



Indigenous Education & Training Institute

# Course Catalog

1-800-267-2577

## SoftSkills

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## Total Number of Courses

Indigenous Education & Training College currently offers 233 SoftSkills courses.



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

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

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

- Income Statement Accounts
- Sample Income Statement
- The Balance Sheet
- Balance Sheet Equation
- Balance Sheet Accounts
- Current vs. Fixed Assets
- Sample Balance Sheet
- The Cash Flow Statement
- Sample Cash Flow Statement
- Statement of Retained Earnings
- 5. Session 5: Keeping Score
  - Understanding the Chart of Accounts
  - Assets
  - Equity
  - Single vs. Double Entry Accounting
  - Double Entry Accounting
  - About Recordkeeping
  - Self-Test
- 6. Session 6: A Review of Financial Terms
  - Match Up!
- 7. Session 7: Understanding Debits and Credits
  - Debits and Credits Demystified
  - Debit and Credit Accounts
  - Working with Debits and Credits
- 8. Session 8: Your Financial Analysis Toolbox
  - Identifying the Relevant Data
  - Analyzing the Data
  - Current Ratio
  - Quick Ratio
  - Net and Gross Profit Margin
  - Caution!
  - Reading Annual Reports
  - Getting Ready
  - Step One: Report by Independent Auditors
  - Step Two: Footnotes
  - Step Three: Financial Statements
  - Step Four: Letters and Analysis
  - Case Study
  - Using Charts and Graphs
  - Column and Bar Charts
  - Bar Chart Example
  - Line Charts
- Pie Charts
- Using Ratios for Decision Making
- Cost-Benefit Analysis
- Return on Investment
- A Final Word
- 9. Session 9: Identifying High and Low Risk Companies
  - General Guidelines
  - Stay Up-To-Date
  - Case Study
- 10. Session 10: The Basics of Budgeting
  - Defining a Budget
  - Where Does the Budget Fit In?
  - The Budgeting Process
  - Step One: Gather the Budget Package
  - Step Two: Lay the Groundwork
  - Step Three: Identify Your Goals and Deliverables
  - Step Four: Gather Your Resources
  - Step Five: Plan Your Work
  - Step Six: Do It!
  - Case Study
  - Task
- 11. Session 11: Working Smarter
  - Computer Survival Skills
  - Internet and E-mails
  - Word Processing
  - Spreadsheet Processing
  - In-House Financial System
  - Choosing Accounting Software
  - Making Connections
- 12. Session 12: People and Numbers
  - Making Connections
- 13. Session 13: A Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 14. Summary
- 15. Recommended Reading List
- 16. Post-Course Assessment

# Active Listening

## Course Overview

Communication skills are at the heart of everything people do each day – at home, at work, and 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 you develop and practice your 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 communication
- 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 One: Course Overview	Being Genuine
Learning Objectives	Making Connections
Pre-Assignment	5. Session Five: Encouraging Conversation
Pre-Course Assessment	What Is Said and What Is Heard
2. Session Two: Defining Active Listening	The Rumor Mill
What is Active Listening?	Asking Questions
Identifying Good Listeners	Probing Techniques
Tips for Becoming a Better Listener	Paraphrasing Techniques
Pre-Assignment Review	6. Session Six: Building Relationships
3. Session Three: Body Language Basics	Building Common Ground
Positive Body Language	Getting Connected
Body Language Activity	NLP Techniques
NLP Tips and Tricks	7. Session Seven: Getting Over Listening
4. Session Four: Attitude is Everything!	Roadblocks
Understanding Sympathy and Empathy	Problems and Solutions
Creating the Right Mindset	8. Personal Action Plan

- 9. Course Summary
- 10. Recommended Reading List

- 11. Post-Course Assessment

# Adaptive Paradox Leadership

## Course Overview

Leaders today face tensions that do not have simple solutions: stability vs. change, short-term vs. long-term, autonomy vs. control. These paradoxes are not problems to eliminate, but ongoing realities that must be managed. This course introduces the Adaptive Paradox Leadership™ Model (also called the Frame-Hold-Sense-Act-Rebalance) which combines four tools: Paradox Mindset, Tensional Leadership, Theory U™, and Act/Think. Together, they provide a rhythm for leading with both reflection and action, helping leaders stay grounded, agile, and effective in complex environments.

This course equips participants with both the awareness and practical frameworks to lead with clarity, resilience, and confidence in complexity.

## Learning Objectives

- Explain the concept of paradox and why it matters in modern leadership.
- Identify common organizational paradoxes and the risks of one-sided responses.
- Apply Tension Compass™ to map the upsides and downsides of competing demands.
- Practice pausing and sensing (Theory U™) to uncover deeper insights before acting.
- Design small, safe-to-fail leadership experiments using the Act/Think approach.
- Integrate these tools into the Adaptive Paradox Leadership™ Model (Frame-Hold-Sense-Act-Rebalance Cycle™).
- Reflect on personal leadership tendencies (toward reflection or action) and strategies for navigating between them.

## Course Outline

1. Session One: Course Overview	Case Study
Learning Objectives	
Pre-Assignment	
Pre-Course Assessment	
2. Session Two: Introduction to Adaptive Paradox Leadership	Case Study
Adaptive Paradox Leadership	
Foundations	
What is VUCA?	
Adaptive Paradox Leadership Lenses	
Case Study	
3. Session Three: Leading with a Paradox Mindset	Case Study
Understanding the Paradox Mindset	
Paradox Pairs	
Making Connections	
4. Session Four: Tensional Leadership, Part One	Case Study
Understanding Tensions	
Mapping with the Tension Compass™	
Making Connections	
5. Session Five: Tensional Leadership, Part Two	Case Study
Navigating the Tension	
Case Study	
6. Session Six: Act Like a Leader, Think Like a Leader	Case Study
Experimenting Forward	
Designing a Leadership Experiment	
Case Study	

- 7. Session Seven: Building the Adaptive Paradox Model
  - Using all the Tools
  - Mapping Personal Tendency
  - Case Study
- 8. Personal Action Plan
- 9. Course Summary
- 10. Recommended Reading List
- 11. Post-Course Assessment
- 12. Pre-and Post-Course Assessment Answer Key
- 13. Assignment Answer Key

# Advanced Project Management

## Course Overview

It is 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 participants 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 One: Course Overview
  - Learning Objectives
  - Pre-Assignment
  - Pre-Course Assessment
2. Session Two: Choosing the Project Team
  - Choosing the Team
  - Pre-Assignment Review
  - Four Issues to Address with Project Teams
3. Session Three: Building a Winning Team
  - Why is Teamwork Important?
  - The Stages of Team Development
4. Session Four: Managing Team Meetings
  - Starting on the Right Foot
  - Making Committees Work
  - Making Connections
5. Session Five: Easy Ways to Reward Your Team
  - Top Ten Rewards
6. Session Six: Developing a Communication Plan
  - The Five Components
  - Communication Essentials
  - Making Connections
7. Session Seven: Communicating with Sponsors and Executives
  - Communication Excellence
  - Making Connections
8. Session Eight: Dealing with Problem Team Members
  - Developing Understanding

When to Walk Away  
When Things Do Not Work  
9. Session Nine: A Personal Action Plan

10. Summary  
11. Recommended Reading List  
12. Post-Course Assessment

# 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. The learners will have fun while they are learning if the facilitator is able to involve their emotions as well as their minds. You will see the involvement, and you will feel the energy.

To reach this stage as an adult educator is not always easy, but success is not just for the naturally gifted. It is possible for all of us who put effort into our personal growth and development. We want the enormous satisfaction that comes from working with others to help them reach their potential as human beings. This workshop will help you reach that goal.

This course requires that you have a good understanding of basic training principles, including adult learning concepts, Indigenous Education & Training College's experiential learning cycle, training methods, and designing a learning sequence. It is recommended that you complete Indigenous Education & Training College's The Practical Trainer course before taking 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 team presentation

## Course Outline

1. Session One: Course Overview	4. Session Four: Competencies for Adult Educators
Learning Objectives	Questionnaire
Pre-Assignment	Making Connections
Pre-Course Assessment	
2. Session Two: Preparing to Learn	5. Session Five: Accommodating Learning Preferences
Pre-Assignment Review	The Learning Process
Individual Reflection	Preparing a Plan
3. Session Three: Understanding Learning	Learning Styles
The Trainer's Role	
Case Study	6. Session Six: Increasing Your Expertise
Personal Skill Identification	Learning and Motivation
	Design Considerations

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

9. Session Nine: Planning a Workshop

Preparing the Essentials

Planning for Success

Anticipating Challenges

10. Session Ten: Preparing Visual Aids

Visual Aids

11. Session Eleven: Your Role as an Effective Communicator

Leading a Discussion

Good Discussions

Making Connections

12. Session Twelve: Questioning as a Training Technique

Asking Questions

Types of Questions

13. Session Thirteen: Kirkpatrick's Levels of Evaluation

Level One: Reaction

Level Two: Knowledge Evaluation

Level Three: Transfer of Learning

Level Four: Impact Evaluation

Skill Application

14. Session Fourteen: On-the-Job Support

Designing Effective On-the-Job Support

15. Session Fifteen: Dealing with Difficult Situations

Potential Problems

Successful Solutions

16. Session Sixteen: Training in Different Forums

In Person or Not?

Limitations and Considerations

17. Session Seventeen: Webinar

What is a Webinar?

Webinar Platforms

Webinar Planning

Webinar Agenda Exercise

18. Session Eighteen: Team Teaching

What is Team Teaching?

Co-Facilitation Inventory

19. Session Nineteen: Training Preparation

Training Preparation Worksheet

Training Evaluation Form

20. Personal Action Plan

21. Course Summary

22. Recommended Reading List

23. Post-Course Assessment

# Advanced Writing Skills

## Course Overview

This is a course for those who already are good writers. The course time will be devoted to writing letters of recommendation, of persuasion, of refusal, or of action, that reflect current word usage and up-to-date formats. You can also learn some basics about writing business cases, proposals, and reports.

You must complete Indigenous Education & Training College's *Business Writing That Works* course before taking this course.

## Learning Objectives

- Write clearly, completely, concisely, and correctly
- Improve sentence construction and paragraph development
- Deal with specific business requests
- Thoroughly document sources used while writing

## Course Outline

1. Session One: Course Overview	Types of Letters
Learning Objectives	Keeping it Real
Pre-Assessment	5. Session Five: Online Business
Pre-Course Assessment	Communication
2. Session Two: The Cs of Writing	Blogging for Business
Writing Clearly	Making Connections
Writing Concisely	Connecting Through Social Media
Making Connections	Documentation
Writing Correctly	6. Session Six: Editing Techniques
Choosing Sources Activity	Pre-Assessment Review
3. Session Three: Writing Mechanics	7. Personal Action Plan
Building Sentences	8. Course Summary
Proper Paragraphs	9. Recommended Reading List
More on Paragraphs	10. Post-Course Assessment
Making Connections	
4. Session Four: Dealing with Specific Requests	

## AI and Critical Thinking

### Course Overview

This course provides a comprehensive overview of artificial intelligence (AI), focusing on its fundamentals, applications, and ethical considerations. Students will learn to describe different types of AI and their common applications in everyday life. Key ethical issues such as fairness, accountability, transparency, and bias will be explored through real-world examples. The course emphasizes critical thinking skills, enabling students to evaluate AI claims and differentiate between hype and reality. Students will gain an understanding of how machine learning works, including commonly used algorithms and current AI technologies across various sectors.

The course also addresses the ethical implications of AI, covering data privacy, security, and the impact on personal freedoms. Students will analyze AI applications in key areas such as healthcare, finance, and law, evaluating both successful and problematic case studies to develop practical AI solutions. By the end of the course, students will be able to critically assess the effectiveness and challenges of various AI implementations, understand ethical considerations and biases, and propose strategies for responsible and ethical AI deployment.

### Learning Objectives

- Describe the fundamentals of AI, including different types and common applications in everyday life.
- Understand and discuss key ethical issues in AI, such as fairness, accountability, transparency, and bias, with the help of real-world examples.
- Apply critical thinking principles to evaluate claims about AI, differentiating between hype and reality through practical exercises.
- Explain how machine learning works, identify commonly used algorithms in AI, and recognize AI technologies currently in use across various sectors.
- Discuss the ethical implications of AI, including data privacy, security, and its impact on personal freedoms, and critically assess how to balance these issues with technological innovation.
- Analyze the application of AI in key areas such as healthcare, finance, and law, evaluate case studies of both successful and problematic AI implementations, and develop AI solutions for real-world problems.
- Critically evaluate the effectiveness and challenges of various AI implementations, identifying key factors that contribute to successful or problematic outcomes.
- Gain an understanding of the ethical considerations and potential biases in AI systems, particularly in high-impact areas such as healthcare, finance, and law enforcement.

- Propose best practices and strategies for developing and deploying AI systems responsibly and ethically.

