

# Catalog of Courses

2020



Greenleaf has curriculum developed for the training courses in this catalog, which we deliver via live experiential workshops. They span many highly relevant leadership, management, and collaboration subjects to support the learning and performance needs of executives, managers, and staff.

To learn more, please email us at [info@greenleafintegrative.com](mailto:info@greenleafintegrative.com)



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## Catalog of Courses

Greenleaf Integrative excels in providing effective, engaging, interactive courses led by seasoned presenters, professional trainers, and instructional designers. Using evidence-based training methodologies, the courses are designed to improve employee engagement, accelerate development, and increase productivity and retention. Most courses are designed as one day in length for optimal learning. However, depending on audience size and client objectives, many courses can be adjusted to a half day or two days.

### Active Listening and Meeting Facilitation

One of the key aspects of facilitating meetings, training sessions, or even day-to-day conversations is your ability to listen effectively. Listening is the ability to accurately receive and interpret messages in the communication process. Without the ability to listen effectively, messages are easily misunderstood, and communication often breaks down. If there is one communication skill you should aim to master to more effectively facilitate meetings, then listening is it. In this course, participants will:

- Understand and practice aspects of active listening
- Assess their own personal listening skills
- Learn 6 keys to effective listening, the importance of nonverbal communication, and the power of asking questions to gain clarity
- Apply listening skills to effectively facilitate conversations and discussions
- Learn effective facilitation techniques

### Building Trust

Trust is at the heart of every relationship, and it's especially critical in the workplace. In fact, the primary factor affecting employee satisfaction is whether or not a trusting relationship is developed with their co-workers, colleagues, and manager. At the end of this course, participants will:

- Learn the four aspects of trust and prioritize the aspects that are most important for you to establish a trusting relationship
- Gain in-depth knowledge of behaviors that build trust
- Identify trust landmines that could immediately cause distrust
- Identify behaviors that could unintentionally erode trust over time

### Coaching and Mentoring

The famous UCLA Men's Basketball guru John Wooden defined a coach as "someone who can give correction without causing resentment". There is perhaps more truth to John Wooden's words than you may think! The key to success in coaching and mentoring is the ability to build a rapport with the person you are working with. Anyone can be a mentor when things are going well but the true skill is in providing real guidance which often means at least a modicum of correction. This program will provide a framework for coaching and mentoring that will allow each person to adapt their own personality and factor in the constraints and opportunities present in the workplace culture. Learning objectives include:

- Understanding the key skills and capabilities needed to be a good coach or mentor
- Possessing a fundamental comprehension of personal and career development concept
- Mastering the verbal and nonverbal communications skills that assist with the creation of rapport and trust
- Knowing what level and degree of coaching and mentoring is required based on developmental needs of the person

## Coaching for Behavior Change

Leaders are frequently in a position to help others make meaningful changes that contribute to personal and professional growth. Enhancing behavior change doesn't come naturally to all leaders, however. Many leaders are accustomed to roles of directing, advising, and mentoring, yet these methods may not encourage optimal engagement and behavior change in mentees. This program will introduce methods based on motivational interviewing approaches for identifying readiness for change, clarifying reasons for changes, exploring ambivalence to change, identifying action preferences, and strengthening success factors. In this course, participants will:

- Review case examples and categorize stages of readiness for change
- Practice skills in motivational interviewing with other participants
- Discuss barriers to the role of coaching
- Develop goals for supporting one another in transfer of coaching skills to workplace settings

## Conflict Management

This course provides staff with tools and techniques to become more effective communicators, particularly during conflict situations. Participants will learn their conflict management styles and how their individual style may impact their effectiveness both internally and externally. Participants will discuss various conflict styles and when to use them. Upon completing this course, participants will be able to:

- Identify conflict management styles, their personal preference, and its impact on dealing with conflict
- Differentiate between their "calm" and "storm" styles
- Identify triggers that prompt a shift between "calm" and "storm" styles
- Determine opportunities to more effectively use each conflict management style

## Consultative Service

In this workshop, participants learn the essential skills to provide outstanding technical and service quality by building and strengthening partnerships with customers. By the end of this course, participants will:

- Learn the three levels of exceptional customer service
- Identify your primary customers, i.e., end users of your service
- Define your end users' needs, wants, and expectations
- Determine your strengths and areas of opportunity in meeting customer expectations in terms of the six (6) things customers want: Reliability, Responsiveness, Competence, Empathy, Courtesy, and User-Friendly Tools
- Identify your key strategic partners in providing service
- Assess the current effectiveness of your partnerships
- Develop actions to improve the effectiveness of your partnerships
- Determine how your role interfaces with the roles of your partners and identify and address issues that need to be resolved for more effective partnerships
- Identify ways to be supportive and collaborative when your role is to enforce, monitor, or supervise

## Decision Making

Time pressure, conflicting demands, incomplete data---they can make or break our ability to make good decisions. Having a clear set of criteria and being able to find the best balance between benefit and risk are the essential tools to overcome these obstacles. This course will provide you with the techniques and process to confidently assess decision situations knowing that you have gathered the best information possible, evaluated the range of options, and made a logical and defensible evaluation of the best course of action. You will also gain some skills in communicating and implementing decisions to ensure a successful outcome and strong commitment to the outcome. By the end of this course, participants will:

Understand the range of effective approaches and when to use each

- Develop the ability to clarify desired outcomes and develop decision criteria
- Generate effective alternatives when none are provided
- Apply criterion-referenced process to address high stakes, complex decisions
- Ask the right questions at the right time to gather information and evaluate the options
- Take into account constraints and risks to prevent you from making bad decisions
- Be able to effectively communicate your decisions to staff and stakeholders

## Difficult Conversations with Difficult People

The goal of this program is to provide participants with the insight and tools to deal with “difficult” people. This process involves developing an understanding of what we really mean by “difficult”, how to classify various types of difficulty, and how to create the most positive and productive outcomes when interacting with various types. The course covers how to conduct difficult conversations whether it is with a difficult person or the nature of the conversation has inherent difficulties such as less-than-positive performance reviews, etc. Learning objectives include:

- Understanding the causes and source of personality conflicts
- Establishing a framework to evaluate the categories of difficult personalities
- Managing the communications process when interacting with difficult people
- Implementing techniques to maintain objectivity and minimize the long-term stress of these interactions

## Diversity & Inclusion

This course addresses the many ways we choose to segment ourselves by our differences. This session helps participants identify the dimensions of diversity that tend to cause them problems and dispels many of the myths and misconceptions regarding these dimensions. The session focuses on communication and workplace interactions: working in a diverse workforce; understanding that different is not wrong; reducing conflict and mistrust; engaging in sensitive conversations with employees, peers, and upper management. Participants will learn to:

- Increase awareness of your unique aspects of diversity
- Name the four dimensions of diversity (Organizational, External, Internal and Personality) and the components that make up each dimension
- Explore different perspectives on the same issue
- Identify some strategies for working successfully with a diverse workforce
- Promote an all-inclusive workplace through an understanding of the value of diversity.
- Identify ways to improve how you work with others through a greater awareness of the impact of elements of diversity

## Effective Communication and Information Sharing

The 21st century is the Age of Information. Your personal success often depends heavily on your ability to effectively receive, share, and respond to new information as quickly as possible. This course provides staff with tools and techniques to become more effective communicators. Participants will learn the key aspects of communication, including various communication styles, verbal and nonverbal elements of communication, and how their individual style may impact their effectiveness in team collaboration and information sharing. Participants will discuss the pros/cons of each communication style and develop an action plan for using their style to more effectively collaborate, share information, and influence outcomes. At the completion of this course, participants will be able to:

- Describe the communication process and elements that impact effective communication
- Analyze internal thought processes that impact and influence how messages are sent and how messages are received
- Describe the verbal and nonverbal aspects of communication
- Identify various communication styles and identify their personal style
- Make the right decisions to share relevant and proportionate information in an effective way
- Develop an action plan for effective communication practices

