting It Right
   Taking It Further
   Getting to the Goal
   Making Connections
   Innovative Leadership
   Building Common Ground

Corrective Action

Course Overview

Corrective action is a significant investment for any organization. It is important to have a plan for corrective action before problems arise. This course provides you with the skills to create and execute that corrective action plan.

Learning Objectives

- Outline the corrective action process
- Compare and contrast nonconformances, correction, corrective action and preventive action
- Integrate preventive action into a corrective action process
- Identify problems through customer complaints and audits
- Use risk assessment to assess the significance of problems
- Apply various tools (brainstorming, brainwriting, fishbone diagrams) to identify possible underlying factors of a problem
- Understand the fundamentals of other tools (Pareto Analysis, FMEA, Control Charts) to identify possible underlying factors of a problem
- Use The Five Whys to identify the root cause of a problem
- Understand the importance of verifying the root cause
- Employ collaborative decision-making to apply the appropriate action to eliminate the root cause of a problem
- Use SMART Objectives to make corrective action verifiable
- Verify the effectiveness of corrective actions taken

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Problem-Solving Model
   Corrective Action Model
3. Session Three: Preventative Action
   Definitions
   Preventive Action Plan
   Identifying Potential Nonconformances
   Examples of Preventive Actions
4. Session Four: Corrective and Preventive Action Plan
   CAPA Plan
   CAPA Form Example
5. Session Five: Identify a Problem Through Customer Complaints
   Customer Complaints/Feedback
   Customer Complaints
   Complaint Investigation
   Complaint Resolution: Customer Complaint Role Play
6. Session Six: Identify a Problem Through Internal Audits
   Nonconformances
   Sources for Discovering Nonconformances
   Basics of an Internal Audit
   Identifying, Collecting, and Preserving Evidence
   Questioning Exercise

Creating a Dynamite Job Portfolio

Course Overview

The job market continues to change, as does the way we look for work. This course examines the value of presenting yourself as a complete package by using a resume as an introduction to an employer and backing it up with a portfolio presented at the interview.

Learning Objectives

- Speak about yourself using descriptive language
- Apply the essential elements of cover letters and resumes
- Understand the need for pre-employment testing and what to expect in your target market
- Design a personalized portfolio
- Develop a plan that moves you to a new job within 60 days

Course Outline

15. Session 1: Course Overview
    Learning Objectives
    Pre-Assignment Instructions
    Pre-Assignment Worksheet
    Work History
    Pre-Course Assessment
16. Session 2: Who Are You?
    Exploration
    Creating Target Statements
    Standing Out from the Crowd
    Self-Description
    Creating Strong Statements
    Sample Statements
    A Few Guidelines
    Making Connections
    Punch Up Your Action Statements
17. Session 3: Writing the Resume
    Essential Ingredients
    Length
    Proofreading
    Contact Information
    Objective
    Skill Summary
    Work Experience
    Accomplishments
    Education
    General Style Tips
    Check Up On Yourself
    Writing the Resume
    Resume Writing as a Profession
18. Session 4: Creating a Noticeable Package
    Personal Branding
    Branding Ideas
    Types of Resumes
    Chronological
    Functional
    Combination
    More Than One Resume?
    A Note about Electronic Resumes
19. Session 5: Cover Letters
    Essential Ingredients
    Step One
    Strong Openers to Try
    Step Three
    Step Four
    The Writing
20. Session 6: Getting into the Flow
    Making Connections
21. Session 7: The Portfolio
    Essential Components
    What Should Be Included?
    Designing Your Portfolio

Creating a Google AdWords Campaign

Course Overview

Many companies advertise with pay per click ads. This course focuses on the largest machine available: Google AdWords. In this course, participants will learn how Google AdWords work, what pay per click means, the importance of correctly setting an AdWord budget, how to select keywords and set up ad groups, how to design a compelling ad, and how to make adjustments to increase success.

Learning Objectives

- Define Google AdWords and pay per click
- Set up keywords lists and groups
- Find tracking and statistical information
- Describe conversions from click throughs
- Decide whether you will write your own ads or enlist help

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Understanding AdWords Lingo
   First Up, SEO
   Getting To Know The Terms
   How It Works
   Pre-Assignment Review
   AdWords Defined
   Required Elements for an AdWords Campaign
   How PPC Works
   Making Connections
3. Session 3: Creating an AdWords Strategy
   Planning
   Research Your Market
   Accessing the Keyword Tool
   Using the Keyword Tool
   Define Your Ideal Customer
   Choosing Keywords
   Bull's-Eye Keywords
   Test Run
   Take Two!
   Getting Good with Keywords
   Phrase Matches
   Exact Matches
   Modified Broad Matches
   Long Tail and Short Tail
   Understanding Ad Groups
   Sample Plan
   Next Steps
   Sample Keywords List
   Remove Clutter
4. Session 4: Creating a PPC Campaign
   Setting Your PPC Budget
   Making Connections
   What is the Quality Score
   Quality Score Breakdown
   Increasing Your Score
5. Session 5: Designing Your Ads
   Choosing Your Language
   The Purpose of Your Ad
   Persuasive Techniques
   Predictability
   Reciprocation
   Consistency and Commitment
   Social Evidence
   Authority
   Liking

Creating a Positive Work Environment

Course Overview

Not all of us have had the opportunity to work in a truly positive work environment. A positive work environment is important for the productivity of a company but it is also important to us personally. Our emotional and physical health can be improved by working in a positive work environment. We should wake up each morning wanting to go to work - not trying to think of excuses to not go. We want to be proud of where we work and enjoy telling others about where we work. As an employee or a leader within a company you have a responsibility to create and maintain a positive work environment. Everyone has a responsibility to create and maintain a positive work environment. Even if this is not a companywide reality you can seek to provide this type of environment for your department/ division or those within your sphere of influence. This course will give you tools to be able to create the type of company environment that you crave through building and nurturing effective workplace relationships.

Learning Objectives

- Recognize what a positive workplace looks like
- Know and understand the key elements necessary to create and maintain a positive work environment
- Understand as an employee what you can to do personally to create and maintain a positive work environment
- Understand as a leader the responsibility you have to create and maintain a positive work environment
- Discover what type of team player you are and how that relates to your functioning in the team
- Know the importance of effective workplace relationships in creating and maintaining a positive work environment
- Know and understand the importance of working as a team and guidelines to good teamwork
- Discover your personal strengths and weaknesses in working cooperatively
- Discover your preference for dealing with workplace conflict
- Learn and practice various methods to deal with workplace problems
- Learn some of the common meeting problems to how make your meetings more positive and effective

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: What Does a Positive Environment Look Like?
   Introduction
   Characteristics of a Positive Work Environment
   Work-Life Balance
   Training and Development-Focused Recognition
   Company as Team
3. Session 3: What Can I Do?
   As an Employee
   Making Connections
   As a Leader
4. Session 4: Team Player
   Team Member Roles and Responsibilities Questionnaire
   Team Member Roles and Responsibilities
5. Session 5 A: Effective Workplace Relationships
   Teams
   Team Experiences
   Motivating Your Team
   Working Cooperatively
   Managing Conflict
   What is a Conflict?
   Self-Assessment
   Preventing Problems
   Dangerous Misconceptions
6. Session 5 B: Effective Workplace Relationships
   Meeting Management
7. Session 6: Conclusion
   Take Home Ideas
8. A Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
9. Course Summary
10. Recommended Reading List
11. Post-Course Assessment

Creating a Top–Notch Talent Management Program

Course Overview

Organizations recognize that they do better business when their people are engaged, motivated, and yes, talented. Having the right people in place at the right time is a key aspect to continued growth, success, or even just stability. This course will provide you with just what it takes to have the right people ready. It will help you create a program to measure the talents of your people and how to help them grow in preparation for the future. It will also help you support and grow your organization by teaching you how to apply the most current research and adapt your organization to the ever-changing marketplaces.

Learning Objectives

- Apply the multifaceted aspects of talent management in your own organization
- Describe the skills required to manage high potential candidates
- Recognize and foster talent within an organization
- Explain the principles of competency-based management
- Use the language for talent management

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Understanding Talent Management
   What is Talent Management?
   A Focused Effort to Manage Talent
3. Session 3: Understanding Performance Management
   The Differences Between Performance and Talent Management
   The Rake
   Shared Management Model Overview
   About the Shared Management Model
4. Session 4: Understanding Succession Planning
   Replacing vs. Succeeding
   Understanding Succession Planning Terms
   Identifying Critical People
   Case Study
   Considering the Workplace
   Identifying Resources
   Understanding Employee Attitudes
   Developing External Successors
   Risk Assessment
   Sample Risk Analysis Form
   Summary
5. Session 5: Creating a Talent Management Plan
   Overview
   Getting Prepared
   Homework Assignment
   The Vision Setting Meeting
6. Session 6: About Competency Based Programs
   Understanding Competencies
   Competency Clusters
   What is a Competency Model?
   Model Overview
   The Role of Competency Models in Talent Management
7. Session 7: Identifying Talent
   Key Talent Groups

Creating a Workplace Wellness Program

Course Overview

Whether you are creating a workplace wellness program from scratch, or enhancing what you already have, you're already on the right track! With increasing costs of health care, a shrinking workforce, and aging workers, a savvy workplace understands the value in supporting workers to improve their conditioning and to live a fitter lifestyle. This course includes all aspects of designing or upgrading a program, from concept through implementation, to review.

Learning Objectives

- Describe the necessity of workplace wellness programs
- Create program elements that reflect the needs of employees and the objectives of the organization
- Select program elements that fit the context of current operations
- Establish implementation and evaluation strategies

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: The Case for Wellness
   Benefits of Workplace Wellness Programs
   Bottom Line Benefits
   Extending Beyond the Workplace
   Program Elements
3. Session 3: Building the Foundation
   Creating the Committee
   Sample Terms of Reference – ABC
   Company Wellness Committee
   Making Connections
   Outlining the Program
   Making Connections
   Making Connections Answer
   Gathering Resources
   Identifying Resources
   Gathering Resources
   Cultural Elements
   Questionnaire
4. Session 4: Gathering Support
   Taking Action
   Reflection
5. Session 5: Gathering Data
   Gathering Data
   Challenges with Data
   Other Ways to Measure
   Current Reality – Pre-Assignment Review
   Making Connections (Part Two)
   Looking Around Us
   Research Help
   Get Organized
   Preview
   Ask
   Read
   Summarize
   Evaluate
6. Session 6: Performing a Needs Analysis
   The ICE Method
   When is a Wellness Program Not Appropriate?
   Underlying Issues
   Three Steps
   The ICE Cycle
   Isolating
   Consulting

Creating Successful Staff Retreats

Course Overview

A staff retreat can evoke some pretty strong emotions. Dread of a week hanging around with people you would never invite home for dinner. Queasy thinking about throwing yourself backwards hoping your 'new friends' will catch you. However, staff retreats still continue even in hard times. Why? Many of the things we really need to get done take longer than the two hours you have in meeting time. As well, the retreat itself can bring about a change in approach not possible sitting in your boardroom for a meeting. This course will give you tools to be able to create staff retreats that are successful and help to bolster productivity, sales and positive workplace culture.

Learning Objectives

- Discuss experiences with staff retreats
- Know the reasons why staff retreats are conducted
- Understand the main staff retreat undertakings categories
- Develop and present retreat activities
- Identify the critical elements for success of a staff retreat
- Develop a planning checklist
- Appreciate the keys to running a staff retreat
- Develop an evaluation questionnaire
- Rrecognize post-retreat activities that will ensure the continuing success of your staff retreats
- Realize your top three take home ideas for creating successful staff retreats

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Staff Retreats
   Introduction
   Why a Staff Retreat?
   Common Elements
   Goals of Staff Retreats
3. Session 3: Types of Undertakings at a Staff Retreat
   Undertakings
   Developing Activities for Undertakings
4. Session 4: Designing a Staff Retreat
   Critical Elements for Success
   Staff Retreat Activities
5. Session 5: Running the Retreat
   Managing Expectations
   Delegating
   Establishing Ground Rules
   Creating Variety in the Schedule
   Capturing the Retreat Outputs
   Evaluating the Retreat
6. Session 6: Post-Retreat
   Follow-up
   Take Home Ideas

Creating Winning Proposals

Course Overview

Proposals are persuasive documents that are fundamental tools in organizational funding and output. This course will look at sources of funding, types of proposals and how to write proposals that will meet funding agencies requirements. This will include a number of tips and techniques to increase the potential success of your proposals. An important but often overlooked aspect of proposal writing will also be covered- Building and Maintaining Relationships. Relationships are built on honesty. Potential projects must be a good fit for your organization and your organization must be ready to do the work contained in the proposal. The most successful proposals are going to be those that fulfill the mission and values of your organization and that of the funding agencies as well!

Learning Objectives

- Locate potential funders for your organizations on the Internet and use evaluative skills to identify the appropriateness of funding related to your own organization
- Explain the necessity of matching funders interests with organizational needs and use this knowledge in decisions about the validity of submitting a funding proposal
- Describe and understand the basic elements of proposal writing for not-for-profit organizations
- Describe and understand the basic process for successful proposal writing
- Analyze effective relationship-building strategies to engage with funders and use this knowledge in writing a funding proposal
- Describe at least five reasons why funding proposals can be rejected
- Plan, write and submit a proposal in response to funders guidelines

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Sources of Funding
   Trends in the Funding Environment
   Funders Brainstorming Activity
   Types of Funders
   Sources of Funding Activity
   Potential Funders
3. Session 3: Funder Selection
   Brainstorming Projects
   Personal Proposal Funder Selection
   Potential Funder One
   Potential Funder Two
   Potential Funder Three
4. Session 4: Types of Proposals
   Proposal Forms
   Letter Proposal
   Partnership Proposals
   Challenges
   Minimizing the Challenges
5. Session 5: Proposals as a Relationship Builder
   Portfolio Approach
   Building the Relationship

Creating Winning Webinars: Getting Your Message Out

Course Overview

Webinars are now a common and effective tool being used by thousands and thousands of companies and people, across all industries. They are being used for everything from training to customer service, and education to marketing. Webinars are an affordable means of connecting with your staff, customers and online community.
This course will take you through the entire process of creating an effective webinar.

- Why and how to use Webinars
- Defining your webinar objectives
- Choosing the structure and content of your webinar
- Creating the outline
- Choosing the platform

This course will offer an introduction to Webinar Creation and provide you with a tool that is both appealing to you, the creator, and Webinar Attendees. With millions of webinars taking place online every month this is a medium to be embraced.

Learning Objectives

- Understand what webinars are and why they are important to your workplace
- Implement best practices when developing and delivering webinars
- Choose appropriate structure and platform for your webinar
- Outline a webinar for your development and delivery

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Webinars Defined
   Introduction
   What is a Webinar?
   Pre-Assignment Review
   Why Use Webinars?
3. Session 3: Best Practices
   What Not to Do
   The Keys to Success
4. Session 4: Choosing the Structure
   Choosing the Structure
5. Session 5: Creating the Outline
   Creating the Outline
   Webinar Creation Formula
   Webinars for Education and Collaboration with Staff or Colleagues
6. Session 6: Choosing the Platform
   Choosing the Platform
   Webinar Platforms
7. A Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
8. Course Summary
9. Recommended Reading List
10. Post-Course Assessment

Creative Thinking and Innovation

Course Overview

Being able to think creatively and develop innovative solutions can have big benefits at work and at home. There are some skills that you can develop and tools that you can learn about that will help you get ahead of the game.

Learning Objectives

- Identify the difference between creativity and innovation
- Recognize your own creativity
- Build your own creative environment
- Explain the importance of creativity and innovation in business
- Apply problem-solving steps and tools
- Use individual and group techniques to help generate creative ideas
- Implement creative ideas

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: What are Creativity and Innovation?
   Defining the Terms
   What Am I?
   Know Your Creative Potential
3. Session Three: Individual Creativity
   Know Yourself
   Tips for Increasing Your Individual Creativity
   Boost Your Creative Juices
4. Session Four: Get Creative
   Pre-Assignment Review
5. Session Five: Developing the Right Environment for Creativity
   What Does a Creative Environment Look Like?
   Tips for Building Your Own Creative Environment
   Build Your Creative Environment
6. Session Six: Creativity and Innovation in Business
   The Role of Creativity and Innovation in Business
   The Birth of the Four Seasons: A Case Study
   Discussion Questions
7. Session Seven: Where Does Creativity Fit Into the Problem-Solving Process?
   The Problem-Solving Model
   Another Perspective for Creative Problem-Solving
   Keeping an Open Mind
   Solving Problems the "Right" Way
   Phase One
   Phase Two
   Phase Three
8. Session Eight: Defining the Problem
   Problem Identification
   Finding the Root of a Problem
   Eight Essentials to Defining a Problem
   Tie It All Together
   Using the Power of Eight
9. Session Nine: Creative Techniques
   The RAP Model
   Case Study
   Summary

Creativity In The Workplace

Course Overview

Creative thinking in the workplace is in demand. We live in a competitive society and creativity improves productivity, teamwork, and innovation.

Learning Objectives

- Define creativity
- Identify the characteristics of a creative person
- Develop your creativity
- Understand the importance of creativity in the workplace
- Identify the benefits of creativity in the workplace
- Examine creative corporate cultures
- Foster creativity in the workplace
- Apply brainstorming techniques

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: What is Creativity?
   Two Myths of Creativity
   Myths of Creativity
   Ten Characteristics of Creative People
   Self-Reflection Exercise
   How Can You Develop Your Creativity?
   Lateral Thinking Puzzle
3. Session Three: The Importance of Creativity in The Workplace
   What Do CEOs Think?
   30 Circles Challenge
   Benefits of Creativity in the Workplace
   Creative Companies
4. Session Four: Creative Corporate Cultures
   Examples of Corporate Creativity
   How Does My Business Compare and How Can It Improve?
5. Session Five: Fostering Creativity in Your Workplace
   Fostering Creativity
   Ideas to Help Employers Bolster Creativity
   Creative Challenge
   Workplace Scenario
6. Session Six: Brainstorming Techniques
   Definition of Brainstorming
   Visual Brainstorming Techniques
   Idea Sorting Techniques
   Creative Brainstorming Games and Exercises
   Brainstorming Activity
   Six Hats Brainstorming Technique
   Six Hats Brainstorming Activity
7. Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
8. Recommended Reading List
9. Post-Course Assessment

Crisis Management

Course Overview

Viable organizations need to be ready for emergencies because they are a fact of doing business. The worst plan is not to have any kind of plan at all, and the best plans are tested and adjusted so that they work over time. Fortunately, you do not need separate plans for fire, weather disasters, and all the different kinds of crises that can occur. One solid plan will help you to prevent, respond, and recover from all crises. This course will help you ensure your organization is ready to manage any kind of crisis.

Learning Objectives

- Assign people to an appropriate crisis team role
- Conduct a crisis audit
- Establish the means for business continuity
- Determine how to manage incidents
- Help your team recover from a crisis
- Apply the process in practical exercise

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Burst Water Pipe
   Call Center
   Pre-Course Assessment
2. Session 2: What is Crisis Management?
   Defining Terms
   What Makes a Crisis?
   The Crisis Management Team
   Creating the Team
3. Session 3: Training Leaders and Staff
   Training Essentials
   Three Pronged Approach
   Conducting Training
4. Session 4: Conducting the Crisis Audit
   Why Audit?
   Documentation Audit
   360 Degree Audit
   Online Audit
   Sample Audit Questions
   Other Audit Considerations
   Using a Risk Matrix
5. Session 5: Performing a Risk Level Analysis
   The Four Categories
   Case Study
6. Session 6: Developing a Response Process
   Pre-Assignment Review
   Crisis Response Process
   Step Two: Perform Basic Crisis Management Steps
   Step Three: Trigger the Crisis Response Process (If Appropriate)
   Remember: Stay Flexible!
7. Session 7: Consulting with the Experts
   Considering Your Resources
   Making Connections
8. Session 8: Incident Management Techniques
   Case Study
   Responding to Incidents
   Incident Related Documentation
   Other Documents
   Investigating Incidents
   Accident Investigation Kit
   Steps to Follow

Critical Elements of Customer Service

Course Overview

While many companies promise to deliver an incredible customer experience, some are better at supplying this than others. This course is designed around six critical elements of customer service that, when a company truly embraces them, bring customers back to experience service that outdoes the competition.

Learning Objectives

- Understand what a customer service approach is
- Understand how your own behavior affects the behavior of others
- Demonstrate confidence and skill as a problem solver
- Apply techniques to deal with difficult customers
- Know how to provide excellent customer service

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: What is Customer Service?
   What is Customer Service?
   Who Are Your Customers?
   Meeting Expectations
3. Session Three: Pre-Assignment Review
   Pre-Assignment Review
   Making Connections
4. Session Four: Setting Goals
   Creating a Personal Values Statement
   Step One: Identify Your Values
   Step Two: Define Your Values
   Step Three: Put It All Together
   Identifying and Setting Goals
   Identifying Your Goals
   Our Values Statement
   What is a SMART Goal?
   How to Create a SMART Goal Statement
   Making Connections
5. Session Five: The Critical Elements of Customer Service
   Six Elements of Customer Service
   The First Critical Element – A Focus on Customer Service
6. Session Six: The Second Critical Element – Procedures
   What are Our Standards?
   Drafting Standards
   Making Connections
7. Session Seven: The Third Critical Element – Culture
   What Do You Think?
   Creating a Customer Service Culture
   Quiz
8. Session Eight: The Fourth Critical Element – Problem-Solving
   Seven Steps to Customer Problem Solving
   Making Connections
9. Session Nine: The Fifth Critical Element – Measurement
   Tools to Use
   Measurement in Practice
10. Session Ten: The Sixth Critical Element – Reinforcement
    Reinforcement Techniques
    Developing and Maintaining Relationships
    Recognizing the Power of Your Behavior
    Likeability Works

Critical Thinking

Course Overview

In today's world, having the ability to clearly reason through problems and to present arguments in a logical, compelling way has become a key skill for survival.

Learning Objectives

- Define critical and non-critical thinking
- Identify critical thinking style(s), including areas of strength and improvement
- Describe other thinking styles, including left/right brain thinking and whole-brain thinking
- Work through the critical thinking process to build or analyze arguments
- Develop and evaluate explanations
- Improve key critical thinking skills, including active listening and questioning
- Use analytical thought systems and creative thinking techniques
- Prepare and present powerful arguments

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Understanding Critical Thinking
   What is Critical Thinking?
   A Closer Look
   Glossary
   Characteristics of a Critical Thinker
   Common Critical Thinking Styles
   Making Connections
3. Session Three: Where Do Other Types of Thinking Fit In?
   Left- and Right-Brain Thinking
   Whole-Brain Thinking
4. Session Four: Pitfalls to Reasoned Decision Making
   Getting Over the Barriers
   Defining Pitfalls to Critical Thinking
5. Session Five: The Critical Thinking Process
   The Critical Thinking Model
   The Standards of Critical Thinking
   Identifying the Issues
   Case Studies
   Identifying the Arguments
   Identifying the Arguments
   Clarifying the Issues and Arguments
   Establishing Context
   Checking Credibility and Consistency
   Case Study: Changing Cafeteria Offerings
   Evaluating Arguments
   Case Study
   Critical Thinking Worksheet
6. Session Six: Critical Thinking Mindset
   Answering Questions Activity
7. Session Seven: A Critical Thinker's Skill Set
   Asking Questions
   Closed Questions
   Probing Techniques
   Pushing My Buttons
   Critical Thinking Questions
   Active Listening Skills
   Responding to Feelings
   Reading Cues
   Demonstration Cues
   Tips for Becoming a Better Listener

CRM: An Introduction to Customer Relationship Management

Course Overview

This course will introduce the different facets of CRM and identify who the customers really are. It will also analyze the key components of CRM and explore how it can be integrated within an organization.

As with many significant undertakings, undergoing a CRM review (even simply considering its implementation) requires learners to analyze technical and complicated systems. This course sorts through a myriad of information and brings you the basics you need to make a decision about the need for CRM, its benefits, and how to coordinate the base requirements for a CRM undertaking.

Learning Objectives

- Demonstrate an understanding of the terms and benefits of CRM on a company's bottom line
- Analyze the different components of a CRM plan
- Develop a checklist for readiness and success in CRM
- Describe how CRM creates value for organizations and customers
- Consider developmental roles that have the greatest impact on CRM

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Customer Relationship Management
   Customer Relationship Management in Everyday Life
   What's in It for Me?
   Making Connections
3. Session 3: What CRM Is and Who It Serves
   Different Faces of CRM: Introduction
   Background Information
   Making Connections
   Who is the Customer?
4. Session 4: Checklist for Success
   Evaluation Metrics
   Readiness Questionnaire Instructions
   Readiness Questionnaire
   Readiness Questionnaire Scoring
   Privacy Issues
   Tips and Information
   What Does This Mean for You?
5. Session 5: Requirement Driven Product Selection
   Requirement Driven Product Selection
   Case Study
   Determining Function
6. Session 6: Considerations in Tool Selection
   What's Your Function in the Field?
   Making Connections
   Getting Information In and Out
   Making Connections
7. Session 7: Strategies for Customer Retention
   Getting More from Your Core
   Making Connections
   Customer Scenarios
   Steps for Success
   The Real Purpose

Cybersecurity 1: Fundamentals for Employees

Course Overview

Fighting against cybercrime is a constant and expensive endeavor. Without a trained and vigilant staff the effort will not be successful. That training needs to start now and its benefits will be seen through the reduction of successful cyberattacks.

Learning Objectives

- Understand the history and the current state of cyberattacks in terms of quantity and cost to business
- Name and explain the methods used in various types of cyberattacks
- Outline the risk of human error in inadvertently contributing to the success of cyberattacks
- Have an appreciation of company-wide measures to protect against cyberattacks and their role in the success of these defense measures
- Explain the importance of a company culture that focuses on cybersecurity to successfully defend against attacks
- Realize the social media mining activities of cyber criminals and be better able to practice safe social media behavior
- Outline the information needed in a social media security policy
- Understand and practice good security behaviors when working remotely or travelling
- Recognize phishing attacks by identifying the subtle clues that are present in all phishing attacks
- When a cyberattack has been successful, understand what steps to take to mitigate the effect
- Create a personal cybersecurity plan

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: The State of Cybercrime
   History of Cybercrime
   Recalling Cybercrimes
   Historical Examples of Cybercrime
   Cost of Cybercrime
   Cybercrime Circumstances
3. Session Three: Types of Cyberattacks
   Types of Attacks
4. Session Four: Role of Human Error
   The Role of Human Error
   Opening Email
5. Session Five: What Can a Company Do?
   Company-wide Defenses
   Other Company-wide Defenses
   Focus on Social Media
   How it Can Work
   Create a Social Media Policy
6. Session Six: Best Practices for Remote or Travelling Employees
   Out of Office Protections

Dealing With Difficult People

Course Overview

In this course you will learn how to manage situations involving difficult people at work, through lessons that include the benefits of confrontation, how to prevent problems, using emotional intelligence, how to manage anger, causes of difficult behavior, and a three-step conflict resolution model.

Learning Objectives

- Recognize how your own attitudes and actions affect others
- Find new and effective techniques for dealing with difficult people
- Learn some techniques for managing and dealing with anger
- Develop coping strategies for dealing with difficult people and difficult situations

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Conflict as Communication
   Understanding Conflict
   Do We Have To Fight?
   What is A Conflict?
   How About Avoidance?
   Self-Assessment
   Initiating the Move
3. Session Three: Benefits of Confrontation
   To Talk or Not to Talk
   Determining Your Involvement
   Reciprocal Relationships
   Pre-Assignment Review
   Improving Relationships
4. Session Four: Preventing Problems
   The Importance of Empathy
   Dangerous Misconceptions
   Active Listening
5. Session Five: Emotional Intelligence
   The Six Seconds Model
   Identify Emotions
   Understand and Manage
   Use and Communicate
6. Session Six: Getting Focused
   Getting to the Heart of the Matter
   What is Missing?
   The Three F's
7. Session Seven: Managing Anger
   Coping Strategies
   Expressing Anger
   Dealing with Other People's Anger
   Guidelines for Assertive Anger
8. Session Eight: Dealing with Problems
   Dealing with Problems
   Working With the Suggestions
   Explaining the Suggestions
   Causes of Difficult Behavior
   The Difficulty of Others
   Dealing with Others
9. Session Nine: The Three-Step Conflict Resolution Model
   The Three-Step Model
   Step 1: Research
   Step 2: Presentation
   Step 3: Take Action
   Getting the Hang of Things
10. Session Ten: Practice, Practice, Practice
    Planning: Step 1 - Research
    Planning: Step 2 - Presentation
    Planning: Step 3 - Take Action
11. Session Eleven: Changing Yourself
    Negative vs. Positive Interactions

Delegation: The Art of Delegating Effectively

Course Overview

Effective delegation is one of the most valuable skills you can master. It reduces your workload and develops employee skills. Delegating prepares employees who work for you to be able to handle your responsibilities and simultaneously allows you to advance to other career opportunities within your organization.

Delegation is often one of the hardest skills for a manager to master. However, the skill can be learned. This course will explore many of the facets of delegation, including when to delegate and whom to delegate to. We will also go through the delegation process step by step and learn about techniques to overcome problems.

Learning Objectives

- Clearly identify how delegation fits into your job and how it can make you more successful
- Identify different ways of delegating tasks
- Use an eight-step process for effective delegation
- Give better instructions for better delegation results
- Recognize common delegation pitfalls and how to avoid them
- Monitor delegation results
- Give effective feedback

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment Background
   Pre-Course Assessment
2. Session 2: Why Delegate?
   Advantages and Disadvantages of Delegating
   More on Delegation
   Delegation Do's and Don'ts
   Self-Assessment
3. Session 3: What is Delegation?
   Delegation Definitions
   Four Basic Steps to Delegation
   Levels of Delegation
   Breaking Down the Model
   Guidelines for Success
   What to Delegate
   Lateral Delegation
4. Session 4: Pre-Assignment Review
   Pre-Assignment Review
5. Session 5: Picking the Right Person
   Demonstrated Skill
   Employee Motivation
   Matching Skills and People
6. Session 6: The Delegation Meeting
   Delegation Assignment Steps
7. Session 7: Putting it into Practice
   Case Study
   Activity
   Steps for a Delegation Meeting
8. Session 8: Giving Instructions
   Three Types of Instructions
   Requests
   Suggestions
   Preparing Instructions
9. Session 9: Monitoring Delegation
   Why Should You Monitor Delegation?

Delivering Dynamic Virtual Presentations

Course Overview

Managing the virtual workplace isn't as scary as it sounds. A lot of the basics of management (including communicating with others, managing performance, building teams, and leading meetings) are the same. This course will cover the differences and give you the skills that you need to successfully lead the virtual workplace.

Learning Objectives

- Explain the differences between virtual and in-person presentations
- Outline the major challenges (presenter, presentation and technical) with virtual presentations
- Recognize the strengths, weaknesses, and standout features of popular virtual presentation platforms (Zoom, MS Teams, GoToMeeting and Google Meet) and how to set up an account on the platforms.
- Integrate solutions to virtual presentation challenges in your own delivery of virtual presentations

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Why Virtual Presentations and Meetings?
   Working From Home
   Virtual Meeting Experiences
   Types of Presentations
3. Session Three: How are Virtual Presentations Different from In-Person?
   Delivering a Presentation Virtually
4. Session Four: Virtual Presentation Challenges
   Connecting Virtually
   Remote Meetings — What are People Really Doing?
   Other Challenges and Solutions
5. Session Five: Virtual Presentation Essentials — The Presenter
   The Presenter
   Presenter Challenges Activity
   Presenter Challenges
   Etiquette
   Etiquette Reminder Email
   Hospitality
   Considering a Virtual Presentation Team
6. Session Six: Virtual Presentation Essentials — The Presentation
   Presentation Tools
   Presentation Challenges
   Using Breakout Rooms for Small Groups
   Engaging All Participants
   What to Do After the Presentation
7. Session Seven: Virtual Presentation Essentials — The Technology
   Avoiding Technical Difficulties
8. Session Eight: The Tools — Zoom
   Overview
   Key Features
   Setting Up an Account
   Strengths and Weaknesses
   Zoom Standout Features
9. Session Nine: The Tools — Microsoft Teams
   Overview
   Key Features

Design Thinking: An Introduction

Course Overview

Designing Thinking can give you the edge you need to create effective customer solutions for products and services. With its emphasis on understanding the customer and testing throughout the entire process cycle you can be ensured of greater success.