### *Course Outline*

1. Session One: Course Overview
  - Learning Objectives
  - Pre-Assignment
  - Pre-Course Assessment
2. Session Two: Introduction to AI
  - Artificial Intelligence
  - Ethics and Social Implications of AI
  - Case Study: Real-World Example of AI Bias
3. Session Three: Critical Thinking with AI
  - Critical Thinking
  - Evaluating an AI News Article or Product Claim
4. Session Four: Machine Learning and Algorithms
  - How Machine Learning Works
  - Overview of Algorithms Commonly Used in AI
  - Activity: The Practical Applications and Challenges of Machine Learning
5. Session Five: Advanced Ethics and AI Safety
  - Detailed Discussion on Data Privacy and AI Security
  - The Role of AI in Surveillance and Personal Freedoms
  - Activity: Balancing Innovation and Ethical Concerns
6. Session Six: Case Studies of AI Implementations
  - AI in Various Industries: Opportunities and Challenges
  - Case Study: AI Implementation in Supply Chain Management by DHL
  - AI Implementations
7. Session Seven: Philosophical and Future Aspects of AI
  - AI and Consciousness: Philosophical Debates
  - The Potential for Artificial General Intelligence (AGI)
  - The Future Impact of AI on Society
  - Philosophical and Future Aspects of AI
8. Session Eight: AI Guidelines and Policies
  - Developing Draft AI Guidelines and Policies: A Collaborative Starting Point
  - Defining Core Principles for AI Ethics Guidelines
9. Session Nine: Critical Evaluation of AI Systems
  - Understanding AI Robustness, Reliability, and Limitations
  - Reliability in AI Systems: Importance and Maintenance
  - Areas Where AI Can be Helpful in Critical Thinking
10. Personal Action Plan
11. Course Summary
12. Recommended Reading List
13. Post-Course Assessment

# AI and Problem-Solving

## Course Overview

Balancing the use of data with human problem solving requires a nuanced approach that recognizes the strengths and limitations of both. By integrating data with human judgment, fostering cross-functional collaboration, and building a data-literate culture, organizations can solve problems in a more informed, ethical, and sustainable way. This course introduces Artificial Intelligence (AI) and its role in solving real-world problems. Participants will explore key AI concepts, tools, and technologies such as machine learning, data-driven decision-making, and popular AI platforms. The course covers practical aspects such as building and integrating AI models, ethical considerations such as bias and privacy, and the future impact of AI on industries and employment.

## Learning Objectives

- Understand the fundamentals of AI and its capacity for solving problems.
- Use specific AI tools and technologies that facilitate problem-solving.
- Explain how machine learning models are developed and used in AI solutions.
- Implement AI solutions in real-world problem-solving scenarios.
- Discuss the ethical implications of using AI in problem-solving.
- Speculate on future trends and the evolving role of AI in solving complex problems.
- Apply the knowledge and skills that are learned to a real or simulated problem.

## Course Outline

1. Session One: Course Overview	Techniques for Data Collection, Cleaning, and Preparation
Learning Objectives	Visualization and Interpretation of Data Outputs
Pre-Assessment	AI Data Strategy Case Study Analysis
Pre-Course Assessment	5. Session Five: Machine Learning Models in Problem-Solving
2. Session Two: Introduction to AI and Problem-Solving	Overview
Overview	Machine Learning Method Discussion and Application Scenarios
Key Concepts of Artificial Intelligence	6. Session Six: Implementing AI Solutions
Types of AI technologies Relevant to Problem-Solving	Integration of AI into Existing Workflows and Systems
Identifying Problems Suitable for AI Solutions	Project Management Strategies for AI in Projects
3. Session Three: AI Tools and Technologies	AI Integration Strategy Case Study
Popular AI Platforms and Tools	7. Session Seven: Ethical Considerations in AI Problem-solving
AI Implementation Case Studies	
Getting Started with a Simple AI Tool or Platform	
4. Session Four: Data-Driven Problem Solving	

- Bias, Fairness and privacy in AI solutions
- Case Study: Moneyball Strategies
- Balancing Data and Human
- Decision-Making in an Organization
- Necessary Human Intervention
- 8. Session Eight: Future of AI in Problem-Solving
- Emerging AI Technologies and Their Potential Applications and Effects
- Preparing for an AI-Driven Future
- 9. Session Nine: Preparing for an AI-Driven Future
- Preparing for an AI-Driven Future
- How Can I Ethically Engage with AI?
- 10. Personal Action Plan
- 11. Course Summary
- 12. Recommended Reading List
- 13. Post-Course Assessment

## **AI and Project Management**

### *Course Overview*

Artificial Intelligence (AI) is transforming project management by automating tasks, optimizing workflows, and improving decision-making. This course explores how AI-powered tools assist with scheduling, risk management, resource allocation, and collaboration. Participants will learn how to integrate AI solutions into their project workflows, address ethical considerations, and balance AI-driven insights with human expertise. Through hands-on activities and discussions, project managers will gain the skills to effectively leverage AI while maintaining strategic control over their projects.

### *Learning Objectives*

- Explain how AI can enhance planning, scheduling, risk management, and communication in projects.
- Demonstrate how AI-powered automation can improve scheduling efficiency and prevent delays.
- Identify potential project risks and utilize predictive analytics to mitigate challenges.
- Explain how AI-driven tools enhance team collaboration and decision-making.
- Implement AI-based automation to streamline repetitive tasks and improve efficiency.
- Discuss ethical considerations, biases, and data security issues in AI-powered project management.

## *Course Outline*

1. Session One: Course Overview
  - Learning Objectives
  - Pre-Assignment
  - Pre-Course Assessment
2. Session Two: Understanding AI in Project Management
  - The Role of AI
  - Using AI to Solve Challenges
3. Session Three: AI for Planning and Scheduling
  - How AI Can Help
  - AI-Powered Scheduling
4. Session Four: AI and Risk Management
  - Predictive Analysis and Early Warnings
  - Risk Scenario Analysis
5. Session Five: Communications and Collaboration
  - AI-Powered Chatbots and Virtual Assistants
  - Enhancing Team Collaboration
  - Using Chatbots and Virtual Assistants
6. Session Six: Data Analysis and Decision-Making
  - Data Processing and Insights
  - AI-Driven Decision Support Systems
  - Real Time Data Challenge
7. Session Seven: AI and Task Automation
  - Automation and Workflow Optimization
8. Session Eight: Understanding AI Limitations
  - Lack of Human Intuition and Judgement
  - Ethical Implications and Biases in AI Algorithms
  - Human Decision-Making
9. Session Nine: Addressing Data Challenges
  - AI Requires Large Volumes of Quality Data
  - Challenges with Data Privacy and Security
  - Limitations in Handling Unexpected Changes

- Integration Challenges in AI
- Impact of Data Quality on AI
- 10. Session Ten: Case Studies and Real-world Examples
  - Successfully Implementing AI
- 11. Session Eleven: Future of AI in Project Management
  - Emerging AI Trends in Project Management
  - Preparing for an AI-Driven Future
- 12. Session Twelve: Using AI tools
  - Introduction to AI in Project Management
  - AI Tool Applications
- 13. Personal Action Plan
- 14. Course Summary
- 15. Recommended Reading List
- 16. 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	Identifying, Collecting and Preserving Evidence
Learning Objectives	Listening Techniques
Pre-Assignment	Questioning Techniques
Pre-Course Assessment	Questioning Exercise
2. Session 2: Auditing	5. Session 5: Audit Checklist
Overview	Developing an Audit Checklist
Types of Audits	6. Session 6: Conducting an Audit
3. Session 3: Internal Audit	Conducting the Audit
Internal Audit	7. Session 7: Noncompliance and Corrective Action
Auditors	Recording Noncompliance
Preparing and Conducting	Taking Corrective Action
4. Session 4: The Audit	
Basics of an Audit	

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

- Passive Behavior
- Assertive Behavior
- 7. Session 7: Managing Anger
  - Coping Strategies
  - Sanctuary
  - Taking Care of Yourself
  - Relaxation Techniques
- 8. Session 8: Communication Tips and Tricks
  - Asking Good Questions
  - Closed Questions
  - Open Questions
  - Using Questions Effectively
  - Other Types of Open-Ended Questions
- Active Listening Skills
- Responding to Feelings
- Tips for Becoming a Better Listener
- I Messages
- The Assertiveness Formula
- Making Connections
- 9. Session 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

## 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? This is possible through Appreciative Inquiry: a method for implementing change that is rooted in positive vision, sharing stories of things that work well, and leveraging people's strengths and the power of co-creation to initiate lasting, powerful changes. Appreciative Inquiry invites and records data on what is working well from the perspective of those working and creating within the organization. This data is then used to invite more expansive thinking and creation to facilitate and guide organizational growth and change, led by people who care and are committed to the positive outcome.

### Learning Objectives

- Recognize and work with the fundamentals of Appreciative Inquiry
- Describe the 4-D model 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 is important, what they can become, and how they can get there

### Course Outline

1. Session One: Course Overview	4. Session Four: The 4-D Model
Learning Objectives	Introduction to the Model
Pre-Assignment	Using the 4-D Model
Pre-Course Assessment	Overview of the 4-D Model
2. Session Two: Defining Appreciative Inquiry	Discovery of What Is
What Is Appreciative Inquiry?	Putting It Into Practice
Pre-Assignment Review	Dream what Could Be
How is Appreciative Inquiry Different?	Designing The Ideal
Getting Started	Destiny
3. Session Three: Principles of Success	5. Session Five: the Interview Guide
Five Key Principles	The Questions
Teaching Positivity	Creating the Guide
Making Connections	The Summary
Measuring Tangible Success	Making Connections
Making Connections	6. Personal Action Plan
Setting the Interview Groundwork	7. Course Summary

8. Recommended Reading List

9. Post-Course Assessment

# 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	Building Core Plans: Training Plans
Learning Objectives	A Checklist of Processes
Pre-Assignment	Case Study
Pre-Course Assessment	6. Session Six: Overview of the Balanced Scorecard Process
2. Session Two: Understanding the Balanced Scorecard (BSC)	The Big Picture
Where Did the Balanced Scorecard Come From?	Building Balanced Scorecard Teams
What is the Balanced Scorecard?	Building BSC Brainstorming
3. Session Three: Creating a Vision Statement	Sample Strategy Map
Why We are Doing What We are Doing	Sample Balanced Scorecard
Making a Statement	Sample Tactical Action Plan
4. Session Four: Understanding Organizational Mission, Vision, and Values	Determining KPIs
The Building Blocks for Your Balanced Scorecard	7. Session Seven: Creating a Smooth Path for Implementation
Analyzing Sample Statements	Creating a Smooth Path for Implementation
5. Session Five: Plans and Processes to Build	Our Top 10 Pitfalls
Building Core Plans: Project Plans	8. Session Eight: Balanced Scorecard Application
Building Core Plans: Communication Plans	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	Growth Phase One
Learning Objectives	Growth Phase Two
Pre-Assignment	Putting the Pieces Together
Pre-Course Assessment	Looking at the Options
2. Session 2: Who Are You and What Are You About?	Geographic Structure
What is Our Business?	Divisional Structure
Making Connections	Matrix Structure
Pre-Assignment Review	Summary
The Owner's Role	Making Connections
Ingredients for Success	Differences for Corporations
The Business Owner	Choosing Board Members
The Entrepreneur	Board Issues
The Freelancer	The Role of Shareholders
Words of Wisdom	The Big Picture
Keeping Things Moving	Words of Wisdom
3. Session 3: Designing Your Organizational Structure	Current Thinking
Bringing the Idea to Life	Making Connections
Getting Started	4. Session 4: Introduction to Operations Management
	Defining Operations Management

What Does It All Mean?	Color Spectrum Two
Envisioning the Process	Fonts
Introduction to Types of Operations	Sans Serif Fonts
Types of Operations	Specialty Fonts
Practical Application	Font Considerations
5. Session 5: Understanding Financial Terms	Simple Pictorial Mark
Finance	Letterform
Recording Financial Transactions	Wordmark
General Accepted Accounting Principles (GAAP)	Emblems
The Income Statement	Working It Out
Income Statement Equation	9. Session 9: Marketing Your Product
Sample Income Statement	About the Marketing Process
The Balance Sheet	Cycle Overview
Balance Sheet Equation	Stage One: Consumer and Market Analysis
More About Balance Sheets	What Do They Need?
Current vs. Fixed Assets	Who is Buying Our Product? Who is Using Our Product?
Cash Flow Statement	What is the Buying Process?
Statement of Retained Earnings	How Can I Leverage Segmentation?
6. Session 6: Getting the Right People in Place	Segmentation Case Study
Six Essential Steps of Hiring	Stage Two: Analyzing the Competition and Yourself
More about Orientation	SWOT Analysis
More about Onboarding	Next Steps
Making Connections	Stage Three: Analyzing Distribution Channels
7. Session 7: Getting Your Product Together	Making Connections
Inventory Management	Stage Four: Creating a Marketing Plan
Types of Inventory	Price
More About Inventory	Promotion
Understanding the Value Chain	Packaging
Making Connections	Making Connections
Outsourcing Options	The Final Stages: Implement, Evaluate, Review, Revise
Quality Control	Leveraging Social Media
Quality Control Philosophy	10. Session 10: Selling Your Product
8. Session 8: Building a Corporate Brand	Building Your Sales Force
Your Brand	The Sales Cycle
Example: Acme Widgets Inc.	Initiate
Brand Names and Slogans	Build
Do's and Don'ts	
Developing a Slogan	
How People Will See Your Images	
Choosing a Color	