## Effective Training Design

Imagine that you've just been tasked with developing a session for your annual grantee meeting or asked to train a group of your peers on a project that you've been working on. Your mind races. What should you cover? How do you get your audience involved and excited about the content? What techniques do professional trainers use to maximize learning? In this course, we will cover the basics of effective training design. Training for adult learners relies on effective design that utilizes their experience, creates motivation to learn, and provides opportunities to engage learners in the experience. We will review and apply the proven tools and techniques to create powerful presentations that ensure retention and on-the-job application of new knowledge and skills. In this course, participants will:

- Learn the key components for a course introduction that excites your learners and shows the value proposition
- Discover the usefulness of the "chunking" process for course design
- Practice designing course content using a proven outlining technique
- Utilize adult learning techniques to create engaging and interactive training
- Review PowerPoint tips and tricks for outstanding design
- Create a powerful closing to wrap-up key concepts and provide a "call to action"

## Emotional Intelligence

Leadership effectiveness, the quality of our interpersonal relationships, and even our capacity to deal with life's challenges all depend on how in touch we are with the reasons for why we "feel the way we feel." Our emotions contain valuable information and data that help us become more aware of how we process our reactions and the impact we have on those around us. Participants will be given tools and strategies to help them profit from the insights of current research on areas where emotional intelligence is applied such as leadership, management, supervision and team involvement.

- Identify the core competencies of emotional intelligence and relate them to successful interpersonal communications
- Increase your self-awareness, emotional fluency, and personal motivation
- Build relationships of trust and mutual commitment
- Instill motivation, resolve conflicts, and increase your influence
- Help your followers manage change more successfully

## Encouraging Collaboration

The goal of this program is to give participants a thorough overview of collaborative management principles and the key skill areas that support issue resolution. The focus is also on the importance of competency in various collaborative tools and skills needed to establish and maintain a productive environment at any and all levels of the organization. Interpersonal, inter-group, and leadership skills can be enhanced once a common language has been developed. To accomplish this, the class focuses in these key areas:

- Understanding the common sources, sequence, and escalation of barriers between work units, departments, etc. and their unique cultures
- Exploring a framework to analyze the most effective approach to addressing the opportunity for enhanced collaboration and teamwork
- Understanding the use of collaboration when neither party can be satisfied
- Utilizing problem solving and decision-making skills to address negotiated solutions to common organizational issues
- Developing good communications strategies to manage conflict situations
- Addressing the broader leadership issues with an emphasis on new approaches grounded in neuroscience

## Giving Feedback

People often dread giving constructive feedback. However, when done correctly, feedback can improve the quality of our work. All of us can benefit from knowing what we are doing well and where we can improve. However, when you give feedback, if you want your peer to really hear your thoughts and suggestions on ways to improve, the feedback has to be delivered carefully and intentionally. Giving feedback effectively is a skill. And like all skills, it takes practice to build your confidence and improve. In this interactive course, we will:

- Learn how to establish a comfortable environment to make the review process a two-way conversation for both giving and receiving feedback
- Discuss the difference between appreciative and formative feedback and how to use both
- Transform evaluative feedback into specific feedback
- Discover the power of all aspects of face-to-face communication: words, voice, and body language
- Practice techniques to reduce defensiveness on the part of the receiver

## Leadership Essentials

The issues and constraints that face managers, supervisors, and project leaders mandate a focused approach to leadership. The ability to create a high-performance culture, motivate employees to respond to conflicting demands, and to continually strive to “do more with less” can often be a daunting task. This course equips participants with the skills and the encouragement to take on this challenge and succeed. There are some basic skills critical to a leader’s success and this program simplifies the process of understanding and then incorporating these skills into one’s daily habits and management approach. Learning objectives include:

- Apply high-impact principles of leadership towards mission success
- Identify personal strengths and areas for improvement in order to maximize the value of your leadership efforts
- Develop techniques and strategies to impact the quality of your workplace culture
- Appreciate the value of leadership principles from private and non-profit environments
- Understand the integration of other disciplines such as emotional intelligence, diversity, communications skills and others.