Learning Objectives

- Use Design Thinking to solve problems more creatively
- Understand problems from the customer's perspective
- Apply different brainstorming techniques to identify innovative ideas
- Use effective design research
- Understand the value of creating prototypes to test your ideas
- Keep your design ideas moving forward

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Introduction to Design Thinking
   Benefits of Design Thinking
   Design Thinking in a Nutshell
   Design Thinking Phases
   Real-world Design Thinking Examples
   Work-based Thinking
3. Session Three: Empathize
   What is Empathy?
   Traits of Empathetic People
   Empathy Mapping
   Types of Questions
   Empathy Map Example
   Creating an Empathy Map
4. Session Four: Define
   Developing a Point of View
   Developing a Persona
   Defining Your Users
   Defining Your Questions
   Work-based Design Thinking "HMW"
5. Session Five: Ideation Part 1 — Ideas and Potential Solutions
   Methods for Ideation: Brainstorming
   Limitations of Brainstorming
   Methods for Ideation: Brain Writing
   Using Your "How Might We" Questions
   More Methods
   Using Various Idea Generation Methods
   Making Connections
   Tips
   Selecting the Best Idea
   Solution 1: Pluses, Potentials, Concerns
   Solution 2: NAF Technique
   Solution 3: Visualization
   Solution 4: Questions
   Making Connections
6. Session Six: Ideation Part 2 — Journey Mapping
   Developing a Journey Map
   Buying an Online App Journey Map
   Journey Mapping
7. Session Seven: Prototyping and Testing
   Prototyping and Testing
   Prototyping
   Prototype Brainstorming
   Testing
   User Testing Methods

Developing a High Reliability Organization

Course Overview

Today's world is full of the unexpected. System failures, terrorism events, disease outbreaks, and superstorms disrupt businesses every day, sometimes to an unrecoverable point. Despite these challenges, some services (such as power plants, hospitals, and airports) have no choice but to continue operating.

This course will explore how these organizations maintain high reliability even in times of serious crisis and stability. We will share their secrets in a way that can be applied to all organizations in order to create high reliability and continued success.

Learning Objectives

- Define the characteristics of a high reliability organization
- Define key concepts required for high reliability, including mindfulness and expectations
- Describe the five principles governing high reliability organizations: preoccupation with failure, resistance to simplification, sensitivity to operations, commitment to resilience, and deference to expertise
- Audit activities at all stages to assess the business' reliability

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Preoccupation with Failure
   Resistance to Simplification
   Sensitivity to Operations
   Commitment to Resilience
   Deference to Expertise
   Pre-Course Assessment
2. Session 2: What is a High Reliability Organization?
   High Reliability Organizations
   Links in the Chain
   HRO Principles
3. Session 3: Key Concepts
   Expectations, Normalization, and Mindfulness
   Normalization
   Mindfulness
   Making Connections
   Case Study
4. Session 4: The Anticipation Principles
   Preoccupation with Failure
   Case Study
   Making Connections
   Resistance to Simplification
   Case Study
   Making Connections
   Sensitivity to Operations
   Case Study
   Making Connections
5. Session 5: The Containment Principles
   Commitment to Resilience
   Case Study
   Making Connections
   Deference to Expertise
   Case Study
   Making Connections
6. Session 6: Auditing for High Reliability
   Auditing Techniques
   Churchill's Four Questions
   Making Connections

Developing a Lunch and Learn Program

Course Overview

Lunch and learn programs are a venue to foster sharing and peer learning and are typically aimed at fostering cross-organization collaboration and communication. They are a tool for sharing of information, approaches, and talent. Further, they offer opportunities for networking in a safe, friendly, and relaxed atmosphere. This course will provide tools to be able to create a lunch and learn program that creates opportunities for learning that might not otherwise happen. Participants will also prepare a short lunch and learn program session and receive feedback from other course participants.

Learning Objectives

- Explain the benefits of implementing a lunch and learn program
- Outline the aims and expectations of a lunch and learn program for their organization
- Utilize a number of success factors to create a lunch and learn program for their organization
- Develop a promotion plan for their organization's lunch and learn program
- Develop a list of potential lunch and learn program session topics
- Maintain an ongoing lunch and learn program for their organization
- Develop and deliver a lunch and learn program session

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: So, What is a Lunch and Learn Program?
   Introduction
   Why Have a Lunch and Learn Program?
3. Session Three: The Underpinnings of Lunch and Learn Programs
   Aims and Expectations
   Aims
   Expectations
   Lunch and Learn Program Framework
   How to Start a Lunch and Learn Program
   Creating a Successful Lunch and Learn
   Program Promotion
   Promotion Planning
   Topics for a Lunch and Learn Program Session
4. Session Four: Ongoing Administration of a Lunch and Learn Program
   Administrator Responsibilities
   Lunch and Learn Program Administration
5. Session Five: Developing a Lunch and Learn Presentation
   Critical Elements for Success
   Presentation Skills
   Overcoming Nervousness
   Presentation Skills
   Presentation Skills Sharing
   Building Your Presentation
   Body
   Conclusion
6. Session Six: Presentations
   Presentations
   Presentation Evaluation

7. Personal Action Plan
8. Course Summary
9. Recommended Reading List
10. Post-Course AssessmentPost-Course Assessment

Developing a Safety Procedures Manual

Course Overview

Safety procedures are an important part of an effective workplace safety program. In this course, learn how to develop and write safety procedures for your workplace safety manual.

Learning Objectives

- Develop a safety procedure template
- Develop a flowchart to accurately depict process activities
- Use brainstorming to gather necessary information for safety procedure creation
- Understand a variety of procedure types (Step-by-Step, Playscript, Decision Tree, Decision Tables)
- Write and revise Step-by-Step safety procedures
- Add communication elements to safety procedures

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Setting the Stage
   Policies and Procedures
3. Session Three: Safety Procedures Basics
   Safety Procedures
   Developing Safety Procedures
   Developing a Safety Procedure Template
4. Session Four: Flowcharting
   Organizing the Steps in the Procedure
   How to Construct a Flowchart
   Flowchart Musts
   Flowchart Examples
5. Session Five: Gathering Information
   Gathering Information
   Brainstorming
   Challenges of Brainstorming
6. Session Six: Procedure Writing
   Keep it Simple
   Guidelines for Writing Procedures
7. Session Seven: Honing the Draft Procedure
   Describing Actions Accurately
   Communication Aids
8. Session Eight: Some Other Methods
   Step-by-Step Procedures
   Playscript
   Decision Trees
   Decision Tables
   Writing a Procedure
9. Session Nine: Procedures Building
   Writing Safety Procedures
10. Personal Action Plan
11. Course Summary
12. Recommended Reading List
13. Post-Course Assessment

Developing a Training Needs Analysis

Course Overview

Your ability to create an analysis that is comprehensive yet simply prepared is critical for it to be understood and acted upon. This workshop will help you to gather the information, assess the data, and present your suggestions for training or non-training solutions.

Learning Objectives

- Understand the value of creating a training needs analysis
- Apply the ICE method to assess the situation and build your training needs analysis
- Create a simple yet thorough training needs analysis for your organization or client

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: A Closer Look at the Training Needs Analysis
   Defining Training Needs Analysis
   Developing the Business Case
   The Purpose of the Training Needs Analysis
   When is Training Not Appropriate?
   Three Steps
   Summary
3. Session Three: Collecting Data
   Step One: Identify the Future State
   Recording the Data
   The First Step
   Case Studies
   Defining the Future State
   Step Two: Identify the Current State
   Gathering Data
   Step Three: Measure the Gap
   Step Four: Create an Action Plan
   Step Five: Implement and Follow Up
   Making Connections
   Case Study
   Pre-Assignment Review
4. Session Four: Diving Deeper Into the Data
   Setting the Stage
   Data Collection Design
   Gathering Information
   Training Needs Analysis Questions
   Designing Valid Questions
   Adding Value to the Process
   The McKinsey 7-S Model
   About the Elements
   How to Use the Framework
   SWOT Analysis
   Sample SWOT
   The Five Whys Technique
   Making Connections
5. Session Five: Creating the Report
   Creating the Report
6. Session Six: Taking Action
   Making Connections
   Gap Analysis Template
   McKinsey 7-S Model
   SWOT Analysis
   Designing Evaluations
   Evaluation Levels
7. Personal Action Plan
8. Course Summary
9. Recommended Reading List
10. Post-Course Assessment

Developing an eLearning Course

Course Overview

If you look at any successful organization, training is a core part of their culture. With the increased use of eLearning, trainers need to design and create meaningful, practical, eLearning that will benefit both trainees and the organizations they work for.

Learning Objectives

- Outline the common elements of three common instructional design models (ADDIE, Backward Design and Merrill's Principles of Instructional Design).
- Summarize the common elements of eLearning development.
- Create organizational improvement goals, including ways to accomplish the improvement.
- Propose types of training to address, based on signs that may suggest a need for training.
- Recognize action verbs that belong to each of the domains in Bloom's Taxonomy.
- Recognize commonly used verbs that are not measurable.
- Write measurable learning objectives for each domain of Bloom's Taxonomy for the Digital Age.
- Determine assessment types for each subdomain of Bloom's Taxonomy for the Digital Age.
- Create a rubric for an eLearning assignment.
- List various activities that could be used to support Universal Design for Learning.
- List various activities and attitudes that could be used to support LGBTQ2+ learners.
- Summarize in plain language the essential message of Accessibility Standards.
- Recap the four levels of eLearning.
- Map how each eLearning level corresponds to Bloom's Taxonomy.
- Suggest media standards for personal eLearning development.
- Talk about ways to address the basic tenets of teaching adults.
- Establish great activities that can be used in eLearning.
- Create a storyboard for production of eLearning.
- Make recommendations on choosing an eLearning authoring tool and learning management system (LMS), based on an organization's specific requirements.
- Evaluate using each level of Kirkpatrick's Levels of Evaluation.
- Determine return on expectation for impact evaluation.

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Instructional Design Models
   Instructional Design Models
   ADDIE
   Backward Design
   Merrill's Framework Incorporates Five Principles of Learning:
   Instructional Design Model
   Elements of an eLearning Development Process
3. Session Three: Analysis Phase - Needs Assessment
   Business Goals
   Needs Assessment
   ICE
   Isolating
   Consulting
   Evaluating
   Training Needs Activity
   Summary
4. Session Four: Design Phase - Learning Objectives
   Writing Learning Objectives
   Bloom's Taxonomy in the Digital Age
   Bloom Verbs
   Measurable Objectives
   Anatomy of a Learning Objective
   Writing Learning Objectives
5. Session Five: Design Phase - Assessment
   Assessment
   Convergent and Divergent Cognition
   Domain and Subdomains Assessment Examples
   Developing Assessments for eLearning
   Types of eLearning Assessments
   Rubrics
   Example Rubrics
   Creating Rubrics
6. Session Six: Design Phase - Reducing Barriers
   Universal Design
   Activities for Universal Design Learning
   UDL and LGBTQ2+
   Activities for Universal Design Learning
7. Session Seven: Design Phase - Accessibility
   Accessibility
   Web Content Accessibility Guidelines (WCAG) Checklist
   Applications and Software
   Functional Performance Criteria
   Information, Documentation, and Support
   Accessibility Activity
8. Session Eight: Design Phase - Design Strategy
   Interactivity: eLearning Levels
   What Level of eLearning Works Best?
   Development Time
   User Interface
   Design Options
   Deciding Media Standards
9. Session Nine: Development Phase - Learning Experiences and Instruction
   Teaching Adults
   Ways of Teaching Children vs Adults
   Best Practices of Adult Educational Methodologies
   Tenets of Adult Education
   Andragogy and UDL Applied to eLearning
   Creating an Outline, Gathering Content and Developing a Storyboard
   Gathering Content and Developing Activities
   Developing Activities
   Creating a Storyboard
   Production
   Prototype

10. Session Ten: Development Phase - eLearning Tools
    - Selecting eLearning Authoring tools
    - Selecting a Learning Management System
11. Session Eleven: Evaluation
    - Kirkpatrick's Levels of Evaluation
    - Level Two: Knowledge Evaluation
    - Level Three: Transfer of Learning
    - Transfer of Learning Evaluation
    - Level Four: Impact Evaluation
    - Sample Impact Evaluation for Participants
    - Return on Expectations
12. Personal Action Plan
13. Course Summary
14. Recommended Reading List
15. Post-Course Assessment

Developing Your Executive Presence

Course Overview

Some people immediately command attention and respect when they walk into a room. Do you have that kind of presence? If not, is it something that you would like to develop? This course will help you do just that by building your credibility, improving your personal appearance, honing your networking skills, and enhancing your ability to communicate effectively. You will also receive an introduction to core leadership skills.

Learning Objectives

- Identify the elements of a strong executive presence
- Build trust and credibility with others
- Communicate effectively using verbal and non-verbal techniques
- Create a strong, positive first impression and maintain that impression as you build a relationship with others
- Develop key leadership skills, including techniques for coaching, motivating, and delivering feedback

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Managing Your First Impression
   Being Confident
   Dressing for Success
   Seven Factors for Success
   Making Connections
   The Professional Handshake
   Five Factors
   Tips for Success
   Remembering Names
   Building Trust and Credibility
3. Session 3: Interpersonal Communication Skills
   Making Connections
   Active Listening Skills
   Responding to Feelings
   Reading Cues
   Demonstration Cues
   Tips for Becoming a Better Listener
   Asking Open and Closed Questions
   Open Questions
   Closed Questions
   Making Connections
   Probing Techniques
   Managing Your Body Language
   Making Connections
4. Session 4: Speaking with Impact
   What's Your Sound?
   Things to Consider
   Redesigning Yourself for Strength
   Five Points for Any Presentation
   Making Connections
5. Session 5: Maintaining Your Impression
   A Word About Business Etiquette
   Making Connections
   Networking Tips and Tricks
6. Session 6: Three Leadership Skills to Start Mastering Right Now
   Delivering Effective Feedback
   The Goal of Effective Feedback
   The Characteristics of Effective Feedback
   Motivational Techniques
   What Do You Think?

Developing Your Training Program

Course Overview

Training is an essential element of development in any organization. Being knowledgeable and continuing to learn throughout your career can make you a very valuable asset. We also know that training and orientation (or 'onboarding') for newly hired employees is a key factor in retention.

Learning Objectives

- Describe the essential elements of a training program
- Apply different methodologies to program design
- Demonstrate skills in preparation, research, and delivery of strong content
- Explain an instructional model
- Create a training program proposal

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Program Design
   Training Program Considerations
   When is Training Necessary?
   Alternatives to Training
   Essential Elements
3. Session Three: The Training Model
   Foundations
   Building An Engaging Program
   Instructional Systems Design Model
4. Session Four: Understanding Adult Learning
   Underpinnings of Adult Education
   Andragogy
   Andragogy Applied to the Classroom
5. Session Five: Identifying Needs
   The Ice Method
   When is Training Not Appropriate
   Three Steps
   Isolating
   Consulting
   Evaluating
   Building Your Training Needs Analysis:
   Case Study
   Case Study Questions
6. Session Six: The Program's Basic Outline
   Determining Objectives
   Consideration When Writing Objectives:
   Target Audience
   Consideration When Writing Objectives:
   Prerequisites
   Types of Objectives
   Setting the Scope
   Writing Tips
   Verbs for Writing Clear, Concise Training Objectives
   Objectives Exercise
7. Session Seven: Evaluation Strategies
   Methods of Evaluation
   What Information Do You Want?
   Testing Attitudes
   Four Levels
   Evaluation Methods
   True-False Questions
   Multiple Choice Questions
   Fill-in-the-Blank
   Short Answer
   Essay Questions

Digital Citizenship: Conducting Yourself in a Digital World

Course Overview

This course is important because online interactions and transactions are replacing real world ones. Regrettably, digital use can become misuse and abuse, often without the responsible person realizing it. Citizens of the digital world must learn and accept their responsibilities to themselves and to others.

Learning Objectives

- Define what being a good digital citizen means
- Describe the nine elements of digital citizenship
- Understand how to conduct yourself in the digital world

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Citizenship
   Description of Citizenship
   21st Century Digital Compass
   Scenarios 1 - 3
   Scenarios 4 - 6
   Scenarios 7 - 10
3. Session 3: Digital Citizenship
   Digital Citizenship
4. Session 4: Respect Yourself / Respect Others
   Digital Etiquette
   Examples of Good and Bad Etiquette
   Digital Access
   Digital Law
5. Session 5: Educate Yourself / Connect with Others
   Digital Literacy
   Digital Communication
   Two Sides of the Same Coin
   Digital Commerce
   Features of a Secure Website
6. Session 6: Protect Yourself / Protect Others
   Rights and Responsibilities
   Safety and Security
   Health and Welfare
   Smartphone Addiction
7. Session 7: How To Be a Good Digital Citizen
8. A Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
9. Course Summary
10. Recommended Reading List
11. Post-Course Assessment

Digital Transformation

Course Overview

Digital transformation looks different for every business, but at its core, it means altering how a company operates with the addition of technology and with the goal of improving the customer experience and the workplace. This one-day course will teach you about digital transformation, and what companies in different industries are doing, as well as best practices so you can do it yourself.

Learning Objectives

- Define digital transformation
- Understand why it matters
- Pinpoint which businesses are succeeding and how they are doing it
- Get started on your own company's digital strategy

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Digital Transformation – What Is It? Why Does It Matter?
   Defining Digital Transformation
   Why?
3. Session Three: Where Do We Start?
   Start Thinking About Changes
   Questions to Ask
   Customer Interaction
4. Session Four: Who Is Doing It Well?
   Mistakes That Can be Made
   Case Study Review
   Case Study 1: Netflix
   Case Study 2: Domino's
   Case Study 3: The Washington Post
   Case Study 4: Air New Zealand
   Case Study 5: Town of Cary, North Carolina
5. Session Five: Awareness Is The First Step
   Use Technology to Build on Success
6. Session Six: Let's Do This
   Things to Keep in Mind
7. Session Seven: Make A Plan
   Digital Transformation Plan
8. Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
9. Course Summary
10. Recommended Reading List
11. Post-Course Assessment

Disability Awareness: Working with People with Disabilities

Course Overview

This course aims to raise awareness about hiring people with disabilities in order to create a more inclusive work environment while leveraging the skills and knowledge that people with disabilities possess.

Learning Objectives

- Prepare to welcome people with disabilities into your workplace
- Interact with people with disabilities
- Identify and overcome barriers in the workplace
- Use respectful, appropriate, acceptable language in any circumstance
- Understand what your company can do during hiring and interviewing
- Understand what job accommodation is and how it applies in your workplace

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Defining Terms
   What are Disabilities?
   About Stereotypes
   Some Common Phrases and the Stereotypes Behind Them
   Making Connections
3. Session Three: Misconceptions and Realities
   Misconceptions and Realities
4. Session Four: A Business Case
   Getting Into It
   Case Study
   Summary
5. Session Five: Dissecting Labels
   Giving Your Words Some Thought
   Ground Rules
   Being Practical
   Mingle with Me
   Using Sensitive Language
6. Session Six: Barriers and Accessibility
   Barriers
   Common Barriers
   Introduction to Physical Accessibility
   How to Remove Barriers
   Case Studies
7. Session Seven: The Cornerstones of Diversity
   About the Cornerstones
   Knowledge
   Understanding
   Acceptance
   Behavior
8. Session Eight: Pre-Assignment Review
   Pre-Assignment Review
9. Session Nine: Encouraging Diversity by Hiring
   What Can We Ask?
   What Can the Candidate Expect?
   What Do You Do?
   Do You Wait to Disclose?
10. Session Ten: Appropriate Behavior
    The Four Steps of the STOP Technique
    Tips for Using STOP
    Making Connections
11. Session Eleven: Communication Essentials for Disability Awareness
    Ground Rules to Get Started
    Respecting Confidentiality

Diversity, Equity, and Inclusion

Course Overview

The purpose of this course is to raise the participant's awareness about diversity, equity and inclusion. These terms are often used interchangeably but they are separate concepts and principles. Diversity, equity and inclusion recognize that there are differences and that everyone is unique. This leads to creativity, innovation and increased productivity in the workplace. Diverse, equitable and inclusive workplaces give people the opportunity to bring their authentic selves and feel a sense of belonging.

Learning Objectives

- Understand the importance of diversity, equity, and inclusion for workspaces
- Be able to describe and analyze key issues of diversity, equity, and inclusion in one's work environments and community
- Grasp the power of diversity as a tool for creativity, and productive collaboration in the workspace
- Have the opportunity to share elements of one's culture with others
- Learn that norms and practices one thinks are universal may be culturally dependent

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Diversity, Equity, and Inclusion
   Barriers to Diversity, Equity, and Inclusion
   Defining the Terms
   Diversity and Inclusion
   Diverse Workspaces
3. Session Three: Inequities in Your Community
   Equality vs. Equity
   Using the Equity Lens
   Debrief
4. Session Four: The Look
   Video: The Look
   Examining Prejudgment and Stereotyping
   Stereotypes
   Prejudice
   Discrimination
   Bias
5. Session Five: Diversity Profile
   Pre-Assignment Review: Who Are We?
   Who Is in the Workforce?
   Generation Z
   Debrief
6. Session Six: Privilege Walk
   Privilege
   Taking the Privilege Walk
   Privilege Walk Statements
7. Session Seven: Neurodiversity in the Workplace
   Neurodiversity
   Inclusive Workspace
   Debrief
8. Session Eight: Strategies for the Workplace
   Workplace Strategies
   Best Practices
   Brainstorm
   Five Statements
9. Personal Action Plan
10. Course Summary
11. Recommended Reading List
12. Post-Course Assessment

Dynamite Sales Presentations

Course Overview

A great sales presentation does not demand that you have all the bells and whistles to impress the client with your technical skills. Rather, try impressing your clients with your knowledge of the products and services you sell and your understanding of their problems and the solutions they need. This course will show you how to create a winning proposal and how to turn it into a dynamite sales presentation.

Learning Objectives

- Identify the key elements of a quality proposal
- Perfect your first impression, including your dress and your handshake
- Feel more comfortable and professional in face-to-face presentations
- Write a winning proposal
- Feel more comfortable and professional in face-to-face presentations

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Getting Down to Business
   Types of Writing
   Business Writing Basics
   Business Writing Basics: Proposals vs. Tenders
   About Proposals
   Introduction
   Background
   Proposal
   Staffing/Resources
   Budget
   Authorization
   Formal Proposals
   Proposals... in Your Own Words
3. Session 3: Writing Your Proposal
   Clarify Your Objectives
   Analyze Your Audience
   Evaluate Reader's Knowledge
   Where Do I Start?
   Building My Case
   Drafting a Proposal: Keep it Consistent
   Obtaining Testimonials
   Terminology
4. Session 4: Getting Thoughts on Paper
   Planning Your Proposal: Getting Started
   Putting Your Thoughts in Order
   Proposal Type
   Mapping the Information
   Strategies
   Sample Outline
   When to Polish
   Word Selection
   Layout
   Graphics
   Introduction and Background
   Body of the Proposal
   Resources, Budget and Authorization
5. Session 5: Basic Proposal Formats
   Choosing a Format
   The Benefits of a Good Format
   The Basic Formats
   Choosing an Approach
   Comparing the Approaches
   Example of a Direct Approach Proposal
   Direct to Indirect

E-Commerce Management

Course Overview

As the global Internet population continues to grow, electronic commerce is growing as well. By the end of 2015, e-commerce is expected to generate over $400 billion annually. This huge market encompasses traditional e-commerce, as well as m-commerce (which is growing faster than any other sector) and location-based e-commerce.
This course will teach entrepreneurs how to develop, market, and manage an e-commerce business, giving them a crucial advantage in today's competitive market.

Learning Objectives

- Describe what the terms e-commerce and m-commerce mean
- Develop an e-commerce business plan
- Evaluate e-commerce software options
- Build an online store with product pages, supporting features, a shopping cart, and an effective checkout process
- Test, launch, and update your e-commerce site
- Design engaging, responsive web content
- Understand e-commerce payment options and choose appropriate options for your site
- Use appropriate tools to track key e-commerce metrics
- Identify and optimize supporting e-commerce activities, such as customer service, sales, and inventory management
- Create a marketing plan with all the essential elements
- Market your online store using social media and other appropriate channels
- Use discounts and promotions to market your e-commerce business
- Understand what security and privacy issues face e-commerce businesses and handle customers' information accordingly
- Protect your intellectual property
- Identify the rules and regulations that will govern your e-commerce businesses

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Worksheet
   Pre-Course Assessment
2. Session 2: Getting to Know E-Commerce
   What is E-Commerce?
   A Brief History
   Why Do Customers Buy Online?
   The Six Models
   The Language of E-Commerce
3. Session 3: E-Commerce Building Blocks
   What's Your Goal?
   The E-Commerce Business Plan
   Company Description
   Revenue Model
   Products and Services
   Competitive Analysis

Effective Planning and Scheduling

Course Overview

As project managers and leads, we all know how difficult it can be to accurately determine the duration of a project, yet that is exactly what is expected of us on a regular basis. This course will not disclose the secret of creating an accurate schedule, because there isn't one. However, it will provide the factors and fundamental elements that you should consider and address when creating any type of schedule.

Learning Objectives

- Define and create a Work Breakdown Structure
- Identify and understand task relationships
- Estimate task durations and determine project duration
- Construct a network diagram
- Calculate the critical path of a project
- Use the Program Evaluation and Review Technique (PERT) to create estimates
- Plan for risks
- Create a communication plan
- Effectively allocate project resources
- Update and monitor the project schedule

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Projects and Schedules
   Making Connections
3. Session 3: The Work Breakdown Structure (WBS)
   What is a Work Breakdown Structure?
   Sample WBS
   The Role of a Work Breakdown Structure
   Creating a Work Breakdown Structure
   Steps for Creating the Work Breakdown Structure
   Types of Work Breakdown Structure Diagrams
   Work Breakdown Structure Formats
   Indented List
   Spreadsheet
   Organizational Chart
   Work Breakdown Structure Numbering
   Sample Numbering
   What is a Work Breakdown Structure Dictionary?
   Samples
   Work Breakdown Structure Exercise
4. Session 4: Estimating Activity Durations
   Estimating Tips and Techniques
   Sample Spreadsheet
   Gathering Resources
   Activity List
   Resources
   Estimating Activity Durations
   Tips for Increasing Estimation Accuracy
5. Session 5: Camping Case Study
   Camping Case Study
6. Session 6: Identifying Task Dependencies
   About Task Dependencies

Emotional Intelligence

Course Overview

Your EQ, your ability to connect with others and manage your own emotions and those of others, which will determine how successful you are in life. When we look at the truly extraordinary people who inspire and make a difference you will see that they do this by connecting with people at a personal and emotional level. What differentiated them was not their IQ but their EQ – their emotional intelligence. This course will help you develop your emotional intelligence.

Learning Objectives

- Understand what emotional intelligence means
- Recognize the importance of developing emotional intelligence for personal and workplace success
- Use techniques to understand, employ and appreciate the role of emotional intelligence in the workplace
- Understand different emotions and how to manage them
- Create a personal vision statement
- Understand the difference between optimism and pessimism
- Validate emotions in others

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Emotional Intelligence Defined
   Definitions and Thoughts
   The Six Seconds Model
   Making Connections
3. Session Three: The Importance of EI
   The Importance of EI
   Benefits of Developing Emotional Intelligence in Employees
4. Session Four: EI Blueprint
   EI Blueprint
   Identify Emotions
   Understand and Manage
   Use and Communicate
5. Session Five: Optimism
   What is Optimism?
   ABCs of Optimism
   Pessimism vs. Optimism
   VET Process
   Adversities
6. Session Six: Validating Emotions in Others
   Two Techniques
   The SOLER Technique
   The VALUE Technique
   Communication Tips
7. Session Seven: Understanding Emotions
   The Seven Human Emotions
   What Do Emotions Tell Us?
   Applying Emotional Intelligence
   Positives and Negatives
   The Emotional Map
   Strengthening Emotional Intelligence
   To Develop Self-Awareness

Employee Accountability

Course Overview

An article in the March 11, 2010 edition of TIME magazine purported to explain "why we have entered the post-trust era." Indeed, we seem to be in a time where people act inappropriately and then refuse to take responsibility for their actions. Who can we blame for the world economic crisis, issues with religion, the outcomes of our governments, or the state of the environment? More to the point, why do we spend so much time and energy looking to pin the blame on someone (usually anyone but ourselves)?
With this in mind, it's no wonder that organizations who promote accountability are more successful and more productive. In this course, you will learn about what accountability is, how to promote it in your organization, and how to become more accountable to yourself and others.

Learning Objectives

- Understand what accountability is and what events in history have shaped our view of it
- Identify the requirements for personal and corporate accountability
- Apply the cycle of accountability and the fundamental elements required to build an accountable organization
- Describe what individuals must do to become accountable
- Build skills required for accountability, including goal setting, giving and receiving feedback, and delegation
- Pinpoint ways to build ownership in your organization
- Isolate areas for further self-improvement

Course Outline

13. Session 1: Course Overview
    Learning Objectives
    Pre-Assignment
    Pre-Course Assessment
14. Session 2: Defining Accountability
    What is Accountability?
    Why the Focus on Accountability?
    The Results Are In
    The Era of Distrust
    1960's
    1970's
    1980's and 1990's
    The First Years of 2000
    Lessons Learned
15. Session 3: Creating an Accountable Organization
    The Accountability Cycle
    Ways to Increase Accountability
    The Building Blocks
    Case Study
    Questions
    Accountability Starts with Me!
    Assertiveness
    Responsibility
    A Final Note
    Pre-Assignment Review

Employee Dispute Resolution: Mediation through Peer Review

Course Overview

Have you ever been in a workplace situation where a supervisor has made a decision that you didn't agree with? Did you wish that you could ask someone else what they thought of the decision; whether they would have done the same thing? The peer review process offers employees just that chance, using a formalized procedure to ask, consider, and resolve just these sorts of questions. This course will teach you everything you need to know about employee dispute resolution through mediation.

Learning Objectives

- Describe what the peer review process is
- Apply a process for employees to file grievances and for management to respond
- Choose a facilitator and panel
- Understand what is involved in the hearing process, from preliminary meetings to the hearing, and the decision process
- Explain what responsibilities and powers a panel should have
- Apply professional questioning and probing techniques
- Understand why peer review panels fail and how to avoid those pitfalls

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: What is Peer Review?
   Defining Peer Review
   EDR and ADR
   Objectives of Peer Review
   Peer Review Roles
   When to Use Peer Review
3. Session 3: Initiating the Proces
   The First Three Stages
   The Employee's Role
   The Grievance Form
   The Manager's Role
   Obtaining Witness Statements
   Other Documents
   Making Connections
   Record of Disciplinary Action
4. Session 4: The Peer Review Panel
   Appointing a Facilitator
   The Facilitator's Responsibilities
   Ensuring Fairness
   Choosing the Panel
   Making Connections: Case Study One
   Case Study Two
   Case Study Three
   Case Study Four
   The Panel's Contract
   The Panel's Role and Responsibilities
5. Session 5: Asking Questions
   Asking Good Questions
   Open Questions vs. Closed Questions
   Closed Questions
   Open Questions
   Overcoming Closed Questions
   Probing
   Results of Probing
   Probing Tools
   Pushing My Buttons
   Part Two

Employee Recognition: Appreciating Your Workforce

Course Overview
Everyone likes to be recognized for a job well done. Some people like more recognition than others, but it's all important on some level. It can be doubly important in the workplace, as it keeps employees happy and therefore results in a strong business that serves customers well and keeps the bottom line strong. Employee recognition can be a simple, but effective, tool.
This course looks at the value of recognizing employees and how to carry it out in the workplace, both formally and informally.

Learning Objectives

- Define who employees are
- State why employees should be recognized
- Develop a program for employee recognition
- Implement and measure an employee recognition program

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Employees
   Who Are Your Employees?
   Can Employee Recognition Be Used as a Recruitment Tool?
   Dangers, Favoritism, Costs
   Strategies for Virtual and Remote Team Success
3. Session 3: Why Do It?
   Why Recognize Your Employees?
4. Session 4: Appreciation
   Showing Appreciation
   Where Does Recognition Overlap Just Doing Your Job?
   Pre-Assignment Review
   Expectancy Theory
   To Motivate or Instigate
   What Can a Supervisor Do to Motivate Others?
   A Motivational Checklist
5. Session 5: Laying the Groundwork
   Setting the Stage
   Create a Recognition Committee
   Solo vs. Group Recognition
6. Session 6: The Nuts and Bolts
   The Framework
   When
   How to Implement a Recognition Program
   Criteria and Guidelines
   Levels of Recognition
   Announcements
   Forms of Recognition
   Follow up
7. A Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
8. Course Summary
9. Recommended Reading List
10. Post-Course Assessment

Encouraging Sustainability and Social Responsibility in Business

Course Overview

The ideas behind encouraging sustainability and social responsibility in business seem noble, as organizations commit to creating optimal circumstances for people to live and work. The reality is that every company, whether it is a micro-business or a large multinational corporation, can take steps to create sustainable, socially responsible environments that contribute to positive workplaces, communities, and futures.

Learning Objectives

- Define sustainability and social responsibility
- Discuss the principles of social responsibility in business
- Apply the principles of sustainability and social responsibility in the context of ISO 26000
- Develop a program for sustainability and social responsibility in business

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: What is Corporate Social Responsibility?
   A Business Case for Corporate Social Responsibility
   Roles and Responsibilities
   Business Challenges
   Frame Your Business Case
   Case Study
   Do You Have To Do It All At Once?
   Pre-Assignment Review
   About the ISO 26000 Standards
   The International Organization for Standardization (ISO)
   Making Connections
3. Session 3: Creating a Corporate Social Responsibility Program
   Setting Up the Project Vision
   Creating the Project Plan
   Engaging Stakeholders and Employees
   Objective Statements
   Implementation Tips
   Making Connections
4. Session 4: Corporate Social Responsibility Principles
   Due Diligence
   Case Studies
   Making Connections
   Protecting Human Rights
   Human Rights Challenges
   Organizational Governance and Ethics
   ISO 26000 Principles
   Making Connections
   Operating Practices
   Political Considerations
   Human Rights and Labor Practices
   Making Connections
5. Session 5: Environmental Awareness and Sustainability
   Creating Community
   Making Connections
   Consumer Issues
   Community Involvement
   Making Connections
   Review the List
   Project Plan

6. Session 6: A Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
7. Course Summary
8. Recommended Reading List
9. Post-Course Assessment

English as a Second Language: A Workplace Communications Primer

Course Overview

"A different language is a different vision of life," said the Italian filmmaker Federico Fellini. Employees who use English as a second language demonstrate great commitment and skill in learning a language other than their native tongue. There are subtle differences between languages because of social influences and workplace demands that can create or strengthen the language barrier for employees who have learned a language other than English in their formative years. That barrier is an obstacle for both employer and employee, severing what could be productive relationships with co-workers and clients.