Manage	The Pillars of Success
Optimize	The Critical Elements of Customer Service
<b>11. Session 11: Planning for the Future</b>	Making Connections
Introduction to Strategic Planning	The Remaining Elements
Identifying Your Stakeholders	Critical Element Three: Given Life by the Employees
Taking the Right Approach	Critical Element Four: Be a Problem Solver
Making Connections	A Problem Solving Process
The Strategic Plan Pyramid	Critical Element Five: Measure It
<b>12. Session 12: Goal Setting and Goal Getting</b>	Critical Element Six: Reinforce It
Setting Achievable Goals: Identifying Outcomes	Developing and Maintaining Relationships
The Four Perspectives	<b>17. Session 17: Training Employees for Success</b>
Customizing the Perspectives	Why Continuous Learning?
Timeline for Your Plan	Factors for Learning Success
Goals with SPIRIT	Getting Motivated for Training
Getting Into It	Steps in the Learning Process
<b>13. Session 13: Succession Planning 101</b>	Making Connections
What is Succession Planning?	<b>18. Session 18: Leadership Essentials</b>
Replacing vs. Succeeding	Leading and Managing
Defining Succession Planning	Leadership Styles
<b>14. Session 14: Managing Your Money</b>	Making Connections
What is a Budget?	Applying the Styles
Test All Assumptions	The Cycle of Styles
How Was Last Year?	Managing Performance
How's The Marketplace Doing?	Making Connections
What's It Costing?	<b>19. Session 19: A Personal Action Plan</b>
Managing Your Budget	Starting Point
Know Your Accruals	Where I Want to Go
Getting it Right	How I Will Get There
<b>15. Session 15: Ethics 101</b>	<b>20. Summary</b>
Are You Ready?	<b>21. Recommended Reading List</b>
Sample Codes of Ethics	<b>22. Post-Course Assessment</b>
Rotary Four-Way Test	
Minnesota Principles	
Asimov's Three Laws of Robotics	
Your Code of Ethics	
<b>16. Session 16: Building a Strong Customer Care Team</b>	

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

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

# 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	Creativity and Innovation in Business
Learning Objectives	
Pre-Assessment	7. Session 7: Workers Matter
Pre-Course Assessment	Workers Matter
2. Session 2: What Does Progressive Mean?	Avenues to Consider: Compensation
A Definition	Avenues to Consider: Employee Well-being
Examples of Progressive Companies	Avenues to Consider: Flexible Working
Case Study: Eyes on the Skies	Arrangements
Brainstorming	Avenues to Consider: Training
3. Session 3: Getting From Here to There	Avenues to Consider: Communication
Gap Analysis	Avenues to Consider: Social Media Policy
Analyzing	Avenues to Consider: Work and Play
Process Overview	Pen to Paper
4. Session 4: Progressive Mindset	8. Session 8: As the Curtain Comes Down
Being Open to Progress	Succession Planning
A Progressive Mindset	Key Ingredients of a Successful Plan
Progressive Thinkers	Plan Production
5. Session 5: The Good and Not So Good	9. A Personal Action Plan
Pros and Cons	Starting Point
6. Session 6: It Can Come From Within	Where I Want to Go
Thinking About it	How I Will Get There
Finding Examples	10. Course Summary
Going it Alone	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	You Can Create New Mental Models!
Learning Objectives	The Ladder of Inference
Pre-Assignment	Reflection: Using Your Own Experiences as a Resource
Pre-Course Assessment	
2. Session Two: About the Learning Organization	5. Session Five: Achieving a Shared Vision
What Is a Learning Organization?	What Is a Shared Vision?
Are You a Lifelong Learner?	6. Session Six: Team Learning
Scoring	Team Learning
3. Session Three: Achieving Personal Mastery	Team Learning Diagram
What Is Personal Mastery?	Protocols for Skillful Discussion
Your Personal Vision	Preparing the Ground for Skillful Discussion
Our Personal Vision and Our Values	
Step One: Identify Your Values	7. Session Seven: Systems Thinking
Step Two: Define Your Values	Systems Thinking
Step Three: Put It All Together	8. Session Eight: Understanding Leadership
4. Session Four: Analyzing Our Mental Models	About Leadership
Our Mental Models	Think About Your Leadership Style
Mental Models in the Workplace	Your Comfort Zone
	Understanding Your Comfort Zone
Strategies for Working with Mental Models	Managing Performance

<p>Servant Leadership</p> <p>Onboarding and Orientation</p> <p>9. Session Nine: Five Practices</p> <p>Practices One: Challenge the Process</p> <p>Practices Two: Inspire a Shared Vision</p> <p>Practices Three: Enable Others to Act</p> <p>Image Identification</p> <p>Practice Four: Model the Way</p> <p>Practice Five: Encourage the Heart</p> <p>Practices in Practice</p> <p>10. Session Ten: Building Trust</p> <p>The Cycle of Trust and Performance</p> <p>Trust Exercise</p> <p>11. Session Eleven: Managing Change</p> <p>About Change</p> <p>Making Connections</p> <p>Key Factors in Successful Change</p> <p>A Step-by-Step Plan for Change</p> <p>Case Study: Getting More From the Last Hour</p> <p>12. Session Twelve: The Four Room Apartment</p> <p>The Four Room Apartment</p> <p>13. Session Thirteen: Time Management Tips and Tricks</p> <p>Getting Things in Order</p> <p>Mastering E-mail</p> <p>Time Management Tips</p> <p>A Planning Checklist</p> <p>Putting Plans into Action with Scheduling Aids</p> <p>Organizing Your Work Area and Your Paperwork</p> <p>14. Session Fourteen: Managers vs. Leaders</p> <p>Managers vs. Leaders</p> <p>15. Session Fifteen: Learning and Thinking Styles</p> <p>Learning Styles</p> <p>Learning Styles Exercise</p> <p>Thinking Styles</p> <p>Learning and Thinking Styles Exercise</p> <p>16. Session Sixteen: Influence Strategies</p>	<p>Common Influence Strategies</p> <p>Cialdini's Six Strategies</p> <p>17. Session Seventeen: Managing Relationships</p> <p>The Relationship Cycle</p> <p>Coaching Through Conflict</p> <p>Preparing for Conflict</p> <p>Managing Stress</p> <p>The Positive Effect</p> <p>Fifteen Steps for Dealing with Upset People</p> <p>Five Tips for Dealing with Difficult People</p> <p>Six Steps for Dealing with Angry People</p> <p>18. Session Eighteen: A Simple Problem-Solving Process</p> <p>Systematic Problem Solving</p> <p>Personal Problems</p> <p>19. Session Nineteen: Strategic Planning</p> <p>SWOT Analysis</p> <p>Individual Analyses</p> <p>20. Session Twenty: Doing Delegation Right</p> <p>What Is Delegation?</p> <p>Definitions</p> <p>Levels of Delegation</p> <p>Breaking Down the Model</p> <p>Delegation Case Study</p> <p>21. Session Twenty-One: Criteria for Useful Feedback</p> <p>Giving Constructive Feedback</p> <p>22. Session Twenty-Two: Feedback Techniques</p> <p>Feedback Techniques</p> <p>Case Study</p> <p>23. Session Twenty-Three: Mastering Your Body Language</p> <p>Mastering Your Body Language</p> <p>24. Session Twenty-Four: Meeting Management</p> <p>Preparing for Meetings</p> <p>Reading the Reports</p> <p>During the Meeting</p> <p>Managing Meetings</p> <p>Presentation Tips</p> <p>25. Session Twenty-Five: Pumping up a Presentation</p>
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- Pumping up a Presentation
- 26. Session Twenty-Six: Personal Development
- Personal Development Plan
- 27. Personal Action Plan
- Starting Point
- Where I Want to Go
- How I Will Get There
- 28. Course Summary
- 29. Recommended Reading List
- 30. Post-Course Assessment

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



## 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	2. Session 2: What is Workplace Politics?
Learning Objectives	Workplace Politics
Pre-Assessment	Formal Versus Informal Hierarchy
Pre-Course Assessment	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

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

# Branding: Creating and Managing Your Corporate Brand

## Course Overview

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

This course will help you to get started with creating a perfect brand. The course will cover the basics of branding, including how to develop a visual identity from start to finish. Some graphic design tips will also be provided to help you communicate your expectations to a professional designer. The course will also focus on how to present a brand in the right way. How to keep a brand energized and alive with monitoring and evaluation tools will also be discussed.

## Learning Objectives

- Define what a brand is (particularly a strong brand) and what branding encompasses
- Define various types of brand architecture and brand extension
- Identify a 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 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 a brand, and understand how to respond to the results

## Course Outline

1. Session One: Course Overview	
Learning Objectives	Time for Reflection
Pre-Assignment	5. Session Five: Creating a Vision of the Future
Pre-Course Assessment	Vision Statements
2. Session Two: Defining Branding	6. Session Six: Positioning a Brand
Defining Brands and Branding	Identifying the Ideal Position
Characteristics of a Strong Brand	Positioning Workout
3. Session Three: Reason for Being?	7. Session Seven: Developing a Style
Identifying Products and Features	Writing a Style Statement
Identifying Values	Style Exercise
Individual Exercise	
4. Session Four: Creating a Mission	8. Session Eight: Developing a Brand Name and Slogan
What is a Mission Statement?	

<p>The Forward-Facing Elements</p> <p>Developing a Brand Name</p> <p>Developing a Slogan</p> <p>9. Session Nine: Creating a Visual Identity</p> <p>Graphic Design 101</p> <p>Types of Visual Identities</p> <p>Pop Culture Test</p> <p>10. Session Ten: Living the Brand</p> <p>Transforming Employees into Ambassadors</p> <p>Understanding Touchpoints</p> <p>Creating a Unique Experience at Each Touchpoint</p> <p>11. Session Eleven: Connecting with Customers</p> <p>Customer Connections</p> <p>Connecting with</p> <p>12. Session Twelve: Launching a Brand</p> <p>Launching a Brand</p> <p>13. Session Thirteen: Taking the Brand's Pulse</p> <p>Monitoring the Brand</p> <p>14. Session Fourteen: Performing a SWOT Analysis</p>	<p>Sample SWOT Analysis</p> <p>15. Session Fifteen: Measuring Brand Health with a Balanced Scorecard</p> <p>A Balanced Scorecard</p> <p>16. Session Sixteen: Middleton's Brand Matrix</p> <p>Understanding the Matrix</p> <p>Using the Matrix</p> <p>17. Session Seventeen: Interpreting Evaluation Results</p> <p>Signs of Trouble</p> <p>18. Session Eighteen: Keeping the Brand Alive</p> <p>Refreshing and Re-Launching</p> <p>Taking on a Total Re-Brand</p> <p>Case Study</p> <p>19. Session Nineteen: Going Beyond the Brand</p> <p>Brand Architecture</p> <p>Understanding Brand Architecture:</p> <p>20. A Personal Action Plan</p> <p>21. Course Summary</p> <p>22. Recommended Reading List</p> <p>23. Post-Course Assessment</p>
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# 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	Production Budget
Learning Objectives	Manufacturing Budget
Pre-Assignment	Labor Budget
Pre-Course Assessment	Capital Budget
2. Session 2: Finance Jeopardy	Cash Budget
Questions and Answers	Understanding Where Your Budget Fits In
3. Session 3: The Fundamentals of Finance	5. Session 5: Parts of a Budget
Recording Financial Transactions	The Planning Parts
Financial Statements vs. Financial Reports	6. Session 6: The Budgeting Process
Types of Costs	Overview
Generally Accepted Accounting Principles	Step One: Gather the Budget Package
Budgeting Terms	Step Two: Lay the Groundwork
Your Role in Company Finances	Case Study, Part One
The Key Players	Budget Template
Identifying the Key Players in Your	Step Three: Identify Your Goals
Organization	Case Study, Part Two
4. Session 4: The Basics of Budgeting	Step Four: Gathering Your Resources
Defining a Budget	Accounting Checklist
Budget Responsibilities	Marketing and Sales Checklist
Key Budgeting Points	Budget Management Team Checklist
Types of Budgets	Checklist for Your Supervisor Checklist
Sales Budget	Checklist for Your Team
Expense Budget	Steps Five and Six: Planning and Doing

- Step Six: Do It!
- Case Study, Part Three
- Budget Template
- 7. Session 7: Budgeting Tips and Tricks
  - Top Ten Excuses for Being Over Budget
  - Up-Front Budget Maneuvers
  - Not-So-Nice Budget Maneuvers
- 8. Session 8: Monitoring and Managing Budgets
  - Making Connections
  - Making Connections Answer
- 9. Session 9: Crunching the Numbers
  - Understanding Ratio Analysis
  - Sample Balance Sheet
  - Current Ratio
  - Quick Ratio
  - Debt Ratio
  - Net and Gross Profit Margin
  - Return on Sales Ratio
  - Debt to Net Worth Ratio
  - Cash Turnover Ratio
  - Collection Ratio
  - Investment Turnover
  - Return on Investment
  - Making Connections
- 10. Session 10: Getting Your Budget Approved
  - Introduction
  - Tips to Get Your Budget Approved
- 11. Session 11: Comparing Investment Opportunities
  - The Importance of Analysis
  - Payback Period
  - Break-Even Point
  - Cost-Benefit Analysis
  - Return on Investment
- 12. Session 12: ISO 9001:2008
  - What is ISO 9001:2008?
  - Making Connections
  - Company Two
  - Company Three
- 13. Session 13: Directing the Peerless Data Corporation
  - Task Explanation
  - The Decision-Making Process
  - Background
  - Company Information
  - Salary Information
  - Decision One: Office Relocation
  - Decision 1 – Analysis
  - Decision
  - Decision Two: Reproduction Backlog
  - Decision Two: Analysis
  - Hire Reproduction Aid
  - Purchasing New Copying Equipment
  - Decision
  - Decision Three: Improving Supervision
  - Decision Three: Analysis
  - Decision
  - Decision Four: Job Enrichment
  - Decision Four: Analysis
  - Decision
  - Decision Five: Staff Expansion
  - Decision Five: Analysis
  - Decision
- 14. Session 14: A Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 15. Summary
- 16. Recommended Reading List
- 17. Post-Course Assessment

# 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

- 8. Session 8: Developing a Communication Strategy
  - Developing Social Media Guidelines for Your Brand
  - Making Connections
  - Letting Others Speak For You
  - Case Study: The Fiskateers
  - Building Partnerships
- 9. Session 9: Reviewing and Revising

- Evaluation Tools
- Signs of Trouble
- Choosing a Course of Action
- 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

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

What Do You Think?