## Leading Change

Change is essential to organizational growth and progress. Through this intensely focused, hands-on program, you'll learn research-based frameworks, models, and strategies that will help you become a stronger leader and influencer of change within your organization. In this course, participants will learn:

- How to ensure that change projects succeed
- how to apply course learning to a current change project in your organization
- Identify common mistakes to avoid and anticipate barriers to change
- Understand how to build support for embracing and sustaining change
- Useful strategies for managing and shaping change

## Leading from Where You Sit: The Art of Influence

The goal of this program is to give participants insight into the nuances of the ability to influence and negotiate in an organizational environment. The focus is on addressing the situations where one must influence upper levels of the organization. Participants are provided the opportunity to customize the process to meet the demands of their individual workplace situations. The class focuses on these key areas:

- Understanding your current approach to influencing
- Understanding the common issues, variables, and sequences of workplace situations
- Developing good communications strategies to navigate towards your desired results
- Understanding the use of principles of neuroscience to better understand the interpersonal dynamics often at work
- Utilizing problem-solving and decision-making skills to address potential conflict situations

## Leading Through Chaos: Building Organizational Trust & Resilience

Trust among individuals is important for workplace effectiveness, especially during times of chaos and uncertainty, but what about trust in the organization itself? This program begins with a primer around the neuroscience of trust and other pro-social behaviors. Next, we challenge participants to explore how their personal practices in leading can contribute to workplace cultures that engender organizational trust and resilience, supporting both well-being and high work performance. This program pairs well with Action Learning Facilitation. In this course, participants will:

- Examine the survival function of trust, the corresponding approach/avoid behaviors, and how this translates to complex work settings
- Reflect on personal experiences with trust at work and the effects on teaming and team building
- Discuss how organizational practices around communication, connectedness, shared purpose, and explicit values-based behaviors can generate energy for organizational flourishing
- Develop leadership action plans and commitment statements for creating trust and supporting resilience

## Leading Through Inclusiveness

The program content is oriented around understanding how issues of cultural differences impact our ability to build and establish a high-performance workplace culture. The emphasis, as always, is on "inclusiveness." We use a wide definition of "differences" that allows everyone in the room to identify opportunities to enhance productivity and effectiveness in carrying out the mission of the organization. The program also focuses on addressing the leadership skills required to maximize the value of everyone's contribution. We use a highly interactive and unique simulation to create the right environment for a discussion-driven session that will allow participants to explore their thought process.

The simulation provides the perfect balance of humor and truth in an engaging and non-threatening setting. Participants are given an analysis framework to achieve an objective understanding of what describes and motivates our approach to the broad range of differences we encounter. Learning objectives include:

- How to assess the “level” of differences and how to manage them productively
- Recognize the value that your organization places on diversity
- Learn how to apply useful archetypes to overcome cultural barriers
- Determine how diversity can enhance team effectiveness
- Examine ways to creatively and effectively address diversity challenges
- How to apply key management and supervisory skills to support recruitment and retention strategies

## Managing Change

Change is a constant but challenging event that occurs throughout our personal and professional lives. If we could only get change to “stand still” long enough to analyze it, we might be able to impact its direction as well as prepare ourselves and the organization to minimize the threat change can produce. Only through a systematic thought process can we then identify the corresponding opportunities that change also presents. This program provides you with the concepts, skills, and techniques needed to address the complex issues brought about by change. You will gain valuable techniques for addressing the normal resistance to change felt by those you lead and how to preserve the positive momentum needed to implement change. Learning objectives include:

- Analyze and diagnose the phases of the life cycle of change
- Identify the types of change in order to understand its impact
- Expand their range of skills and behaviors in adapting to change
- Understand the impact of change on all levels of the organization
- Apply techniques for guiding and directing the change process
- Understand the impact of change on equilibrium and resistance
- Develop strategies to successfully implement desired changes

## Mindful Workplaces

Mindfulness meditation has become popular for helping individuals recover physically and emotionally from typical work stressors. In addition, individuals who regularly practice mindfulness and reflection tend to develop a deeper awareness of self, others, situations, and environments. Besides the positive effects on individuals, mindfulness contributes to workplace effectiveness through greater empathy, enhanced collaboration, and more contemplative decision-making. In this course, participants will:

- Experience, practice, compare and contrast a variety of methods for enhancing mindfulness
- Discuss the value of developing opportunities for practicing mindfulness individually or together in the workplace and how incorporating mindfulness practice may affect the workplace culture
- Examine the evidence for how mindfulness contributes to organizational generosity, warmth, empathy, and compassion
- Develop an action plan for personal and team growth through mindfulness practices

## Performance Management

This course stresses the importance of establishing clear expectations for organizational outputs, developing accurate results measures and providing ongoing feedback to ensure effective employee performance. The majority of performance problems are not, in fact, due to lack of capability of the

performer but rather a breakdown in the overall system. Correcting performance becomes a matter of alignment. In this setting, activities like the performance appraisal process become linked to achieving the goals of the organization. Learning objectives include:

- Apply the steps in a performance management model, which encourages managers to establish performance expectations and intervene when performance is less than expected
- Develop performance objectives and measures that employees can use to manage their own performance
- Understand the impact of organizational culture and informal expectations on performance
- Monitor and diagnose performance problems and help individuals who are falling short of performance expectations
- Give feedback to sustain and improve employee performance
- Plan and conduct a performance review

## Presentation Skills

The Presentation Skills Program is designed to give participants an active experience in developing, planning, and delivering presentations to any range of audiences. This program provides the opportunity to learn and practice the fundamental techniques and skills of dynamic presentations. Practice, feedback, critique and group discussion are all used to solidify the skills and techniques. Learning objectives include:

- Understanding audience analysis
- Planning presentations using a logical sequence thought process
- Managing the material
- Managing vocality
- Managing one's physical presence
- Incorporating audiovisual technology
- Handling audience Q&A

## Presentation Skills - Advanced (2 to 3 days)

This course provides a comprehensive toolkit for effective presentation and facilitation skills. Participants will learn and practice the elements of effective speaking and explore the impact of individual styles, methods for effective preparation and delivery, and approaches to increase audience interest and engagement in your topic. Participants will create and practice giving multiple presentations using the tools and techniques they learn in the class and will receive instructor and group feedback on how they can continue to optimize their strengths and develop their areas of opportunity. At the conclusion of this program, participants will be able to:

- Describe the dimensions of effective presentations and assess your current skill level within each dimension
- Convert stage fright into productive energy to enhance presentations
- Utilize your identified communication strengths to add interest, emphasis, and engagement to your presentations/briefings
- Establish rapport and credibility with your audiences
- Plan, structure, and design effective presentations that both inform and motivate
- Use tools of effective design to create visual aids that add impact and emphasis to your key points
- Utilize retention techniques to ensure your message is memorable
- Ask various types of audience questions to keep the audience actively engaged
- Deliver presentations/briefings that are interesting, informative, and engaging
- Create an action plan and identify resources available for maintaining continuous improvement

## Project Management

The Project Management Program is designed to give participants an active experience in developing, planning, and implementing projects of all types. This program stresses the fundamentals of successful project management including defining project goals and objectives and identifying stakeholders at the outset. Case studies, exercises, and group discussion are all used to solidify the skills and techniques. Most importantly, there will be an opportunity to apply the ideas to the current project situations in which participants are involved. Learning objectives include:

- Understanding the project management process
- Developing project goals and objectives
- Identifying project stakeholders
- Specifying project deliverables and outputs
- Outlining resource requirements
- Scheduling deliverables (P.E.R.T./CPM/Gantt)
- Organizing resources
- Critical area analysis and potential problem solving
- Tracking, monitoring, and evaluating project progress
- Understanding the role of project managers
- Using project management software

## Resilience 2.0: Emotional Resilience for Demanding Workplaces

With a focus on resilience, flexibility, team building and problem, solving, this course instructs participants in the skills needed to increase their own resiliency as well as boost their ability to reduce the stress of their teams. A focus is placed on developing the participants understanding of resiliency and its impacts, as well as the important role it plays in their everyday lives, but personally and in the workplace. Topics covered include understanding the relationship of neurobiology and resiliency, developing flexibility and self-regulation, building and sustaining personal resiliency plan. Learning objectives include:

- Recognize the meaning and significance of resiliency
- Understand how neurobiology impacts resiliency
- Practice tools and techniques for self-regulation
- Identify methods for reducing the impact of long-term stress
- Create resiliency strategies and opportunities for self and others
- Develop a personal resiliency action plan

## Scenario Planning

Traditional strategy-setting and operational planning tools often fall short in helping public sector managers and staff prepare for the future. In thinking through strategy, the traditional approaches rely heavily upon being able to “predict” outcomes. In operational planning, the traditional methods require making static assumptions about resource availability. In both cases, there is little opportunity to factor in shifts in the political climate, budget levels or workforce capacity and capability.

Scenario Planning is a flexible and scalable set of tools that not only solves these problems but provides a host of additional benefits. These include improving the quality of decision-making, enabling risk-free staff engagement at all levels, commitment-building, and reducing resistance to change. This program will equip executives, managers, supervisors, team leads, and/or line staff with the skills to greatly enhance their strategic and operational acumen. The program is hands-on so they will be able to produce tangible results during the session which greatly increases the likelihood of using the tools back on the job.

Learning objectives include:

- Understanding the drivers that impact the success of any initiative
- Analyzing the focus of the range of organizational issues from high-level strategic decision-making to the implementation of operational procedures and policies
- Developing and analyzing future scenarios
- Crafting approaches to address the implication of those scenarios
- Examining ways to impact dynamic versus static scenarios
- Applying practical tools to maximize the quality of implementation of dynamic scenarios

## Situational Leadership

Situational Leadership is a proven and practical method of effectively managing and developing people, time, and resources. Situational Leadership is a model and a set of tools for opening up communication and helping others develop self-reliance. The model is designed to increase the frequency and quality of conversations about performance and development between managers and the people they work with so that competence is developed, commitment is gained, and talented individuals are retained. This highly interactive course will unlock all the elements of successful performance and put them together in an easy-to-use model called Situational Leadership. At the conclusion of this program, participants will be able to:

- Diagnose the development levels of employees and choose the appropriate leadership style
- Increase the frequency and quality of conversations about performance and development between themselves and their direct reports
- Create a communication model for all levels of the organization to support cultural change and move toward a high-performance organization
- Become flexible leaders highly skilled at goal setting, coaching, performance evaluation, active listening, feedback, and proactive problem solving
- Increase individual and organizational accountability by linking goals and planned intentions to an action plan

## Situational Self-Leadership

Do you sometimes find yourself wanting to take on an exciting new task, but are unsure where to start? Have you gotten bored with something that used to excite you? Or do you find yourself “stuck” or frustrated with a task and nothing seems to help? If you answered yes to any of these questions, the techniques of situational self-leadership can help. This highly interactive course will unlock all the elements of successful performance and put them together in an easy-to-use model called Situational Leadership. This well-researched model will help participants discover ways to heighten performance and improve their productivity. In this course, participants will:

- Self-diagnose their development level on any given task or assignment
- Identify development needs and type of self-leadership required
- Increase the frequency and quality of conversations about performance and development between you and your manager
- Learn how to use the situational self-leadership model to “manage up”
- Become highly skilled at goal setting, evaluating your performance, and proactive problem solving
- Increase individual and organizational accountability by linking goals and planned intentions to an action plan

## So, You Want to be a Supervisor?

Becoming a new supervisor presents challenges in moving from a technical, individual contributor, role to a role where your focus is to get work done through others. This course provides new or future

supervisors with proven practices and suggestions for making a successful transition, learning to delegate work to others, building effective and productive relationships, and helping employees succeed in their work efforts. Participants will also become familiar with potential challenges they may face as a supervisor. In this course, participants will:

- Understand the definition and expectations of being a supervisor
- Compare and contrast transition options: being promoted from within and getting a new job
- Learn issues in transitioning from a technical role into a supervisor role
- Understand the changing nature of the work
- Discuss how key activities and measures of success change from a technical role to a supervisor role
- Learn the importance of reputation, how it impacts promotion opportunities, and how to manage your reputation
- Develop an action plan for initial steps to take when transitioning into a supervisor role