This course will identify any gaps in communication as the result of cultural language differences, and provide exercises to help connect those gaps. This course is written for employees with intermediate competency in English as their second language. Exercises will explore the four main categories of communication: Speaking, Listening, Reading and Writing.

Learning Objectives

- Acknowledge existing skills in the areas of Speaking, Listening, Reading and Writing
- Recognize gaps in skills compared to workplace communication needs
- Understand cultural and workplace influences on communication and how to function within them
- Learn and practise effective skills for oral and written communication, including technical forms such as email and videoconferencing
- Develop an individual Action Plan for continued skill reinforcement and growth

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Self Awareness – Skills of Self and Others
   Skills, Influences and Environment
3. Session 3: Words and Positive Workplace Culture
   Language in the Workplace
   The Tone of the Message
   Reflective Journal
4. Session 4: Productive Conversations
   Productive Conversations
   Defining Emotional Intelligence
   Productive Word Choices
5. Session 5: Telephone/Videoconferencing Review
   Telephone/Videoconferencing
   Telephone
   Videoconferencing
6. Session 6: Wordsmith's Toolbox
   Bones of Good Writing
   Parts of Speech
   From Words to Sentences
   Punctuation

Entrepreneurship 101

Course Overview

Wouldn't it be nice to be your own boss, work on your own schedule, and make money doing something that you're passionate about? Millions of people around the world are living that dream and running their own business.

This course will teach you the basics of entrepreneurship. You'll consider if entrepreneurship is right for you and learn the basic steps of creating your own business. At the end of the course, you'll have a solid foundation to start your entrepreneurial journey.

Learning Objectives

- Identify the traits of an entrepreneur and assess your own entrepreneurial capabilities
- Outline and evaluate a business idea
- Develop a product idea
- Identify your target market and customers
- Develop your value proposition
- Understand different types of business ownership and structures
- Evaluate franchising and business purchasing opportunities
- Create a pitch deck, executive summary, company presentation, technical white paper, and business plan
- Create financial projections for your business
- Identify where to find business funding
- Create a product development plan, marketing plan, and sales strategy
- Identify ways to protect your intellectual property
- Describe effective ways to brand your product
- Choose the right location for your business
- Launch and grow your business
- Demonstrate the behaviors of an entrepreneurial leader
- Find appropriate resources to help you on your journey

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: What It Takes to Make It
   Pre-Assignment Review
   Traits of an Entrepreneur
3. Session 3: Resources to Consider
   Introduction
   Friends and Family
   Books, Magazines, Industry Publications, and Social Media
   Training
   Mentors, Coaches, and Consultants
   Government Organizations
   Chamber of Commerce
   Business Groups
   Special Programs

Environmental Sustainability: A Practical Approach to Greening Your Organization

Course Overview

Environmental Management Systems (EMS) involve a set of processes and practices that enable an organization to reduce its environmental impacts and increase its operating efficiency. A well-designed EMS can help an organization address its regulatory demands in a systematic manner thereby reducing the risk of noncompliance. An EMS can also help address non-regulated issues such as pollution prevention, odor management, water usage and energy conservation.

In this course, participants will learn about EMS and how it can benefit their organization. Through the use of a Case Study and information they bring about their own company participants will leave with a draft EMS for their organization. It will include organizational Environmental Aspect and Impacts, and Objectives and Targets for their organization's significant environmental impacts.

Learning Objectives

- Define what an Environmental Management System (EMS) is and the benefits of establishing one in your organization
- Understand 'greenwashing' and ways that your organization can avoid 'greenwashing'
- Know the six KPI areas as defined by the Eco-Management and Audit Scheme (EMAS)
- Know the steps necessary to develop an EMS
- Be able to determine the Environmental Impacts and Aspects within an organization
- Understand and apply an Environmental Significance standard to organizational Environmental Impacts
- Set Objectives and Targets for significant organizational environmental impacts

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Environmental Management
   Environmental Management System (EMS)
   Codes of Practice (CoP)
   Self-Declared Environment Management Systems (EMS)
   Internationally Recognized EMS - ISO14001
   ISO14001-based EMS - Detractors
   Internationally Recognized EMS - Eco-Management and Audit Scheme (EMAS)
3. Session 3: Developing an EMS
   How to Develop an EMS
   Steps in Developing an EMS
4. Session 4: Environmental Aspects and Impacts
   Determining Environmental Aspects and Impacts
   Activities and Associated Impacts

5. Session 5: Environmental Significance
   Determining Environmental Significance
   Determining Environmental Significance - My Organization
   Non-Significant Aspects
6. Session 6: Objectives and Targets
   Setting Objectives and Targets
   Objectives and Targets – My Organization
7. A Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
8. Course Summary
9. Recommended Reading List
10. Post-Course Assessment

Exploring Universal Design for Learning

Course Overview

This course is an ideal opportunity for educators looking to improve their instruction and create more inclusive and equitable learning experiences for all students.

Learning Objectives

- Describe the UDL guidelines as an educational framework.
- Explain the purpose and rationale for UDL.
- Recognize UDL in practice.
- Identify UDL strategies.

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: What Is UDL?
   What is UDL?
   Accessibility and Equity
   Digital Technology
   Learner Variability
   Expert Learners
   What are the UDL Guidelines (The Tool)?
   Level One: Networks
   Level Two: Principles
   Level Three: Guidelines
   Level Four: Checkpoints
   Explore the Three Guiding Principles of UDL
   Examples of a UDL Learning Event
3. Session Three: Why UDL?
   Why Use UDL?
   How Does UDL Address Barriers?
   What Happens When We Do Not Use UDL?
4. Session Four: Recognizing UDL In Practice
   What Does UDL Look Like?
   UDL In Design, Development, And Delivery
   Stage One: Design
   Stage Two: Development
   Stage Three: Delivery
   UDL Curriculum Plan Activity
   Challenges to UDL
5. Session Five: UDL Strategies
   Anticipating Barriers
   What Are UDL Strategies?
   Challenge #1
   Challenge #2
   Challenge #3
   How Do You Apply UDL Strategies?
   Case Study Challenge: Address The Environment
6. Session Six: Practice Makes Perfect
   One Size Fits All
   Deconstructing the Course
   Post-Assignment
7. Personal Action Plan
8. Course Summary
9. Recommended Reading List
10. Post-Course Assessment

Facilitation Skills

Course Overview

It is impossible to be part of an organization and not attend meetings. If you have the opportunity to "run" these meetings, how do you facilitate the team interaction, rather than control it? Facilitation skills allow you to help a group be successful and reach decisions.

Learning Objectives

- Distinguish facilitation from instruction and training
- Identify the competencies linked to effective small group facilitation
- Understand the difference between content and process
- Identify the stages of team development and ways to help teams through each stage
- Use common process tools to make meetings easier and more productive

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Defining Your Role
   Facilitation, Training, And Chairing
   Making Connections
   Facilitation, Training, and Chairing
3. Session Three: How Facilitators Work
   Key Skills
   Roles of a Facilitator
   Facilitation Skill Levels
   Facilitation At A Glance
4. Session Four: Establishing Ground Rules
   Ground Rules
5. Session Five: Content And Process
   Defining Content And Process
6. Session Six: Types Of Thinking
   Divergent Thinking And Convergent Thinking
   Grey Matters
7. Session Seven: Handling Controversial Issues
   Handling Controversial Issues
   No Need For Black And White Thinking
   Degrees Of Support
8. Session Eight: Communication Skills
   My Shopping List
   Active Listening
   Asking Questions
   Probing
   Non-Verbal Messages
   Perception Reading
9. Session Nine: Listening For Common Ground
   A Common Goal
10. Session Ten: Common Facilitation Techniques
    Top Techniques
    Making Connections
11. Session Eleven: Providing Effective Feedback
    Giving Feedback
    The Feedback Process
    Facilitators and Feedback Language
    Tips for Receiving Feedback
12. Session Twelve: Managing Divergent Perspectives
    Techniques for Success: Sequencing
    Techniques for Success: Case Study

Fostering Innovation

Course Overview

Innovation is what drives companies; by coming up with new and fresh ideas, companies are able to remain relevant and drive success. Learn how companies who are considered to be innovative conduct business, and how to foster innovation in your own organization.

Learning Objectives

- Understand what fostering innovation means
- Learn what an innovative workplace looks like
- Determine how you can help create an innovative workplace environment
- Understand your role in helping to foster innovation
- Know what happens in the workplace when you help foster innovation
- Describe ways that innovation can help your company

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Creating an Innovative Environment
   What Does Fostering Innovation Mean?
   Creating an Innovative Environment
   Implementing Innovation in the Workplace
3. Session Three: Who Is Doing It Well?
   Case Study: Google
   The Best Business Activity
4. Session Four: A Leader's Role in Innovation
   What Does an Innovative Leader Look Like?
   Here Are Five Key Traits That Innovative Leaders Possess
   How to Be a Great Leader Activity
   Pre-Assignment Review
   Are You an Innovative Leader?
   Creating Employee Engagement
   How to Get Employees Involved
5. Session Five: Systems and Processes for Innovation
   Systems and Processes
   Types of Processes that Lead to Innovation
   Hiring the Best
   Creative Interviewing Activity
6. Session Six: Is it Okay to Fail?
   Failure in Innovation
   Shaping a New Mindset
7. Session Seven: Innovation and Teams
   Is Innovation a Team Sport?
   Diverse Teams
8. Session Eight: What Happens When You Foster Innovation
   Why Is It Important to Foster Innovation in the Workplace?
   Bringing it All Together
9. Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
10. Recommended Reading List
11. Post-Course Assessment

From Boss to Leader

Course Overview

Being in charge of a department or a company does not automatically make someone a leader. Becoming a good leader involves nurturing and inspiring your team while using emotional intelligence, communicating clearly and giving them confidence to do their jobs well. This course will touch on all of this and more.

Learning Objectives

- Know the differences between good and bad bosses
- Understand how those who hold management positions can develop into good leaders
- Recognize characteristics of good leaders
- Know the elements of leading by example
- Comprehend how to use common sense in workplace dealings
- Know why it is important to use clear communication techniques
- Understand the importance of providing effective feedback
- Understand how to apply emotional intelligence to your dealings with others

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Good Boss versus Bad Boss
   Bad Bosses
   Good Bosses
   Team Player Activity
3. Session Three: The Boss as a Leader
   The Boss
   Admirable Leaders
   Behaviors of Leaders
   Set Reasonable Goals
   Lead, not Dictate
   Be Humble
   Be Responsible
   Pick Your Battles
   Lead by Example
   Attitude is Everything
4. Session Four: Communication is Key
   Communication Skills
   Mastering the Art of Communication
   High Stakes
   Characteristics of Effective Feedback
   Providing Feedback
5. Session Five: Common Sense
   Using Common Sense
   The Key to Successful Management
6. Session Six: The Science Behind Good Leadership
   Be Nice, Not Tough
   Work-Life Balance
   Negative Attitude
   Feeling Valued
   Team Building Activities
   Rewards Program
   Reward Example
   Celebrating Your Team
7. Session Seven: Emotional Intelligence
   Displaying Emotional Intelligence
   Fostering Emotional Intelligence
   Emotional Intelligence Activity
   Employing Emotional Intelligence
   Scenario

Fundamentals of Writing

Course Overview

Good writing is the basis of effective communication in today's world of email, texting, and social media. And the ability to present a message in a way that is easily understood is important if you want to achieve future success. Learn how to become a better writer in this course.

Learning Objectives

- Write clearly, concisely, completely, and correctly
- Make sure words agree
- Recognize and use active voice
- Write proper sentences
- Use practical and inclusive language
- Use different punctuation marks
- Revise and proofread

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Why Write?
   The Four C's of Writing
3. Session Three: Be Clear
   Writing Clearly
   Choosing What to Say
   Rewriting Sentences
   Writing Clearly Exercise
4. Session Four: Be Concise
   Writing Concisely
   Rewriting Exercises
5. Session Five: Be Complete
   Making Your Writing Complete
   Interview Exercise
6. Session Six: Be Correct
   Correcting Common Writing Errors
   Spot the Errors
7. Session Seven: Word Agreement
   Making Words Agree
   Rewriting Exercises
8. Session Eight: Active and Passive Voice
   Passive vs. Active Voice
   Passive Voice
   Take Action
9. Session Nine: Sentences and Sentence Types
   Sentences and Paragraphs
   Identifying Sentences
   Sentence Construction
   Arranging Sentences
10. Session Ten: Inclusive Language
    Make Your Language Inclusive
    Inclusive Language Principles
    Make it More Inclusive
11. Session Eleven: Punctuation
    Using Common Punctuation Marks
12. Session Twelve: Revising, Spelling, and Proofreading
    Revising
    Check the Spelling, Grammar, and Punctuation
    The Spell Checker Poem
    Proofreading Tips
13. Personal Action Plan
14. Course Summary
15. Recommended Reading List
16. Post-Course Assessment

GDPR Readiness: Creating a Data Privacy Plan

Course Overview

The Data Privacy Plan is the best way an organization can document and enforce the privacy of personal information they hold. It puts in place procedures and guidance for how to properly handle data, respond to information requests, and deal with unexpected incidents or breaches. It contains information that applies to the day-to-day work of employees, as well as higher-level policies and guiding principles that apply to the company as a whole. The Data Privacy Plan is one of the best ways for an organization to become privacy compliant.

Learning Objectives

- Explain what a data privacy plan will include
- Know the important terminology and legislation regarding data privacy
- Map the flow of data in an organization visually
- Understand and write an information request procedure
- Develop an internal data handling procedure
- Understand and write a data security policy
- Understand and write a personal data protection policy
- Adapt your current client privacy policy
- Develop a data breach procedure
- Decide on training solutions for data privacy
- Know the other necessary pieces of the data privacy plan
- Help your organization write, implement, and review a data privacy plan

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Writing a Data Privacy Plan
   Elements of the Plan
   Additional Tips
3. Session Three: Privacy Awareness
   What is Data Protection?
   What is Data Privacy?
   Why is Data Privacy So Important Anyway?
   What is the GDPR?
4. Session Four: Data Mapping
   The First Step
   Tips to Keep in Mind
   Case Study Data Map
   Making Connections
5. Session Five: Information Request Procedure
   Information Request Procedure
   Making Connections
6. Session Six: Internal Data Procedures
   Internal Data Procedures
   Making Connections
7. Session Seven: Data Security Policy
   Data Security Policy
   Making Connections

GDPR Readiness: Getting the Message Out

Course Overview

Good communication is essential for getting your privacy message out. Your organization's employees need to know how to use privacy policies and procedures in their work. Customers also need to know your organization's stance on privacy, and to be given the information they need to make informed choices.

Learning Objectives

- Identify methods to communicate privacy-related content internally to your team
- Develop an internal training program
- Promote a positive privacy culture in your organization
- Develop methods to enforce internal privacy practices
- Identify the important components of a good client privacy policy
- Properly notify clients regarding policy changes
- Add a privacy policy to your website
- Develop your own cookie disclaimer banner for your website
- Modify your online web forms for better compliancy

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Spreading the Word Internally
   Creating a Communication Plan
   Tool Box Activity
3. Session Three: Internal Training
   Privacy Training in the Workplace
   Training for All Employees
   Specific Policy Training
   Five Minutes of Training Activity
4. Session Four: Promoting a Positive Privacy Culture
   The First Step
   Making Connections
5. Session Five: Monitoring Your Privacy System
   Monitoring Procedures
   Internal Audits
   Question It Activity
6. Session Six: Privacy Policy Overview
   Customer Privacy Policy
   Missing Parts Activity
7. Session Seven: Notifying Customers
   Customer Notification
   What Customers Need to Know
   What Companies are Doing
   Email Assessment Activity
8. Session Eight: Web Design – Making Your Privacy Policy Public
   Making Your Privacy Policy Publicly Accessible
   Privacy Positioning Activity
9. Session Nine: Web Design - Cookie Banners
   Cookies
   Background
   Designing Your Cookie Banner
   Cookie Time Activity

Generation Gap

Course Overview

Most people, no matter what their age, want the same thing from their workplace: to do meaningful work and to be recognized for it. However, work and rewards may be designed differently for different people. Age is just one factor to consider.

Learning Objectives

- Identify where the generation gap issue surfaces, and the impact it has on the modern workforce
- Describe and apply language that is specific to each generation currently in the workplace
- Explore organization strategies that overcome gap issues
- Evaluate the need and effectiveness of recruiting, retention, and succession plans in context of the generation gap

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: History in Brief
   Identifying the Gap
   Naming the Generations
   Additional Considerations
3. Session Three: Finding Common Ground
   Common Ground
   The Role of Generations in Teams
   Indicators of an Authentic Team
4. Session Four: Silents, Boomers, X'ers, Millennials, and Gen Z
   Speaking Across Generations
   Understanding Different Generations
5. Session Five: Recruiting that Bridges the Gap
   Recruiting is an Adventure!
   Benefitting the Masses
6. Session Six: Pre-Assignment Review
   How About This for a Gap?
   Generalizations
7. Session Seven: Creative Solutions
   Knowing What You Want
   Personality Assessments and Generations
   Having It All
   Making Connections
8. Session Eight: The Value of Planning
   Succession Planning in a Nutshell
   Elements of Recruiting
   Coaching and Mentoring
9. Session Nine: Developing Targeted Retention Strategies
   Retention Considerations
   Continuing Work after Retirement Age
   Pulling Things Together
10. Session Ten: What We Really Want
    Filling in the Gaps
    What is the Plan?
11. Personal Action Plan
12. Course Summary
13. Recommended Reading List
14. Post-Course Assessment

Getting Stuff Done: Personal Development Boot Camp

Course Overview

Why are there so many different organizational systems and time management methods out there? The answer is simple: it's like any other personal challenge, like weight loss or money management. There is no simple, one size fits all answer. You must build a solution that works for you.

Over the course of this program, we will explore various time management and organizational tools and techniques so that you can build a customized productivity plan for your personal and professional lives. At the end of the course, you will emerge with a plan that works for you, so that you can start regaining control of your life!

Learning Objectives

- Identify what personal efficiency is, what skill sets can improve your personal productivity, and what attitudes we should cultivate
- Explain why multi-tasking is a myth
- Describe what role long-term goals play in short-term efficiency
- Share a personal vision and develop dreams and goals from it
- Apply the 80/20 rule and learn how it should affect planning
- Identify the characteristics of a good organizational system
- Develop a plan for an efficient workspace, including a customized information center and a filing system
- Apply a system that will allow you to process any type of information that crosses your desk, including e-mail, electronic files, paper files, voice mail, text messages, and drop-in visitors
- Use the Eisenhower principle to prioritize work
- Say no
- Use routines to simplify your life
- Understand why you procrastinate and develop methods for tackling tasks
- Apply ideas and tools to make your household more productive and efficient

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Understanding Personal Efficiency
   Defining Personal Efficiency
   In the Groove
   A Holistic Approach
   Time Management vs. Personal Productivity
3. Session 3: Developing the Right Attitude
   Useful Skill Sets
   Useful Attitudes
   Why Multi-Tasking is a Myth
4. Session 4: Laying the Foundation
   Creating a Personal Vision Statement
   Step One: Identifying Your Values

Getting Your Job Search Started

Course Overview

While looking for work can be an exciting time, it can also involve fear and discomfort about change and the unknown. Whether you are already in the midst of a job search or just thinking about it, this course will help you to determine what your skill set is made up of, the kind of work that is important and realistic to include in your search, and how to get started. Today's job market is not the same as it was even five years ago. Knowing where to go, who to talk to, and the opportunities that are available will help to shift you from someone who dreams about having a job, to someone who has the job they always wanted.

Learning Objectives

- Describe your skills, values, and beliefs about work and looking for opportunities
- Demonstrate an understanding for the types of work available to you and where to go for more information
- Recognize the differences and benefits available through career coaches, counselors, and mentors
- Apply different approaches to job searching, such as networking and tapping into the hidden job market

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Change and Transitions
   Managing Change
   Five Aspects of Change
   Myths About Change
   Making Connections
   On the Bridge
   Making Connections
   Transition Phases
   Making Connections
   About Job Loss
3. Session 3: The Important Stuff
   Values Check
   Identifying Your Values
   Top Values
   Values Defined
   Making Connections
4. Session 4: Skill and Ability
   The Things You Do Well
   Identifying Your Skills
   Pre-Assignment Review
5. Session 5: Vocation and Strategy
   What Does Vocation Mean?
   Five Clues to Your Authentic Work Preferences
   Job Satisfaction Survey
   Scoring
6. Session 6: Resources
   Checking Out the Jobs
   Resource Room
   Getting Help
   Career Development Professionals
   Specialties
7. Session 7: The Job Market
   Job Searching Means Action!
   Employee Tactics
   Networking

Giving Effective Feedback

Course Overview

As human beings, we often hunger for feedback. However, many people will tell you that when they do get feedback, it's often because of something they have done wrong. This course is designed to help workplace leaders learn how to provide feedback any time that the message is due. Whether feedback is formal or informal, and whether it is provided to employees, peers, or someone else, there are ways that it can be structured to be effective and lasting.

This course will help students learn why the way we deliver is feedback is important, how to deliver a message so that people accept it and make changes that may be needed, and how to accept feedback that we are offered.

Learning Objectives

- Explain why feedback is essential
- Apply a framework for providing formal or informal feedback
- Use descriptive language in delivering feedback
- Describe six characteristics of effective feedback
- Provide feedback in real situations

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Definitions
   Food for Thought
   When Feedback is Needed
   Scenario Seven
3. Session 3: Speaking Clearly
   Being Descriptive
4. Session 4: Communication Strategies
   Introduction
   Questioning Skills
   Good Questions
   Probing
   Probing Techniques
   Non-Verbal Messages
   Sending the Right Message
   Managing Your Messages
   Voice
   Qualities of a Good Voice
   Interpretation Exercise
5. Session 5: Characteristics of Effective Feedback
   Introduction
   Introduction
   Informal Feedback Framework
   State Your Case
   Pre-Assignment Review
6. Session 6: Receiving Feedback Graciously
   Receiving Feedback Graciously
7. Session 7: Testing the Waters
   Scenario One
   Scenario Two
   Scenario Three
8. Session 8: A Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
9. Summary
10. Recommended Reading List
11. Post-Course Assessment

Global Business Strategies

Course Overview

Opportunities to take a regional business into the global market make it possible to strategically, smartly, and profitably accomplish more than you can by staying local. To prepare, you need to set your business up for success by being open to learning, to applying new ideas, and to continually reviewing how you can create success in the global market.

Topics such as trade financing, regulatory considerations, international business planning, sustainability, and much more are included in this course. The materials here are well suited for small and medium sized business leaders as they prepare to take their company into the global marketplace.

Learning Objectives

- Describe the complexities of doing business in a global context
- Discuss trends in global business
- Apply strategies and tools needed to help shift a regional business into a global enterprise
- Closely evaluate your current business operation and determine its readiness for moving into a global marketplace
- Create an international business plan and prepare it for implementation

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Understanding the Global Business Environment
   Defining Globalization
   Making Connections
   Factors in Globalization
   Your Presence in the Marketplace
   The Role of Human Resources
   Open for Business
   Exercising Knowledge (Pre-Assignment Review)
   Top Trends
   Take on the World
3. Session 3: The Global Trade Market
   Evaluating Your Options
   Supporting Organizations
   Making Connections
   Understanding Trade Agreements
   How Trade Transactions Work
   Transactional Dealings
   Collaborative Transactions
   Supply Alliances
   Making Connections
4. Session 4: Products and Services
   How Services Are Traded
   Making Connections
   Imports vs. Exports
   Separating Products from Services
   How Intangible Products Fit In
   Contractual Entries
   What's Your Value?
   Developing Your Value Proposition
   Mechanics of a Trade Transaction
5. Session 5: E-Commerce on the Global Stage
   What is E-Commerce?

Goal Setting

Course Overview

Goal Setting is a popular and effective course for any trainer's toolkit, as establishing and achieving goals is a hallmark of success in life. This course gives trainers access to activities and theory to help people understand how to turn their dreams or wishes into reality.

Learning Objectives

- Identify what is important to you in your life
- Use goal setting activities and appropriate language to articulate what you want in your life
- Explain what your dreams and goals are for both the short and long term
- Use motivating techniques to help you reach your goals
- Understand how to deal with setbacks

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Pre-Assignment Review
   Pre-Assignment Review
3. Session Three: Self Understanding
   Understanding The Importance Of Goal Setting
   Choosing A Mentor
   Making Connections
4. Session Four: Laying The Foundation
   Creating Your Personal Vision Statement
   Step One: Identify Your Values
   Step Two: Define Your Values
   Step Three: Put It All Together
   A Closer Look
   Where Our Values Live
   Food for Thought
5. Session Five: What Is In Your Bucket?
   The Bucket Principle
   Digging Deeper Into The Bucket
   Steps To Success
6. Session Six: Getting Down To Business
   Identifying Goals
   Stretch Goals and Risk Taking
   SMART Goals
   My Dreams And Goals
7. Session Seven: Getting Started Today
   Ready, Set, Go!
   Prioritizing Tools
   Visualization Techniques
   Support Systems
   Action Planning And Follow-Through
   Motivators
8. Session Eight: Dealing With Setbacks
   Coping Strategies
9. Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
10. Course Summary
11. Recommended Reading List
12. Post-Course Assessment

Growth Hacking

Course Overview

The new economy calls for a new way of attracting customers and sales. Growth hacking is a system of rapid growth for start-up companies, with a goal of sharing a message and making a sale. This course will teach you how to tap into this method, learning how to create your own growth hacking plan.

Learning Objectives

- Identify the growth hacking mindset
- Recognize the differences between growth hacking and marketing.
- Identify the customer need your business can fill
- Create and implement product placement and services to fit the need
- Learn and practice techniques of growth hacking
- Review and practice growth marketing strategies
- Identify the essentials of conversion and optimization
- Create your own growth hacking plan

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Learning the Mindset
   Growth Hacking Defined
   Growth Hacking Recap
   Mantras of a Growth Hacker
   The Customer is Always Right
   An Example
   The Result
   Making Connections: A Growth Recipe
3. Session Three: Framing the Need
   The Relationship
   Understanding Your Customers
   Making Connections: Who, What, How
   Product Market Fit (PMF)
   Consider the Example of Airbnb
   The Key to Their Success?
   Making Connections: What Do You Know?
   Understanding Your Company
   Making Connections: Sourcing Feedback
   Making Connections: Digesting Feedback
4. Session Four: Making the Match
   Making the Match in Growth Hacking
   Relationships Reviewed
   Strengthening Relationships
   The Customer Is Always Right
   Making Connections: Get the FAQs
   Building an Effective Audience
   The Size of Your Audience
   Making Connections: An Enduring Outlook
   Elements of Negotiation
   Traits of a Negotiator
   Social and Emotional Intelligence
   Making Connections: Positive Outcome
   Unique Selling Proposition (USP)
   Making Connections: Your USP
5. Session Five: Going Live
   Process Steps
   Making Connections: Workplan Development
   Reaching Customers: The Storefront
   Making Connections: Making it Look Good
   Reaching Customers: The Signage
   Making Connections: Getting Noticed

Hiring for Success: Behavioral Interviewing Techniques

Course Overview

Interviewing sounds easy enough: you arrange for a conversation between you and potential candidates, and then select the best person for a particular position. But what if you could refine the process in such a way that you were confident that you are selecting the right person? How do you separate the good from the great, when they have similar work experience and strengths to offer? This course will give you the skills and tools to hire successful candidates.

Learning Objectives

- Recognize the costs incurred by an organization when a wrong hiring decision is made
- Develop a fair and consistent interviewing process for selecting employees
- Prepare better job advertisements and use a variety of markets
- Be able to develop a job analysis and position profile
- Use traditional, behavioral, achievement oriented, holistic, and situational (critical incident) interview questions
- Enhance communication skills that are essential for a skilled recruiter
- Effectively interview difficult applicants
- Check references more effectively
- Understand the basic employment and human rights laws that can affect the hiring process

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: History of the Interviewing Process
   History of the Interviewing Process
   Stress Interviews
   Advocating Structured Interviews
   Behavioral Interviews
3. Session 3: The Recruitment & Selection Process
   The Six-Stage Process
   Making Connections
4. Session 4: Factors in the Hiring Process
   The Three Factors
   Principles for Exploring Past Actions
   Three Areas to Explore
5. Session 5: Cost Analysis
   Cost Analysis
   Costs to Consider
   Calculating the Cost
6. Session 6: Job Analysis and Position Profiles
   Understanding the Job
   Job Analysis
   Job Analysis Worksheet
   Position Profiles
   Categories in a Job Description
   Sample Description
7. Session 7: Determining the Skills You Need
   Technical Skills
   Performance Skills
8. Session 8: Finding Candidates
   Introduction

Honing and Delivering Your Message

Course Overview

This one-day course will prepare students to develop a message and remain on topic when they are presenting that message to the media and public without straying from the point, or points, they want to make. The final session will give students the opportunity to craft and hone a message of their own.

Learning Objectives

- To effectively communicate a message and deliver a point in all forms of communication
- To present ideas to a group or use social media to share a message
- How to become a better spokesperson

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: What is Your Message?
   What is Your Message,
   How to Present Your Message: Who is Your Target Audience?
3. Session 3: Ways to Present Your Message
   Brainstorming
   Choosing a Communication Route
4. Session 4: Delivering Your Message in a Different Way
   Pre-Assignment Revisited
5. Session 5: Effective Listening
   What is Active Listening?
   Responding to Feelings
   Reading Cues
   Demonstrating Listening
6. Session 6: What is Your Body Saying?
   What is Your Body Saying?
   Use Nonverbal Communication
   The Value of a Pause
   Attitude
7. Session 7: Presenting Your Message to an Audience
   The Elevator Pitch
8. A Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
9. Course Summary
10. Recommended Reading List
11. Post-Course Assessment

How to Become a Leader with Integrity

Course Overview

Becoming a Leader with Integrity offers an inspiring, motivating and engaging way to inspire your employees, helping to transform them to achieve performance beyond expectations, and inspiring them to lead teams more effectively. An organization with integrity is also a more profitable one, so using this course to bring authenticity and honesty into the conversation not only empowers employees to unleash their potential but also makes your business more profitable in the long-term, too.

Learning Objectives

- Understand why integrity makes a powerful, lasting impact
- Recognize and use the four 'I's of transformational leadership
- Practice better self-leadership
- Measure and develop your authenticity and transformational leadership
- Develop charismatic behaviors and improve your skills of persuasion
- Learn how to transform others

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Deep Impact
   What is Integrity?
   Case Studies
   Integrity and Authenticity
   Two Leaders
   Case Study Questions
3. Session Three: Self-Leadership
   What is Self-Leadership?
   Do Well - Do Better
   Best Habits
4. Session Four: The Ripple Effect
   What is the Ripple Effect?
   Case Study 1
   Case Study 2
   Positive Ripple Effects
5. Session Five: Transformational Leadership
   What is Transformational Leadership?
   Transformational Leadership Questionnaire
   The Four 'I's
   Sales Pitch
   Action Plan
6. Session Six: Mission to Mars
   Mission To Mars Challenge
   Curveball
7. Session Seven: Charisma: Inspire and Motivate
   What is Charisma?
   The Dark Side of Charisma
   Charismatic People
   Case Studies
   Ten Fast Facts About Charisma
8. Session Eight: The Art of Persuasion
   Key Behaviors of Charismatic Communication
   A Great Story
   Persuasion Practice
   Adding Some Flair

Human Resources Training: HR for the Non–HR Manager

Course Overview

In today's fast-moving world, many managers and supervisors are expected to deal with some human resource issues. They may be asked to take part in developing job descriptions, take part in interviews, or take responsibility for discipline. This course will introduce those managers to human resource concepts. We will walk you through the hiring process, from performing a skills inventory to conducting the interview; discuss orientation; and cover some issues that arise after the hiring (such as diversity issues, compensation, and discipline).

Learning Objectives

- Discuss current issues in the human resource field and the changing role of supervisors and managers in terms of HR functions
- Write job specifications and identify core competencies
- Apply methods of finding, selecting, and keeping the best people using behavioral description interviewing techniques
- Get new employees off to a good start
- Understand compensation and benefits
- Maintain healthy employee relations
- Make performance appraisals a cooperative process

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Making Connections
   Pre-Course Assessment
2. Session 2: Defining Human Resources
   The Basics of HR Management
   Making Connections
   Case Study
   Questions
3. Session 3: Performing a Skills Inventory
   The Role of Emotional Intelligence
   Skills Inventory Checklist
   Sample Skills Inventory Form
4. Session 4: Forecasting Techniques
   Defining Forecasting
   Extrapolation
   Indexation
   Making Connections
5. Session 5: Job Analysis
   Understanding Job Analysis
   When Should Job Analysis Be Performed?
   Who Should Be Consulted in Job Analysis?
   The Purpose of Job Analysis
   Job Analysis Methods
   Performing an Analysis
   Job Analysis Formats
   Factor Evaluation System
6. Session 6: Identifying Job Competencies
   Introduction
   Technical Skills
   Performance Skills
   Competence Factors
   Defining Competencies
7. Session 7: Position Profiles and Job Descriptions

Identifying and Combatting Fake News

Course Overview

In this day and age, it's becoming increasingly important to learn how to recognize fake news and deal with it if necessary.