- 7. Session 7: Creating a Sales and Marketing Strategy
  - The Marketing Cycle
  - Cycle Overview
  - Looking at the Steps
  - Leveraging Social Media
  - Incorporating Social Media
  - Getting Noticed
  - Opportunities to Consider
- 8. Session 8: Getting the Work Done
  - Identifying Sources of Work
  - Developing Contracts and Statements of Work

About Master Service Agreements

- Developing a Statement of Work
- Sample Statement of Work
- The Tough Stuff
- Dealing with Cancellations
- Firing a Client
- Staying Current

- 9. Session 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

# 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	Looking at the Steps
Learning Objectives	Creating Financial Projections
Pre-Assignment	Part One: The Sales Process (I)
Pre-Course Assessment	Part One: The Sales Process (II)
2. Session 2: How Online Businesses Can Benefit You	Part Two: Sales Metrics
A Brief History	Part Three: Expenses
Benefits of Online Businesses	Raising Startup Capital with Crowdfunding
Words of Warning	Case Studies
3. Session 3: Laying the Groundwork	6. Session 6: Building Your Online Business
Who Are You?	The Basic Elements
Doing Your Research	Creating a Website
Outlining Your Ideas	Checking Out the Sites, Part One
Pre-Assignment Review	E-Commerce Options
4. Session 4: Creating a Business Plan	E-Commerce Payment Options
Creating a Business Plan	Security and Privacy Considerations
The One-Page Plan	Creating a Mobile Presence
Sample Business Plan	Creating Apps
Gathering Resources	Checking Out the Sites, Part Two
5. Session 5: Breaking Down the Plan	Joining Online Marketplaces
Creating a Marketing Plan	Amazon
Cycle Overview	eBay
	Specialty Marketplaces

7. Session 7: Internet Marketing Basics  
Social Media Strategies for Success  
Facebook  
Twitter  
Instagram  
Pinterest  
YouTube  
Building Relationships

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

# 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

Forming an Effective Team	Listening Skills
Making Connections	Tips for Becoming a Better Listener
8. Session Eight: Virtual Teams	Session Ten: Becoming a Good Team Player
Virtual Teams	Attitude is Everything
Strategies for Virtual Team Success	10. Personal Action Plan
Scheduling and Conducting Team Meetings	Starting Point
Team Building in a Virtual Environment	Where I Want to Go
Informal Bonding Interaction	How I Will Get There
9. Session Nine: Communication	11. Course Summary
Defining Communication	12. Recommended Reading List
	13. Post-Course Assessment

# 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 Trust to Win the Sale

## Course Overview

Trust is the foundation of any relationship, including those between salespeople and clients. Successful sales professionals know that all information, positive or negative, is useful for building trust. Shifting objections and complaints into discussions that close the sale is both necessary and beneficial for both salesperson and customer; a sale is made, and a customer receives a desired product or service that had previously been dismissed or avoided.

This course will help salespeople effectively work through objections, arguments and complaints to find common, respectful space for conversation that leads to trust and positive results..

## Learning Objectives

- Identify steps to build credibility
- Describe the objections that are encountered most frequently
- Develop appropriate responses when prospective buyers offer challenges
- Meet objections with effective rebuttals
- Recognize when a prospect is ready to buy
- Determine ways to work with a sales team for success

## Course Outline

1. Session One: Course Overview	What are Objections?
Learning Objectives	Pre-Assignment Review
Pre-Assignment	8. Session Eight: Handling Objections
Pre-Course Assessment	Universal Strategies
2. Session Two: Building Credibility	Specific Strategies
First Impressions	9. Session Nine: Pricing Issues
3. Session Three: The Competition	Handling Pricing Objections
Addressing the Competition	Skill Building Exercise
4. Session Four: Critical Communication Skills	Reflection
Active Listening	10. Session Ten: The Benefits of Teamwork
Listening for Accuracy	Understanding the Value of Teamwork
Powerful Questions	11. Session Eleven: Buying Signals
5. Session Five: Observation Skills	Reading the Signs
What to Look For	12. Session Twelve: Closing the Sale
6. Session Six: Handling Customer Complaints	Closing Techniques
Find Complaints and Fix Them	Activities to Close the Sale
Change the Outcome	Sell it to Me
7. Session Seven: Overcoming Objections	Presentations

13. A Personal Action Plan

14. Course Summary

15. Recommended Reading List

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

# 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 an easy way to solve every ethical decision anyone will ever have to make. It will, however, help participants define their ethical framework to make solving those ethical dilemmas easier. It will also look at tools that can be used when faced with an ethical decision. It will examine techniques that can be used so participants do not get stuck in an ethical quandary. Best of all, it will go through case studies so that participants can practice making decisions in a safe environment.

## Learning Objectives

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

## Course Outline

1. Session One: Course Overview	An Introduction to Philosophy
Learning Objectives	Applying Philosophical Approaches
Pre-Assessment	7. Session Seven: What Does Ethical Mean?
Pre-Course Assessment	Merck Pharmaceuticals
2. Session Two: What are Ethics?	Decision Analysis
Defining Ethics and Morals	8. Session Eight: Avoiding Ethical Dilemmas
Values Identification	Some Easy Strategies
Bringing It All Together	Case Studies
3. Session Three: Moral Temperature	9. Session Nine: Pitfalls and Excuses
Case Studies	Common Pitfalls
4. Session Four: Why Bother with Ethics?	10. Session Ten: Developing an Office Code of
Ethical Behavior	Ethics
5. Session Five: Kohlberg's Six Stages	Getting Ready
The Six Stages and Three Levels	Sample Codes of Ethics
Different Levels for Different Situations	Developing a Code of Ethics
Identifying Stages	Making Connections
6. Session Six: Objective Ways of Looking at	11. Session Eleven: Ethical Issues for Business
the World	Fundamental Ethical Issues for Business

Twenty-Two Keys  
Pre-Assignment Review

12. Session Twelve: Basic Decision-Making Tools  
The Three-Phase Model  
Phase One  
Phase Two  
Phase Three  
The Problem-Solving Toolkit

13. Session Thirteen: Ethical Decision-Making Tools  
Four Tools  
Case Study

14. Session Fourteen: Dilemmas with Company Policy  
Policy Dilemmas

15. Session Fifteen: Dilemmas with Co-Workers

Potential Dilemmas  
Case Studies

16. Session Sixteen: Dilemmas with Clients  
Make a Decision

17. Session Seventeen: Dilemmas and Supervisors  
Dilemmas with a Supervisor  
Dilemmas as a Supervisor

18. Session Eighteen: What to Do After a Mistake  
Six-Step Plan

19. Session Nineteen: Moral Temperature Revisited  
Case Studies Revisited

20. Personal Action Plan

21. Course Summary

22. Recommended Reading List

23. Post-Course Assessment

# Business Etiquette: Gaining That Extra Edge

## Course Overview

If you've ever had an awkward moment where:

- You don't know which side plate is yours,
- You cannot remember the name of someone when attending a meeting,
- 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 are not even aware you make. This course will help you handle most of those socially difficult moments. You will 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 One: Course Overview	Small Talk
Learning Objectives	What Works?
Pre-Assignment	What Does Not Work?
Pre-Course Assessment	Exit Lines
2. Session Two: Business Etiquette Basics	7. Session Seven: Do You Remember Names?
Business Etiquette Basics	Tips on Remembering Names
Lack of Etiquette Examples	Name Recognition Activity
3. Session Three: Test Your Business Etiquette	8. Session Eight: Making That Great First Impression
Pre-Assignment Review	First Impressions
4. Session Four: Introductions	9. Session Nine: Dress for Success
Making Introductions	Dressing the Part
The Handshake: Mastering the Technique	Maintaining Your Positive Impression
Notes about Other Cultures	What is Your Code?
5. Session Five: Business Card Etiquette	10. Session Ten: Business Dining
Business Card Etiquette	Seven Hot Tips
Are Business Cards Still Relevant?	Place Setting Practice
6. Session Six: The Skill of Making Small Talk	Other Rules

- 11. Session Eleven: Email and Telephone Etiquette
  - Establishing Rules
  - Debrief
  - The Power of the Written Word
  - Note Writing Practice
- 12. Session Twelve: Meeting Etiquette
  - Organizing and Attending Meetings

- Tips for Meeting Organizers
- Tips for Meeting Attendees
- Electronic Meetings
- 13. Personal Action Plan
- 14. Course Summary
- 15. Recommended Reading List
- 16. Post-Course Assessment
- 17. Congratulations

# 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 will learn how business process management 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 played by processes 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 One: Course Overview
  - Learning Objectives
  - Pre-Assessment
  - Pre-Course Assessment
2. Session Two: The Fundamentals of Business Process Management
  - What is Business Analysis?
  - What is Enterprise Content Management?
  - What is Business Process Re-Engineering?
3. Session Three: Defining Business Process Management
  - What is Business Process Management?
  - Benefits of Business Process Management
4. Session Four: Reflecting on Processes
  - Pre-Assignment Review
5. Session Five: The Business Process Life Cycle
  - Steps of the Cycle
6. Session Six: The Vision Phase
  - Creating a Vision and Seeing the Big Picture
  - Sharing the Vision
  - Dreaming Big
7. Session Seven: The Design Phase
  - Gathering Information
  - Defining the Problem
  - Identifying Existing and Future Processes

- About Process Mapping
- Process Mapping using a Flow Chart
- Process Mapping with a Swimlane Diagram
- Map it Out
- Defining Improvements
- Establishing Functions and Identifying Function Leaders
- Identifying Function Leaders
- 8. Session Eight: The Modeling Phase
  - Performing What-if Analysis
  - Case Study: Healthcare Billing
  - Test Driving
- 9. Session Nine: The Execution Phase
  - Implementing Processes
  - Exploring Automation
  - Automating Processes
  - Making Connections
  - The Role of Workflow Engines
  - Case Studies
  - Steps to Implement a Workflow Engine
- 10. Session Ten: The Monitoring Phase
  - Implementing Measures
  - What is Business Activity Monitoring (BAM)?
  - The Balanced Scorecard
  - Case Study: Creating a Balanced Scorecard
  - Identifying Gaps with Process Mining
- 11. Session Eleven: The Optimizing Phase
  - What it is All About
  - Business Process Improvement
  - Introduction to Lean
  - Cut Out the Waste
  - Introduction to Six Sigma
  - Tie It All Together
- 12. Personal Action Plan
- 13. Course Summary
- 14. Recommended Reading List
  - Post-Course Assessment

# Business Succession Planning

## Course Overview

Does your organization have a plan ready for replacing key personnel when they leave the organization?

Part of Indigenous Education & Training College's Human Resources series, this course is intended for Human Resources professionals who want to establish a business succession plan. It covers all of the basics, including why succession planning is necessary, how to identify critical roles, how to assess the talent pool, how to prepare successors, and how to evaluate the plan once it has been implemented.

This proactive approach will make sure that organizations have qualified people set to take the place of those who leave, ensuring continuity and knowledge retention, and keeping disruption of business operations to a minimum.

## Learning Objectives

- Understand the value of succession planning for successful businesses
- Identify critical roles in a business
- Define core competencies
- Complete talent assessments
- Implement talent development and training programs
- Understand why it is important to review and monitor a succession plan
- Understand the importance of updating the plan continually

## Course Outline

1. Session One: Course Overview	Competencies
Learning Objectives	Complete Talent Assessment
Pre-Assignment	Sample Form
Pre-Course Assessment	Compiling the Results
2. Session Two: The Need for Succession Planning	High Potential
What is Succession Planning and Why Do It?	Leadership Quality Assessment - Confidential
How To Obtain Buy-in	Risk Assessment and Forecasting
Definitions	Demand
Steps of Succession Planning	5. Session Five: Talent Development and Training
3. Session Three: Key Positions	Establishing Individualized Engagement Plans
Pre-Assignment Review	Succession Plan Profile
Identify Critical Roles	Making Connections
4. Session Four: Competencies and Talent Assessment	Coaching, Mentoring and Training

- 6. Session Six: Putting Together the Plan
  - Key Ingredients of a Successful Plan
  - Using Software
  - Phased Implementation
  - Succession Plan Organizational Chart
- 7. Session Seven: Evaluating the Plan
  - Evaluation Challenges
  - Sample Evaluation

- Succession Program Evaluation Checklist
- Action Steps That Result from This Assessment Checklist
- 8. Personal Action Plan
- 9. Course Summary
- 10. Recommended Reading List
- 11. Post-Course Assessment

# Business Writing That Works

## Course Overview

In business writing, it is important to convey a clear message and include all necessary information. Professional communication should be courteous, easy to understand, and free of spelling or grammar errors. If a document is poorly written, it is unlikely to be taken seriously.