## Strategic Thinking

Successful managers know how to reposition their organizations when external dynamics begin to impact the ability to carry out the mission. Whether it is a new administration, shrinking resources, or the impact of new initiatives, this course will equip you with the skills to anticipate the need for a more strategic outlook and the tools for optimizing the ability of your organization to get ahead of the curve. While having a strategic plan is a good thing the real goal is to immerse the organization in a thought process that allows them to ask important questions about what kind of organization do we need to be in the future and how getting them will advance the mission. Learning objectives include:

- Utilize environmental analysis and organizational assessment as tools to develop the mindset of a strategist
- Build objectives and goals from an understanding of how current trends will affect the options for accomplishing the mission
- Evaluate the impact of change on the strategic and operational effectiveness of the organization
- Understand the tools and techniques for implementation, project management, resource allocation, strategy monitoring and review

## Stakeholder Management

The success of our projects, plans, and initiatives may not always depend on the quality of our efforts. Quite often, it's the implementation that may make the difference. A significant aspect of that implementation is how to navigate the maze of stakeholders. The goal of this program is to equip participants with the skills to analyze the stakeholder environment and to be able to craft practical strategies to move the critical mass of those stakeholders in the desired direction. We will also investigate the full range of types of stakeholders and the varied roles they can play. The course uses an engaging and high energy simulation to provide a backdrop for the concepts and ideas. Learning objectives include:

- Understanding the dynamics of the stakeholder environment
- Establishing a framework to analyze the positions that stakeholder occupy in a given setting
- Identifying the different types of stakeholders
- Identifying the various roles that stakeholders play
- Developing the skills to strategically influence the network of stakeholders
- Apply the techniques to current workplace projects, initiatives and programs

## Team Building

The goal of this program is to equip participants with the skills to maximize productivity and performance in a team environment. In too many organizations the formation of teams is a reaction to real or perceived issues, rather than a deliberate effort to leverage staff skills and expertise towards a specific end result. The focus here is on understanding the process by which teams develop and how to clarify the roles and responsibilities of team membership. A group simulation is used to create a real-world experience in the use of the ideas and techniques that have been discussed. Learning objectives include:

- Understanding the principles of team dynamics
- Establishing team chemistry, synergy, and goal congruence
- Developing effective approaches to problem-solving, decision making, planning and conflict resolution
- Managing the team environment to foster open and candid communications and the exchange of diverse ideas and opinions
- Implementing processes for information gathering, information sharing, and running productive team meetings

## Tools for Effective Teamwork

Working together effectively as a team is a crucial component of organizational life. In this course, participants will take part in a teambuilding simulation activity to learn the critical components of working together to achieve a common goal. Participants will:

- Learn techniques to clearly define goals, roles, processes, and interactions.
- Experience the advantages of cross-functional teamwork
- Learn techniques to clearly define short-term and long-term goals
- Utilize methods to clarify roles to distinguish all the players involved in a project and the level of responsibility for each
- Determine what processes and procedures are required to support effective teamwork
- Define the types of interactions that are required to foster a collaborative work environment

## Working/Managing in a Multi-Generational Workplace

Generational differences impact all aspects of organizational life: definitions of ethical behavior, values, expectations for work-life balance, approaches to teamwork, communication styles, and response to authority to name a few. Today's workplace consists of four divergent generations, each with individual values and beliefs. Although every generation has a contribution to make, differences often create conflict with each generation wondering, "What's wrong with them?" Whether you're a Baby Boomer or Millennial, this workshop will reveal the underlying factors that drive generational behavior to help create a more inclusive workplace. At the end of this training, participants will be able to:

- Name the four generational groups in today's workplace
- Describe the factors that have shaped the values, attitudes, and expectations of each generation
- Describe the basic differences among the generations related to work style, reaction to authority, meaningful reward and recognition, communication styles, loyalty, and use of technology
- Utilize approaches for achieving inter-generational harmony and cooperation