Learning Objectives

- Define 'fake news'
- Recognize the difference between 'fake news' and objective reporting
- Understand the impacts of 'fake news' on your organization
- Examine proactive strategies and how they work
- Learn reactive strategies and why they are essential
- Discover opportunities for promotion and growth within 'fake news'
- Create your own 'fake news' action plan

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Evolution of 'The Truth'
   The Truth
   Pre-Assignment Review
   Fake News Defined
   Making Connections: Your Thoughts
   The Media Safety Valve
   Making Connections: Your Advisors
3. Session Three: The Challenge of 'Social'
   What is the Purpose of the Media?
   Then a Few Things Happened...
   Making Connections: Social Communication
   Feeding the Machine
   Making Connections: Your Advisors
4. Session Four: Life of a Target
   Links in the Chain
   The Audience
   How Fake News Spreads
   You as a Link
   Abundance Mentality
   Making Connections: Power of Persuasion
   Understanding Your Company
   Making Connections: Newsfeed Search
   Forums for Your Audience
   Making Connections: Storefront Review
5. Session Five: Deconstructing Fake News
   Deconstructing Fake News
   Making Connections: A Fake News Encounter
   Separating Fact from Fiction
   Making Connections: Real or Fake
6. Session Six: Coping with a Crisis
   Coping with a Crisis
   From Crisis To Opportunity
   Crisis Defined
   Shrinking the Target
   Making Connections: Reaction Time
   Staying Clear of the Smear
   Real Versus Fake Revisited
7. Session Seven: Proactive Approaches
   Letting Social Media Serve You
   Understanding Your Customers
   A Closer Look at Customers Activity
   Relationships Reviewed
   The Customer Is Always Right,
   Making Connections: A Look at Methods
   Examining Your Ingredients
   Making Connections: Checklist

Influence and Persuasion

Course Overview

When we talk about influence and persuasion, we often talk about marketing and sales. However, we influence in many ways and with great frequency. If you want a raise, sometimes you need to persuade your boss. If you want to convince your team to adopt a change, help your staff make choices, or choose the best place for lunch, there is often influencing taking place. This course will help participants learn how to influence and persuade in a variety of areas.

Learning Objectives

- Make decisions about using persuasion versus manipulation
- Apply the concepts of pushing and pulling when influencing others
- Describe different techniques for getting persuasive conversations and presentations underway
- Make a persuasive presentation by using the 5 S's
- Apply storytelling techniques to extend influence
- Leverage concepts of neuro linguistic programming in everyday influence and persuasion

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment-Article
   Pre-Assignment-Questions
   Pre-Course Assessment
2. Session 2: Understanding Persuasion
   How Persuasion Works
   Predictability
   Reciprocation
   Consistency and Commitment
   Social Evidence
   Authority
   Liking
   Scarcity
   Self-Interest
   Pre-Assignment Review
3. Session 3: Preparing to Persuade
   Pushing and Pulling
   Communicating with Confidence
   Have a Purpose
   Have an Outcome
   Make Sure the Receiver is Ready
   Apply Positive Intent
   Words to Watch Out For
   Your Inner Self Talk
   Frame of Reference
   Suspending Belief
4. Session 4: Getting Off on the Right Foot
   Building Rapport
   About Rapport
   Establish and Maintain Rapport
   Matching and Mirroring
   Body Language
   Voice Characteristics
   Pacing
   Scenario One
   Scenario Two
   Leading
5. Session 5: Presentation Strategies
   Five Points for Any Presentation
   The Five S Framework
   Preparing with the Five S Pattern

Intermediate Project Management

Course Overview

Project management is not just restricted to certain industries, or to individuals with certification as a project manager. Lots of us are expected to complete assignments that are not a usual part of our job, and to get the job done well, within our budget, and on time. This course is intended for those who understand the conceptual phase of a project's life cycle, including setting goals, creating a vision statement, and creating the Statement of Work. This course will take you through the remaining three stages: planning, execution, and termination.

Learning Objectives

- Identify your project's tasks and resources
- Order tasks using the Work Breakdown Structure
- Schedule tasks effectively
- Use basic planning tools such as a Gantt chart, PERT diagram, and network diagram
- Prepare a project budget
- Modify the project budget and schedule to meet targets
- Identify and manage risks
- Prepare a final project plan
- Execute and terminate a project
- Develop and manage a change control process

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: What Really Needs To Be Done?
   Where Do We Start?
   Case Study
   Sample Resource List
   How Far Do You Go?
   Sample Cost List
   No One Works For Free!
   Pete's Cost List
3. Session 3: The Work Breakdown Structure
   About Milestones
   About the Work Breakdown Structure
   Sample WBS
4. Session 4: Scheduling Techniques
   Preparing a Basic Schedule
   Gathering Resources
   Formula for Estimating Time
   Sample Estimation Table
   Other Scheduling Factors
   Scheduling Checklist
   Planning Tool Options
   Activity Scheduling
   Planning Tools
   Action Planning Worksheets
   Milestone Charts
   PERT Diagrams
   Along the Critical Path
   Gantt Charts
   Computer-Created Gantt Charts
   Creating a Gantt Chart
   Network Diagrams

Intrapreneurship

Course Overview

Intrapreneurship has been described as a great way to make beneficial changes to your organization. People can choose to continue with the status quo, or they can work to make a difference in the lives of themselves and others within the company.
Who wants to feel empowered and recognized for their innovative and creative ideas? Who wants to make a difference? If you answered yes to these questions, then this course will help you become energized and ready to push your ideas forward. After you complete this course, you will have ways to get started and implement your plans.

Learning Objectives

- Understand the importance of intrapreneurship in today's economy
- Identify the characteristics of an intrapreneur and assess your own strengths
- Create an intrapreneurial team within your organization
- Understand the process of intrapreneurship
- Develop a new product or process idea
- Understand the importance of a sales strategy
- Create a start-up financial statement

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: What Is Intrapreneurship?
   Making Connections
3. Session 3: Why Is Intrapreneurship Important?
   The Growth of Intrapreneurial Culture
   Developing Flexibility
   Paving the Way for Success
   History of Intrapreneurship
   Making Connections
4. Session 4: Characteristics of Intrapreneurs
   What Makes Intrapreneurs Tick?
   Making Connections
   Characteristics of Intrapreneurs
5. Session 5: Picking Your Team
   The Intrapreneur
   The Manager
   Team Members
   Sponsor
   Senior Management
   Making Connections
6. Session 6: Are You an Intrapreneur?
   Self-Assessment
   Debrief
   Considering Our Strengths
   Important Intrapreneurial Strengths
7. Session 7: Becoming an Intrapreneur
   Building Intrapreneurial Skills
   Avoiding Common Mistakes
8. Session 8: Creating and Selling Your Ideas
   The Intrapreneurial Process
   The Nine Stages
   How Do I Know If I Have a Good Idea?
   Making Connections
   Idea One
   Idea Two
   Idea Three
   Screening the Ideas
   Questions to Anticipate

Introduction to E-Mail Marketing

Course Overview

E-mail marketing is here to stay, and knowing how to do it well is essential for marketers as well as small business owners, coaches, and consultants. In this course you'll learn the essentials of planning, creating, and delivering exceptional e-mail marketing campaigns that support your overall marketing strategy. After this course, you will be able to reach more clients and potential clients through your efforts at being an e-mail influencer.

Learning Objectives

- Apply the concepts of e-mail marketing to grow the influence and reach of a business
- Analyze the different applications of e-mail marketing
- Select a campaign strategy that will help you increase your reach
- Apply a defined strategy to get the best out of every e-mail campaign
- Track and analyze the results of an e-mail campaign

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Getting to Know E-mail Marketing
   What is E-Mail Marketing?
   Goals of E-Mail Marketing
   The Evolution of E-Mail Marketing
   Advantages of E-Mail Marketing
   Glossary of Terms
   History of E-Mail Marketing
   Modern Day Challenges
   Where Does E-Mail Marketing Fit?
   Getting It Right
   Why do People Get Frustrated by E-mail Marketing?
3. Session 3: Setting Up Your Audience
   Gathering Contacts
   Developing Your Form
   Case Studies
   Can I Buy E-mail Addresses?
   Rules and Regulations
   Staying Current
   Can I Send E-mail Marketing Messages From My Personal E-Mail?
4. Session 4: The Tools
   Setting Up A Plan
   What's the Cost?
   Choosing an E-Mail Marketing Provider
   Your Guide to Success
   Getting Started
   Get Practical
5. Session 5: Designing Your Campaign Strategy
   Looking at Your Campaign Strategy
   Making Connections
   What's Your Campaign Strategy?
   What Works?
   Making Connections
   Going Beyond the Basics
   Case Study
   Why Would You Want the Same Content Published on Your Blog Post as in Your Newsletter?
6. Session 6: Crafting Messages for Each Campaign
   Pre-Assignment Review

Introduction to Neuro Linguistic Programming

Course Overview

Your brain, thoughts, and behavior are at the core of everything that you do every day, even if you aren't aware of it. In order to truly achieve the results that you want to achieve, you must master the art of bringing your unconscious thoughts to the surface, so that you can have real choice over how you interact with and respond to the world. Neuro linguistic programming can give you the tools to do just that.

In this introductory course, you will learn the basics of neuro linguistic programming. We will give you the tools to manage your thoughts, and thereby manage yourself.

Learning Objectives

- Define neuro linguistic programming (NLP) and its key terms
- Describe the key presuppositions of NLP
- Describe the five senses as seen by NLP
- Identify states of mind and modes of thinking using predicates and visual cues
- Develop and refine response strategies for any situation
- Use enriched language to engage your audience
- Interpret body language based on NLP principles
- Ask clean, precise questions to get the information you need
- Use hypnotic language and positive commands to get results

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: What is Neuro-linguistic Programming?
   Defining Neuro-linguistic Programming
   So What Does It All Mean?
   A Brief History
   Understanding Common NLP Terms
3. Session 3: The NLP Presuppositions
   Core NLP Principles
4. Session 4: The Senses According to NLP
   Making Sense of Our Senses
   Using Our Sensory Systems
   Sensory Predicates
   Senses and Language
   Eye Accessing Cues
5. Session 5: Using Enriched Language
   Using Enriched Language
   Connecting with Everyone
6. Session 6: Interpreting Body Language
   The Signals We Send
   Interpreting Body Language
   Associated or Dissociated
   Towards or Away From
   Match or Mismatch
   Internally or Externally Oriented
   Using Body Language to Influence
7. Session 7: Asking Clean Questions
   The NLP Style of Questioning
   Using Clean Questions
   Sample NLP Question Frameworks
8. Session 8: The Power of Hypnotic Language
   Embedding Positive or Negative Commands
   Creating Commands
   Influencing Outcomes

Inventory Management: The Nuts and Bolts

Course Overview

No business can survive very long without an effective program of controls over the parts and materials that are used in producing or distributing goods and services of the firm. Like many other things that depend on human interpretation, "control" means different things to different individuals.

This is an introductory course for you, the warehouse or stockroom manager, the person in charge of what comes in and goes out of your company. You want a smooth and cost-effective operation, with enough products on hand to satisfy needs without stockpiling too much. This course will discuss all aspects of inventory management, including common terms, the inventory cycle, how to maintain inventory accuracy, and what some of the latest trends are.

Learning Objectives

- Understand terms that are frequently used in warehouse management
- Identify the goals and objectives of inventory management and measure your process against these goals
- Calculate safety stock, reorder points, and order quantities
- Evaluate inventory management systems
- Identify the parts of the inventory cycle
- Better maintain inventory accuracy

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Assessing Your Results
   Pre-Course Assessment
2. Session 2: What is Inventory?
   Definitions
   Why Is Inventory Management Important?
   Goals of Inventory Management
   Glossary
   Pre-Assignment Review
3. Session 3: Types of Inventory
   Types of Inventory
   Classes of Inventory
4. Session 4: Key Players
   The Role of Your Customers
   Reducing Costs
   Your Customers
   Hiring and Training Staff
   Hiring Tips
   Key Skill Areas for Inventory Management Staff
5. Session 5: Setting Up the Warehouse
   The Eight Objectives
   Making Connections
   Maintaining Location Accuracy
   Types of Locations within a Warehouse
   Location Identification Methods
   Maintaining Location Accuracy
6. Session 6: What Makes a Good System?
   Requirements for Inventory Management Systems
7. Session 7: The Warehouse Inventory Cycle
   Inventory Stages

Keeping Food Safe

Course Overview

This course reviews aspects of foodborne illness. This includes types of hazards and practices to prevent foodborne illness.

Learning Objectives

- Recognize why foodborne illness is dangerous
- Identify physical, biological, and chemical hazards
- Recognize common pathogens
- Avoid the five major risk factors for foodborne illness
- Practice proper time and temperature requirements
- Avoid cross-contamination
- Clean and sanitize properly
- Identify highly susceptible populations
- Identify which foods are more at risk for spreading foodborne illness

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Foodborne Illness
   Challenges to Food Safety
   Workers
   Controlling Pathogens
   Customers
   The Cost of Foodborne Illness
   How Foodborne Illnesses Occur
   Identifying Common Pathogens
   How Foodborne Illnesses Occur
   Chemical Hazards
   Identifying Allergens on Labels
   Physical Hazards
   Identifying Hazards Scenarios
   How Food Becomes Unsafe
3. Session Three: Practices Related to Foodborne Illness
   Time-Temperature Abuse
   Passing Through the Danger Zone
   Cooking or Reheating
   Cooling
   Cross-Contamination
   Pre-Assignment Review
   Poor Personal Hygiene
   Poor Cleaning and Sanitizing
   Time/temperature Control for Safety (TCS) Food
   Ready-to-Eat Food
   Identifying High-Risk Foods
   Populations at High Risk of Foodborne Illness
   Key Practices for Ensuring Food Safety
4. Personal Action Plan
5. Course Summary
6. Recommended Reading List
7. Post-Course Assessment

Kickstarting Your Business with Crowdsourcing

Course Overview

Today's fast-paced marketplace demands that businesses think fast. Crowdsourcing can help all types of businesses keep on top of trends and stay competitive. This course will show you how to leverage all types of crowdsourcing (including microwork, macrowork, crowdvoting, crowdcontests, crowdwisdom, and crowdfunding) to kickstart your business' growth.

Learning Objectives

- Define what crowdsourcing is and its value to businesses
- Determine when crowdsourcing makes sense for a project
- Describe the crowdsourcing process
- Identify platforms and social media tools that can support your crowdsourcing campaigns
- Describe the major types of crowdsourcing, including microwork, macrowork, crowdvoting, crowdcontests, crowdwisdom, and crowdfunding
- Attract and engage your crowd

Course Outline

8. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
9. Session 2: What Is Crowdsourcing?
   What Crowdsourcing Is and Where It Came From
   A Brief History
   Pre-Assignment Review
   The Business Value of Crowdsourcing, Part One
   Is Crowdsourcing Right For You?
   When Crowdsourcing Isn't Right
   The Reliability Problem
10. Session 3: The Crowdsourcing Process
    Process Overview
    Looking at the Stages
11. Session 4: Choosing Your Crowdsourcing Platform
    Identifying the Options
    Popular Platforms
    Checking Out the Sites
    Site Two
    Site Three
12. Session 5: Types of Crowdsourcing
    About Crowdvoting and Crowdcontests
    Case Studies
    Microwork and Macrowork
    What is Microwork?
    Advantages and Disadvantages
    Crowdsearching
    Case Studies
    Microwork and Macrowork as a Hobby
    Crowdwisdom
    Case Studies
    About Crowdfunding
    Case Studies
    Case Study
    Case Study Answers
13. Session 6: Social Media and Crowdsourcing
    Using Social Media to Crowdsource
14. Session 7: Engaging the Crowd
    It's All About the Crowd

Knowledge Management

Course Overview

Understanding how to manage the knowledge within your organization is the key to business success. Mismanagement of organizational knowledge comes with a price: frustrated employees, angry customers, and decreased productivity. All of these things can affect our business' bottom line. The purpose behind knowledge management is to help us bridge organizational gaps and to use our greatest asset (our knowledge) to take our business performance to the next level. The theory of knowledge management has emerged to help us harness and enhance both the individual and collective brain power of our businesses. This course will introduce you to knowledge management tips, techniques, and proven processes.

Learning Objectives

- Define knowledge and knowledge management
- Explain the difference between explicit and tacit knowledge
- Identify various knowledge management theoretical models
- Explain how a properly implemented knowledge management program can improve efficiency
- Describe the steps for employing a new knowledge management program in an organization
- Identify the required components for implementing a knowledge management framework within an organization

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Making Connections
   Pre-Course Assessment
2. Session 2: Definitions
   Defining Knowledge
   Tacit Versus Explicit Knowledge
   Communicating Explicit and Tacit Knowledge
   Defining Knowledge Management
   Case Studies
   Summary
   Lessons Learned
   History of Knowledge Management
   Karl-Erik Svelby
   Going Global
3. Session 3: The Business Case for Knowledge Management
   Reducing Costs and Growing Sales with Knowledge Management
   How Knowledge Management Can Help Reduce Costs
   How Knowledge Management Can Help Grow Sales
   Personal Work Performance and Bottom Line Benefits
   Business Case Basics
   What to Include in Your Business Case
   Sample Knowledge Management Business Case
   Cost of Recommended Program or Change
   Executive Summary

Leadership Skills for Supervisors

Course Overview

Supervisors are the crucial interface between the employee on the shop floor or the service desk and the managers of the organization. Although they often have more technical experience than the employees they supervise, some may not have a lot of leadership experience. This one-day course will provide the skills in communication, coaching, and managing conflict that are necessary for success.

Learning Objectives

- Learn ways to prioritize, plan, and manage your time
- Identify your primary leadership style
- Develop some flexibility to use other leadership styles
- Determine ways you can meet the needs of employees and co-workers through communication and coaching
- Explore ways to make conflict a powerful force for creative, well-rounded solutions to problems

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Pre-Assignment Review
   Making Connections
3. Session Three: What's Your Type? How About Mine?
   Seeking Information
   Identifying Your Characteristics and Preferences
   Questionnaire
   Analyzing the Results
   Mostly A's – Inquiring Rationals
   Mostly B's – Authentic Idealists
   Mostly C's – Organized Guardians
   Mostly D's – Resourceful Artisans
   What's Important?
   Debrief
4. Session Four: Introversion/Extroversion
   Questionnaire
   Using the Continuum
   Case Study
   Lessons to Learn
5. Session Five: Understanding Leadership
   About Leadership
   The Situational Leadership II® Model
   Understanding Your Comfort Zone
   Choosing Our Style
   Managing Performance
   Making Connections
   Servant Leadership
   Making Connections
6. Session Six: Manage Your Time and Your Energy
   Introduction
   Time Management Tips
   Larks and Owls
   Our Top Time Management Tip
7. Session Seven: The Commitment Curve
   Onboarding and Orientation
   The Big Picture
   Stages of the Curve
   Stage One: Uninformed Optimism

Lean Process Improvement

Course Overview

Lean principles have come a long way over the past 300 years. From Benjamin Franklin's early ideas, to Henry Ford's work in the 1920s and the Toyoda precepts in the 1930s, to Jeffery Liker's publication of The Toyota Way in 2004, Lean processes have evolved from a simple concept to a set of widely used best practices.

This course will give participants the foundation to begin implementing Lean process improvement tools in their workplace. The first part of the course will explore the foundations of Lean through the Toyoda precepts and the five critical improvement concepts (value, waste, variation, complexity, and continuous improvement). The second part of the course will give participants tools to perform continuous improvement in their organization, including 5S, 5W-2H, PDSA, DMAIC, Kaizen, Genchi Genbutsu, and various Lean data mapping methods.

Learning Objectives

- Define Lean and its key terms
- Describe the Toyota Production System and the TPS house
- Describe the five critical improvement concepts
- Use the Kano model to understand, describe, analyze, and improve value
- Identify and reduce various types of waste
- Create a plan for a more environmentally Lean organization
- Use the PDSA and R-DMAIC-S models to plan, execute, and evaluate Lean changes
- Use Lean thinking frameworks, including 5W-2H, Genchi Genbutsu and Gemba
- Prepare for and complete a basic 5-S process
- Describe the key elements of Kaizen events, particularly a Kaizen blitz
- Gather, analyze, and interpret data using flow charts, Ishikawa (fishbone) diagrams, SIPOC diagrams, and value stream maps
- Go back to your organization with a plan to begin incorporating Lean into your corporate culture

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Understanding Lean
   Defining Lean
   The History of Lean
   The Automobile Industry
   Modern Thinkers
   Lean vs. Six Sigma
   Pre-Assignment Review
   A Lean Glossary
3. Session Three: The Toyota Production System
   Overview of the Liker Pyramid
   Parts of the Pyramid
   Exploring the Philosophy
   Considering the Processes

Logistics and Supply Chain Management

Course Overview

The supply chain is a crucial part of any business' success. Optimizing the flow of products and services as they are planned, sourced, made, delivered, and returned can give your business an extra competitive edge.

This course will introduce you to the basic concepts of supply chain management, including the basic flow, core models, supply chain drivers, key metrics, benchmarking techniques, and ideas for taking your supply chain to the next level.

Learning Objectives

- Define supply chain management and logistics
- Explain the vertical integration and virtual integration models
- Understand the stages in the basic supply chain flow
- Identify participants in the supply chain
- Recognize supply chain drivers and ways to optimize them
- Align supply chain strategy with business strategy
- Determine what metrics to track and how to benchmark the related data
- Troubleshoot basic supply chain problems
- Identify ways to develop your supply chain, such as using third-party logistics providers (3PL's), insourcing processes, developing sustainable and eco-friendly strategies, leveraging process improvement strategies, and adopting new techniques

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Getting Started
   Defining the Terms
   What is Supply Chain Management?
   The Six Rights
   Not Just for Products
   Regulations and Resources
   Resources to Consider
3. Session 3: The Evolution of the Supply Chain
   Vertical Integration Model
   What's Next?
4. Session 4: The Basic Supply Chain Structure
   The Links in the Supply Chain
   Making Connections
   Participants in the Supply Chain
   Designing Your Supply Chain
   The Bullwhip Effect
   Case Study
   What Causes the Bullwhip Effect?
   How Do You Minimize the Bullwhip Effect?
5. Session 5: Supply Chain Drivers
   Driving Success
   Choosing the Right Transportation Methods
   United States
   Europe
   Japan
   Australia
   Making Connections

Making Training Stick

Course Overview

We have all participated in training courses or workshops. Some of these have been helpful and useful in our everyday lives and others have seemed redundant and a waste of time. How often have we cheered or grumbled at being asked to participate in a training day?

The good news is that all training can be useful and applicable if the trainer keeps some simple tips in mind when developing and applying training. We all learn differently, but there are some truths about learning that can be applicable to most groups and can be tweaked to fit any training session.

Learning Objectives

- Familiarize yourself with strategies that can help learning to stick with the audience in an effective and meaningful way
- Know how to keep learners focused and motivated to absorb material
- Develop an effective training style, using appropriate training aids and techniques

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Five Strategies for Stickiness!
   Background Information
   The Five Strategies
3. Session 3: Designing a Program That Will Stick
   Building Support for your Program
   Think Ahead
   Reflect
   Writing Learning Objectives
   Why Display or Share Objectives?
   How Do You Write Objectives?
   Focusing on Results
   What is Measurable?
4. Session 4: Teaching Tips and Tricks
   The Four Steps in Experiential Learning
   Making Connections
   The Principles of Adult Learning
   Tying Learning to Work
   Adults vs. Children
5. Session 5: What Method is the Stickiest?
   Developing Training That is Sticky
6. Session 6: Following Up
   Seven Points for any Follow-Up Program
   Additional Points
   The Buddy System and Delegating Follow-Up
   Follow-up or Folly?
7. Session 7: Strategies for Taking Training Further
   Mentorship Programs
   Trainee Trains Others
8. Session 8: A Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
9. Summary
10. Recommended Reading List
11. Post-Course Assessment

Making Your Business Better

Course Overview

How a product or service is sold, and how a business is run, has changed. Customers want to know your company's values, selling is about relationships, and your workplace culture impacts productivity. Business relationships, a marketing strategy, and an understanding of the company's core values, guiding principles, strengths and opportunities is vital to growth. In this course, you will learn about these essentials, and how to combine that knowledge into your own Strategic Action Plan.

Learning Objectives

- Understand positioning and the supply chain
- Recognize and work with elements of pricing
- Identify your 'business culture'
- Create and implement essential marketing tools
- Learn and practice techniques of selling and negotiation
- Create effective responses to requests for proposals (RFPs)
- Identify the essentials of project management and create a management plan
- Learn and implement elements to enhance workplace teamwork and productivity
- Create your own strategic plan

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Positioning and Pricing
   Knowing What You Sell
   Examining the Positioning
   Supply Chain Activity
   Elements of Pricing
3. Session Three: Marketing
   Your Business Culture
   Elements of Culture Activity
   Understanding Your Customers
   Customer Values
   Marketing Essentials
   Your USP Activity Part One
   Your Marketing Outline
4. Session Four: Selling and Negotiating
   Making the Sale
   Seller and Contact Activity
   Relationship Model of Selling
   Relationship Model Activity
   Elements of Negotiation
   Social and Emotional Intelligence
   Styles of Negotiation
   Negotiating a Style Activity
5. Session Five: Request for Proposals (RFPs)
   Understanding Proposals
   Responding to an RFP
   RFP Activity
6. Session Six: Project Management
   Elements of Project Management
   Creating a Project Plan
   Work Structure Breakdown
   Organizing the Tasks
   Work Breakdown Structure Revisited
7. Session Seven: Team Building and Productivity
   Individual Relationship Skills
   Healthy Workplace Culture

Managing Across Cultures

Course Overview

Our culture defines many aspects of how we think, feel, and act. It can be challenging for managers to bridge cultural differences and bring employees together into a functioning team. This course will give supervisors and managers easy-to-use techniques for communicating across cultures, building teams, promoting multiculturalism in the organization, and leveraging the global talent pool.

Learning Objectives

- Define what culture is and how it shapes the workplace
- Identify how stereotypes shape our perception
- Develop useful cross-cultural attitudes
- Communicate effectively across cultures
- Effectively manage employees from different cultures
- Help teams overcome cross-cultural and virtual barriers
- Promote acceptance and awareness in your organization to help create a multicultural environment
- Leverage the global talent pool

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Questions
   Pre-Course Assessment
2. Session 2: What Is Culture?
   Defining Culture
   Culture in the Workplace
   In and Out Groups
   About Stereotypes
   Some Common Phrases and the Stereotype Behind Them
   Making Connections
   Globally Useful Attitudes
   Useful Organizational Attitudes
3. Session 3: Communicating Effectively
   High and Low Context Culture
   The Contextual Spectrum
   Communication Differences Across Cultures
   Communication Skills
   Body Language Basics
   Handling Miscommunication
   Case Study
   Questions
4. Session 4: Team Building Across Cultures
   The Five Stages of Team Development
   Tips on Working with Virtual Teams
5. Session 5: Managing Across Cultures
   The Cornerstones of Diversity
   Knowledge
   Understanding
   Acceptance
   Behavior
   How Far Do You Accommodate?
   Dealing with Culture-Based Conflicts between Employees
   Questions
   Giving Culturally Sensitive Feedback
6. Session 6: Building a Multicultural Organization
   Making Connections

Managing Customer Service

Course Overview

The need to lead, model, and promote the organizational values within a customer service environment is essential for business success. This course will provide you with opportunities to explore your responsibilities within your role as a leader (supervisor or manager) in a customer service environment.

Learning Objectives

- Identify ways to establish links between excellence in customer service and your business practices and policies
- Develop the skills and practices that are essential elements of a customer service-focused manager
- Recognize what employees are looking for to be truly engaged
- Recognize who the customers are and what they are looking for
- Develop strategies for creating engaged employees and satisfied customers in whatever business units you manage

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   What Are You Focusing On?
   Discussion Questions
   Pre-Course Assessment
2. Session Two: Six Critical Elements
   Critical Elements of Customer Service
   Element One: A Customer Service Focus
   The Three Beliefs
   Element Two: Procedures
   Drafting Standards
   Element Three: Culture
   Element Four: Problem-Solving
   Seven Steps to Customer Problem Solving
   Role Play
   Element Five: Measurement
   Element Six: Reinforcement
   Developing and Maintaining Relationships
   Phrases for Customer Service Success
   Ten Most Helpful Phrases
   Ten Least Helpful Phrases
   Measurement in Practice
3. Session Three: Understanding Leadership
   About Leadership
   Understanding Your Comfort Zone
   Our Comfort Level
   Managing Performance
   Servant Leadership
   The Heart of Leadership
   Onboarding and Orientation
4. Session Four: Five Practices of Leadership
   Challenging, Inspiring, and Enabling
   Challenge the Process
   Making Connections
   Inspire a Shared Vision
   Enable Others to Act
   Making Connections
   Modeling and Heart
   Committing to Recognition
   Practices in Practice
   Pre-Assignment Review

5. Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
6. Course Summary
7. Recommended Reading List
8. Post-Course Assessment

Managing Difficult Conversations

Course Overview

We have so many interactions in the run of a day, it's reasonable to expect that some of them are going to be difficult. Whether these are conversations that you have in person, or you manage a virtual team and need to speak with someone in another city, there are things that you can do to make these conversations go smoothly. This course will give you the tools to manage difficult conversations and get the best results possible out of them.

Learning Objectives

- Define frame of reference
- Establish a positive intent and a desired outcome
- Use good communication skills during a conversation
- Draft a script for a difficult conversation
- Use specific steps to carry out a difficult conversation
- Access additional resources as required
- Maintain safety in a conversation

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Conversation #1
   Conversation #2
   Pre-Course Assessment
2. Session 2: Choosing to Have the Conversation
   Considering the Consequences
   Establishing Your Frame of Reference
   Tips and Tricks
   Establishing Positive Intent
   Making Connections
   Accepting People for People
   Planning What You Want
   Things to Ask Yourself
   A Note on Fairness
3. Session 3: Toolkit for Successful Conversations
   Managing Your Body Language
   Making Connections
   Speaking Persuasively
   A Story from Mark Twain
   Active Listening
   Responding to Feelings
   Reading Cues
   Demonstration Cues
   Tips for Becoming a Better Listener
   Asking Questions
   Making Connections
   Probing Techniques
   The Probing Funnel
4. Session 4: Choosing the Time and Place
   Choosing the Time and Place
5. Session 5: Framework for Difficult Conversations
   What's Your Purpose?
   Making Connections
   Steps for a Difficult Conversation
   Conversation Template
6. Session 6: Staying Safe
   Introduction
   Mutual Respect
   Common Ground

Managing Pressure and Maintaining Balance

Course Overview

When things are extremely busy at work and you have your hands full with many tasks and dealing with difficult people, having skills you can draw on are essential for peace of mind and growth. This course will help participants understand the causes and costs of workplace pressure, the benefits of creating balance, and how to identify pressure points. They will also learn how to apply emotional intelligence, increase optimism and resilience, and develop strategies for getting ahead.

Learning Objectives

- Apply a direct understanding of pressure points and their costs and payoffs
- Speak in terms related to emotional intelligence, optimism, and resilience
- Create a personalized toolkit for managing stressors and anger
- Work on priorities and achieve defined goals

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Under Pressure!
   Understanding Pressure
   Costs to the Employee
   Costs to the Employer
   Costs to Society
   Benefits of Creating Balance
   Pre-Assignment Review
   What the Statements Mean
3. Session 3: Getting to the Heart of the Matter
   Identifying Your Pressure Points
   What Are Your Pressure Points?
   Creating an Action Plan
   Pressure Point One
   Pressure Point Two
   Pressure Point Three
   Getting Prepared
   SPIRIT
   Considering Our Resources
   Asking for Help
   Finding the Right Helper
   Making Connections
4. Session 4: Emotional Intelligence
   The Seven Human Emotions
   What Do Emotions Tell Us?
   Summary
   The Emotional Map
   Plutchik's Wheel of Emotions
   Validating Emotions in Others
   Technique Two: SOLER
   Communication Tips and Tricks
   Words of Wisdom
   What is Optimism?
   Making the Shift
   What is Pessimism?
   Words of Wisdom
   Resilience
5. Session 5: Coping Toolkit
   Building the Stress Management Kit
   What is Anger?
   Controlling Our Response
   The Five Dimensions of Anger
   Making Connections
   Expressing Yourself

Managing the Virtual Workplace

Course Overview

Whether you have already established a virtual workplace or you are considering doing this, Managing the Virtual Workplace will provide guidance and strategies for success.