While there are many types of business writing, this course will provide you with the tools to write effective memos, emails, and letters. It will also provide an overview of reports and proposals.

## Learning Objectives

- Understand how to write business documents that are clear, concise, complete, and correct
- Display manners and courtesy in professional, written communication
- Discern the proper format for memos, letters, and emails
- Check documents for readability, spelling, grammar, and any potential errors
- Conduct a thorough review of letters, emails, and memos

## Course Outline

1. Session One: Course Overview	Activity: Writing an Email
Learning Objectives	6. Session Six: Reports and Proposals
Pre-Assignment	What Is a Report?
Pre-Course Assessment	What Is a Proposal?
2. Session Two: The C's of Writing	Making Connections: Ensuring Success
Clear Writing	7. Session Seven: Writing Business Letters
Concise Writing	Parts of a Business Letter
Activity: Writing Concisely	Steps to Writing Business Letters
Complete Writing	Types of Letters
Correct Writing	Dissecting Letters
3. Session Three: Manners and Courtesy	8. Session Eight: Readability Index
Courtesy	Readability Index
How to Show Courtesy in Your Writing	Calculating the Index Automatically
Letters with Manners	Using the Readability Index
Tips for Using Courtesy in Letters and	Beyond the Readability Score
Emails	9. Session Nine: Proofreading
4. Session Four: Writing Memos	Check the Spelling, Grammar, and
The Anatomy of a Memo	Punctuation
Making Connections: Acme Funfest	10. Session Ten: Reviewing Writing
5. Session Five: Writing Effective Emails	A Final Review
Email Basics	Pre-Assignment Review
Managing Email	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 an employee is answering or making calls, there are certain skills that can be helpful for anyone working in a telephone-based role.

This course will help call center agents develop their skills in communication and listening. It will explore different situations, such as objections, being unable to fulfill a customer request, and angry callers, and assist customer service representatives in determining how to respond in each instance.

## Learning Objectives

- Understand aspects of verbal communication such as tone, cadence, and pitch.
- Demonstrate an understanding of questioning and listening skills.
- Feel comfortable delivering bad news and saying “no.”
- Recognize what it means to negotiate and know how to do so effectively.
- Grasp the importance of creating and delivering meaningful messages.
- Appreciate 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 One: Course Overview	The Mission: To Listen
Learning Objectives	7. Session Seven: Asking the Right Questions
Pre-Assignment	Open Questions vs. Closed Questions
Pre-Course Assessment	Probing Techniques
2. Session Two: Telephone Communication	8. Session Eight: Saying “No”
It Is Not What You Say; It Is How You Say It	When We Say "No"
Does Body Language Matter?	Delivering Bad News
3. Session Three: Verbal Communication	9. Session Nine: Sales by Phone
Techniques	Benefits of Telemarketing
Being Yourself and Sounding Your Best	Rapport Building
Sounding the Best	10. Session Ten: Taking Messages
A Service Image	Relaying Information
4. Session Four: Who are The Customers?	Effective Messages
Defining Customer and Client	11. Session Eleven: Voicemail
About Relationships	Proper Voicemail Messages
5. Session Five: To Serve and Delight	12. Session Twelve: Taking Care of the Voice
The Meaning Behind What is Said	Vocal Exercises
6. Session Six: Did You Hear Me?	13. Session Thirteen: Cold and Warm Calls
Listening Skills	The Cold Call

The Warm Call

14. Session Fourteen: Developing a Script  
Scripting Techniques  
Sample Script

15. Session Fifteen: Perfecting the Script  
Making the Script One's Own  
Using Cheat Sheets

16. Session Sixteen: Going Above and Beyond  
Techniques for CCA Success  
Customer Service

17. Session Seventeen: Handling Objections  
Overcoming Hesitation

18. Session Eighteen: Closing the Sale  
Closing Questions

19. Session Nineteen: Feelings  
Demonstrating Empathy

20. Session Twenty: Changes in the Customer  
Adapting to New Expectations  
What the Customer Wants

21. Session Twenty-One: Negotiation  
Techniques  
Mastering Negotiation Skills

22. Session Twenty-Two: Negotiation Phases  
Phases of Negotiation  
Negotiation Made Easier

23. Session Twenty-Three: High Impact  
Moments

Make It Count

Creating Case Studies

24. Session Twenty-Four: Tips for Challenging  
Callers  
Tips and Tricks  
Caller Behaviors  
Challenging Callers

25. Session Twenty-Five: Dealing with Difficult  
Customers  
Dealing with Problems

26. Session Twenty-Six: Getting the Call Back  
Phone Tag  
Following Up

27. Session Twenty-Seven: Mentorship  
Case Study: Roger's Super Year

28. Session Twenty-Eight: Stress Busting  
Overcoming Stress

29. Session Twenty-Nine: News from Within  
Management Reports  
CCA Reports

30. Personal Action Plan

31. Course Summary

32. Recommended Reading List

33. Post-Course Assessment

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

# Cleaning and Sanitizing

## Course Overview

This course reviews how and when to clean and sanitize equipment, utensils, and other surfaces.

## Learning Objectives

- Understand the differences between cleaning and sanitizing.
- Recognize common types of cleaning and sanitizing chemicals.
- Know the steps to clean and sanitize, either manually or with a dishwasher.
- Identify when surfaces need to be cleaned and sanitized.
- Know how to use wiping cloths.
- Properly store cleaned and sanitized items, chemicals, and cleaning tools.
- Create and use a master cleaning schedule.

## Course Outline

1. Session One: Course Overview	Cleaning and Sanitizing Review
Learning Objectives	Dishwasher Temperature Requirements
Pre-Assignment	Pre-Assignment Review
Pre-Course Assessment	
2. Session Two: Steps of Cleaning and Sanitizing	3. Session Three: Cleaning the Facility
What is Cleaning and Sanitizing?	Wiping Surfaces
Cleaning	Storage
Sanitizing	Chemical Storage Review
Sanitizer Guidelines	Cleaning Supplies
How and When to Clean and Sanitize	Master Cleaning Schedule
When to Clean and Sanitize	Reviewing a Basic Master Cleaning Schedule
Dishwashing Methods	4. Personal Action Plan
Manual Warewashing	5. Course Summary
Using a Dishwasher	6. Recommended Reading List
	7. 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	Probing Techniques
Learning Objectives	Active Listening Skills
Pre-Assignment - Introduction	Responding to Feelings
Pre-Assignment - Assessment	Tips for Becoming a Better Listener
Pre-Course Assessment	
2. Session Two: Defining Coaching and Mentoring	5. Session Five: Coaching Toolkit – Critical Coaching Skills
Coaching and Mentoring	The Five Skills
Matching Mentors	Mix and Match
Defining Coaching	6. Session Six: Coaching Toolkit – Learning Styles and Principles
The Coaching Formula	Learning Styles
The Three Factors	Identify some activities for each learning style:
Coaching Skills	Adult Learning Principles
3. Session Three: Coaching Assessment	7. Session Seven: Coaching Toolkit – The Benefits/Consequences Matrix
Review	The Benefits/Consequences Matrix
Coaching Assessment and Scoring	Four-Quadrant Matrix Activity
Making Connections	8. Session Eight: Coaching Toolkit – Giving Effective Feedback
4. Session Four: Coaching Toolkit – Communication Skills	9. Session Nine: Coaching Problems and Solutions
Interpersonal Communication Skills	
Improving Communication	
Probing Techniques	

Coaching Problems and Solutions Questions	What Challenges Stand in the Way of Attaining Your Goals?
10. Session Ten: The Coaching Model	What Is the Way Forward?
The Coaching Model	Deciding Which Actions to Take
What Are Your Goals?	Staying on Track
SMART Goals	11. Personal Action Plan
The Coaching Model	12. Course Summary
What is Your Current Reality?	13. Recommended Reading List
	14. Post-Course Assessment

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

How I Will Get There  
8. Course Summary  
9. Recommended Reading List  
10. Post-Course Assessment

# 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 the business will see an increase in customers and profits. If a company sets out on this highway unaware, ill-prepared, or unconvinced of its importance, they will lose ground to their competitors.

This course will introduce and reinforce the essential components of written communication that connect businesses with existing and potential customers. For someone new to the communications highway, this course will provide the foundation for future development. For people who already have some communications expertise, this course will help strengthen and polish the 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 communication
- Develop and maintain effective communication content

## Course Outline

1. Session One: Course Overview	Choosing a Communications Route
Learning Objectives	Making Connections
Pre-Assignment	Establishing a Communication Vehicle
Pre-Course Assessment	Developing an Approval Process
2. Session Two: Key Communication Components	Approval Process Guidelines
What Communication Is All About	Inbound vs. Outbound
Pre-Assignment Review	Making Connections
3. Session Three: The Building Blocks	5. Session Five: The Five C's of a Successful Message
Business and Marketing Strategy	Be Clear
Making Connections	Be Concise
Public Relations Plan	Be Complete
Allow Some Flexibility	Be Correct
Working on the Plan	Be Compelling
Elevator Pitch and Executive Summary	6. Session Six: Communication Strategies
Developing a Pitch	Setting a Goal for Each Communication Piece
Practice Makes Perfect	Strengthening the Core Message
4. Session Four: A Communication Plan	Thinking MEDIA
Getting on the Communication Highway	7. Session Seven: Sharing Information Through Media Releases
Selecting a Communication Destination	
Making Connections	

- Key Pieces of the Media Release
- Drafting a Message
- Writing Practice
- 8. Session Eight: Communicating Online
  - Blogging Tips and Tricks
  - Making Connections
  - Connecting Through Social Media
  - Social Media Plan Worksheet
- 9. Session Nine: Using Stories to Communicate
  - The Importance of Stories
  - Tell Me A Story
- 10. Session Ten: Polishers and Time Savers
  - Communication Fact Sheets
  - Getting It Together
- Reduce, Reuse, and Recycle
- 11. Session Eleven: Enhancing Results
  - Search Engine Optimization (SEO)
  - Optimizing Results
  - Taking a Communication Pulse
  - Focusing on the Research
  - SWOT Analysis
  - Making Connections
- 12. Session Twelve: Maintaining The Message
  - Communicating in a Crisis
- 13. A Personal Action Plan
- 14. Course Summary
- 15. Recommended Reading List
- 16. Post-Course Assessment

# 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? Can you recall an occasion where you met someone for the first time and immediately liked that person? Something about the individual made you feel comfortable.

A major goal of this course is to help you understand the impact your communication skills have on other people. You will also explore how improving these skills can 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	Pushing My Buttons
Learning Objectives	7. Session Seven: Listening Skills
Pre-Assignment	Can You Hear Me?
Pre-Course Assessment	How Do You Rate Your Listening Ability?
2. Session Two: Creating Positive Relationships	Active Listening Skills
Ten Quick Wins	Tips for Becoming a Better Listener
Making Connections	What is Said and What is Heard
3. Session Three: Growing Our Self-Awareness	Communication Situations
Do You Question Your Competence?	8. Session Eight: Body Language
Developing Confidence	What Do Our Bodies Say?
4. Session Four: Communication Basics	The Signals People Send
Defining a Skilled Communicator	Gestures
5. Session Five: Communication Barriers	9. Session Nine: Communication Styles
Case Study: New Neighbors	Dichotomies in Theory
Common Barriers	Making Connections
Applying the Answers	Dichotomies in Action
Being Mindful	10. Session Ten: Creating a Positive Self-Image
6. Session Six: Asking Questions	Seven Things People Determine from Your Appearance
Asking Good Questions	Pre-Assignment Review
Probing	Self-Evaluation
	11. Session Eleven: Frame of Reference

Your Frame of Reference

12. Session Twelve: Techniques for the Workplace

- Prepare, Prepare, Prepare
- Testing Our Theories
- Delivering Your Message

13. Session Thirteen: Assertiveness

- Self-Attitude

Your Inner Self Talk

Persuasion

Case Study: A Negative Image

The Assertive Formula

Expressing Your No

14. Personal Action Plan

15. Course Summary

16. Recommended Reading List

17. Post-Course Assessment

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

- 6. Session 6: Assessing Research Sites
  - Analyzing Your Sources
  - About Top-Level Domains
  - About Wikipedia
  - Making Connections
  - Checking Your Facts
  - Understanding Primary and Secondary Sources
  - Double-Check Your Facts
  - Check Out the Site
  - Identify Advertisements
- 7. Session 7: Staying Organized with Research Tools
  - Understanding the Options
  - Organizing Information
  - Microsoft OneNote
  - Evernote
- Zotero
- CiteULike
- EasyBib
- Advanced Software Packages
- 8. Session 8: Citing Sources
  - Don't Plagiarize!
  - Information to Gather
  - Documentation Styles
  - Sample Citations
- 9. Session 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

# Conducting Effective Performance Reviews

## Course Overview

### 1. Course Summary

#### 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 One: Course Overview	The Need for Standards
Learning Objectives	Modelling Standards
Pre-Assignment	Setting Effective Standards
Pre-Course Assessment	
2. Session Two: Performance Reviews Defined	9. Session Nine: The Interview
What are Performance Reviews?	A Basic Format
Making Connections	Preparation
Building Trust	Role Plays
3. Session Three: Types of Performance	10. Session Ten: Active Listening
Reviews	Listening and Hearing
Choosing Effective Performance Reviews	The Mission: To Listen
Winning Performance Reviews	11. Session Eleven: Asking Effective Questions
4. Session Four: The Performance	Basic Skills
Management Cycle	Probing
The Four Phases	12. Session Twelve: Productive Feedback
The Basis for Review	The Importance of Feedback
5. Session Five: The Performance	Six Characteristics
Management Process	Case Studies
The Four Steps	Accepting Criticism
Performance Review Forms	13. Session Thirteen: Handling Performance
6. Session Six: Minimizing Bias	Issues
Areas of Bias	Make the Commitment
Making Connections	Maintaining and Modifying Performance
7. Session Seven: SMART Goals	Letting Them Go
Identifying Intentions and Setting Goals	Performance Management Checklists
My Intentions and Goals	14. Session Fourteen: Coaching
Putting it all Together	The Importance of Coaching
8. Session Eight: Setting Standards	Non-Verbal Messages
	15. Session Fifteen: Pre-Assignment Review

Re-Evaluate  
16. Personal Action Plan  
17. Course Summary

18. Recommended Reading List  
19. Post-Course Assessment

# Conference and Event Management

## Course Overview

Although it takes plenty of creativity to design an event that is memorable and meaningful, it also takes adaptability, careful attention to detail, and a lot of work. This course will walk you through the process of event management, from the beginning stages of planning, to the final touches (decorations, food, and music).