Learning Objectives

- Create a virtual workplace strategy
- Develop, implement, and maintain telecommuting programs
- Build a virtual team and lead them to success
- Plan and lead virtual meetings
- Use technology to support your virtual workplace
- Overcome cultural barriers when leading virtual teams
- Develop your virtual leadership skills

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Defining the Virtual Workplace
   Definitions
   Advantages for Businesses
   Advantages for Employees
   Challenges
   Activity
   State of Remote Report 2019
3. Session Three: Creating Virtual Workplace Programs
   Building a Virtual Workplace Strategy
   Pre-Assignment Review
   Characteristics of Great Virtual Teams
   Setting up Employees for Telework
   Staying on Top of Projects
   Keeping in Touch
   Making Connections
4. Session Four: Technology
   Virtual Workplace Tools
   Choosing the Right Tools
   A Note about Internet and Data Access
   Making it Work
5. Session Five: Building Virtual Teams
   The Stages of Team Development
   Stage One: Forming
   Stage Two: Storming
   Stage Three: Norming
   Stage Four: Performing
   Stage Five: Adjourning
   Making Connections
   Choosing the Virtual Team
   Making the Best of an Assigned Team
   Strategies for Success
6. Session Six: Virtual Leadership Strategies
   Making Connections
7. Session Seven: Leading Virtual Team Meetings
   Scheduling and Conducting Team Meetings
   Things to Consider
   Setting Expectations
   Choosing the Time and Place
   Conducting the Meeting
   Following Up
   Test Driving
8. Session Eight: Working with Cross-Cultural Teams
   Bridging Cultural Gaps

9. Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
10. Course Summary
11. Recommended Reading List
12. Post-Course Assessment

Marketing and Sales

Course Overview

A small marketing budget doesn't mean you can't meet your goals and business objectives. You just have to be more creative in your marketing tactics. This course will show you how to get maximum exposure at minimum cost. You will learn effective, low-cost, and non-cost strategies to improve sales, develop your company's image, and build your bottom line.

Learning Objectives

- Recognize what we mean by the term "marketing"
- Discover how to use low-cost publicity to get your name known
- Know how to develop a marketing plan and a marketing campaign
- Use your time rather than your money to market your company effectively
- Understand how to perform a SWOT analysis

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Pre-Assignment Review
   Pre-Assignment Review
3. Session 3: Defining Marketing
   What is Marketing? What is Sales?
   The Best Marketing
   Glossary of Terms
4. Session 4: Recognizing Trends
   Trends and Fads
   Making Connections
5. Session 5: Doing Market Research
   Why Research is Important
   The Ten Questions
   The Cyclical Nature of Business
   Primary Research
   Secondary Research
6. Session 6: Strategies for Success
   Top Ten Strategies for Success
   Identifying the Strategies
   Strategy Descriptions
   Analyzing the Strategies
   Identifying Opportunities
7. Session 7: Mission Statements
   The Personal Touch
   Mission Statement
   Sample Mission Statements
   A Personal Mission Statement
8. Session 8: Brochures
   Making Connections
9. Session 9: Trade Shows
   Why Attend a Trade Show?
   Preparing for a Trade Show
10. Session 10: Developing a Marketing Plan
    The P's of Marketing
    Bringing it All Together
    SWOT Analysis
    Sample SWOT
    A Simple Marketing Plan for Small Budgets
    The Big Marketing Budget
11. Session 11: Increasing Business
    The Basic Formulas
    Making Connections
12. Session 12: Saying No to New Business
    Saying No to New Business
    Making Connections

Marketing for Small Businesses

Course Overview

Marketing is about getting your business known and building your position within the marketplace. Small businesses don`t always have a big budget for marketing, so they have to do things a little differently than big business in order to grow their presence, increase results, and meet business goals. This course will help small business owners and managers develop their marketing message, create a marketing plan, and apply the right strategies.

Learning Objectives

- Describe the essential elements of a marketing plan, no matter the size of the business
- Apply tools and strategy to create a marketing plan that supports the growth of your small business
- Use six steps to create, implement, and review a marketing plan
- Leverage the best of Internet and social media marketing

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Marketing for Small Business
   Defining Marketing in the Small Business Context
   Marketing and Sales
   The Best Marketing
   Glossary of Terms
   Standing Out from the Crowd
   Pre-Assignment Review
3. Session 3: Elements of a Successful Marketing Message
   Your USP
   Making Connections
   Building the Relationship
   Find Common Ground
   Use Direct Language and Deliver a Message That is Clear, Calm, and Direct
   Factual Descriptions and Relevant Details are More Likely To Be Heard
   Use Repetition Respectfully to Keep Things on Track
   Body Language Says It All
   Influence and Persuasion
   Predictability
   Reciprocation
   Consistency and Commitment
   Social Evidence
   Authority
   Liking
   Scarcity
   Self-Interest
   Testing and Revising
4. Session 4: The Marketing Cycle in Small Business
   Marketing Essentials
   Stage One: Consumer and Market Analysis
   What Do They Need?
   Who is Buying and Who is Using Our Product?
   What Is the Buying Process?
   Sample Buying Process
   How Can I Leverage Segmentation?
   Stage Two: Analyzing the Competition and Yourself
   SWOT Analysis

Mastering Adult Learning Methods

Course Overview

Mastering the craft of adult education requires instructors to use methods that allow adult learners to self-actualize, gain experience, and problem-solve. Understanding the best adult education methods can inspire instructors to develop learning that leverages knowledge and skills that the learners already possess and create an energized environment for adult learning.

Learning Objectives

- Compare and contrast the teaching of children (pedagogy) and adult learning (andragogy).
- Apply best practices in adult education within your own classroom.
- Explain the importance of reflection in adult learning.
- Develop and use self-reflection and group reflection within classroom activities to enhance learning.
- Explain the importance of experiential, self-directed, project based, and action learning in adult education.
- Develop and use experiential learning, self-directed, project based, and action learning classroom activities to enhance learning.
- Make use of reflective practice to continually improve one's education craft.

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Learning Theory — Andragogy
   Teaching Adults
   Ways of Teaching Children Versus Adults
   Best Practices of Adult Learning
   Teacher/Instructor/Facilitator/Mentor
3. Session Three: Learning Methods — Reflection
   Reflection
   Self-Reflection
   ICE Model
   Gibbs Cycle of Reflective Thought
   Self-Reflection Exercise: N'Derial III
   N'Derial III Self-Reflection Exercise
   Group Reflection
4. Session Four: Learning Methods — Experiential Learning
   Experiential Learning
   Experiential Learning Exercise
   Reflection and Discussion
5. Session Five: Learning Methods — Self-Directed Learning
   Self-Directed Learning
   Extra Information
   Self-Directed Learning Exercise
   Apple Park
   Reflection
6. Session Six: Learning Methods — Project-Based Learning
   Project-Based Learning
   Newsletter Project
   Reflection
7. Session Seven: Learning Methods — Action Learning

Mastering the Interview

Course Overview

The interview is one of the key elements of the job search process. As with any skill, we can get better at it with preparation and practice. In this course, participants will explore how to prepare for an interview and become familiar with the types of questions to expect, as well as the questions they should think about asking. They will learn how to prepare for second interviews, testing, and shadowing, as well as how to follow up on their interview sessions.

Learning Objectives

- Understand the different types of interview questions and how to prepare to answer them
- Apply the most effective ways to prepare for an interview, including how to present yourself professionally
- Express yourself effectively
- Know how to ask for feedback following an interview

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment Instructions
   Categories
   Sample Format
   Work History
   Pre-Course Assessment
2. Session 2: Understanding the Interview
   Planning for the Interview
   Considering the Questions
   Information Checklist
   Tying It Together
   What We Want to Know
   The Informational Interview
   Guidelines
   Sample Thank You Note
3. Session 3: Types of Questions
   Ready for Questions
   Sample Behavioral Interviewing Questions
   GOS Method
   Knowledge Questions
   Other Options
   Preparing Interview Questions
4. Session 4: Getting Ready
   Question Tips
   The "Weakest" Question
   Making Connections
   Wrapping Up
   General Tips
5. Session 5: Live and In Person
   Making Connections
6. Session 6: Unwinding for the Interview
   Warms Ups and Tips for Interview Preparation
   One, Two, Three, Go!
7. Session 7: Common Problems and Solutions
   Best Intentions
   Preparing Your Answers
   Ability-Based Questions
   Avoiding Awkwardness
   Choosing What To Share
   Making Connections
8. Session 8: Phase Two
   What to Expect After the Interview
   Second Interview

Measuring Training Results

Course Overview

Think back to the last training program that you conducted or attended. What did you learn from that course? How did you (or your students) apply the new skills back in the workplace? Can you tie those results directly back to the training program?

Learning Objectives

- Identify the most effective methods of training evaluation
- Describe the steps required in the essential elements of measuring training results
- Tie training measurements back to the original training objectives
- Explore the most effective methods to report training results, including a return on investment

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Making Connections
   Pre-Course Assessment
2. Session Two: Setting the Framework
   Identifying What You Will Measure
   Isolating
   Consulting
   Evaluating
   Determining How You Are Going To Measure It
   Designing An Evaluation Strategy To Fit Your Training Needs
   Making Connections
3. Session Three: Pre-Assignment Review
   Making Connections
4. Session Four: Kirkpatric's Evaluation Model
   Methods Of Evaluation
   Points To Remember
   Creative Evaluation Strategies
   Evaluation Tips
   Sample Feedback Form
   Evaluating The Program
   Getting Results By Testing The Program
   Performance Indicator Matrix
   Program Assessment Report Card
   Session Five: The Return on Investment
   Clarifying Expectations
   What Training Does
   Getting The Evaluation Right
   Making Connections
   Cost-Benefit Analysis
   The Elements Of The CBA
   Preparing for the Cost-Benefit Analysis
   Cost-Benefit Analysis Worksheet
   Results Expected
   Approvals Obtained
   Calculating The Return On Investment
5. Session Six: Presenting Training Results
   Getting Ready
   Preparing For The Meeting
   Seven Ingredients for Effective Meeting Management
   Ground Control
   Practice Never Hurts
   Making Connections
6. Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
7. Course Summary
8. Recommended Reading List
9. Post-Course Assessment

Meeting Management: The Art of Making Meetings Work

Course Overview

Meetings come in all shapes and sizes, from the convention to a quick huddle in an office hallway. This course will be concerned with small working meetings; with groups that have a job to do requiring the energy, commitment, and talents of those who participate. Members of such a group want to get some kind of result out of their time together: solving problems, brainstorming, or simply sharing information. At its best, such a group knows what it is about, and knows and utilizes the strengths of individual members.

Learning Objectives

- Understand the value of meetings as a management tool
- Recognize the critical planning step that makes meeting time more effective
- Identify process tools that can help create an open and safe forum for discussion
- Develop and practice techniques for handling counterproductive behaviors

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: The Basics for Effective Meetings
   Key Characteristics
   Meeting Participants
   Types of Meetings
   Summary
3. Session 3: The Best and the Worst of Meetings
   Making Connections
4. Session 4: Holding Productive Meetings
   Keys to Productive Meetings
   Barriers to Productive Meetings
   Case Study
5. Session 5: Preparing for Meetings
   Checklist for Success
   Timing Your Meeting
   Deciding Who Should Attend
6. Session 6: Agendas
   Setting an Agenda
   Setting up the Agenda
   What are Minutes?
   A Leader's Role
   Sample Agenda
   Put the items below in order to develop an agenda.
7. Session 7: Setting the Place
   Factors to Consider
   Physical Setup
   Advance Notice
8. Session 8: Leading a Meeting
   Functions of a Leader
   Key Tasks
   Making Connections
   Your Role as Group Leader
9. Session 9: Process and Content
   Defining Process and Content
   Making Connections
   Rules of Work
   Meeting Styles
   How Much Time?
   Arrange an Open House
   Alternate Leaders
   Stand Up
   Leverage Technology
   Use Tools
   Facilitation Skills

Microorganisms

Course Overview

This course reviews different kinds of microorganisms, including bacteria, viruses, parasites, fungi, and biological toxins.

Learning Objectives

- Understand what pathogens are and why they must be prevented from contaminating food
- How to prevent foodborne illness from pathogens
- Identify the “Big Six” pathogens
- Recognize symptoms and sources of common pathogens
- Understand how bacteria, viruses, and parasites reproduce and spread
- Recognize common bacteria, viruses, parasites, fungi, and toxins

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Pathogens
   What Are Pathogens?
   How Contamination Occurs
   Foodborne Illness Symptoms
   The Big Six
3. Session Three: Bacteria
   What Are Bacteria?
   How Do Bacteria Grow?
   Controlling FAT TOM Factors
   Common TCS Foods
   Bacterial Growth Phases
   How Do Bacteria Grow?
   Common Foodborne Bacteria
   Bacillus cereus
   Listeria monocytogenes
   Shiga toxin-producing E. coli(STEC)
   Campylobacter jejuni
   Clostridium perfringens
   Clostridium botulinum
   Nontyphoid Salmonella
   SalmonellaTyphi
   Shigella species
   Staphylococcus aureus
   Vibrio vulnificus
   E. Coli Outbreak Case Study
4. Session Four: Viruses, Parasites, Fungi, and Toxins
   What Are Viruses?
   How do Viruses Grow?
   Prevention Measures
   Common Foodborne Viruses
   Hepatitis A
   Norovirus
   Norovirus Outbreak Case Study
   What Are Parasites?
   Prevention Measures
   Common Foodborne Parasites
   Cryptosporidium parvum
   Cyclospora cayetanesis
   Giardia lamblia
   Toxoplasma gondii
   Parasite Risk Assessment
   What Are Fungi?
   What Are SeaFood Toxins?
   Common Foodborne Seafood Toxins
   Ciguatoxin
   Saxitoxin
   Brevetoxin

Mobbing in the Workplace

Course Overview

Could mobbing take place in your workplace? There are steps you can take to ensure your organization is mobbing-resistant.

Learning Objectives

- Identify mobbing and how it differs from individual bullying
- Know why and how it occurs
- Know how it impacts the person targeted and the organization
- Know what actions to take if you are being mobbed
- Know how to avoid targeting someone
- Know what action to take as an organization to stop mobbing before it starts

Course Outline

9. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
10. Session Two: What is Mobbing?
   What and Why?
   Bullying Incidents
   A Mobbing Scenario
   Stats
   More Stats
   Mobbing Reflection
11. Session Three: Why Do We Turn on Each Other?
   Hierarchies
   Tendencies
   Influences
   Toxic Workplaces
12. Session Four: Mobbing Hurts
   How Does Mobbing Hurt?
   Reflection
13. Session Five: How to Deal with Mobbing
   As the Victim
   Stress Relief
   As a Co-worker
   Role Play Activity
14. Session Six: Watch For It
   What Can Leadership Do?
   Halting Mobbing
   Workplace Health Check
   A Reflection on Your Workplace
15. Session Seven: Make Your Own Policy
   Creating Anti-Mobbing Policies
   Writing the Policy
   Educating Staff
   Implementing and Enforcing Anti-Bullying Policies
   Pre-Assignment Review
   Lessons for the Workplace
16. Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
17. Course Summary
18. Recommended Reading List
19. Post-Course Assessment

Motivation Training: Motivating Your Workforce

Course Overview

It's no secret that employees who feel they are valued and recognized for the work they do are more motivated, responsible, and productive. This course will help supervisors and managers create a more dynamic, loyal, and energized workplace. It is designed specifically to help busy managers and supervisors understand what employees want, and to give them a starting point for creating champions.

Learning Objectives

- Identify what motivation is
- Describe common motivational theories and how to apply them
- Learn when to use different kinds of motivators
- Create a motivational climate
- Design a motivating job

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: What is Motivation?
   Defining Motivation
3. Session 3: Supervising and Motivation
   Why is Motivation Important?
   Identifying Motivators
   Making Connections
   What Do You Think?
4. Session 4: Motivational Theories
   A Look at Theory
   Herzberg's Motivational versus Maintenance (or Hygiene) Factors
   Supervisor's versus Higher Management's Role
   Motivation Theories
   Pre-Assignment Review
5. Session 5: Setting Goals
   Setting Goals with SPIRIT
   Goal Setting and Goal Getting!
6. Session 6: The Role of Values
   Developing Targets
   Making Connections
   What Do We Value In Work?
   Identifying Your Values
   Narrowing Down Your Values
   Bringing It All Together
7. Session 7: Creating a Motivational Climate
   Behavioral (Reinforcement) Theory
   Reinforcement Theory
   The Big Question
   Expectancy Theory
   McClelland's Needs Theory
8. Session 8: Applying Your Skills
   Situational Analysis
   Case Studies
9. Session 9: Designing Motivating Jobs
   Designing My Job
   Five Key Characteristics
   Techniques for Job Design or Redesign
   A Motivational Checklist
10. Session 10: A Personal Action Plan
    Starting Point
    Where I Want to Go
    How I Will Get There
11. Summary
12. Recommended Reading List
13. Post-Course Assessment

Negotiating for Results

Course Overview

Negotiating is about resolving differences. People who can master the process of negotiation find they can save time and money, develop a higher degree of satisfaction with outcomes at home and at work, and earn greater respect in their communities when they understand how to negotiate well.

Negotiating is a fundamental fact of life. Whether you are working on a project or fulfilling support duties, this course will provide you with a basic comfort level to negotiate in any situation. This course includes techniques to promote effective communication and gives you techniques for turning face-to-face confrontation into side-by-side problem solving.

Learning Objectives

- Understand how often we all negotiate and the benefits of good negotiation skills
- Recognize the importance of preparing for the negotiation process, regardless of the circumstances
- Identify the various negotiation styles and their advantages and disadvantages
- Develop strategies for dealing with tough or unfair tactics
- Gain skill in developing alternatives and recognizing options
- Understand basic negotiation principles, including BATNA, WATNA, WAP, and the ZOPA

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: What is Negotiation?
   Defining Negotiation
   Types of Negotiation
   Inductive/Deductive/Mixed
   Soft/Hard/Principled
   Non-Negotiable Positions vs. Options
   Positional Bargaining
   Principled Negotiating
   Principled Negotiation
   Three Styles
   Phases of Negotiation
   Preparation
   Exchanging Information
   Bargaining
   Commitment and Closing
3. Session 3: The Successful Negotiator
   Key Attributes
   Pre-Assignment Review
   Communication Skills
   Body Language
   Problem Solving
   Creative Thinking
   Building Enthusiasm and Confidence
4. Session 4: Preparing for Negotiation
   Getting Started
   Managing Your Fear
   Growing and Improving
   Personal Preparation
   Your Personal Hot Buttons
   Making Connections
   Researching Your Side
   Case Study
   Discussion Questions
   Researching the Other Side

Networking for Success

Course Overview

Business networking is an effective and efficient way for business people to connect, develop meaningful relationships, and grow their businesses. These achievements don't come through a direct sales approach, however. They come from being interested in helping others, in listening, and in purposefully meeting and introducing people to one another. In this course, you'll learn the essential ingredients for business networking, including in-person, people-centered connections and online spaces such as LinkedIn.

Learning Objectives

- Introduce yourself in a meaningful, memorable way, even if you've never worked on an elevator pitch before
- Be goal focused about networking so that you make the most of events you attend
- Apply the concept of give first and be helpful as part of a system of reciprocity
- Use strategy and systems in order to network effectively
- Leverage the availability and usefulness of the Internet, including LinkedIn and Twitter

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Assessing Your Networking Skills
   Networking Dynamics
   Are You Committed?
3. Session 3: Identifying Opportunities and Customizing Your Approach
   Creating Opportunities
   Preparing to Network
   Key Questions
   Things to Consider
   Customizing Your Approach
   Targets and Goals
   Unplanned Networking
   Do's and Don'ts
4. Session 4: Creating a Positive First Impression
   Body Language
   Interpreting Body Language
   Associated or Dissociated
   Towards or Away From
   Match/Mismatch
   Summary
   Be a Conduit
   Getting Your Message Out
   Be a Conduit
   Pre-Assignment Review
   Remembering Names
   Repeat Their Name
   Write It Down
   Spell It Out
   Word Play
   Confess!
   Making Connections
5. Session 5: Your Memorable Intro
   The Basics
   A Basic Format
   Sample Introductions
   Memorability Factor
   Worksheet – Example Two
6. Session 6: Starting the Conversation
   How To Get Started
   Listening
   The Basics of Small Talk

NLP Tools for Real Life

Course Overview

Neuro linguistic programming (NLP for short) is all about bringing your unconscious thoughts to the surface, so that you can have real choice over how you interact with and respond to the world.
Once you have a grasp on NLP's basic principles, you might be interested in learning about some tools that can help you do more with NLP. This course will give you some hands-on experience with important NLP techniques, including anchoring, establishing congruency, developing rapport, creating outcomes, interpreting and presenting information efficiently, and even some self-hypnosis techniques.

Learning Objectives

- Develop a deeper rapport with others
- Use anchoring to create a desired state of mind
- Become congruent with your inner self
- Understand and apply basic self-hypnosis techniques
- Create goals with momentum using NLP’s outcome framework
- Present, interpret, and analyze information using the 7±2 rule and the chunking technique

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Developing Rapport
   Defining Rapport
   Matching and Mirroring
   Body Language
   Voice Characteristics
   Sensory Systems
   Pacing
   Leading
3. Session 3: Getting in Tune with Yourself
   Establishing an Inner Map
   What Does Congruency Mean for Me?
   Achieving Congruency
   Deep Breathing
4. Session 4: Creating Comprehensive Outcomes
   The Elements of a Well-Formed Outcome
   Setting Some Personal Outcomes
5. Session 5: Creating a Desired State
   Basic Anchoring Techniques
   Steps for Creating a Basic Anchor
   Collapsing Anchors
   Chaining Anchors
   Making Connections
6. Session 6: Chunking Information
   The 7±2 Rule and the Ladder of Abstraction
   The Ladder of Abstraction
   Chunking
7. Session 7: A Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
8. Summary
9. Recommended Reading List
10. Post-Course Assessment

Onboarding: The Essential Rules for a Successful Onboarding Program

Course Overview

Did you know that most employees decide to leave a job within their first 18 months with an organization? When an employee does leave, it usually costs about three times their salary to replace them.

You can greatly increase the likelihood that a new employee will stay with you by implementing a well-designed onboarding program that will guide the employee through their first months with the company. This course will explore the benefits of onboarding, show you how to design an onboarding framework, give you ways to customize the program for different audiences (including managers and executives), and demonstrate how to measure results from the program.

Learning Objectives

- Define onboarding and describe how it is different from orientation
- Identify the business benefits of onboarding
- List the factors that contribute to a successful onboarding program
- Build a team to create an onboarding program
- Prepare a vision statement and goals for an onboarding program
- Design a framework for an onboarding program that includes program setup, various types of training, games, progress tracking, and follow-up
- Customize your onboarding framework
- Identify which metrics you should track to evaluate program results
- Create a branded, unique program that will strengthen your company's image and market position

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Defining Onboarding
   What is Onboarding?
   Areas of Onboarding
   Benefits for Your Business
   Costs to Consider
   A Recipe for Disaster
3. Session 3: Creating the Onboarding Steering Team
   Designing Your Team
4. Session 4: Gathering Supporting Information
   Finding the Processes and People
   Identifying Stakeholders
   Personal Identification
   Putting It All Together
   Vision Summary Sample
   Activity
5. Session 5: Setting Goals
   The SPIRIT Model
6. Session 6: Developing the Framework
   A General Framework
   Types of Activities

Orientation Handbook: Getting Employees Off to a Good Start

Course Overview

An effective human resource professional knows that managing employee performance is more than responding to problems, conducting performance reviews, or hiring staff. Performance management begins with an orientation to the organization and the job, and continues on a daily basis as employees are trained and coached.

A thoughtful new employee orientation program, coupled with an employee handbook (or website) that communicates workplace policies, can reduce turnover and those reductions save your organization money. Whether your company has two employees or a thousand employees, don't leave employee retention to chance. Engage them from the moment they are hired; give them what they need to feel welcome, and let them impress you with what they bring to your company.

Learning Objectives

- Understand how important an orientation program is to an organization
- Identify the role of the human resource department in the orientation program
- Recognize how the commitment curve affects both new employees and their managers
- Know what companies can do to deliver their promise to new employees
- Determine the critical elements of effective employee training
- Establish the importance of having an employee handbook for new and long-term employees

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Finding, Hiring, and Keeping Good People
   Identifying Tasks
   Making Connections
3. Session 3: Building Employee Commitment and Engagement
   The Four Components
   Making Connections
   Building Commitment
   Defining Clarity
   Defining Roles
   Clarity Exercise
   Competence
   Building Competence
   Influence
   Areas of Influence
   Appreciation
4. Session 4: Perception
   Why Perception is Important
   Your Perceptions
5. Session 5: Fast-Track Orientation
   Fast-Track Orientation
6. Session 6: Designing a Successful Orientation Program
   Using Your Experience
   Orientation versus Onboarding
   Making Connections
   Mistakes to Avoid
   Appraisal Where There Should Be Bonding
   Negative Orientation

Overcoming Objections to Nail the Sale

Course Overview

If you are like most sales professionals, you are always looking for ways to overcome customer objections and close the sale. This course will help you to work through objectives effectively. We will help you plan and prepare for objections so that you can address customer concerns, reduce the number of objections you encounter, and improve your averages at closing sales.

Learning Objectives

- Identify the steps you can take to build your credibility
- Identify the objections that you encounter most frequently
- Develop appropriate responses when prospective buyers throw you a curve
- Learn ways to disarm objections with proven rebuttals that get the sale back on track
- Learn how to recognize when a prospect is ready to buy
- Identify how working with your sales team can help you succeed

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Building Credibility
   Establishing Your Credibility
   First Impressions
   Belief and Credibility
3. Session 3: Your Competition
   Setting Yourself Apart
   Your Competitors
   Your Products and Services
   Identifying Your USP
4. Session 4: Critical Communication Skills
   Being an Excellent Communicator
   Active Listening
   Responding to Feelings
   Reading Cues
   Demonstration Cues
   Tips for Becoming a Better Listener
   Listening for Accuracy
   Powerful Questions
   Closed vs. Open Questions
   Discussing Open Questions
   Asking Good Questions
   Clarifying Questions
   Listening and Questioning
5. Session 5: Observation Skills
   Looking For Clues
   Checklist for Success
   Body Movements
   Facial Expressions
   Grooming
   Posture
   Reading People
   Some Light Reading
6. Session 6: Handling Customer Complaints
   Find Complaints and Fix Them
   Self-Analysis
   Handling Complaints
7. Session 7: Overcoming Objections
   What are Objections?
   Attitude Check!
   Keep Your Brain in Check!
   Controlling Your Reactions
   Pre-Assignment Review

Performance Management: Managing Employee Performance

Course Overview

Inspiring someone to be their best is no easy task. Just how do you manage for optimum performance? How do you create a motivating environment that encourages people to go beyond their best? This course will give you some of those skills.

Learning Objectives

- Understand the role of goal setting in performance management
- Have tools to help your employees set and achieve goals
- Have a three-phase model that will help you prepare employees for peak performance, activate their inner motivation, and evaluate their skills
- Have a better knowledge of motivational tools and techniques

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment Questions
   Pre-Course Assessment
2. Session 2: The Shared Management Model
   What is Performance Management?
   The Rake
   The Shared Management Model
   About The Shared Management Model
3. Session 3: Setting Goals
   Setting Goals with SPIRIT
   Example: Improving My Performance
   Getting Into It
4. Session 4: Phase I (Preparation)
   Overview
   Choosing the Right Person for the Job
   Setting Standards
   Effective Training
   Coaching 101
   What Coaching is Not
   What Coaching is Really About
   The Coaching Toolkit
   The Coaching Formula
   Checklist for Success
5. Session 5: Phase II (Activation)
   Overview
   Motivation
   The Carrot
   The Whip
   The Plant
   Motivation
6. Session 6: Phase III, Part A (Ongoing Evaluation)
   Overview
   Characteristics of Effective Feedback
   Case Study
   Individual Exercise
   Accepting Criticism
7. Session 7: Phase III, Part B (Formal Evaluation)
   Overview
   Causes of Poor Performance
   Techniques for Success
   What Not To Do
   Case Study: What Upset John?
   About Performance Reviews
   Common Questions
8. Session 8: A Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
9. Summary
10. Recommended Reading List
11. Post-Course Assessment

Personal Brand: Maximizing Personal Impact

Course Overview

Abigail Van Buren, the writer of Dear Abby, once said, “There are two kinds of people: those who come into a room with the attitude, ‘Here I am!’ and those who have the attitude, ‘There you are!’”

This course is an exploration about the type of impact we want to have in life and work. Participants will consider and define the influence that they can have on their life and work. They will also learn skills for success and how to create those circumstances.

Learning Objectives

- Speak in terms of the impact and influence that you want to have in life and work
- Understand your personal style in terms of your personal brand
- Develop skill in areas like focus, concentration, and communication to support your brand
- Build credibility and trust by living your brand
- Take ownership of your image, both online and in person

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Importance of a Personal Brand
   What's in a Brand?
   Pre-Assignment Review
   Defining Success
   Making Connections
   Your Personal Brand
   Brand Elements
   Making Connections
3. Session 3: Your Brand Approach to Others
   Brand Style Assessment
   Scoring Overview
   Brand Assessment Matrix
   Understanding Styles
   The Pragmatic Style
   The Enthusiastic Style
   The Accommodating Style
   The Detailed Style
4. Session 4: Looking at the Outside
   Dress for Success
   Business Etiquette
   How You Sound
   Things to Consider
5. Session 5: Looking at the Inside
   Getting Focused
   The 80/20 Rule
   Improving Your Concentration
   Developing Confidence
   Pretend You’re Confident
   When Your Positive Self-Talk Doesn’t Listen
   Make Eye Contact
   Dance
   Know Your Stuff
   Rehearse
   Pep Talks Work
   Read Inspiring Biographies and Autobiographies
   Be Thankful
   Push Yourself to Accomplish Short-Term Goals
   Do Something for Yourself Every Week
   Four Steps for Success

Planning for Workplace Safety

Course Overview

Planning for Workplace Safety will help you develop your organizational safety plan, which is one of the most important documents a company can produce.

Learning Objectives

- Explain what a safety plan will include
- Understand and write an organizational safety policy
- Know the importance of the Introduction to the safety plan
- Develop a basic communication plan for a specific accident/incident occurrence
- Implement training solutions to prevent common accidents/incidents
- Understand and explain the importance and structure of incident response plans and critical incident response plans
- Understand safety inspections and safety audits as methods to identify unsafe conditions and apply corrective action
- Use a 6S inspection checklist to conduct a 6S inspection
- Brainstorm policies and procedures that you might find in the appendix of a safety plan
- Help your organization write, implement, and review a safety plan

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Writing a Safety Plan
   Elements of the Plan
   Other Tips to Keep In Mind
3. Session Three: Organizational Safety Policy
   Policy Statement
   Develop a Statement
4. Session Four: Introduction to the Safety Plan
   The Introduction
   Purpose and Expectations of the Safety Plan
   Responsibilities for Safety
5. Session Five: Communication Plan
   About the Plan
   Considerations in Developing your Communication Plan
   What to Communicate
   Key Actions in Communicating Effectively
   The Communication Plan
   Develop a Communication Plan
6. Session Six: Safety Training
   Training
   Health and Safety Representatives
   Other Employees
   Contractors and Visitors
   Employee Orientation
   Training Decisions
7. Session Seven: Incident Response Plan (with Critical Incident Response Plan)
   Understanding the Processes
   Why Do We Investigate Incidents?
   Investigation Process
   Incident Response Plan
   Critical Incident Response Plan
   Develop a Procedure
8. Session Eight: Safety and Health Inspections (with 6S)
   Safety and Health Inspections
   Frequency of Inspections
   The Beginnings: 5S
   Adding Safety: 6S
   6s Roles

Problem Solving and Decision Making

Course Overview

Many people lack the necessary skills to effectively solve problems and make decisions. Having a process in place can help with this.

Learning Objectives

- Apply problem-solving steps and tools
- Analyze information to clearly describe problems
- Identify appropriate solutions
- Think creatively and be a contributing member of a problem-solving team
- Select the best approach for making decisions
- Create a plan for implementing, evaluating, and following up on decisions
- Avoid common decision-making mistakes

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Definitions
   Defining Problem-Solving and Decision-Making
   Problem Identification
   Eight Essentials to Defining a Problem
   Problem-Solving in Action
3. Session Three: Making Decisions
   Making Winning Decisions
   Three Types of Decisions
   Advice from an Expert
   Facts vs. Information
   Eight Ingredients for Good Decision-Making
   Decision-Making Traps
4. Session Four: Getting Real
   Pre-Assignment Review
   Case Study
5. Session Five: The Problem-Solving Model
   Model Overview
   The Problem-Solving Model
   Another Perspective
   Keeping an Open Mind
   Solving Problems the "Right" Way
   Real Problems
   Making Connections
   Phase One
   Phase Two
   Phase Three
   Solution Planning Worksheet
6. Session Six: Case Study
   The Truck Case Study
   Making Connections
7. Session Seven: The Problem-Solving Toolkit
   The Basic Tools
   Legitimizing Problems and Positions
   The Fishbone
   Degrees of Support
   Creative Thinking Methods: Brainstorming
   Limitations of Brainstorming
   Brainwriting
   Mind-Mapping
   Brainstorming and Brainwriting
   More Methods
8. Session Eight: Aspirinia
   Decision Information
   Individual Action Steps

Process Improvement with Gap Analysis

Course Overview

Charles Kettering, an inventor for General Motors, once said, “A problem well-stated is half-solved.” The gap analysis tool can help you define problems and identify areas for process improvement in clear, specific, achievable terms. It can also help you define where you want to go and how you are going to get there.

This course will give you the skills that you need to perform an effective gap analysis that will solve problems, improve processes, and take your project, department, or organization to the next level.

Learning Objectives

- Define the term “gap analysis”
- Identify different types of gap analyses
- Perform all stages of the gap analysis process
- Create a gap analysis report

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: What is Gap Analysis?
   Defining Gap Analysis
   Where Gaps Occur
   The Business Case for Gap Analysis
   Types of Gap Analyses
   Making Connections
3. Session 3: The Gap Analysis Process
   Process Overview
   Recording the Data
   Step One: Identify the Future State
   Step Two: Identify the Current State
   Step Three: Measure the Gap
   Step Four: Create an Action Plan
   Step Five: Implement and Follow Up
   Making Connections
4. Session 4: Supporting Tools
   The McKinsey 7S Model
   The 7S Framework
   About the Elements
   SWOT Analysis
   Sample SWOT
   The Five Whys Technique
   Example
   The Fishbone Diagram
   About the Diagram
   Making Connections
5. Session 5: Creating a Gap Analysis Report
   Essential Elements of a Gap Analysis Report
   Extra Elements
6. Session Six: Test Driving
   Pre-Assignment Review
   Toolbox
   SWOT Analysis
   Five Whys
7. Session 7: A Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
8. Summary
9. Recommended Reading List
10. Post-Course Assessment

Progressive Discipline

Course Overview

Hiring someone is a significant investment for any organization. When an employee exhibits inappropriate behavior, progressive discipline can help your organization maintain that investment by assisting employees with understanding that their actions provide an opportunity to improve their success at work.

Learning Objectives

- Realize the importance of onboarding and performance management in minimizing disciplinary issues
- View discipline as a positive part of ensuring employee success
- Differentiate between performance problems and misconduct
- Decide appropriate levels of discipline, considering escalation and mitigating circumstances
- Outline the necessary information to include in a discipline policy
- List the methods to communicate a discipline policy
- Define a progressive discipline process
- Describe the steps of a progressive discipline process
- Use informal structured guidance for minor misconduct or performance issues
- List supports that can be provided to improve the success of employees
- Perform verbal warnings, written warnings, performance improvement plans, and terminations

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Minimizing Disciplinary Issues
   Onboarding
   Performance Management
   The Shared Management Model
3. Session Three: Discipline
   What is Discipline?
   Disciplinary Issues
   Poor Performance and Misconduct
   Appropriate Level of Discipline
4. Session Four: Discipline Policy
   Creating The Policy
   Discipline Policy Elements
   Communicating the Policy
5. Session Five: Progressive Discipline
   Progressive Discipline
   The Four-Step Progressive Disciplinary System
   Progressive Discipline Processes
   Informal Structured Guidance
   Informal Guidance Supports
6. Session Six: Step 1 - Verbal Warning
   Verbal Warning
   Detailed Step One: Verbal Warning
   Verbal Warning Role Play
7. Session Seven: Step 2 - Written Warning
   Written Warning
   Escalating Discipline
   Written Warning Scenarios

8. Session Eight: Step 3 - Performance Improvement Plan
   What is a Performance Improvement Plan?
   Escalating Discipline
   Case Study: Developing Improvement Goals
9. Session Nine: Step 4 - Termination
   Termination
   The Termination Meeting
   Termination Meeting Role Play
10. Personal Action Plan
11. Course Summary
12. Recommended Reading List
13. Post-Course Assessment

Project Management: All You Need to Know

Course Overview

Project management is no longer only for mega projects worth hundreds of thousands of dollars. Small projects can benefit from project management tools. These time tested tools can help you to get that small project done well, done under budget, and done on time. This workshop is not intended for those looking to be certified as project managers but rather for those who complete projects at work from time to time.
In this course, you will gain experience using the most common project management execution tools from Project Tracking Forms, Risk Monitoring Tables to Communications Plans, Change Request Forms, Issues Logs and Lessons Learned Forms. Your small projects will be more successful than ever!

Learning Objectives

- Understand what is meant by a project
- Know how to use simple tools to keep your project on track and on task while identifying risks
- Be able to develop a simple small project communications plan
- Understand simple tools to manage change and issues in your small project
- Know how to conduct an effective status meeting
- Be able to close out a project and determine lessons learned

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Project Management Review
   The Project Life Cycle
   Phase One - Initiating
   Phase Two - Planning
   Phase Three - Executing
   Phase Four – Closing
   Monitoring and Controlling
   Project Planning Document
3. Session 3: Executing the Plan
   Managing Small Projects
   Keeping on Track
   Keeping on Task
   Scope Creep Video
   Monitoring and Controlling Risk
4. Session 4: Communications Plan
   The Four Components
   Who
   When
   What
   How
   Tips
   Communications Plan Activity
5. Session 5: Changes and Project Tracking
   Controlling Changes
   Change Requests Tracking
   Making Connections
   Project Tracking Tools
6. Session 6: Status Meetings and Issues Management
   Status Meetings
   Issues Management
   Status Meeting Exercise

Project Management Fundamentals

Course Overview

Project management isn't just for construction engineers and military logistics experts anymore. Today, in addition to the regular duties of your job, you are often expected to take on extra assignments, and to get that additional job done well, done under budget, and done on time.

This course is not intended to take you from a supervisory or administrative position to that of a project manager. However, these topics will familiarize you with the most common terms and practices in terms of working on projects.

Learning Objectives

- Describe what is meant by a project
- Explain what project management means
- Identify benefits of projects
- Identify the phases of a project's life cycle
- Sell ideas and make presentations related to pitching a project
- Prioritize projects
- Begin conceptualizing your project, including goals and vision statements
- Use project planning tools
- Contribute to creating a Statement of Work

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Defining Projects and Project Management
   What is a Project?
   Summary
   What is Project Management?
   Process Groups
   Nine Knowledge Areas
   Who Are the Key Players?
   Example
3. Session 3: The Role of a Project Manager
   Setting Your Sights
   Improvement Proposal Form
   Bringing the Team Together
   Key Skill Areas
4. Session 4: Pre-Assignment Review
   Pre-Assignment Review
   Planning Questions
   Eight Aspects of a Project
5. Session 5: How Can Projects Help Me?
   The Benefits of Projects
   Case Study: Mary Marvelous
   Question
6. Session 6: A Project's Life Cycle
   The Life Cycle
   Phase One: Conceptual
   Phase Two: Planning
   Phase Three: Execution
   Phase Four: Termination
   Milestones
   Why Do Projects Fail?
   How Can My Project Succeed?
   Three Ways to End a Project
   Stages of a Project
7. Session 7: Selling a Project

Project Management Principles and Performance Domains

Course Overview

Project management has evolved over the past few years due to emerging technology, new approaches (predictive, traditional, adaptive, Agile, hybrid, etc.) and rapid market changes. It is important now more than ever for project managers to understand common project management principles and performance domains.

Learning Objectives

- Relate principles and performance domains with your project management approach
- Understand what internal and external environmental factors are
- Identify and foster high performing teams
- Describe cadence and tailoring
- Understand the importance of metrics to measure outcomes and results
- Know the life cycle and phases of a project
- Illustrate what predictive approaches and incremental approaches are
- Explain the difference between cost of quality and cost of change
- Understand the concept of uncertainty and its significance to projects

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: ANSI Standard and PMBOK 7 Guide Overview
   ANSI Standard and PM BOK 7 Guide Overview
3. Session Three: Value Delivery System and Environmental Factors
   Value Delivery System
   Environmental Factors
   Governance
4. Session Four: Project Management Principles
   The Principles
   The Principles: Stewardship
   Code of Ethics
   The Principles: Team
   The Principles: Stakeholders
   The Principles: Value
   The Principles: Holistic Thinking
   The Principles: Leadership
   The Principles: Tailoring
   The Principles: Quality
   Dimensions of Quality
   Navigate Complexity
   The Principles: Risk
   Risk Response
   Embrace Adaptability and Resilience
   The Principles: Change Management
5. Session Five: Performance Domain – Stakeholders
   Key Terms
   Stakeholder Engagement
   Identifying Stakeholders
   Understand and Analyze Stakeholders
   Prioritize and Engage Stakeholders
   Communication
   Case Study
   Who Are You Communicating With?
   What Are You Talking About?
   When Will You Deliver Your Message?

Project Management Training: Understanding Project Management

Course Overview

Project management isn't just for construction engineers and military logistics experts anymore. Today, in addition to the regular duties of your job, you are often expected to take on extra assignments and to get that additional job done well, done under budget, and done on time. This course is not intended to take you from a supervisory or administrative position to that of a project manager. However, this course will familiarize you with the most common terms and the most current thinking about projects.
In this course, we will walk you through the nuts and bolts of project management, from setting priorities to controlling expenses and reporting on the results. You may still have to cope with the unexpected, but you'll be better prepared.

Learning Objectives

- Understand what is meant by a project
- Recognize what steps must be taken to complete projects on time and on budget
- Have a better ability to sell ideas and make presentations
- Know simple techniques and tools for planning and tracking your project
- Have methods for keeping the team focused and motivated

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Why a Project?
   How Does This Fit Into the Course?
   Applying the Learning
   Pre-Course Assessment
2. Session 2: What is a Project?
   What is a Project?
   Definitions of a Project
3. Session 3: Project Management Basics
   What is Project Management?
4. Session 4: Pre-Assignment Review
   Eight Project Categories
5. Session 5: How Can Projects Help Me?
   The Benefits of Projects
   Case Study: Mary Marvelous
6. Session 6: A Project's Life Cycle
   The Life Cycle
   Phase One
   Phase Two
   Phase Three
   Phase Four
   Milestones
   Why Do Projects Fail?
   Overview of Success Factors
   Three Ways to End a Project
7. Session 7: Selling a Project
   Tom Peters
   Bringing Ideas Forward
   Selling Your Project
   The Priority Matrix
   Using the Matrix
   Priority Quadrants
8. Session 8: Preparing Your Project
   Things to Consider
9. Session 9: Preparing Your Project
   A Project Manager's Skills
   To Be Completed By Proposer
   To Be Completed By Proposer's Manager

Project Planning: All You Need to Know

Course Overview

Project management is no longer only for mega projects worth hundreds of thousands of dollars. Small projects can benefit from project management tools. Statements of Work, Work and Resource Breakdown Structures and Project Planning documents can help you to get that small project done well, under budget, and on time. This workshop is not intended for those looking to be certified as project managers but rather for those who complete projects at work from time to time.

In this course, you will gain experience using the most common project management planning tools and will completely plan a case study project from Statement of Work through Work and Resource Breakdown, Scheduling and end up with a completed Project Planning Worksheet. Your small projects will be more successful than ever!

Learning Objectives

- Understand what is meant by a project
- Distinguish between a Project Charter and Statement of Work (SOW)
- Use a SOW to begin project planning
- Create a Work Breakdown Structure to determine tasks needed to complete a small project
- Create a project schedule based on project tasks and resources
- Create a Resource Breakdown Structure to determine specific resources needed to complete a small project
- Complete a Project Planning Worksheet to act as a touchstone for project completion

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Project Management Basics
   The Project Life Cycle
   Phase One - Initiating
   Phase Two - Planning
   Phase Three - Executing
   Phase Four - Closing
   Monitoring and Controlling
   Project Management
   The Role of a Project Manager
   Key Project Management Skills
3. Session 3: Beginning the Project Planning
   Project Charter
   What is a Project Charter?
   When do I use a Project Charter?
   Climate Change Training Program Exercise
   Statement of Work
   SOW: Commercial Vegetable Garden
4. Session 4: The Work Breakdown Structure
   Sample WBS
   Creating a Work Breakdown Structure
   Work Breakdown Structure Exercise
5. Session 5: Preparing a Basic Schedule
   Critical Elements for Success
   Gathering Resources
   Activity List
   Estimating Task Times
   Planning and Scheduling Your Garden Project

Promoting a Marketing Webinar

Course Overview

This course focuses on the essential steps to promoting a marketing webinar that connects with your target audience and generates your desired results.

Learning Objectives

- Define the marketing objectives of your webinar
- Create an attendee avatar to connect with your target audience
- Create and use a lead magnet
- Develop a promotion strategy
- Explore the potential of a joint venture
- Create a webinar marketing calendar

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: The Webinar
   What is a Webinar? Why Use Webinars?
   Pre-Assignment Review
   Your Webinar Marketing Objectives
   Marketing Webinars
3. Session Three: The Participant
   Determine a Participant Profile
   The Nine-Step Ideal Participant Profile Process
   Ideal Participant Profile Activity
   Where Does Your Participant Hang Out?
4. Session Four: Lead Magnets
   What is a Lead Magnet?
   Creating a Lead Magnet
   The Things to Consider When Choosing a Lead Magnet
   Lead Magnet Outline Activity
5. Session Five: Promotion Strategy
   What is Your Promotion Strategy?
   Promo Time Activity
   Webinar Marketing Calendar
   Building Your Calendar
6. Session Six: Joint Ventures
   Successful Joint Ventures
   Steps to a Successful Joint Venture
   Joint Venture Activity
   Joint Venture Promotion
   Joint Venture Proposal
7. Session Seven: Landing Pages
   Creating a Landing Page
   Long Version Landing Page
   Short Version Landing Page
   Thank-you Email and Registration Confirmation
   Your Turn
8. Session Eight: Re-Evaluating
   Re-Evaluating First Impressions
9. Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
10. Course Summary
11. Recommended Reading List
12. Post-Course Assessment

Prospecting for Leads Like a Pro

Course Overview

Prospecting is one of the keys to your sales success. Keeping your pipeline full ensures that you will continue to attract new business, and so your success today is a result of the prospecting you did six months ago. Today, you will become skilled at prospecting and learn the 80/20 rule. After today, you will know who to target and how to target them, and commit to do some prospecting every day through warming up cold calls, following up on leads, or networking. You will also build your personal prospecting plan and learn how to ensure your future by planting seeds daily.

Learning Objectives

- Understand the importance of expanding your client base through effective prospecting
- Learn how to use a prospecting system to make you more successful
- Identify target markets and target companies with the 80/20 rule in mind
- Develop and practice networking skills at every opportunity
- Develop, refine, and execute the art of cold calling

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Pre-Assignment Review
   True/False Questions
   A Positive Self-Image
   Multiple Choice Questions
   Reviewing the Assignment
3. Session 3: Targeting Your Market
   A Narrow Focus
   Narrowing Your Focus
   Where are Your Customers?
   Common Characteristics
   What Makes Them Buy?
   Perform an Analysis
   Listen to Them
   Are You Listening?
   Summarize
   Use Analytical Tools
   Customer Profile
   Customer Location
   Market Profile
4. Session 4: The Prospect Dashboard
   The Prospect Dashboard and CRM Tools
   Sample Dashboard
   So How Does It Work?
   Dashboard Q & A
   My Prospect Dashboard
   Planning with the Prospect Dashboard
   The Purchasing Cycle
   Planning Worksheet
5. Session 5: Setting Goals
   Setting Goals
   SPIRIT
   Setting a Goal with SPIRIT!
6. Session 6: Why Is Prospecting Important?
   Working with Prospects
   Finding Prospects
   A Little Knowledge Brings Big Benefits!
   Are You Experienced?
7. Session 7: Networking
   What is Networking?
   How Do You Do It?

Psychological Health and Safety

Course Overview

Psychological health and safety is a shared responsibility between the individual and the workplace. Employees who feel safe to speak up and be creative are those who give their companies a competitive edge.

Learning Objectives

- Understand basic concepts of personal mental health
- Know what psychological workplace safety is and why it is important
- Identify the factors influencing personal mental health and safety in your workplace
- Consider assessment and action strategies for personal and workplace needs
- Engage key participants in workplace programs
- Explore methods of evaluation and continuous improvement

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: You and Your Mental Health
   Mental Health Defined
   Poor Health Versus Illness
   Mental and Physical Health
   Mind-Body Connection
   Meditation
   Journalling
   Movement
3. Session Three: Personal Mental Health Strategies
   Emotional Intelligence
   Understanding Emotions
   The EI Blueprint
   Identify Emotions
   Understand and Manage
   Use and Communicate
   SMART Goals
   Planning for Your Mental Well-being
4. Session Four: Psychological Safety in the Workplace
   Psychological Safety Defined
   Importance of Psychological Safety
   Case Study
   Making Connections
5. Session Five: Factors Affecting Psychological Safety
   Psychosocial Factors
   Work-Life Balance
   Clear Leadership
   Effective Human Resources Practices
   Workplace Reputation
   The Physical Connection
6. Session Six: Creating a Safe Workplace Environment
   Workplace Assessment
   Engaging Key Personnel
   Supporting Evolution
   Evaluation and Continuous Improvement
   Legal Considerations
   Financial Considerations
   Quality of Life
   Psychological Safety Plan for the Workplace
7. Personal Action Plan
8. Course Summary
9. Recommended Reading List
10. Post-Course Assessment

Public Relations Boot Camp

Course Overview

The field of public relations has changed with the evolution of computers and the speed with which information can spread. However, the need for public relations to be clear, concise, and accurate while being completely appropriate for the situation has not changed. In this comprehensive course, you will learn how to determine the type of information required, to approach PR strategically, create compelling releases, and manage your media relations.

Learning Objectives

- Apply the different purposes to strategic vs. tactical PR
- Design a PR strategy
- Develop strong relationships with reporters and journalists
- Take your communication skills to a higher level

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Public Relations
   Introduction
   Pre-Assignment Review
   What Public Relations Is All About
   Fragmentation
   Saturation
   Reputation
   What it Means to Get Strategic
3. Session 3: Building Your PR Plan
   Defining Reality
   Checklist for Success
   The Five Phases
   Defining the Goal
   Functions of PR
   Defining the Goal
   Key Supporters
   Selecting Your Strategy and Tactics
   Defining Strategy
   Defining Tactics
   The Plan
   The Eight Phases
   Getting Down to Business
   Wisdom Work
4. Session 4: Structuring Messages
   Creating Your Media Image
   Making Connections
   Summary
   Getting Clear on Your Message
   Making Connections
   Media Kits
   Components of a Media Kit
   Sample Media Kit: Award Ceremony
   Sample Media Kit: Crisis Situation
   Sample Media Kit: Logo Redesign
   Attention to Style
   Creating Strong, Positive Messages
   The MEDIA Model
5. Session 5: Establishing Media Guidelines
   Defining Guidelines
   Two Groups are Better Than One
   Selecting a Spokesperson
   Select Great Communicators
   Approval Process
6. Session 6: Managing the Media
   Building Rapport with Reporters
   Tough Questions

Public Speaking: Presentation Survival School

Course Overview

This course will teach you how to manage your thoughts, body language, nervousness, and speech patterns to present yourself professionally. You'll also learn how to present at meetings, use the five-S pattern to prepare a good presentation, and punch up your presentation with visual aids.

Learning Objectives

- Establish rapport with your audience
- Implement techniques to reduce nervousness and fear
- Understand your strengths as a presenter and how to appeal to different types of people
- Recognize how visual aids can create impact and attention
- Develop techniques to create a professional presence
- Learn some different ways to prepare and organize information
- Prepare, practice, and deliver a short presentation

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Communication
   About Communication
   Simple Conversations
3. Session Three: Stop! Check Your Mouth!
   Speaking Characteristics
   Gender References Exercise
   Acronyms and Jargon
   Tact
   Five Good Rules
4. Session Four: What Is Your Type? How About Mine?
   The Assessment
   Identifying Your Characteristics and Preferences
   Questionnaire
   What Does it Mean to Have a Number?
   What Is Important?
   People That Are Most Like Me
   People That Are Least Like Me
5. Session Five: Positive Self-Talk
   Our Thoughts
   The Steps to Feeling Good
   Thinking Positively
6. Session Six: Rapport
   Building Rapport
   Making Connections: Self-Disclosure
   Creating an Introduction
7. Session Seven: Maximizing Meetings
   Four Areas of Opportunity
   Fifteen Ways to Master a Meeting
   Mastering Your Meeting Exercise
   Learning Names
8. Session Eight: Body Language
   Body Language Signals
9. Session Nine: Sticky Situations
   Are You Comfortable?
   Dealing with Tough Situations
   Dressing Up
10. Session Ten: I Can Just Send an E-mail, Right?
    Advantages of an Oral Presentation
    Oratory Exercise

Public Speaking: Speaking Under Pressure

Course Overview

This course has been designed for those in positions where they must speak in front of audiences that are hostile or demanding. This material is also suitable for those who are relatively new speakers who want some encouragement to speak up in meetings or who want some training before they begin making presentations on behalf of the organization. Speaking under pressure, or thinking on your feet, means being able to quickly organize your thoughts and ideas, and then being able to convey them meaningfully to your audience to modify their attitudes or behavior. It applies to formal speeches as well as everyday business situations. It requires presence of mind, goal orientation, adaptation, and judgment. It also requires differentiating between oral and written communications. This course is aimed at improving your skills and learning some new techniques which will give you the persuasive edge when you are making a presentation, fielding difficult questions, or presenting complex information.

Learning Objectives

- Apply quick and easy preparation methods that will work whether you have one minute or one week to prepare
- Prepare for questions, even before you know what those questions will be
- Overcome nervousness that you may have when speaking in front of a group, particularly if the group is not sympathetic to what you have to say
- Use presentation techniques that establish your credibility and get people on your side

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Getting Started
   What is Speaking Under Pressure?
   Three-Part Technique
   Planning Our Approach
   Presentation Preparation
   Evaluations
3. Session 3: Planning
   Preparing to Plan
   Be Informed
   Get Involved
   Understand Yourself
   Stay on Track
   Presentation Preparation
   Evaluations
4. Session 4: Force Field Analysis
   What is Force Field Analysis?
   Exercise
   Pros and Cons
5. Session 5: Understanding Your Audience
   Understanding Your Audience, Part One
   Getting Started
   Profiling Your Audience
   Aim, Plan, and Convey
   Understanding Your Audience, Part Two
   Finding Common Ground
   Why?
   How?
   Practical Application
6. Session 6: Controlling Your Jitters
   Understanding Nervousness

Purchasing and Procurement Basics

Course Overview

Purchasing and procurement functions are about much more than bringing goods and services into an organization. They are the foundation of strong, collaborative relationships with suppliers. Since many companies source products from around the globe more frequently than ever, a procurement manager needs strong capabilities. These skills cannot just be learned on the job: they need to be taught. As well, the value of procurement is now recognized as an integral part of cost control within the organization. In this course, you'll learn the basics of procurement, including what a supply chain looks like, the purchasing cycle, essential tools and strategies for making the best purchasing relationships work, managing bids, and more.

Learning Objectives

- Describe what a supply chain is
- Describe your procurement department's role within the organization
- Understand the principles of the purchasing cycle
- Apply the steps needed for managing a competitive bid process, from the request for proposals or qualifications through to negotiating the contract
- Know what it takes to set up a competitive bid for a contract
- Defend your position on why a particular supplier should be selected based on an evaluation strategy
- Be responsible for managing supplier performance, including controlling quality and setting and monitoring standards
- Apply the tools of the procurement trade, from PC-based applications to cloud-based solutions

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment: Introduction
   Pre-Assignment: Questions
   Pre-Course Assessment
2. Session 2: Supply Chain Management Basics
   Defining the Terms
   Process Areas
   Summary
   Making Connections
   The Value of Procurement
   The Importance of Procurement
   Reducing Time to Market
   Practice Makes Perfect
   Pre-Assignment Review
   The Five Rights of Purchasing
3. Session 3: The Purchasing Cycle
   Cycle Overview
   Additional Points to Consider
   Identifying a Need
   The Purchase Requisition
   Material Requirements Planning
   Schedule
   Developing a System
   Making Connections

Researching Your Options
Issuing the Purchase Order
Issuing a Change Order
Invoice Auditing
Lessons Learned

4. Session 4: Purchasing Toolkit
Analyzing the Price
General Economic Issues
About Oligopolies
More About Oligopolies
Variable-Margin Pricing
Six Categories of Cost
Analyzing Costs
The Scope of Costs
Sources for Cost Data
Additional Costs
Evaluating Suppliers
Evaluation Checklist
Supplier Surveys
Additional Tools
Negotiation Basics
Key Negotiation Techniques
Effective Questions
Collaboration Techniques
The Learning Curve

5. Session 5: Managing Competitive Bids
Purchasing Through RFP's and Tenders
Bidding vs. Negotiation
Prerequisites
Making a Choice
Elements of the Analysis
Creating a Contract
Key Elements
Ethical Considerations
Conflicts of Interest
The Importance of Ethics
Ethical Standards
Ethical Dilemmas
Case Studies

6. Session 6: Improving Efficiency and Accuracy
Managing Supplier Performance
Aggregate Evaluations
Categorical Evaluations
Weighted Evaluations
Controlling Quality
Taking Corrective Action
Setting and Monitoring Delivery Standards
Shipment Tracking
Is the Contract Breached?
Expediting Orders
Creating Good Working Relationships
Monitoring Supplier Performance
Developing Performance Improvements

7. Session 7: Analyzing and Reducing Risk in the Supply Chain
Whose Risk Is It Anyway?
Applying the Concepts
The Digital Marketplace
Agile Procurement
Case Study
Using Multiple Suppliers
Building Agility
Case Study
A Risk Management Focus
Sample Plan
Best Practices

8. Session 8: Managing Internal Relationships
Procurement's Role in the Organization
Where Does Supply Management Fit?
Spell It Out
Making Your Mark
The Evolution of Materials Management
The Role of the Purchasing Specialist
Cross-Functional Teams
Challenges with Cross-Functional Teams

Body Language: Reading Body Language as a Sales Tool

Course Overview

Are you able to use your body language to full advantage? There are many kinds of non-verbal messages that you can send with your body to help people understand you and want to listen to you.

Learning Objectives

- Apply your knowledge of body language to improve communication
- Understand the impact of space in a conversation
- Understand the nuances of body language from a range of areas including your face, hands, arms, legs, and posture
- Use mirroring and matching techniques to build rapport
- Shake hands with confidence
- Dress for success

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Body Language
   Making The Grade
   Looking Into Ourselves
3. Session Three: Give Me Some Space!
   Space Issues
4. Session Four: What Is Your Face Saying?
   Your Face Is The Base
   Tips to Try
   The Eyes Have It
5. Session Five: What Is Your Body Saying?
   Speaking With Your Hands
   Tip
   Getting a Leg Up
   Tools Of The Trade
6. Session Six: Pre-Assignment Review
   Pre-Assignment Review
   Putting it Together
7. Session Seven: Building Rapport
   Creating Relationships
   Matching And Mirroring
   Matching And Mirroring
   Body Language
   Voice Characteristics
   Pacing
   Leading
8. Session Eight: Monitoring Your Posture
   Looking At Your Posture
   Working On Your Posture
9. Session Nine: Dressing Up
   What Should I Wear?
   Things To Consider
10. Session Ten: Shaking Hands
    Developing A Professional Handshake
11. Session Eleven: How Are You Doing?
    Making Connections
12. Personal Action Plan
    Starting Point
    Where I Want to Go
    How I Will Get There
13. Course Summary
14. Recommended Reading List
15. Post-Course Assessment

Research Skills

Course Overview

In this age of information overload, it can be hard to know where to find good information that you can trust. If you are doing research for an important project, report, or proposal, how do you find information that you can count on?

Learning Objectives

- Identify the benefits of proper research and documentation
- Read for maximum information retention and recall
- Take effective notes
- Plan a research strategy
- Identify and use various types of research sources
- Create preliminary and final outlines
- Know how to use style guides and be able to identify the most common styles
- Document and attribute your work to ensure you do not plagiarize

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Why Are Research Skills Important?
   Why are Research Skills Important?
3. Session Three: Basic Skills
   Reading and Note-Taking Techniques
   Get Organized
   Preview
   Ask
   Read
   Summarize
   Evaluate
   PARSE in Action
   Improving Your Recall
   Key Tips
4. Session Four: Planning Your Research Strategy
   A Research Model
   Identifying a Focal Point
   A One-Minute Pitch
   Getting Focused
   Writing a Draft Outline
5. Session Five: Where to Look and What to Look For
   Primary vs. Secondary Sources
   Analyzing Sources
6. Session Six: Finding Information the Old-Fashioned Way
   Useful Resources
7. Session Seven: Researching with the Internet
   Finding the Good Stuff
   Preferred Sites
   Analyzing Sources
   Mind Mapping
8. Session Eight: Getting Ready to Write
   Getting Ready to Write
9. Session Nine: Putting Pen to Paper
   Writing Basics
   Documentation Styles
   Citing Sources
   Entry Components

Respect in the Workplace

Course Overview

Research in North America suggests that more than 1 in 3 employees have experienced bullying, abuse, harassment, or discrimination in their workplaces. Fostering respect in the workplace invites a safer, more productive quality of life at work and in our public and personal spaces as well.

Learning Objectives

- Define and deal with bullying, abuse, harassment and discrimination
- Identify and address unconscious bias
- Identify power dynamics in the workplace
- Be empowered as a bystander to take effective action
- Understand and manage common emotions in the workplace
- Understand mental health outcomes of prolonged or unaddressed disrespectful behavior
- Foster respect in your workplace

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: The Power of Respect
   Framing our Experience
   Making Connections
   Definitions and Responsibilities: Respect
   Definitions and Responsibilities: Bias
   Definitions and Responsibilities: Discrimination
   Definitions and Responsibilities: Harassment
   Definitions and Responsibilities: Harassment
   Definitions and Responsibilities: Bullying
   Pre-Assignment Review
   Identifying Offensive Behaviors
3. Session Three: Unconscious Bias
   Our Brains and Bias
   Where Does This Fit Into Our Discussion of Diversity?
   Predispositions
   Assimilation, Accommodation and Mitigation
   Recognizing Bias
4. Session Four: Workplace Dynamics
   Power Dynamics
   Types of Power in the Workplace
   Inviting and Building Healthy Dynamics
   Encouraging Healthier Dynamics
5. Session Five: Managing Emotions
   Identifying Emotional Experience
   Emotional Scenarios
   Managing Difficult Emotions
   Case Studies
6. Session Six: Empowering the Bystander
   Anatomy of a Bystander
   When to Act
   Taking Action
   What Do I Say?
   The Four D's of Action
7. Session Seven: Fostering Respect
   Showing and Sharing Respect
   Brainstorming

Risk Management

Course Overview

Risk management has long been a key part of project management and it has also become an increasingly important part of organizational best practices. Corporations have realized that effective risk management can not only reduce the negative impact of crises; it can provide real benefits and cost savings. The risk management framework provided in this course is flexible enough for any organization. You can apply it to a single project, a department, or use it as a basis for an enterprise-wide risk management program.

Learning Objectives

- Define risk and risk management
- Describe the COSO ERM cube and ISO 31000
- Establish a risk management context
- Describe the 7 R's and 4 T's that form the framework of risk management activities
- Design and complete a basic risk assessment
- Determine the appropriate response to risks and create a plan for those responses
- Describe the key components of reporting, monitoring, and evaluation of a risk management program

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Understanding Risk
   Pre-Assignment Review
   Defining Risk and Risk Management
   Types of Risks
   Examples of Risk
   What is Risk Management?
   Establishing Your Risk Management Context
   Key Models
   ISO 31000 Standard and Guide 73
3. Session 3: Risk Management Activities
   The Seven R's And Four T's
4. Session 4: Assessing Risk
   A Risk Assessment Process
   Sample Template
   Identifying Risks
   Evaluation Method
   General Motors
   Task One
   Task Two
5. Session 5: Responding to Risks
   Risk Responses
   Key Considerations
   Case Study: General Motors (Part Two)
6. Session 6: Resourcing Controls
   Identifying and Evaluating Controls
   Case Study: General Motors (Part Three)
7. Session 7: Reaction Planning
   The Worst-Case Scenario
   Case Study: General Motors (Part Four)
8. Session 8: Reporting and Monitoring
   The Reporting Structure
   Reporting and Monitoring Framework
   Reporting Checklist
   Monitoring Checklist

Safe Food Handling

Course Overview

This course reviews personal hygiene guidelines for food safety, including handwashing and glove usage. It also reviews worker health policies and how workers can handle food safely.

Learning Objectives

- Identify how workers contaminate food
- Wash hands correctly
- Identify when to wash hands
- Use single-use gloves
- Know when to change gloves
- Wear correct work attire
- Eat, drink, and smoke in ways that keep food safe
- Identify symptoms and illnesses to report
- Know what to do when feeling sick

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Hand Hygiene Practices
   How Workers can Contaminate Food
   Handwashing
   Where to Wash Hands
   How to Wash Hands
   Seeing Handwashing in Action
   When to Wash Hands
   When to Wash Hands Scenarios
   Seeing Handwashing in Action
   Hand Care
   Bare Hand Contact with Ready-To-Eat Food
   Single-Use Gloves
   How to Put on and Remove Gloves
   When to Change Gloves
3. Session Three: Personal Hygiene Practices
   Work Attire and Practices
   Hair Restraints
   Clean Clothing
   Aprons
   Jewelry
   Eating, Drinking, Smoking, and Chewing Gum or Tobacco
   Illness Symptoms and Diagnosis
   Reportable Illnesses
   Restriction and Exclusion
   Restrict/Exclude Scenarios
4. Personal Action Plan
5. Course Summary
6. Recommended Reading List
7. Post-Course Assessment

Safety in the Workplace

Course Overview

Workplace accidents and injuries cost corporations millions of dollars and thousands of hours lost every year. They also have a profound, often lifelong impact on workers.