While this course is specifically for corporate event planning, the elements here can also be applied to more personal event planning such as anniversaries, special birthday gatherings, weddings, and more. Essentially, the course provides a template for an effective and well-planned event that is ready for implementation and can be used over and over again.

## 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
- Make your event unforgettable
- Select speakers and a master of ceremonies to add impact to your event
- Engage your event participants
- Evaluate the event after it is over

## Course Outline

1. Session One: Course Overview	Getting the Word Out
Learning Objectives	Gathering Support
Pre-Assignment	6. Session Six: Selecting the Venue
Pre-Course Assessment	Brainstorming
2. Session Two: Event Planning Essentials	Picking an Appropriate Place
Setting Goals and Objectives	7. Session Seven: Food
Getting Organized	Key Considerations
3. Session Three: Budgeting Basics	8. Session Eight: Selecting Speakers and a
Budget Planning	Master of Ceremonies
Pre-Assignment Review	People in Your Event
Getting Strict About the Budget	9. Session Nine: Engaging the Audience
4. Session Four: Getting Others on Board	Make Your Event Memorable
Getting the Right People Doing the Right	10. Session Ten: Before and During Event Day
Things	Before the Event
Connecting with Partners and Sponsors	Event Day
Inviting Sponsors	11. Session Eleven: After the Event
5. Session Five: Promotion	Gathering Feedback

Feedback Questions  
Designing Feedback  
Creating the Conference Report  
Post-Event Meeting  
12. Session Twelve: Planning Practice

Creating an Event Plan Draft  
13. Personal Action Plan  
14. Course Summary  
15. Recommended Reading List  
16. Post-Course Assessment

# 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. 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 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 One: Course Overview	Self-Reflection
Learning Objectives	Your Style
Pre-Assignment	The Questionnaire
Pre-Course Assessment	Score Sheet
2. Session Two: Defining Conflict	The Conflict Grid
What is Conflict?	Advantages and Disadvantages of Different Conflict Management Styles
Definitions of Conflict	
How Do You Define Conflict?	
Assumptions	
Positives and Negatives	
3. Session Three: Types and Stages of Conflict	5. Session Five: How To Get Along With Co-Workers
The Types of Conflict	Being Amicable
Another Version of Conflict Stages	Managing Emotions - Your Own Emotions
Stage 2: Disagreement	Managing Emotions - The Emotions of Others
Stage 3: Dispute	6. Session Six: The Role of Communication in Conflict Resolution
Stage 4: Campaign	The Communication Chain
Stage 5: Litigation	Barriers
Stage 6: Fight and/or War	Establishing Positive Intent
4. Session Four: Self-Awareness	Accepting Differences
Pre-Assignment Review	7. Session Seven: Communication Skills

- Active Listening
- Tips for Becoming a Better Listener
- Probing Techniques
- 8. Session Eight: Conflict Outcomes
  - Outcomes - Lose-Lose
  - Outcomes - Win-Lose
  - Outcomes - Win-Win
  - Conflict Management Strategies
  - Win-Lose Strategy
  - Lose-Lose Strategy
  - Apply the Rules
  - Results of Win-Lose and Lose-Lose Strategies
  - Win-Win Strategy
- 9. Session Nine: Conflict Resolution
  - The Conflict/Opportunity Test
  - Practice
  - Needs and Assumptions Model
  - Conflict Resolution Process
  - Assumptions when Using the Conflict Resolution Process
  - Hands-On Steps
  - Conflict Process Template
  - Skills Test
- 10. Personal Action Plan
- 11. Course Summary
- 12. Recommended Reading List
- 13. Post-Course Assessment

# 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
4. 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
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

# Consent and Boundaries in the Workplace

## Course Overview

Research shows that fostering a culture that prioritizes consent and clear boundaries in the workplace enhances employee well-being while also reducing conflicts and improving productivity. When organizations emphasize policies that promote mutual respect, clear communication, and defined personal and professional limits, they create an environment where employees feel safe and valued. Establishing and maintaining boundaries is a shared responsibility, requiring individuals to assert their needs and limits while employers provide the tools, training, and support to ensure these boundaries are respected. This course will explore the foundational principles of consent and boundary-setting for both work and personal spaces, equipping participants with the knowledge and skills to cultivate a respectful and inclusive workplace for all.

## Learning Objectives

- Understand and define consent and boundaries
- Set and communicate their own boundaries
- Recognize the importance of boundaries in a professional setting
- Comprehend varying needs individuals may have regarding boundaries and consent
- Assertively and respectfully address situations where their own or a peer's boundaries are not being respected
- Encourage an overall culture of consent and respect in the workspace
- Evaluate and offer suggestions for consent and boundary-focused practices

## Course Outline

1. Session One: Course Overview	The Building Blocks of Boundaries
Course Overview	Strengthening Boundaries
Content Warning	4. Session Four: Consent and Boundaries for the Workplace
Learning Objectives	The Respectful Workplace
Pre-Assignment	Importance of Workplace Boundaries
Pre-Course Assessment	Case Study
2. Session Two: Boundaries and Consent in Everyday Life	Making Connections
Boundaries and Consent Defined	5. Session Five: Consent and Boundaries in Context
Boundaries in Life and Work	Key Concepts
Making Connections	Intersectional Experiences
3. Session Three: Defining Boundaries	Boundaries and Intersectionality
Boundaries in Practice	

- 6. Session Six: Facilitating Consent Culture
- Workplace Assessment
- Revisiting Boundaries
- Evaluation and Continuous Improvement

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

Toolkit: Value Stream Map  
Work on Your Plan  
Polish Your Plan  
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

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

- Questions to Consider
- 6. Session 6: World Café
  - Setting Up
  - Where the Magic Happens
  - Round 1: Starting the Conversation
  - Round 2: Connections Start
  - Round 3: Back to the Beginning
  - Round 4: Conversation of the Whole
- 7. Session 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

# Corrective Action

## Course Overview

We all try to do the best work that we can, however, there are times when things go wrong, and problems arise. These things can be in or out of control and result in work that is less than it could be. That is why we take corrective action — to address any problems, deficiencies, or nonconformities that come up from time to time.

In this course, we discuss how collaborative problem-solving can lead us to the root causes of problems, deficiencies, or nonconformities so that we, with our team, can use a corrective action process to correct the problem and verify the success of our actions.

## 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	CAPA Plan
Learning Objectives	5. Session Five: Identify a Problem Through
Pre-Assessment	Customer Complaints
Pre-Course Assessment	Customer Complaints/Feedback
2. Session Two: Problem-Solving Model	Complaint Investigation
Corrective Action Model	6. Session Six: Identify a Problem Through
Reflection	Internal Audits
3. Session Three: Preventative Action	Nonconformances
Definitions	Basics of an Internal Audit
Preventive Action Plan	Developing an audit Checklist
4. Session Four: Corrective and Preventive	

7. Session Seven: Assess the Significance of the Problem  
Risk Assessment
8. Session Eight: Identify the Root Cause  
Root Cause Analysis  
Tools to Identify Possible Underlying Factors  
Other Tools to Identify Possible Underlying Factors  
Identify the Root Cause(s)  
Reasons for Incorrect Root Cause Determination  
Verify the Root Cause
9. Session Nine: Determine and Apply the Appropriate Action  
Collaborative Decision-Making  
Making Corrective Action Verifiable
10. Session Ten: Verify the Effectiveness of the Actions Taken  
Verification  
Why Do Some Recent ISO Standards not Include Preventive Action?
11. Personal Action Plan
12. Course Summary
13. Recommended Reading List
14. Post-Course Assessment

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

- 22. Session 8: Refining and Perfecting Making Connections
- 23. Session 9: Dealing with Awkward Points Gaps in Your Resume
  - Incarceration
  - Returning to the Workforce after an Absence
  - Job Hopping
  - Pre-Employment Testing
- 24. Session 10: Getting to a New Job in 60 Days
  - 60 Days to a New Job
  - Summary
  - Making the Plan Work for You
  - Getting the Lead Out
- 25. Session 11: Goal Setting
  - Creating a Plan
  - Choosing Your References
  - How References Work
- 26. Session 12: Thank You Notes
  - Why Thank-You Notes Are Important
  - Designing a Thank-You Note
  - Crafting Your Message
- 27. Session 13: A Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 28. Summary
- 29. Recommended Reading List
- 30. Post-Course Assessment

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

- Scarcity
- Self-Interest
- Keeping Your Eyes Open
- Structuring your Ad
- Structuring Your Ad
- 6. Session 6: Looking at Success
  - Understanding Key Metrics
  - Conversion Rates
  - Higher Clickthrough Rates (CTR) Help
  - Cost Per Action Bidding
  - Setting Up Split Tests
- Using Google's Display Network (GDN)
- Why Do You Need To Know About GDN
- When to Ask for Help
- To Be Continued
- Case Study AdWords Express
- 7. Session 7: 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

# 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 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*

<ol style="list-style-type: none"><li>1. Session 1: Course Overview<ul style="list-style-type: none"><li>Learning Objectives</li><li>Pre-Assignment</li><li>Pre-Course Assessment</li></ul></li><li>2. Session 2: What Does a Positive Environment Look Like?<ul style="list-style-type: none"><li>Introduction</li><li>Characteristics of a Positive Work Environment</li><li>Work-Life Balance</li><li>Training and Development-Focused Recognition</li><li>Company as Team</li></ul></li><li>3. Session 3: What Can I Do?<ul style="list-style-type: none"><li>As an Employee</li><li>Making Connections</li><li>As a Leader</li></ul></li><li>4. Session 4: Team Player<ul style="list-style-type: none"><li>Team Member Roles and Responsibilities</li><li>Questionnaire</li><li>Team Member Roles and Responsibilities</li></ul></li><li>5. Session 5 A: Effective Workplace Relationships</li></ol>	<ul style="list-style-type: none"><li>Teams</li><li>Team Experiences</li><li>Motivating Your Team</li><li>Working Cooperatively</li><li>Managing Conflict</li><li>What is a Conflict?</li><li>Self-Assessment</li><li>Preventing Problems</li><li>Dangerous Misconceptions</li></ul> <ol style="list-style-type: none"><li>6. Session 5 B: Effective Workplace Relationships<ul style="list-style-type: none"><li>Meeting Management</li></ul></li><li>7. Session 6: Conclusion<ul style="list-style-type: none"><li>Take Home Ideas</li></ul></li><li>8. A Personal Action Plan<ul style="list-style-type: none"><li>Starting Point</li><li>Where I Want to Go</li><li>How I Will Get There</li></ul></li><li>9. Course Summary</li><li>10. Recommended Reading List</li><li>11. Post-Course Assessment</li></ol>
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# 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	Identifying Resources
Learning Objectives	Understanding Employee Attitudes
Pre-Assignment	Developing External Successors
Pre-Course Assessment	Risk Assessment
2. Session 2: Understanding Talent Management	Sample Risk Analysis Form
What is Talent Management?	Summary
A Focused Effort to Manage Talent	5. Session 5: Creating a Talent Management Plan
3. Session 3: Understanding Performance Management	Overview
The Differences Between Performance and Talent Management	Getting Prepared
The Rake	Homework Assignment
Shared Management Model Overview	The Vision Setting Meeting
About the Shared Management Model	6. Session 6: About Competency Based Programs
4. Session 4: Understanding Succession Planning	Understanding Competencies
Replacing vs. Succeeding	Competency Clusters
Understanding Succession Planning Terms	What is a Competency Model?
Identifying Critical People	Model Overview
Case Study	The Role of Competency Models in Talent Management
Considering the Workplace	7. Session 7: Identifying Talent Key Talent Groups

- High Performers
- High Potentials
- Successors
- Aren't Successors and High Potentials the Same Thing?
- Key Experts
- Missing Pieces
- Case Study: Smith Plumbing Inc.
- Organizational Chart
- Joe Smith
- Jane Smith
- Andrea Jones
- Jim Smith
- Melissa Smith
- Terry Andrews
- Questions
- Fast-Track Programs