Learning Objectives

- Understand the difference between a safety program and a safety culture
- Use resources to help you understand the regulations in your area
- Launch a safety committee
- Identify hazards and reduce them
- Apply hiring measures that can improve safety
- Explain what a safety training program will involve
- Identify groups particularly at risk for injury and know how to protect them
- Help your organization write, implement, and review a safety plan
- Respond to incidents and near misses
- Understand the basics of accident investigation and documentation

Course Outline

8. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
9. Session Two: Defining a Safety Culture
   Defining a Safety Culture
   A Safety Culture
   How Does Safety Apply to Me?
10. Session Three: Governing Bodies and Resources
    Gathering Resources
    Governing Agencies
    Other Resources
11. Session Four: Getting Started
    Creating a Safety Committee
    The Safety Committee's First Meeting
12. Session Five: Identifying Hazards
    The Hazard Identification Process
    Common Hazards
    Reviewing Hazards
    Hazard Identification for the Acme Widget Company
13. Session Six: Resolving Hazards
    The Three Methods
    Hazard Resolution for the Acme Widget Company
14. Session Seven: Taking Proactive Measures
    Hiring for Safety
    Safety Training
    A Word about Adult Learning
    Alternatives to Training
15. Session Eight: Identifying Groups at Risk
    Identifying Groups at Risk
16. Session Nine: Writing a Safety Plan
    Elements of the Plan
    Additional Tips
17. Session Ten: Implementing the Plan
    Implementing the Plan: Getting Started
    Implementing the Plan: Empowering Employees
    Challenges and Solutions
18. Session Eleven: Incident Management
    Case Study
    Responding to Incidents
    Documenting Incidents
    Investigating Incidents

Self–Leadership

Course Overview

Self-leadership puts together taking responsibility for our outcomes, setting direction for our lives, and having tools to manage priorities. Self-leaders work at all levels of an organization. They are front-line workers in every possible role, middle managers, and CEOs. Self-leaders like Walt Disney and Wayne Gretzky worked hard to achieve their dreams without using the term self-leadership. However, they have clearly demonstrated that being in control of their behavior and results, focus, practice, and learning were necessary to achieve their goals.

Self-leadership requires a commitment from individuals to decide what they want from life and to do what's necessary to get the results they want. This course will help participants internalize the four pillars of self-leadership and to make meaningful, empowered choices while taking action to get where they want to go.

Learning Objectives

- Define self-leadership and what it means on an individual level
- Assume responsibility for your results by understanding who you are, what you want, and how to reach your goals
- Describe the four pillars of self-leadership
- Use techniques related to adjusting to change, cultivating optimism, and developing good habits to build your self-leadership

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: What is Self-Leadership
   Defining Self-Leadership
   Four Pillars of Self-Leadership
   Making Connections
3. Session 3: Knowing Who You Are
   Creating a Personal Vision Statement
   Step One Identify Your Values
   Step Two Define Your Values
   Step Three Put It All Together
   Identifying Dreams and Setting Goals
   Dream Examples
   SPIRIT
   Writing Tips
   Getting Goals on Paper
   Setting Ourselves Up For Success
   Building Accountability Into Your Goals
4. Session 4: Change Management
   Control and Change
   Making Connections
5. Session 5: Knowing What You Do
   Your Behavior
   Negative Cues
   Making Connections
   Lifelong Learning
   Learning Plans
   Making Connections
6. Session 6: Motivation for Optimists
   Motivation from Within
   Making Connections
   Creating a Motivational Climate
   The Value of Optimism
   ABC's of Optimism

Selling Smarter

Course Overview

It's no secret that the sales industry continues to change and evolve rapidly. This is an exciting and dynamic profession, although it is often underrated and misunderstood. The back-slapping, high pressure, joke-telling sales person has disappeared. In his place is a new generation of sales professionals: highly trained and well groomed, with the characteristics of honesty, trustworthiness, and competence.
Today's top salespeople are in the business of identifying needs and persuading potential customers to respond favorably to an idea that will result in mutual satisfaction for both the buyer and the seller. They do this in a way which puts the customer first, fully knowing that when they meet the customers' needs, sales will follow.

Learning Objectives

- Explain and apply concepts of customer focused selling
- Use goal-setting techniques as a way to focus on what you want to accomplish and develop strategies for getting there
- Apply success techniques to get the most out of your work
- Understand productivity techniques to maximize your use of time
- Identify ways to find new clients and network effectively

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Selling Skills
   Essential Skills
   Identifying the Skills for Success
   Consultative Selling
   Customer Focused Selling
   Focusing on the Customer
3. Session 3: The Sales Cycle
   The Sales Cycle
   Initiate
   Initiating the Sales Cycle
   Cold Calling
   Finding Clients
   Reverse Networking
   Using Reverse Networking
   Build
   Building Relationships
   Manage
   Optimize
   Finding Comfort
4. Session 4: Framing Success
   The Power of Your Mind
   Exploring Your Mind
   Optimism
   Professionalism
   Being Professional
5. Session 5: Setting Goals with SPIRIT!
   Setting Good Goals
   Creating SPIRIT Goals
6. Session 6: The Path to Efficiency
   The Path to Efficiency
   How You Manage Time
   Strategies for Staying Organized
   Using the Time Management Strategies
7. Session 7: Customer Service
   Customer Service
   Reasons for Buying

Six Sigma: Entering the Dojo

Course Overview

Six Sigma is a set of qualitative and quantitative quality tools that can help a business improve their processes. The efficiency built into the business processes brings about improved profits, confidence and quality. Ultimately this effort is there to ensure customer satisfaction.

The term Six Sigma comes from statistics to indicate that the process outputs fall within three standard deviations from the center (expected value) giving a range of six standard deviations (or 6 sigma- 6 σ). As a result in terms of individual outputs it means you would have 3.4 defects per million items.

This course is designed to introduce students to basic concepts of Six Sigma particularly in continuous process improvement. Various quality tools used in process improvements will be explored as well as the importance of customer relationships. Courses in Lean, quality and teams will provide knowledge on the other aspects of how Six Sigma works. It is a predecessor to studies in Six Sigma Yellow, Green and Black Belt.

Learning Objectives

- Understand the Basics of Six Sigma.
- Describe the seven quality tools to solve process problems.
- Describe the various quality management tools.
- Describe incremental and breakthrough improvements and understand the methodologies of continuous improvement projects.
- Describe the importance of customer relationships in a quality organization

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Six Sigma Basics
   Introduction
   DMAIC and DMADV?
3. Session 3: Improvement Tools
   Check Sheets and Flowcharts
   Scatter Diagrams and Histograms
   Pareto Analysis
   Control Charts
   Cause-and-Effect Diagrams
   Improvement Tool Activity
4. Session 4: Management Tools for Generating Ideas
   Brainstorming and Affinity Diagrams
   Making Connections
   Other Idea Generating Techniques
5. Session 5: Continuous Improvement
   Continuous Improvement
   How to Carry Out a Six Sigma Continuous Improvement Project
   Making Connections
6. Session 6: Customer Relationships
   Customer Satisfaction
   Obtaining Customer Feedback

Skills for the New Employee

Course Overview

Mastering certain behaviors and skills can help an employee in their first days at a new job.

Learning Objectives

- Understand the importance of professional presence on the job
- Understand the importance of a positive attitude
- Understand the role of stress reduction in nurturing a positive attitude and appreciate various methods of stress reduction
- Determine your own level of assertiveness and understand and improve your assertiveness
- Learn how to self-manage to become more effective and efficient
- Learn the importance of working as a team member
- Improve your communications skills, including listening, questioning and non-verbal communication
- Learn how to set goals and create a personal action plan

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Personal Best, Professional Best
   The Importance of Appearance
   First Impressions Count!
   Making Connections
3. Session Three: What Employees Want
   What Employees Want
4. Session Four: Positive Attitude
   Having a Positive Attitude
   Stress Reduction: Nurturing Your Positive Attitude
5. Session Five: Understanding and Improving Assertiveness
   What is Assertiveness?
   Making Connections
   Quiz
   Answer Key
   Improving Your Assertiveness Skills
6. Session Six: Time Management and Planning
   Self-Management
   Making Connections
   Time Management Tips
   Where Do You Stand?
   Planning
7. Session Seven: Working as a Team
   Working as a Team Exercise
8. Session Eight: Asking and Listening
   Asking Questions
   Active Listening
   Tips for Becoming a Better Listener
9. Session Nine: Non-Verbal Messages
   Types of Non-Verbal Messages
   Body Language
   The Signals People Send
10. Session Ten: Setting Goals
    Setting SMART Goals
    Making Connections
    A Personal Action Plan

11. Personal Action Plan
    Starting Point
    Where I Want to Go
    How I Will Get There
12. Course Summary
13. Recommended Reading List
14. Post-Course Assessment

Skills You Need for Workplace Success

Course Overview

There have been a number of studies that identify the key skills that workers need to be successful. Various studies call them different things - critical employability skills, soft skills, or transferrable skills. Regardless of the name these skills are critical for workplace success. Eight of the most commonly identified skills are: Being a Productive Team Member, Flexibility, Problem Solving, Resourcefulness, Giving and Receiving Feedback, Self-Confidence, Creative Thinking and Emotional Intelligence. Many of us possess one or more of these attributes already and perhaps all of them. Luckily these skills can be improved upon through training.

This course looks to take you from where you are now to a new level of understanding for the key skills that will help to make you successful at work.

Learning Objectives

- Know your own team member roles and responsibilities
- Understand ways to be an effective team member
- Know how it feels to experience change and know your level of change tolerance
- Understand ways to be flexible in times of change
- Know what a problem is and ways to approach problem solving
- Recognize the self-fulfilling prophecy and its relevance to their work
- Appreciate the variety of behaviors that characterize resourcefulness in the workplace
- Identify tips to giving and receiving feedback
- Realize the uses of feedback to increase their strengths as leaders in the workplace
- Recognize self-confident behaviors in the workplace
- Utilize a three-step process to building your own self-confidence
- Apply a number of group methods for creative thinking
- Recount the history of social and emotional intelligence theory
- Define Daniel Goleman's five sets of social and emotional competencies and correlate them to workplace experiences

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Being a Team Player
   Team Role Analysis Questionnaire
   Team Member Roles and Responsibilities
   Effective Team Membership
3. Session 3: Flexibility
   Change Exercise
   Change Tolerance
   Making Connections
   Becoming Flexible
   Analyzing Change
4. Session 4: Problem Solving
   What is a Problem?

Social Media and Your Business

Course Overview

Many people are familiar with how to use social media, but not everyone knows the best ways to use social media to market a business. Find out here.

Learning Objectives

- Describe the value of social media to your marketing plan
- Create and launch a social media marketing plan
- Select the right resources for a social media marketing team
- Define how to use social media to build an internal community
- Use metrics to measure the impact of a social media plan
- Manage difficult social media situations
- Describe features of some of the key social media sites, including Facebook, LinkedIn, and Twitter
- Decide whether a blog adds value to a social media plan
- Speak about specialty sites and social media management tools
- Stay on top of social media trends and adjust your plan as the online world evolves

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Getting Started
   What is Social Media?
   Pre-Assignment Review
3. Session Three: Understanding the Marketing Mix
   The Five P's And Social Media
   Exercise Your Muscle
4. Session Four: Developing a Social Media Plan
   Things To Think About
   Utilization Guidelines
   Expanding Your Digital Presence
   Social Media Plan Worksheet
   What Is The Value?
5. Session Five: Building Your Social Media Team
   Building The Team
   Making Connections
   The Community
6. Session Six: Using Social Media to Build Internal Communities
   Does it Mean Everyone is Online All the Time?
   Make it Work
7. Session Seven: Analyzing Your Impact with Metrics
   Useful Metrics
   Understanding Metrics
   Timing is Everything
   Things to Think About
   Target Market Worksheet
8. Session Eight: Keeping on Top of the Trends
   The Times Are A-Changing
   Case Study: Google+
   Making Connections
9. Session Nine: Damage Control
   Case Study: Ashleigh
   What It Means For You
   Case Study: United Breaks Guitars

Social Selling for Small Businesses

Course Overview

Social selling isn't just a fad or the latest approach to selling that businesses need to adopt. It's a result of the massive integration of social media in how we conduct our lives. Sales professionals understand they can connect to and leverage these habits. This course is designed for entrepreneurs and sales professionals to learn how to function in that space. In this course, we're going to explore how social selling is an essential requirement for sales teams, and how the relationships that are created and nurtured within social media will help you grow and sustain your business. We'll also learn how to apply specific techniques to connect with your audience and potential fans in the social space.

Learning Objectives

- Describe the attributes of social selling
- Explore how social selling can generate results for your small business
- Apply social selling strategies to create relevance in social media
- Understand the power of leveraging different social media platforms in social selling
- Measure your social selling results

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Defining Social Selling
   It Is What It Is
   The Relationship Between Social Media and Sales Professionals
   Pre-Assignment Review
   Getting Clear
   What's Your Purpose?
   Case Study
3. Session 3: Doing Your Research
   Who Will You Connect With?
   Why Do You Want To Connect With Them?
   How Will You Connect and Engage?
   Making Connections
   Making It Work
   What Do You Need?
   The Changing Marketplace
4. Session 4: Building Relationships
   Who Do You Know?
   What It's All About
   Expanding Your Circle
   Other People's Content
   Making Connections
   Blog Post: Think You Can Ignore a Cracked or Pitted Windshield?
   Question
5. Session 5: Sharing Content
   Being Relevant
   Making Connections
   Helping Your Sales Team Flourish
   What About You?
   Defining Yourself
   Coaching Your Team
   Listen and Learn
   Case Study
   Getting in Touch
6. Session 6: Leveraging Technology
   Diving In
   Social Platforms – LinkedIn
   Getting Started

Story Marketing for Small Businesses

Course Overview

Cultures both ancient and modern have strong storytelling traditions. Our brains are wired to share and process information through storytelling. Information presented as a story has the power to inform, influence and motivate.

Story marketing is the process of attracting and engaging customers through story – their story, rather than yours. Instead of the 'buy our product' messages of typical marketing campaigns, story marketing tells the customer story and motivates them to connect with your company as a solution to their problem or a way to a better life.

This course will highlight the essentials of story marketing for your small business: story marketing tools, storytelling basics, and how to write and refine your own story for marketing to your target audience.

Learning Objectives

- Define story marketing
- Recognize and use the essential tools of story marketing
- Understand the basics of good storytelling
- Examine ways to connect with your customers
- Refine your company brand for story marketing
- Discover and build your own story
- Polish your story for maximum results

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Story Marketing Toolkit
   Which Came First: The Chicken or The Egg?
   What Does This Have to Do with Story Marketing?
   The Ingredients
   The Menu
   What Is Your Story Idea?
   Your Inspiration
   Pre-Assignment Review
   Your Toolkit
   Toolbox Inventory Activity
3. Session Three: Storytelling Essentials
   What Exactly is a Story?
   Enter the Story
   Ingredients of a Good Story
   Identifying a Hero, Challenge, and Resolution
   Story for Your Brand
   A Story Within a Story
   Setting Goals
   The Truth Test
   Positive vs. Negative
4. Session Four: Connecting with Customers
   Connecting with Customers
   The Customer Is the Hero
   Understanding Your Customers
   Brainstorming
5. Session Five: Refining Your Brand
   Refining Your Brand
   Understanding Your Company
   How Well Do You Know Your Company?
   Inventory of Key Company Facts

Strategic Planning

Course Overview

If you and the people who work with you don't understand where the company is going, they may all develop their own priorities and actually prevent you from getting where you need to be. Part of getting everyone on board is creating a strategic plan complete with the organization's values, vision, and mission. Then, there's the challenge of bringing these principles to life in a meaningful way that people can relate to. This course will help you describe what you want to do and get people where you want to go.

Learning Objectives

- Identify the values that support the company
- Define the vision for the company
- Write a mission statement that explains what the company's purpose is
- Complete meaningful SWOT analyses
- Apply tools and techniques to create a strategic plan that directs the organization from the executive to the front line
- Implement, evaluate, and review a strategic plan
- Identify how related tools, such as the strategy map and balanced scorecard, can help you develop a strategic plan

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Understanding Strategic Planning
   Understanding Strategic Planning
   Understanding Your Stakeholders
   Getting Focused
   Making Connections
   Pyramid Structure
3. Session 3: Identifying Our Values
   Pre-Assignment Review
   Option B
   Creating Value Statements
   Making Connections
4. Session 4: Designing Our Vision
   The Vision Process
   Case Study
   Moving Forward
   Defining Your Vision
5. Session 5: On a Mission
   Defining Your Mission Statement
   Examples
   Designing a Mission Statement
6. Session 6: Performing a SWOT Analysis
   What is a SWOT Analysis?
   SWOT Matrix
   SWOT Checklist
   Individual Analyses
   SWOT Ratings
   Part Two: Reflection
7. Session 7: Setting Goals
   Fitting into the Plan
   The Four Perspectives
   Timeline for Your Plan
   Goals with SPIRIT
   Getting Into It
8. Session 8: Assigning Roles, Responsibilities, and Accountabilities

Stress Management

Course Overview

Today's workforce is experiencing job burnout and stress in epidemic proportions. Workers at all levels feel stressed out, insecure, and misunderstood. Many people feel the demands of the workplace, combined with the demands of home, have become too much to handle. This course explores the causes of such stress, and suggests general and specific stress management strategies that people can use every day.

Learning Objectives

- Understand that stress is an unavoidable part of everybody's life
- Recognize the symptoms that tell you when you have chronic stress overload
- Change the situations and actions that can be changed
- Deal better with situations and actions that can't be changed
- Create an action plan for work, home, and play to help reduce and manage stress

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment: Holmes-Rahe Stress Rating
   Pre-Course Assessment
2. Session 2: Defining Stress and How It Affects Us
   Where Are You Now?
   Defining and Identifying Stress
   Pre-Assignment
   What Does It Mean?
   Ways to Look at Your Stress
   Understanding Stress
   Coping Behaviors
   Stress and Your Health
   Causes of Stress
3. Session 3: What is Stress About?
   Stress Can Be About Changing Lifestyles
   Stress Can Be About Power
   Stress Can Be About Self-esteem
   Stress Is About Change In Our Environment
   Flexibility
   Eustress
4. Session 4: Building a Solid Foundation
   Taking Care of Your Body and Your Mind
   Making Connections
   Case Study: Carrie's Day
   Carrie's Day
   Questions
   The 'Less Stress' Lessons
5. Session 5: Mental Strategies
   Changing Ourselves
   Personality
   Nature of Organization
   Quality of Support
   The Triple A Approach
   Alter
   Avoid
   Accept
6. Session 6: Stress at Work
   The Stress Tax
   Symptoms of Stress Overload
   Stress Inventory
   Scoring
   Finding Some Solutions
   Stress Logging

Successfully Managing Change

Course Overview

None of us can escape change, therefore it is well worth developing strategies to manage it! Because everyone has to manage change, having tools to help embrace it lead to the best outcomes. Successfully Managing Change includes the stages and pace of change, dealing with resistance, adaptive strategies, approaching change as an opportunity for growth, and more.

Learning Objectives

- Accept there are no normal or abnormal ways of reacting to change, but that we must start from where we are
- See change not as something to be feared and resisted but as an essential element of the world to be accepted
- Understand that adapting to change is not technical but attitudinal. Change is not an intellectual issue but one that strikes at who you are
- Recognize that before we can embrace the way things will be, we may go through a process of grieving, and of letting go of the way things used to be
- See change as an opportunity for self-motivation and innovation
- Identify strategies for helping change to be accepted and implemented in the workplace

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: What is Change?
   Leading Thinking
   Change and Transition
   Self-Reflection Activity
   The Change Cycle
   Endings
   Transitions and The Neutral Zone
   Beginnings
3. Session Three: What is Change Management?
   The Three Phases
   Keep in Mind
   Benefits of Change Management
   Insights
4. Session Four: The Human Reaction to Change
   Control and Change
   Relating to Your Workplace
   The Four-Room Apartment
   Your Room Discussion
5. Session Five: The Pace of Change
   The Trend of Change
   Why 20 Per Cent?
   Who Are You?
   Positive Change Activity
6. Session Six: Dealing with Resistance
   Understanding Resistance
   Analyzing Successful Change
   Making Change Stick: Action Planning
   Making Change Stick: Reinforcement
   Strengthening a Change
7. Session Seven: Adapting to Change

Survival Skills for the New Trainer

Course Overview

If you are thinking about becoming a trainer, or have started conducting some training already and want to know more about what will help you to become an excellent trainer, this course will help. This course is designed as an exploration of the essential skills that trainers need to develop, getting you started with learning in an interactive and fun environment.

Learning Objectives

- Understand the essential background for trainers to have
- Explore how being genuine enhances training
- Identify the elements of good questions
- Understand how to apply listening skills
- Develop rapport-building strategies
- Recognize key skills in a trainer's toolbox and identify skill areas for development

Course Outline

Session One: Course Overview
Learning Objectives
Pre-Assignment
Pre-Course Assessment

1. Session Two: What Makes a Good Trainer?
   Background Information
   Pre-Assignment Review
   Adult Learning
2. Session Three: Personal Best, Professional Best
   Putting Your Best Foot Forward
   Tips For Looking Professional
   Making Connections
3. Session Four: Being Genuine
   Making Connections
4. Session Five: Assertiveness Skills
   Understanding Assertiveness
   Aggressive Behavior
   Manipulative Or Passive-Aggressive Behavior
   Passive Behavior
   Assertive Behavior
5. Session Six: Asking The Right Questions
   Asking Good Questions
   Improving Communication with Questions
   Types of Open-Ended Questions
   Probing
   Pushing My Buttons
6. Session Seven: Listening Skills
   Can You Hear Me?
   Active Listening Skills
   Tips For Becoming A Better Listener
   What Is Said And What Is Heard
7. Session Eight: Connecting With People
   Rapport Building
   Facilitative Training
   Other Methods To Consider
   The Tipping Point
   A Shift In Training
   Do I Have What It Takes?
8. Session Nine: Defusing Difficult Participants
   Resolving Problems

Team Building: Developing High Performance Teams

Course Overview

Success as a manager can often depend on how well your team operates. Problem solving methods, conflict resolution skills, action planning tools, self-assessment techniques, and an understanding of team development theory can give a team the boost that they need to become a high-performing unit.

Learning Objectives

- Identify different types of teams.
- Build teamwork by recognizing and tapping into the 12 characteristics of an effective team.
- Promote trust and rapport by exploring team player styles and how they impact group dynamics.
- Recognize the key elements that move a team from involvement to empowerment and how to give these elements to a team.
- Develop strategies for dealing with team conflict and common problems.
- Understand how action planning and analysis tools can help a team perform better.

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Organizations Today
   A Changing Structure
   Trends in Business
   Making Connections
3. Session Three: Types of Teams
   What a Team Is Not
   Types of Teams
   Defining a Team
4. Session Four: Team Norms
   Team Norms
5. Session Five: The TORI Team Building Model
   The TORI Model
6. Session Six: A Team's Activities
   Four Activities
   Thinking About the Four Activities
7. Session Seven: The Five Stages of Team Development
   The Five Stages of Team Development
   Nurturing Teams
   Important Factors in Team Development
   Team Problem Solving
8. Session Eight: Characteristics of Great Teams
   The 12 Characteristics
   The First Four Characteristics
9. Session Nine: Civilized Disagreements and Consensus
   Definitions
10. Session Ten: Open Communication
    Open Communication
11. Session Eleven: Clear Roles and Assignments
    The Eighth Characteristic
    Leader's Expectation Checklist
12. Session Twelve: Shared Leadership
    About Shared Leadership
13. Session Thirteen: Team Player Types
    What is Your Team Player Type?
    Pre-Assignment Review

Telemarketing: Using the Telephone as a Sales Tool

Course Overview

Virtually everybody in sales today sells over the phone at least part of the time. Perhaps it is time for you to evaluate how you use the telephone and where it fits into your sales and marketing mix. This course will show you how the telephone can supplement, enhance, and sometimes replace other means of marketing and selling, and how this personal approach can dramatically increase your sales success. We will also talk about how to hone your communication skills, your ability to persuade, and techniques to personalize each sales call.

Learning Objectives

- Build trust and respect with customers and colleagues
- Warm up your sales approach to improve success with cold calling
- Identify ways to make a positive impression
- Identify negotiation strategies that will make you a stronger seller
- Create a script to maximize your efficiency on the phone
- Learn what to say and what to ask to create interest, handle objections, and close the sale

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Pre-Assignment Review
   Your Pre-Assignment Answers
   Self-Improvement
3. Session 3: Verbal Communication
   Being Yourself and Sounding Your Best
   The Masterpiece of Voice
   The Four E's
   A Service Image: What Do Your Customers Hear?
   A Service Image: What Do You Want Your Customers To Hear?
   The Good, the Bad, and the Not-to-Mention
   Becoming a Customer Service Superstar
4. Session 4: To Serve and Delight
   What You Say and What it Means
   Your Interpretation
   Planning the Ideal Answer
   Try Out These Phrases
5. Session 5: Exceptional Things about Telephone Sales
   Keeping a Positive Outlook
   Give Yourself Time to Learn
   Rapport Building
   Guidelines for Remembering Names
6. Session 6: Building Trust
   Building Trust
   Defining Trust and Respect
7. Session 7: It's More Than Just a Phase
   Phases of Negotiation
   Exploring the Phases
   Types of Negotiation
   Other Negotiation Tips
   Defining the Negotiation Types
   Negotiation Experience
8. Session 8: Communication Essentials
   Active Listening Skills
   Active Listening

The ABC's of Supervising Others

Course Overview

This course is for people who are new supervisors or who are interested in a supervisory position, as well as those who are team leads or part-time supervisors without a great deal of authority. This course is designed to help students overcome many of the supervisory problems that they will encounter as a workplace leader. Dealing with the problems that a new supervisor encounters isn't easy, but it doesn't have to lead to discouragement.

Learning Objectives

- Adjust to the supervisor's role with confidence
- Develop your skills in listening, asking questions, resolving conflict, and giving feedback to employees
- Identify key attitudes that you can develop to enhance your supervisory skills
- Use time management and planning techniques to maximize your success
- Develop a technique for giving instructions that are clear and understood
- Understand the importance of developing good relationships with employees and peers, so you are seen as fair and consistent

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Pre-Assignment Review
   Pre-Assignment Review
3. Session 3: Making the Transition
   How Will My Role Change?
   Coping with the Changes
   What to Say If You're Teased About Being the Boss
   Tips for Learning the Ropes Quickly
   Questions Supervisors Have
4. Session 4: Responsibilities of a Supervisor
   Making Connections
5. Session 5: Key Behaviors and Attitudes
   Building the Right Environment
   Cues for Success
   Motivation from Within
   Making Connections
   Committing to Lifelong Learning
   The Value of Practice
   Learning Plans
6. Session 6: Setting Goals
   Know Where You Are Going
   Getting Specific
   Setting Goals with SPIRIT
7. Session 7: Planning for Success
   How Can Planning Help Me?
   Getting Things In Order
   Making Connections
   Mastering E-mail
   Calculating Your Time
   Tips for Tackling the E-Mail Monster
   Time Management Tips
   Key Planning Points
   Putting Plans into Action with Scheduling Aids
   Organizing Your Work Area and Your Paperwork
   The Master Plan
   The Supporting Plan
   Usage of Resources
   The Next Steps

The Minute Taker's Workshop

Course Overview

Whether you are a new minute-taker or someone who has been producing minutes for a while, you can benefit from this course. Learn what the role entails, and techniques for producing an accurate record of what took place at a meeting.

Learning Objectives

- Know what is expected of a minute taker
- Develop key minute taking skills, including listening skills, critical thinking, organization, and good note taking
- Write minutes that are suitable for formal meetings, informal meetings, and action minutes
- Be an efficient minute taker in any type of meeting
- Prepare and maintain a minute book

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: The Role of a Minute Taker
   What is a Minute Taker?
   The Purpose of Minutes
   Problems and Solutions
3. Session Three: The Skills of a Minute Taker
   Key Skills
   Listening Skills
   Tips for Becoming a Better Listener
   Critical Thinking Skills
   Organization Skills
   Note Taking Skills
4. Session Four: Meeting Agreements
   Meeting Agreements
5. Session Five: Minutes Styles
   Choosing a Style
   Informal Minutes
   Action Minutes
   Formal Minutes
6. Session Six: What Do I Record?
   Recording Motions and Resolutions
   What to Record
7. Session Seven: Techniques for Preparing Minutes
   Top Techniques
   Writing Minutes
   Exercise
   Session Eight: Taking Minutes in an Interactive Meeting
   Interactive Meetings
   The Role of the Facilitator
   Taking Minutes at an Interactive Meeting
8. Session Nine: The Minute Book
   The Minute Book
9. Session Ten: Minutes Practice
   Applying Your Learning
   Meeting Minutes
10. Personal Action Plan
11. Course Summary
12. Recommended Reading List
13. Post-Course Assessment

The Practical Trainer

Course Overview

Most people who call themselves trainers today probably didn't start out to be trainers. They often work in a field where they develop extensive knowledge and then are asked to share what they know. Many trainers have some experience with teaching, writing, or leadership, although they come from nearly every field.

As such, people who work as trainers are often put into difficult situations without much understanding of what training is or how to do it well. We know that being a good trainer is the result of developing skills to bring information to an audience. This information will then engage, empower, and encourage continued learning and development.

This course will give you the skills that you need so that your students not only learn, but also enjoy the process, retain information shared, and use their new skills back in the workplace.

Learning Objectives

- Recognize the importance of considering the participants and their training needs, including the different learning styles and adult learning principles
- Know how to write objectives and evaluate whether these objectives have been met at the end of a training session
- Develop an effective training style, using appropriate training aids and techniques
- Conduct a short group training session that incorporates these training concepts

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Self-Development: A Checklist for Trainer-Trainees
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Defining a Successful Training Program
   Defining Successful Training
   About Audiences
   Advantages of Workplace Training
3. Session 3: What Makes a Successful Trainer?
   Key Characteristics
   Mistakes and Solutions
   Stimulating a Readiness to Learn
   How to Facilitate Learning
   How to Inhibit Learning
4. Session 4: A Word About Adult Learning
   Understanding Adult Learning
5. Session 5: The Learning Process
   The Four Steps
6. Session 6: Principles of Adult Learning
   Making Connections
   The Principles of Adult Learning
   Making Connections
7. Session 7: What's Your Type? How About Mine?
   Assessing Your Preferences
   Questionnaire
   What Does it Mean To Have a Number?
   Mostly A's – Inquiring Rationals
   Mostly B's – Authentic Idealists
   Mostly C's – Organized Guardians
   Mostly D's – Resourceful Artisans
   What's Important?

The Professional Supervisor

Course Overview

With a host of new challenges and responsibilities to tackle, new supervisors need training that helps them adjust to their new role. Learning how to supervise your new employees on a trial and error basis can lead to discouragement. This course can help you overcome many of the problems a new supervisor may encounter, and to set the groundwork for a successful change in your working life!

Learning Objectives

- Clarify the scope and nature of a supervisory position
- Learn some ways to deal with the challenges of the role
- Recognize the responsibilities you have as a supervisor, to yourself, your team, and your organization
- Learn key techniques to help you plan and prioritize effectively
- Acquire a basic understanding of leadership, team building, communication, and motivation, and what part they play in effective supervision
- Develop strategies for motivating your team, giving feedback, and resolving conflict

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Questionnaire: Role As A Member of The Management Team
   Questionnaire
   Pre-Course Assessment
2. Session 2: Adjusting to Your Role
   Introduction
   Be a Learner
   Refresh Your Network
   Leverage a Mentor
   Set Limits
   Let Go
   Pre-Assignment Review
   Making The Transition
   Dealing With Older Employees
   Dealing With Friends Who You Now Supervise
   Dealing With Unions
3. Session 3: A Supervisor's Responsibilities
   Making Connections
4. Session 4: Action-Centered Leadership
   Model Overview
   Individual
   Team
   Task
   Considering The Possibilities
5. Session 5: Making Plans
   Old Sayings With Staying Power
   Introduction
   Breaking Down The Matrix
   Progress and Maintenance Tasks
   Prioritizing Case Study
   The Four Elements
   The Importance of Goals
   Benefits for Employees
   Planning to Plan
6. Session 6: Setting Goals
   Going After Your Dreams
   The SPIRIT Acronym
7. Session 7: Defining Leadership
   Making Connections
   Key Characteristics

Time Management

Course Overview

Time is money, the saying goes, and lots of it gets lost in disorganization and disruption. We also deal with a constant barrage of technology, people, and tasks that can contribute to that disorganization. Many people find that they flit from one task to another, trying to get everything done, but often falling short. You will learn how to make the most of your time by getting a grip on your workflow and office space, using your planner effectively, and delegating some of your work to other people.
In this course you will learn how to make the most of your time by getting a grip on your workflow and office space, using your planner effectively, and delegating some of your work to other people.

Learning Objectives

- Better organize yourself and your workspace for peak efficiency
- Understand the importance of, and the most useful techniques for, setting and achieving goals
- Plan and schedule your time efficiently
- Learn how to set priorities
- Discover the ingredients for good decision-making
- Learn what to delegate and how to delegate well
- Take control of things that can derail your workplace productivity
- Create order and get organized
- Manage your workload

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: What Is Time Management?
   Pre-Assignment Review
   Why Time Management Is Important
3. Session Three: Setting Goals
   Goals and Targets
   Setting SMART Goals, Part One
   Your Own SMART Goals
4. Session Four: Planning Tips and Tricks
   Planning Tools
   Case Study
   Case Study Questions
5. Session Five: Setting Priorities
   Prioritizing Your Tasks
   Matrix Overview
   Your To-Do List
   Managing Interruptions and Distractions
   Tips for Controlling Disruptions
6. Session Six: Making Decisions
   Eight Ingredients for Good Decision Making
   Weighing the Pros and Cons
7. Session Seven: Delegating
   Assigning Tasks
   Guidelines for Success
   The Story about Everybody, Somebody, Anybody, and Nobody

Tough Topics: Talking to Employees about Personal Hygiene

Course Overview

As a manager, you're probably used to dealing with tough situations: employees who insist on being late, team members who miss deadlines, and staff members who can't get along. But conversations about an employee's personal appearance are a whole different ball game. It's something that we often avoid talking about, or worse, make light of.
This course has two major themes. First, we'll give you a framework for having those tough conversations. We'll also give you some guidelines for customizing that framework for your organization. Then, we'll look at some common tough conversations that come up, including body odor, flatulence, poor clothing and hair decisions, and bad breath. You'll walk away well prepared for any kind of challenging conversation.

Learning Objectives

- Identify the advantages to having tough conversations
- Describe the components to an effective behavior modification conversation
- Use your organization's resources to help you deal with hygiene issues
- Overcome barriers that employees put up when discussing hygiene problems
- Resolve hygiene issues such as bad hair days, inappropriate piercings and body art, poor clothing choices, bad breath, body odor, excessive gas, and incontinence
- Nip poor hygiene habits in the bud
- Identify ways to encourage good hygiene at your workplace

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Let's Talk About It!
   Introduction
   On A Personal Note
   A Business Case
3. Session 3: Guidelines for Difficult Conversations
   A Step-by-Step Guide
   Step One: Set the Time and Place
   Step Two: Use a Soft Opener that Asks for Feedback
   Step Three: Describe the Issue as You or Others Have Observed It
   Step Four: Describe the Impact on the Employee and the Workplace
   Step Five: Outline the Options
   Getting the Facts
   Making Connections
4. Session 4: Overcoming Objections
   Common Barriers
   The Person Becomes Offended
   The Person Won't Admit That They Have a Problem
   The Person Refuses To Change Their Hygiene Habits or Appearance
   The Issue Reoccurs Frequently
   The Person Feels Discriminated Against Because They Have a Disability
   Making Connections
5. Session 5: Bad Hair Days (And Weeks... and Months...)
   Case Study
   Suggested Approach

Trade Shows: Getting the Most Out of Your Trade Show Experience

Course Overview

Most companies spend huge amounts of time and money designing, construction, outfitting, transporting, and setting up their trade show booth. This course aims to have you understand some of the basic skills that would allow you to get the most out of your trade show experience. The workshop will start by looking at who attends trade shows and why they are there. It will explore a number of things that should be done before the show even starts, including setting trade show goals, understanding your company, and developing good trade show introductions. It will then look at trade show etiquette and skills emphasizing active listening, body language and questioning. A special emphasis will be placed on conducting prospecting. The workshop will end with an exploration of the follow-up necessary after the show. This course will highlight basic skills that should allow you to generate more leads, prospects and especially qualified prospects at your next trade show.

Learning Objectives

- Understand the types of people that attend trade shows
- Develop trade show goals, which are S.M.A.R.T. - Specific, Measurable, Achievable, Relevant and Time-bound
- Know what your company does (products, marketing strategy, your customers) in order to work successfully in the trade show booth
- Realize the importance of good conversation from the opening lines of introduction to the closing of the conversation, hopefully with a potential sale
- Develop a variety of introductions that could be used to engage potential customers at a trade show
- Understand the importance of Pre-Promotion to the success of the trade show
- Realize the importance of targeted promotional giveaways
- Understand the importance of good booth behavior including Active Listening, Body Language, and Questioning.
- Conduct prospecting activities at a trade show, including First Contact, Qualification, Determining Needs, and Closing the Deal
- Develop and conduct follow-up activities with leads, prospects, and qualified prospects after the trade show

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Lay of the Land
   Attendees
   Why Do People Attend Trade Shows?
   Who Attends Trade Shows?
   Attendee Exercise
3. Session 3: Setting Trade Show Goals

Training with Visual Storytelling

Course Overview

Consider training programs that you have taken in the past. Did the skills that you learned benefit your organization? Did they help you do a better job? Did you even take anything beneficial away from the training at all? A training needs analysis can help your participants answer “yes” to all of these questions, and make sure that their time (and their organization’s money) is well spent.

Learning Objectives

- Describe how storyboarding leads to better training results
- Apply storyboarding techniques to create a strong foundation for training
- Design training that uses storytelling to make it memorable, compelling, and relevant to the audience
- Evaluate technology tools to determine what will create the best learning experiences needed for adequate training

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: How Storytelling Can Boost Your Training Power
   Setting the Stage
   Pre-Assignment Review
3. Session Three: The Elements of a Powerful Story
   Identifying Your Audience
   Choosing the Right Channels
   Connecting with the Audience
   What Is In It For Me?
   Making Connections
   Defining the Story’s Purpose
   The Persuasive Story Pattern
   Developing the Story’s Content
   Using Storyboards to Develop Content
   Creating a Catalog
   Case Study
4. Session Four: Storyboarding Techniques
   Storyboarding the Old-Fashioned Way
   Sample Storyboarding Form
   Additional Approaches
   Storyboarding with Apps
   Choosing the Right Tools
   Sample Tools
   Collaborating with Others
   Animated Presentations
5. Session Five: Bringing the Story to Life
   Graphic Design 101
   The Purpose of Good Design
   Signal vs. Noise
   Turning Down the Noise
   Going Beyond the Basics
   Conceptual Images
   Data Overload
   Choosing the Right Medium for Your Message
   ACME Case Study
   Being Presentable
   Practice Makes Perfect
   Avoid the Rush
   Practice on Camera in Slide Show Mode
   Be Deliberate About Being Memorable

Transgender Employees: Creating an Inclusive Work Community

Course Overview

A safe, inclusive workplace in many jurisdictions is not just the law; it is a goal of every employee and company that values the contributions, well-being, and productivity of everyone in the organization. In society today, individuals are of many personal communities. In addition to heterosexual or 'straight' there is also LGBTQ2 – Lesbian, Gay, Bisexual, Transgendered, Queer, and 2, for two-spirited: an aboriginal concept of two sexualities within one body. 'Trans', however, refers to gender identity, whereas the other terms describe sexual orientation. The importance of understanding terms of identification is critical to creating and maintain a safe workplace.

Transgender Employees: Creating an Inclusive Community is a course to introduce the importance and elements of safe inclusive workspaces for transgendered persons – those identifying as one gender but born into the body of the opposing gender. This course will offer an introduction to terminology, elements, policies, and resources to build and sustain a safe, inclusive environment for transgendered employees and increase the comfort level and productivity off all in your organization.

Learning Objectives

- Understand the importance and history of inclusivity in the workplace
- Increase your understanding of the transgendered experience
- Explore and address personal and societal biases, misconceptions, and choices
- Identify and implement elements to support a safe inclusive workplace

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Overview of Transgender People in the Workplace
   Introduction
   Pre-Assignment Review
   Making Connections
   Importance of Transgender Inclusivity
   History of Transgender in the Workplace
   Inviting Transgender Inclusivity
3. Session 3: Beliefs and Attitudes
   Know Your Bias
   Own Your Reality
   Making Connections
   Challenging Prejudice
   Naming the Problem
   Challenging the Problem
   Why Do This?
   Making Connections
4. Session 4: Power of Language
   Power of Language
   Pronouns
   Gender Identity
5. Session 5: Safe Spaces
   Setting a Goal for Safe Spaces
   Verbal and Emotional Environment
   Physical Environment
6. Session 6: Inclusive Community
   Inclusive Community
   Being an Ally
   Elements of an Ally
   Steps and Progress

Unconscious Bias

Course Overview

Unconscious bias can lead to decisions that unfairly discriminate against individuals and can negatively affect workplace culture, reputation and bottom line. Identifying and reducing unconscious bias improves quality of life, both personal and professional.

Learning Objectives

- Define and understand unconscious bias
- Understand the importance of acknowledging and addressing unconscious bias in workplace and personal settings
- Identify potential biases in personal and workplace settings
- Engage the Five Rs of reducing unconscious bias
- Develop plans and policies to reduce personal and workplace unconscious biases

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Defining Unconscious Bias
   What is Unconscious Bias?
   Self-Examination of Unconscious Bias
   The Science of BIAS
   Examining Your Schema
   Unconscious Bias and Our World
3. Session Three: Addressing Unconscious Bias
   Owning Unconscious Bias
   Unconscious Bias as a Tool
   Five Rs of Reducing Unconscious Bias
   Exploring the Five Rs
   Introduction to Needs Assessment
   Examining Unconscious Bias
4. Session Four: Identifying Personal Unconscious Bias
   Identifying Personal Unconscious Bias
   The Need for Bias
   Touching Bias Today
   Reflections
   A Roadmap for Learning (and Re-learning)
   Finding Our Filters
   Exploration
5. Session Five: Reducing Personal Unconscious Bias
   Creating a Plan
   Objectives
   Ingredients of an Objective
   Choosing Words Carefully
   Writing Learning Objectives
6. Session Six: Identifying Workplace Unconscious Bias
   Recruiting and Hiring
   The Interview Activity
   New Versus Familiar
   Sweating the Small Stuff
   Examining Micro-inequities
   Reversing the Process
7. Session Seven: Reducing Workplace Unconscious Bias
   Sharing New Information with Adults
   Andragogy
   Tenets of Adult Education
   Other Methods of Addressing Unconscious Bias
   Evaluation
   Sample Impact Evaluation for Participants
   Writing the Plan
   Creating a Workplace Plan
8. Personal Action Plan
9. Course Summary
10. Recommended Reading List
11. Post-Course Assessment

Understanding and Coping with the COVID-19 Pandemic

Course Overview

The COVID-19 pandemic is affecting people around the world, resulting in health care systems being overwhelmed, people being confined to their homes, restrictions on travel, and the closure of businesses and industries. Because of this, many people are struggling with uncertainty and fear.

Learning Objectives

- Understand what COVID-19 is and how it spreads
- Know how to protect yourself during this pandemic
- Understand what self-isolation and self-quarantine mean and how to comply
- Know what to do if you become sick
- Learn about psychological reactions to the situation
- Learn ways to manage stress and anxiety caused by the situation
- Learn proper techniques for washing hands, using hand sanitizer, using masks, and cleaning and disinfecting
- Recognize reliable sources of information about the pandemic

Course Outline

12. Session One: Course Overview
    Learning Objectives
    Pre-Course Assessment
13. Session Two: What is COVID-19?
    What Is It?
    Symptoms
    What is a Pandemic?
    Activity: Symptoms
    How COVID-19 Spreads
14. Session Three: How to Protect Yourself
    How to Protect Yourself
    Protective Measures of Covid-19
    Social Distancing
15. Session Four: Self-Isolation and Self-Quarantine
    Definitions
    Who Needs to Self-Isolate/Self-Quarantine?
    How Long Is the Self-Isolation/Quarantine Period?
    How to Self-monitor
    What to Do If You Begin Experiencing Symptoms
    How to Self-Isolate/Quarantine If You Live With Other People
    How to Care for Someone Else in Self-Isolation
    When Can Self-Isolation or Self-Quarantine End?
    Self-Isolation and Self-Quarantine
16. Session Five: What to Do if You are Sick
    If You are Sick
17. Session Six: Mental Wellness During the COVID-19 Pandemic
    Psychological Reactions
    Sources of Stress
    What You Might be Feeling
    Combatting Stigma
    Managing Stress and Anxiety
    How to Help Children Cope
    Warning Signs
    Ideas for Managing Stress and Anxiety
    Create a Plan

Using Activities to Make Training Fun

Course Overview

A study of adult educators conducted by Pennsylvania State University doctoral student David Tanis found that playfulness creates a learning environment of "fun, enjoyment, and laughter," and that their students notice cognitive gains in terms of "engagement, retention, and understanding."

Ways to incorporate playfulness into the training classroom include the use of games and other activities, along with humor, which will be explored in this course.

Purposeful, well-thought out, and engaging activities in a training course can help learners apply new skills and knowledge, as well as retain that information in a meaningful way, while meeting learning objectives.

Learning Objectives

- Understand how training can include the use of activities
- Explore different types of games
- Identify methods to elicit participant buy-in
- Apply humor principles in adult learning
- Troubleshoot when activities go badly
- Develop your own activities

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Let's Have Some Fun!
   The Four Steps in Experiential Learning
   The Principles of Adult Learning
   Learning How to Drive
   The Value of Games
   Tips for Success
   Making Connections
3. Session Three: Getting Everyone on Board
   Getting Buy-In
   Learning From the Truly Greats and Big Mistakes
4. Session Four: Choosing the Right Activity
   Types of Activities
   Facilitator Responsibilities
   Dealing with Reluctant Participants
5. Session Five: When Activities Go Badly
   Troubleshooting Activities
   Difficult Situations
6. Session Six: Using Humor in Training
   Tips on Using Humor
7. Session Seven: Balancing Act
   Balancing Act Activity
   Making Connections
8. Session Eight: Quick and Easy Games
   Why These Games?
   Hot Potato
   Passing Introductions
   The Orange
9. Session Nine: Creating a Game
   Game Design
   Game Design Worksheet
10. A Personal Action Plan
   Starting Point

Vendor Management Essentials

Course Overview

How well your vendor does their job at the end of the day affects the performance of your business. Having a functional Vendor Management Process that can assess potential suppliers, evaluate current vendors and give metrics for both your company and the vendor to continuously improve can be the difference between success and failure.

Learning Objectives

- Define what a vendor is and what vendor management entails
- Discuss the benefits and challenges of vendor management
- Differentiate between different types of vendors and outline the effects on potential relationships
- Outline the types of information that needs to be in a vendor management policy
- Set SMART business goals and vendor KPIs
- Define and illustrate a vendor life cycle
- Understand the components of a risk management framework
- Explain various software options for vendor risk management assessment
- Assess and select vendors using questionnaires and checklists
- Scale vendor assessments based on the vendors' risk level
- Utilize a significance of risk rating to determine a potential vendor
- List the components of a vendor contract
- Monitor the performance and relationship of vendors using questionnaires, forms and auditing

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Vendor Management Definitions
   Vendor Interaction Phases
   What is Vendor Management?
3. Session Three: Benefits and Challenges of Vendor Management
   Benefits of Vendor Management
   Vendor Management Process Benefits
   Challenges of Vendor Management
4. Session Four: Types of Vendors
   Vendor Type: Critical vs Noncritical
   Vendor Type: Low Risk vs High Risk
   Vendor Relationship Management
5. Session Five: Vendor Management — First Steps
   Vendor Management Policy Document
   Vendor Management Table of Contents
   Business Goal Setting
   SMART Goals
   Business Goals
   Business Goals Related to Vendors
   Vendor Management — Key Performance Indicators
   KPIs and Business Benefits

Women and Leadership: Owning Your Strengths and Skills

Course Overview

Women have a long-standing history in the workforce, in all roles from front-line worker to visionary founder, influential behind-the-scenes patron to front-and-center CEO. As women, however, what are the influences, barriers and benefits to our leadership? Do we use or even acknowledge our strengths and skills?

This is a time of great change in the workforce, in part because of the increase in numbers and influence of women in the workplace. Flex time, daycare and caregiver support, and telecommuting are a few examples of workplace initiatives that benefit everyone, but evolved primarily due to the roles and influence of women who are often juggling multiple home, workplace, and community responsibilities. However, there are some areas in which women could still be more visible and vocal.

This course will explore the history of women in the workforce and offer personal opportunities for exploration, identification, and development of leadership strengths and skills.

Learning Objectives

- Understand a brief history and evolution of women and leadership
- Recognize barriers to women's leadership and how to handle them
- Learn how to use barriers to create benefits
- Define Social and Emotional Intelligence and understand its importance in workplace leadership
- Understand the importance of Self-Awareness in identifying and owning your own strengths and skills.
- Develop a basic vision and brand for your leadership
- Understand the essential leadership skills for women
- Examine steps and skills to good decision making
- Create your own Workplace Philosophy Statement and Action Plan

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Women and the Workforce
   Learning from our History
   Leadership Examined
3. Session 3: Barriers and Benefits to Women's Leadership
   Barriers vs. Benefits
   Improving Self-Management through Reflection
4. Session 4: Social and Emotional Intelligence
   Defining Emotional Intelligence
   Reflective Journal Activity
5. Session 5: Self-Awareness
   Understanding Self-Awareness
6. Session 6: Developing Leadership Awareness and Brand
   Personal Inventory

Working Smarter: Using Technology to Your Advantage

Course Overview

Rudeness in the workplace is increasing to the level that universities are studying it. Everyone is busy, everyone is stressed, and most people take it out on their colleagues at one time or another. We've all been in a situation where we need to print something ASAP and someone has left the printer jammed, or we need coffee and the coffeepot is empty. Technology is supposed to make life easier and simpler, but most managers find themselves cleaning up the messes caused by too many gadgets. This course will show you how to leverage technology to work smarter, not harder.

Learning Objectives

- Make your workplace a technology-friendly place
- Make the most of computers, telephones, instant messaging, e-mail, contact management applications, and scheduling software
- Communicate better with the IT department
- Make the best software and training choices
- Set an IT budget
- Set expectations and responsibilities for security and privacy
- Keep employees safe and healthy
- Develop and implement a system usage policy
- Implement policies for dealing with company property
- Decide whether or not employees should telecommute
- Make telecommuting work
- Deal with workplace rage
- Address technological issues

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Technology-Friendly Workplace
   Tips and Tricks
   Tips for Employees
   Tips for Managers
   Ten Easy Ways to Use Technology to Make Work Fun
   Acme Consulting
3. Session 3: Conquering Computers
   Setting Expectations
   Upgrading Software
   Stretch!
   Staying Focused
   Case Study
   Have Fun With It!
4. Session 4: Communicating with the IT Dept.
   Communicating with IT
5. Session 5: Choosing Software Wisely
   The Three-Step Process
   About Upgrading
   Upgrading Checklist
   Acme Consulting

Working With the Media: Creating a Positive Working Relationship

Course Overview

The media is more widespread and pervasive than it's ever been and its reach is growing all the time. Depending on your line of work or hobbies, or just a plain twist of fate, you could end up being the answer part of a question and answer session with a member of the media.

It's easy to become nervous or tongue-tied when being in this situation. Plenty of people get distracted when they consider that what they are saying could very soon be on some news organization's website or Twitter feed.

Being uneasy is perfectly understandable, but you can learn to deal with the media, on a one-off basis, or as a recurring situation. This course will give you the tools you need when dealing with the media and putting your best foot forward without putting your foot in your mouth.

Learning Objectives

- Prepare for an interview
- Be interviewed successfully
- Craft a media statement
- Develop and issue a press release
- Understand libel and slander
- Develop a media package
- Understand various media outlets
- Build relationships with the media

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: Being Interviewed
   As a Citizen
   Remain Calm
   Listen to the Question
   Be Honest
   Slander/Libel
   Interview Preparation
   As a Media Spokesperson
3. Session 3: Providing Information to the Media
   Security of Information and Files
   Attribution
   Off the Record
   Confidential
   Not-for-Attribution
   Different Types of Media
   Keeping Copies of Interviews
4. Session 4: Developing a Media Package
   Bios
   Company History
   Headshots, Logos, Graphics, Stats, Video/Audio Clips
   Contact Details
5. Session 5: Press Releases
   Release Information
   Contact Information

Workplace Ergonomics for Injury Prevention

Course Overview

The human body is a fragile system, and we put many demands on it every day. Activities such as reaching to get supplies from a shelf, sitting in front of a computer for hours every day, and moving heavy products around the shop can all take a toll on our bodies. In this course, you will learn how to make your environment as ergonomically friendly as possible in order to make daily tasks easier on your body and mind.

Learning Objectives

- Define ergonomics and its related terms
- Identify where to obtain ergonomics information for your region
- Describe the basic principles of ergonomics
- Outline ergonomic practices for sitting, standing, lifting, carrying, pushing, and pulling
- Design an ergonomic workstation
- Identify important ergonomic features of tools and machines
- Know why movement is important to prevent injury
- Understand the role that environmental factors (such as sound, air quality, and light) play in ergonomics
- Identify how ergonomics can be incorporated into your workplace
- Assess your environment for ergonomic hazards, create ways to resolve those issues, and plan for implementation
- Review and evaluate your ergonomic efforts

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Getting Started
   What is Ergonomics?
   In The Case for Ergonomics
   Story Time
   Legislation and Regulatory Bodies
3. Session Three: The Role of Ergonomics in Your Workplace
   An Approach for Everyone
   Case Study: Which Approach?
4. Session Four: Basic Ergonomic Principles
   The Human Body is Part Machine…
   …And Part Human!
   To help keep your joints in a neutral position, try to...
   Best Practices for Sitting
   Ergonomic Chairs
   Best Practices for Standing
   The Best of Both Worlds
   Lifting Safely
   Guidelines for Safe Lifting
   Ergonomic Workstations
   Monitor, Keyboard and Mouse
   Safe Tool Selection and Use
   Tool Design
5. Session Five: Increasing Movement to Prevent Injury
   Increasing Your Movement
   Workstation Stretches

Workplace Harassment: What It Is and What To Do About It

Course Overview

Harassment complaints can be costly to businesses but financial repercussions are not the only reason why workplaces need to be proactive when it comes to preventing harassment. This course will provide the information needed to understand, help prevent, and deal with harassment in the workplace.

Learning Objectives

- Explain what is acceptable behavior in the workplace and what is not, and why
- Apply the benefits of harassment training
- Define the various types of harassment, including sexual harassment
- Assist in creating a harassment policy
- State some ways to prevent harassment and understand what role you can play
- Demonstrate some ways to protect yourself from harassment
- Know what to do if you are harassed or accused of harassment
- Understand the complaint process, from the complaint to the reply, to mediation or investigation, to a solution
- Identify situations where mediation is appropriate, and understand how mediation works in those situations
- Describe appropriate solutions for a harassment incident
- Know what to do if a complaint is false
- Help your workplace return to normal after a harassment incident

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Defining Harassment
   What is Harassment? Defining Harassment
   What is Harassment? Types of Harassment
   What is Harassment? Legal Definitions
   What is Harassment? Summary
   Reasonable Man/Reasonable Woman
3. Session Three: Defining Sexual Harassment
   What is Sexual Harassment? The Three Elements
   What is Sexual Harassment? Types of Harassment
   What is Sexual Harassment? Behavior Categories
   What is Sexual Harassment? Questionable Scenarios
   Is This Harassment?
4. Session Four: The Purpose of Training
   Why is Training Important?
5. Session Five: Creating a Harassment Policy
   Key Policy Points
   Writing the Policy
   The Complaint Procedure
   Educating Staff
   Monitoring the Policy
6. Session Six: Other Prevention Strategies
   Making Connections
7. Session Seven: Nipping it in the Bud
   Your Role as a Manager
   Making Connections

8. Session Eight: Protecting Yourself
   Minimizing Your Risks
   Key Strategies
9. Session Nine: What If It Happens to Me?
   What Works and What Does Not?
   Saying No
10. Session Ten: What If It Is Happening to Someone Else?
    What's Really Happening?
11. Session Eleven: Someone Has Filed a Complaint Against Me!
    Steps to Take
12. Session Twelve: Addressing a Complaint
    Steps to Take
13. Session Thirteen: Handling False Complaints
    About False Complaints
14. Session Fourteen: Mediation
    Basics of Mediation: About Mediation
    Choosing a Mediator
    The Mediation Process
    How to Document Mediation
15. Session Fifteen: Investigating a Complaint
    Setting up the Investigation
    The Investigation Process
    The Manager's Role During the Investigation
    The Investigation Report: Creating the Report
    Who Should See the Report?
    What Information Should Be Shared?
    Who Should Share This Information With the Recipients?
16. Session Sixteen: Making the Decision
    Who Makes the Decision?
    When Should a Lawyer Be Involved?
17. Session Seventeen: Creating Solutions
    To Fix or To Punish?
    Outcomes for the Complainant
    Outcomes for the Respondent
    Changes in the Organization
18. Session Eighteen: After It Is Over
    Getting Back to Normal
    Maintaining Records
19. Session Nineteen: Skill Application
    Task Preparation
    Case Study
20. Personal Action Plan
    Starting Point
    Where I Want to Go
    How I Will Get There
21. Course Summary
22. Recommended Reading List
23. Post-Course Assessment

Workplace Health and Safety: The Supervisor's Role and Responsibilities

Course Overview

As a supervisor, you are responsible for ensuring your employees are healthy and safe while at work. Learn how this can be accomplished, through exploring the rights and responsibilities of supervisors and workers.

Learning Objectives

- Understand the employer's responsibility to display due diligence for organizational health and safety
- Know and understand the three rights of workers
- Identify the responsibilities and roles of supervisors and workers in organizational health and safety
- Realize the role of the Health and Safety Committee in organizational health and safety
- Identify the responsibilities of supervisors and workers in hazard identification, assessment and control, safety and health inspections, and accident reporting and investigation
- Create an employee orientation checklist
- List the necessary health and safety training for employees
- Understand the importance of communicating health and safety information

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Workplace Health and Safety Experience
   Due Diligence
   Health and Safety Policy Statement
3. Session Three: Worker Rights
   Three Rights of Workers
4. Session Four: Supervisor and Worker Health and Safety Responsibilities
   Health and Safety Responsibilities
   Local Health and Safety Responsibilities
5. Session Five: Health and Safety Committees (HSC)
   HSCs
   HSC Co-Chairs
   Suggestions for Holding an HSC Meeting
6. Session Six: Hazard Identification, Assessment, and Control
   Responsibilities
   Safety and Health Inspections
   6S
   Safety Audit
7. Session Seven: Employee Competency
   Employee Orientation
   Training
8. Session Eight: Accident Reporting and Investigating
   Accident Reporting
   Accident Investigation
   Why Do We Investigate Incidents?

Investigation Process

Workplace Violence: How to Manage Anger and Violence in the Workplace

Course Overview

Violence of any sort has many roots. Sometimes there are warning signs of workplace violence, but this is not always the case. It is up to us to learn whatever we can to prevent, identify, and mitigate any threats, and this comprehensive course includes everything a workplace leader needs to get started.

Learning Objectives

- Describe what workplace violence is
- Identify some warning signs of violence
- Apply the cycle of anger
- Understand Albert Bandura's behavior wheel and how it applies to anger
- Develop a seven-step process for managing your anger and others' anger
- Apply better communication and problem solving skills, which will reduce frustration and anger
- Develop some other ways of managing anger, including coping thoughts and relaxation techniques
- Use the nine components of an organizational approach to managing anger, including risk assessment processes
- Respond if a violent incident occurs in the workplace, on both an individual and organizational level

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: What is Workplace Violence?
   Defining Violence
   The Cycle of Violence
   The Warning Signs
   Maintaining Context
3. Session 3: Understanding the Behavior Wheel
   The Behavior Wheel
   Case Study
   Anger and the Behavior Wheel
4. Session 4: The Anger Management Process
   The Seven Steps
   Step One: Decide What to Do
   Step Two: Be Direct
   Mini Case Study
   Step Three: Acknowledge Feelings
   Step Four: Find Something in Common
   Step Five: Depersonalize
   Feedback vs. Attacks
   Responding Appropriately
   Mini Case Study
   Step Six: Getting to the Real Issues
   Case Study
   Letting Go
5. Session 5: Communicating Better
   Building Your Message
   I Messages
   The Assertiveness Formula

Writing a Business Plan

Course Overview

This course is designed for business owners and entrepreneurs who are ready to create a business plan. All the essential steps are covered, including drafting the original document; identifying the audience; gathering information; researching; describing product plans; and marketing, sales, and accounting terms. Students will come away from the course energized and prepared to write their business plan.

Learning Objectives

- Research and analyze the individual components needed for a business plan
- Apply skills to create a business plan for different audiences, including investors, banks, and other stakeholders
- Explain the purpose and future of your business in easy to understand terms
- Use accounting terms to describe the future for your business
- Describe your marketing, sales, and planning strategies

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: What is a Business Plan For?
   The Purpose of the Plan
   Getting Down to Business
   Staying Flexible
3. Session 3: A General Business Plan Framework
   The Importance of a Framework
   Essential Elements
   Making Connections
   Pre-Assignment Review
   Making Connections
   Pre-Assignment Review
   Making Connections
4. Session 4: Identifying Your Audience
   Who Are You Writing For?
   Defining the Terms
   Words of Wisdom
   Making Connections
   The Rules of Writing
   Making Connections
5. Session 5: Gathering and Analyzing Information
   GO-PARSE
   Get Organized
   Preview
   Ask
   Read
   Markup Methods
   Summarize
   Shorthand Symbols
   Shorthand Tips
   Evaluate
   PARSE in Action
   GO-PARSE Summary
   ACE Building Celebrates Five Years of Success
6. Session 6: Defining Your Company
   Writing Your Company Description
   Making Connections
   Describing Your Products and Services
   Performing a Market Analysis
   Developing an Operations Plan
   The Operations Process
   Operations and Your Business Plan

Writing for the Web

Course Overview

Headlines, sub-titles, chunks of content, pictures, video, hyperlinks, menu buttons, and alternative text are all things that you need to keep in mind when writing for the web.

Learning Objectives

- Apply engaging techniques that draw readers to web pages
- Plan what to write to reflect your web hierarchy
- Create engaging content, including catchy headlines
- Enhance your writing with other forms of media
- Make your writing accessible to a variety of readers

Course Outline

1. Session One: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session Two: Getting to Know the Web
   Web Writing Is Not The Same!
   Pre-Assignment Review
   Working with a Designer
   It's Work to Influence Others
3. Session Three: Creating Your Content
   Writing Eye-Catching Headlines
   Tips for Creating Great Headlines
   Writing Content
   Presenting Your Message
   Writing Goals
   Making Connections
   Don't Forget to Proofread and Edit
4. Session Four: Writing For Different Mediums
   Writing for Social Media
   Tips for Various Platforms
5. Session Five: Testing the Waters
   Walk the Talk
   Writing for the Web Review
6. Session Six: Deciding What's Fit to Print
   What's Getting Read?
   Give Them What They Need
   Test Your Usability
   Consider Eye Tracking
   Break Up Content
   Reviewing and Planning
7. Session Seven: Adding Audio and Video to Your Content
   The Debate
   Pros and Cons
   Making Connections
8. Session Eight: Getting Your Content Noticed
   Standing out in Crowds
   Search Engine Optimization
   Some Key Points to Keep in Mind
   How It Works
   Pinging
   Optimizing Keywords
   Keywords, Search Terms, and Tags
   Tips and Tricks
   Develop a Search Terms List
   Balancing SEO and Word Stuffing
   Making Connections
   Sharing your Content
9. Personal Action Plan
   Starting Point
   Where I Want to Go
   How I Will Get There
10. Course Summary
11. Recommended Reading List
12. Post-Course Assessment

Writing Reports and Proposals

Course Overview

It is essential to understand how to write reports and proposals that get read. We write reports in a range of formats and a variety of purposes. Whether you need to report on a product analysis, inventory, feasibility studies, or something else, report writing is a skill you will use again and again.

Having a method to prepare these documents will help you be as efficient as possible with the task. This course will build on a solid base of writing skills to present information in formal, informal, and proposal styles.

Learning Objectives

- Prepare reports and proposals that inform, persuade, and provide information
- Review your work so that it is clear, concise, complete, and correct
- Apply these skills in real work applications

Course Outline

1. Session 1: Course Overview
   Learning Objectives
   Pre-Assignment
   Pre-Course Assessment
2. Session 2: The Stages of Report Writing
   The Four Stages
   Your Reports
3. Session 3: The First Stage – Investigating
   Gathering Information
   Finding Evidence
   Let's Get Thinking
   Our Thoughts on Topic Sources
4. Session 4: The Second Stage – Planning
   Choosing a Report Format
   Report Format
   Notes on Reports
   Individual Activity
5. Session 5: The Third Stage – Writing
   The Nine Rules
   Use Familiar Words
   Prefer Short, Simple Words
   Use Concrete Words
   Prefer Active to Passive Verbs
   Avoid Camouflages Verbs
   Arrange Sentences for Emphasis and Clarity
   Keep Sentences Short
   Ensure Modifying Words and Phrases
   Relate to Nouns and Pronouns
   Relating Modifying Words
   Use Words Economically
6. Session 6: The Fourth Stage – Revising
   Checklist for Success
   Checklist for Revising
   Revising
   Spelling Test
   The Correct Spelling
7. Session 7: Using Headings
   Using Headings
   Writing and Formatting Headings
   Creating Headings
8. Session 8: Using Charts and Graphs
   Types of Charts
   Example of a Pie Chart
   Example of a Bar Graph
   Example of a Column Graph
   Example of a Line Chart
   Example of a Surface Chart

mainstream
CORPORATE TRAINING

mainstreamcorporatetraining.com
1.888.770.4430

Scan to browse our course library or to learn more about what Mainstream Corporate Training has to offer!