8. Session 8: Bring on Bench Strength

- Getting the Right Person for the Job
- What Can You Do to Make Sure You Have the Best People Working for You?
- Position Description Essentials
- Why Are Position Descriptions Important?
- Three Pillars
- Orientation
- Making Connections
- Retention and Development

9. Session 9: Conducting Talent Assessments to Create a Talent Profile

- A Three-Phase Process
- Past Performance Review
- Evaluation of Future Potential
- Career Discussion
- Recording Information
- A Sample Form
- Compiling the Results
- Understanding the Grid

10. Session 10: Keeping People Interested

- Key Attributes
- Maslow's Classic Hierarchy of Motivational Needs

Herzberg's Motivational versus Maintenance Factors

- Why Do You Think There Are So Many Theories on Motivation?
- Case Study: Jim's Job
- Questions
- Keeping Superstars from Falling
- Techniques for Success

11. Session 11: Talent Review Meetings

- Structuring the Talent Review Meeting
- Who should attend?
- Why Is It Important?
- What Should Be Covered?
- A Manager's Role
- Case Study
- Following Up

12. Session 12: Show Me the Money!

- Building Incentives into the Plan
- Thinking Outside Dollars and Cents
- About Competency-Based Pay and Pay-For-Performance

13. Session 13: Communicating with High Potentials

- Building Your Communication Strategy
- Advantages of Communicating Status
- Disadvantages of Communicating Status

14. Session 14: Development Strategies

- Goals with SPIRIT
- Writing Tips
- 360 Degree Feedback
- Coaching and Mentoring
- Creative Development Ideas

15. Session 15: Reality Check!

- Making Connections
- Tasks

16. Session 16: Fostering Engagement

- Defining Engagement
- Engagement Results
- The Ten C's

17. Session 17: Evaluating the Plan

- Why is Evaluation Necessary?
- Evaluation Tools

Sample Evaluation  
Talent Management Program Evaluation  
Checklist  
Action Steps That Result From This  
Assessment

18. Session 18: A Personal Action Plan  
Starting Point  
Where I Want to Go  
How I Will Get There  
19. Summary  
20. Recommended Reading List  
21. Post-Course Assessment

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

- Evaluating  
Making the Pitch
- 7. Session 7: Program Elements
  - Case Study One: From Sedentary to Sensational
  - Case Study Two: Smoking Cessation Program
  - Case Study Three: Nutrition Program
  - Case Study Four: Alcohol and Drug Program
  - Case Study Five: New Parent Program
  - Case Study Six: Flexible Work Hours Program
- 8. Session 8: Implementing Your Workplace Wellness Program
  - Implementation Options
  - Tips for Success
  - Identifying Motivators
- 9. Session 9: Reviewing the Plan
  - Evaluating Prior to Launch
  - Getting the Executive on Board
  - Getting Employees on Board
- 10. Session 10: Evaluating and Reporting
  - Results
  - Ratios and Statistics
  - Gathering Statistics
  - Understanding Ratios
  - Making it Count
- 11. A Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 12. Summary
- 13. Recommended Reading List
- 14. Post-Course Assessment

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

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

# 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	Brainstorming Projects
Learning Objectives	Personal Proposal Funder Selection
Pre-Assignment	Potential Funder One
Pre-Course Assessment	Potential Funder Two
2. Session 2: Sources of Funding	Potential Funder Three
Trends in the Funding Environment	4. Session 4: Types of Proposals
Funders Brainstorming Activity	Proposal Forms
Types of Funders	Letter Proposal
Sources of Funding Activity	Partnership Proposals
Potential Funders	Challenges
3. Session 3: Funder Selection	Minimizing the Challenges

5. Session 5: Proposals as a Relationship  
Builder  
Portfolio Approach  
Building the Relationship  
Step One: Finding Each Other  
Step Two: Getting to Know Each Other  
Step Three: Do You Want to Connect?  
Step Four: The First Date  
Step Five: Going Steady
6. Session 6: RFPs/RFQs (Requests for Proposals or Request for Quote)  
RFPs/RFQs (Requests for Proposals or Request for Quote)  
RFP Case Study
7. Session Seven: The Ten Steps of Proposal Writing  
The Ten Steps of Proposal Writing  
Clarify Your Objectives  
Analyze Your Audience  
Get Your Thoughts on Paper  
Group and Label Your Thoughts  
Sequence Your Thoughts  
Make an Outline  
Write Your Draft Down  
Edit  
Add the Finishing Touches  
Proofread and Edit
8. Session 8: Defining Your Proposal  
10 - Step Exercise
9. Session 9: Key Elements of a Proposal
- Key Elements
10. Session 10: Defining the Needs and Desired Results  
Defining the Need  
Desired Results
11. Session 11: Resources and Activities and Evaluation  
Resources  
Activities  
Evaluation
12. Session 12: Sustainability and Budget  
Sustainability  
Budget  
Pricing Case Study  
What Goes In the Proposal?
13. Session 13: Conclusion, Introduction, and Executive Summary  
Conclusion  
Introduction  
Appendices  
Executive Summary  
Tool: Checklist Review
14. A Personal Action Plan  
Starting Point  
Where I Want to Go  
How I Will Get There
15. Summary
16. Recommended Reading List
17. Post-Course Assessment

# 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	5. Session 5: Creating the Outline
Learning Objectives	Creating the Outline
Pre-Assignment	Webinar Creation Formula
Pre-Course Assessment	Webinars for Education and Collaboration
2. Session 2: Webinars Defined	with Staff or Colleagues
Introduction	6. Session 6: Choosing the Platform
What is a Webinar?	Choosing the Platform
Pre-Assignment Review	Webinar Platforms
Why Use Webinars?	7. A Personal Action Plan
3. Session 3: Best Practices	Starting Point
What Not to Do	Where I Want to Go
The Keys to Success	How I Will Get There
4. Session 4: Choosing the Structure	8. Course Summary
Choosing the Structure	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	The Role of Creativity and Innovation in Business
Learning Objectives	The Birth of the Four Seasons: A Case Study
Pre-Assessment	Discussion Questions
Pre-Course Assessment	
2. Session Two: What are Creativity and Innovation?	7. Session Seven: Where Does Creativity Fit Into the Problem-Solving Process?
Defining the Terms	The Problem-Solving Model
What Am I?	Another Perspective for Creative Problem-Solving
Know Your Creative Potential	Keeping an Open Mind
3. Session Three: Individual Creativity	Solving Problems the “Right” Way
Know Yourself	Phase One
Tips for Increasing Your Individual Creativity	Phase Two
Boost Your Creative Juices	Phase Three
4. Session Four: Get Creative	8. Session Eight: Defining the Problem
Pre-Assessment Review	Problem Identification
5. Session Five: Developing the Right Environment for Creativity	Finding the Root of a Problem
What Does a Creative Environment Look Like?	Eight Essentials to Defining a Problem
Tips for Building Your Own Creative Environment	Tie It All Together
Build Your Creative Environment	Using the Power of Eight
6. Session Six: Creativity and Innovation in Business	9. Session Nine: Creative Techniques
	The RAP Model
	Case Study
	Summary
	The Shoe Swap Technique

- Walk A Mile
- Using Mind Mapping
- Creating a Mind Map
- Map It Out!
- Defining Metaphors and Analogies
- Using Metaphors and Analogies to Express Ideas
- Make a Metaphor
- Situation/Solution Reversal
- Case Study
- Reverse It to Solve It
- The Nine Intelligences
- 10. Session Ten: Encouraging Creativity in a Team
- Brainstorming
- Creating Ground Rules
- Individual Brainstorming
- Plan It Out!
- Rolestorming
- Case Study
- Act It Out!
- The Stepladder Technique
- Stepladder Model
- Brainwriting
- The Slip Writing Technique
- The Crawford Slip Writing Technique Model
- 11. Session Eleven: Putting It All Together
- Nancy Clue and the Case of the Software Upgrade
- Create Ideas and Choose Your Solution
- 12. Personal Action Plan
- 13. Course Summary
- 14. Recommended Reading List
- 15. Post-Course Assessment

# 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-Assessment
  - 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

- 9. Session 9: Working Through the Issues
  - Model Overview
  - The Problem Solving Model
  - Keeping an Open Mind
  - Solving Problems the Right Way
  - Phase One
    - Definition
    - Analysis
    - Phase Two
      - Brainstorming
      - Checkerboard
      - Research and Report
    - Phase Three
      - Solution Planning Worksheet
      - Three Types of Decisions
      - Advice from an Expert
      - Eight Ingredients for Good Decision Making
- 10. Session 10: Establishing an Emergency
  - Operations Center
  - EOC Considerations
  - Making Connections
  - Who is In Charge?
- 11. Session 11: Building Business Continuity and Recovery
- 12. Session 12: Walliallia
  - Background
  - Exercise One: Gas Line Explosion at Water Plant
  - Assignment
  - Assignment
  - Exercise Two: How are you Feeling?
  - Assignment
  - Exercise Three: The Last Question
  - Assignment
- 13. Session 13: Recovering and Moving On
  - Initial Adjustments
  - Working Things Out
- 14. A Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 15. Summary
- 16. Recommended Reading List
- 17. Post-Course Assessment

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

11. Session Eleven: Communication Skills

- Defining Communication
- Body Language Basics
- Voice
- Asking Questions
- Empathy
- Dangerous Misconceptions
- Power Talk
- How to Feel Powerful in Your Position
- Basics of Good Communication

12. Session Twelve: Telephone Techniques

- Telephone Basics
- Handling Everyday Requests
- Taking a Message
- Tips and Tricks

13. Session Thirteen: Dealing With Difficult Customers

- Reducing Conflict
- When Discussions Degenerate into Conflict
- Caller Behavior

14. Session Fourteen: Dealing With Challenges Assertively

- An Assertiveness Model

15. Session Fifteen: Dealing With Difficult People

- Getting to the Heart of the Matter
- What is Missing?
- The Three F's
- Serving Difficult People
- The Recovery Process

16. Session Sixteen: Reflective Practice

- Conducting a Reflection
- Reflections
- Reflective Diary
- Reflective Questions

17. Session Seventeen: Dealing With Stress

- About Stress

18. Personal Action Plan

- Starting Point
- Where I Want to Go
- How I Will Get There

19. Course Summary

20. Recommended Reading List

21. Post-Course Assessment

An Assertiveness Model Example

Dealing With Challenges

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

- 8. Session Eight: Creating Explanations
  - Defining Explanations
  - Mini Case Study
  - Argument or Explanation?
  - Steps to Building an Explanation
  - Gathering Information
  - Processing Information
  - Developing Hypotheses
  - Testing Hypotheses
  - Making Connections
  - Questions
- 9. Session Nine: Dealing with Assumptions
  - What is an Assumption?
- 10. Session Ten: Critical and Creative Thought Systems
  - Techniques for Thinking Creatively
  - Limitations of Brainstorming
  - Brainwriting
  - More Methods
  - Creative Thinking Exercise
- 11. Session Eleven: Putting It Into Practice
  - Presenting and Communicating Your Ideas to Others
  - Pre-Assignment Preparation
  - Presentations
- 12. Personal Action Plan
- 13. Course Summary
- 14. Recommended Reading List
- 15. Post-Course Assessment

# CRM: An Introduction to Customer Relationship Management

## Course Overview

This course will introduce Customer Relationship Management (CRM) and explore how CRM 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 provides a basic understanding of CRM to help business leaders determine if a CRM system is the best fit for their organization. They will learn advantages to using CRM, how to assess readiness, and important considerations for implementation.

## Learning Objectives

- Explain Customer Relationship Management (CRM) and its purpose.
- List the benefits of using a CRM system in a business.
- Conduct a CRM readiness assessment for their own organization.
- Develop a plan for successful implementation of a CRM system.
- Recognize the different types of CRM systems and understand how to determine the best type for a particular organization.
- Understand the questions to ask when selecting a CRM tool.
- Determine what data should be collected for their organization's CRM system and understand the ethics of data collection.
- Use metrics and key performance indicators to measure and evaluate the success of a CRM program.
- Name some of the ways artificial intelligence can be used in CRM systems, as well as some of the potential issues that could arise from the use of AI.

## Course Outline

1. Session One: Course Overview	Preparing to Implement CRM
Learning Objectives	Case Study: Legend
Pre-Assignment	Best Practices
Pre-Course Assessment	6. Session Six: Determining the Type of CRM System
2. Session Two: What is CRM?	Types of CRM Systems
Customer Relationship Management in Everyday Life	7. Session Seven: Considerations in CRM Tool Selection
CRM Value	How to Choose a CRM Platform
3. Session Three: Benefits of CRM	Technical Requirements
Advantages of Using CRM	Making Connections
4. Session Four: How to Determine Readiness for CRM	8. Session Eight: Data Collection
Readiness Questionnaire	What Data to Collect and How to Collect It
5. Session Five: How to Implement CRM	

- Privacy Issues
- 9. Session Nine: Loyalty Programs
  - What is a Loyalty Program?
- 10. Session Ten: Evaluating and Reviewing a CRM Program
  - Evaluating and Reviewing CRM
- 11. Session Eleven: CRM and AI Artificial Intelligence
- 12. A Personal Action Plan
- 13. Course Summary
- 14. Recommended Reading List
- 15. Post-Course Assessment

# 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

7. Session Seven: Scenarios
  - Scenario: Malware
  - Scenario: Potential Data Breach
8. Session Eight: Cyberattacks on Individuals
  - Cyberattacks to Obtain Sensitive Information
  - Malware (Malicious Software)
  - Social Media
  - Social Media Scams
9. Session Nine: Recognizing Phishing Attacks
  - The Giveaway Clues to Phishing Attacks
  - Spot the Clue
  - Email One
  - Email Two
  - Email Three
  - Phishing Emails
10. Session Ten: What Can a Person Do?
  - Supporting Company Efforts
  - Social Media
  - Focus on Spear Phishing
  - How to Protect the Organization
  - Social Media Safety
11. Session Eleven: Creating a Personal Cybersecurity Plan
  - Cybersecurity Starts with You!
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

# 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-Assessment 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

Negative Interaction

Positive Interaction

Take the Wheel!

Walking Away

Your Organization

Dealing with Negative Feelings

**12. Session Twelve: Why People Do Not Always**

Do What They Are Supposed To

The Big Question

Answering the Question

**13. Session Thirteen: De-Stress Options to Use**

When Things Get Ugly

De-Stress Options

General Coping Thoughts When Things Get

Messy

**14. Personal Action Plan**

Starting Point

Where I Want to Go

How I Will Get There

**15. Course Summary**

**16. Recommended Reading List**

**17. Post-Course Assessment**

# 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?
  - How Do You Monitor?
- 10. Session 10: Practicing Delegation
  - Decision One
  - Your Employees
  - How Do You Monitor?
  - Decision Two
  - Decision Three
  - Decision Four
  - Decision Five
- 11. Session 11: Giving Feedback
  - The Ingredients of Good Feedback
  - Characteristics of Effective Feedback
  - Case Studies
- 12. Session 12: Becoming a Good Delegator
  - Characteristics of Effective Delegators
- 13. Session 13: A Personal Action Plan
  - Starting Point
  - Short-Term Goals and Rewards
  - Long-Term Goals
- 14. Summary
- 15. Recommended Reading List
- 16. Post-Course Assessment

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

- Setting Up an Account
- Strengths and Weaknesses
- Microsoft Teams Standout Features
- 10. Session Ten: The Tools – GoToMeeting
  - Overview
  - Key Features
  - Setting Up an Account
  - Strengths and Weaknesses
  - GoToMeeting Standout Features
- 11. Session Eleven: The Tools – Google Meet
  - Overview
  - Key Features

- Setting Up an Account
- Strengths and Weaknesses
- Google Meet Standout Features
- 12. Session Twelve: Capstone Activity
  - Deliver a Virtual Presentation
- 13. Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 14. Course Summary
- 15. Recommended Reading List
- 16. Post-Course Assessment

# 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  
Testing Prototypes

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

# 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

Sample Audit Questions

- 7. Session 7: Test Driving
- Case Study
- Task
- 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

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

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

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

# Developing a Training Program

## Course Overview

Training is an essential element of development in any organization. In order for training to be valuable, the person who designs and plans it must have an excellent understanding of what the training objectives are. It is also important for the trainer to know the strategic objectives of the company, available resources, elements of the plan that can enhance the experience, and any potential barriers. With this information, the trainer can present a much stronger program that is tailored specifically to the participants' needs. This two-day workshop is designed for a trainer who wants to develop programs that are meaningful, practical, and will benefit both trainees and their organization.

## 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	Building the Training Needs Analysis
Course Overview	6. Session Six: The Program's Basic Outline
Learning Objectives	Learning Objectives
Pre-Assessment	Objectives Exercise
Pre-Course Assessment	7. Session Seven: Evaluation Strategies
2. Session Two: Program Design	Methods of Evaluation
Training Program Considerations	Evaluations Exercise
When is Training Necessary?	Evaluating the Evaluation
Alternatives to Training	8. Session Eight: Defining Your Approach
Essential Elements	Methodology
3. Session Three: The Training Model	Key Methodologies
Foundations	Tips For Results
Building An Engaging Program	Approaches to Learning
Instructional Design Model	Making Connections
4. Session Four: Understanding Adult	9. Session Nine: Developing Content
Learning	Content Considerations
Underpinnings of Adult Education	Supporting Materials
Andragogy Applied to the Classroom	10. Session Ten: Pre-Assessment Purpose
5. Session Five: Identifying Needs	Pre-Assessment Review
The Ice Method	

11. Session Eleven: Choosing Openings and Energizers	Training Program Proposal
The Value of Games	Communicating Training
Tips For Success	
12. Session Twelve: Training Tools	15. Session Fifteen: Building Rapport
Personality and Leadership Testing	Questions And Answers
13. Session Thirteen: Testing the Program	16. Session Sixteen: Pulling It All Together
Why Test?	Call to Action
14. Session Fourteen: Creating Proposals	17. Personal Action Plan
Organizing The Proposal	18. Course Summary
	19. Recommended Reading List
	20. 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
6. Session Six: Design Phase - Reducing Barriers
  - Creating Rubrics
  - 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	Open Questions
Learning Objectives	Closed Questions
Pre-Assignment	Making Connections
Pre-Course Assessment	Probing Techniques
2. Session 2: Managing Your First Impression	Managing Your Body Language
Being Confident	Making Connections
Dressing for Success	4. Session 4: Speaking with Impact
Seven Factors for Success	What's Your Sound?
Making Connections	Things to Consider
The Professional Handshake	Redesigning Yourself for Strength
Five Factors	Five Points for Any Presentation
Tips for Success	Making Connections
Remembering Names	5. Session 5: Maintaining Your Impression
Building Trust and Credibility	A Word About Business Etiquette
3. Session 3: Interpersonal Communication Skills	Making Connections
Making Connections	Networking Tips and Tricks
Active Listening Skills	6. Session 6: Three Leadership Skills to Start Mastering Right Now
Responding to Feelings	Delivering Effective Feedback
Reading Cues	The Goal of Effective Feedback
Demonstration Cues	The Characteristics of Effective Feedback
Tips for Becoming a Better Listener	Motivational Techniques
Asking Open and Closed Questions	What Do You Think?

- Coaching Others to Success
- The Coaching Formula
- The Three Factors
- 7. Session 7: Pre-Assignment Review
  - Skill Area One
  - Skill Area Two
  - Skill Area Three
  - Skill Area Four
- Skill Area Five
- 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

# 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	Digital Literacy
Learning Objectives	Digital Communication
Pre-Assignment	Two Sides of the Same Coin
Pre-Course Assessment	Digital Commerce
2. Session 2: Citizenship	Features of a Secure Website
Description of Citizenship	6. Session 6: Protect Yourself / Protect Others
21st Century Digital Compass	Rights and Responsibilities
Scenarios 1 - 3	Safety and Security
Scenarios 4 - 6	Health and Welfare
Scenarios 7 - 10	Smartphone Addiction
3. Session 3: Digital Citizenship	7. Session 7: How To Be a Good Digital Citizen
Digital Citizenship	8. A Personal Action Plan
4. Session 4: Respect Yourself / Respect Others	Starting Point
Digital Etiquette	Where I Want to Go
Examples of Good and Bad Etiquette	How I Will Get There
Digital Access	9. Course Summary
Digital Law	10. Recommended Reading List
5. Session 5: Educate Yourself / Connect with Others	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 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	Case Study 3: The Washington Post
Learning Objectives	Case Study 4: Air New Zealand
Pre-Assessment	Case Study 5: Town of Cary, North Carolina
Pre-Course Assessment	
2. Session Two: Digital Transformation – What Is It? Why Does It Matter?	5. Session Five: Awareness Is The First Step
Defining Digital Transformation	Use Technology to Build on Success
Why?	6. Session Six: Let's Do This
3. Session Three: Where Do We Start?	Things to Keep in Mind
Start Thinking About Changes	7. Session Seven: Make A Plan
Questions to Ask	Digital Transformation Plan
Customer Interaction	8. Personal Action Plan
4. Session Four: Who Is Doing It Well?	Starting Point
Mistakes That Can be Made	Where I Want to Go
Case Study Review	How I Will Get There
Case Study 1: Netflix	9. Course Summary
Case Study 2: Domino's	10. Recommended Reading List
	11. Post-Course Assessment

# Digital Transformation: Communication and Sales Channels

## Course Overview

Communication is an essential component of success for any business. Finding the best way to create meaningful connections with customers is paramount. In order to engage the consumer, companies need to understand them.

In this course, we focus on the customer and their journey as well as how to ensure an organization's digital transformation creates value for them.

## Learning Objectives

- Understand the ways technology is impacting how businesses communicate with their audiences.
- Map out the customer journey and identify the touchpoints influenced by technology.
- Understand the growing role of social media, influencer, and content marketing and their impacts on brand promotion.
- Analyze how businesses utilize customer data for targeting and personalization.
- Assess the role of technology in integrating various channels to offer a consistent brand experience.

## Course Outline

1. Session One: Course Overview
  - Learning Objectives
  - Pre-Assignment
  - Pre-Course Assessment
2. Session Two: Communicating with Business Audiences
  - The Business Audience
  - Reaching Audiences Through Technology
3. Session Three: Customer Communication and Connection
  - Sticking With What Works
4. Session Four: Customer Experience
  - Defining Customer Experience
  - Transforming the Digital Customer Experience
  - The Digital Customer Value Proposition
5. Session Five: Customer Journey Mapping
  - Understanding the Customer Journey in the Digital Age
  - Building the Customer Journey
6. Session Six: Digital Marketing Overview
  - Defining Digital Marketing
  - Where to Start
  - Measuring Outcomes
7. Social Media and Influencer Marketing
  - Staying on Top of Social Media Trends
  - Managing Online Reputation and Customer Feedback
  - The Power of Influencers
  - Content Marketing
8. Session Eight: Digital Sales
  - Transitioning to Digital Sales
  - The Role of the Salesperson
  - Choosing to Adapt
9. Session Nine: Overcoming Customer Challenges
  - Challenges to Consider
10. Personal Action Plan
11. Course Summary
12. Post-Course Assessment

# Digital Transformation: Data and Analytics

## Course Overview

This course will look at ways businesses can benefit from data and analytics and use them to drive decision-making as organizations embrace digital transformation. It will also discuss how to ethically collect data, and the obligation to protect data.

## Learning Objectives

- Define the importance of data for their organization
- Appreciate the ethics of data collection
- Define data analytics and describe how this can help small- and medium-sized businesses
- Discuss how data is being used to build generative AI
- Understand the steps to shape data-driven cultures
- Grasp the importance of data protection and privacy

## Course Outline

1. Session One: Course Overview	Common Mistakes
Learning Objectives	8. Session Eight: Data Privacy and Security
Pre-Assignment	Understanding Data Privacy
Pre-Course Assessment	Data Security Threats
2. Session Two: Introduction to Data and its Significance	Case Study: ACMETech's Data Security Nightmare
Understanding and Analyzing Data	9. Session Nine: Data Protection
Becoming Data-Driven	Data Protection Strategies
Case Study	Establishing Data Privacy Policies
3. Session Three: Data Collection	10. Session Ten: Building a Data-Driven Culture
Collection Methods and Challenges	From Data Disconnect to Data First
Types of Data	Pre-Assignment Review
4. Session Four: Data Ethics and Storage	Comparative Case Study
Defining Customer Experience	The Right Skills
Ethical Data Practices	11. Personal Action Plan
5. Session Five: Data Analytics for Business	12. Course Summary
Types and Techniques	13. Post-Course Assessment
Data Analytics Value	
6. Session Six: The Introduction of AI	
The Power of Data: Fueling a New Wave of AI	
Navigating the Future of Gen AI in Business	
7. Session Seven: Visualizing Data	
The Power of Simplicity	
Choosing the Right Method	

# Digital Transformation: Organization and People

## Course Overview

This course looks at how organizational readiness, leadership competencies, and the impact of culture contribute to the implementation of a successful digital transformation initiative.

## Learning Objectives

- Define what an organizational readiness assessment is, and why it is helpful.
- Consider what roles digital culture and leadership play when it comes to managing change in the workplace.
- Understand the importance of digital reskilling in the workplace.
- Understand the Agile methodology and how its principles can apply to organizational culture.

## Course Outline

1. Session One: Course Overview	Case Study: Collaboration
Learning Objectives	6. Session Six: Digital Skills and Reskilling
Pre-Assignment	Employee Capabilities and Training
Pre-Course Assessment	Strategies for Talent Management
2. Session Two: Organizational Readiness for Digital Transformation	7. Effective Communication and Measuring Progress
Assessing Readiness for Change	Communicating Progress
Challenges to Organizational Readiness	Measuring and Reporting Progress
Probing Organizational Dynamics	Case Study: Communication Hurdles
3. Session Three: Employee Engagement and Preparedness	8. Session Eight: Culture Change
Questions for Employees to Ask	Agile Culture vs. Traditional
Employee Readiness for Change	Case Study: Thompson's Boutique
4. Session Four: Leading a Digital Transformation	Retailers
Embracing Digital Mastery	9. Session Nine: Implementing a Digital Initiative in an Agile Culture
Digital Culture and the Role of Leadership	Step by Step
Case Study: Leadership	Pre-Mortem
5. Session Five: Collaboration	10. Personal Action Plan
The Role and Impact of Collaboration	11. Course Summary
	Post-Course Assessment

# Digital Transformation: Overview

## Course Overview

This course defines digital transformation and articulates the impacts it can have on a business. It details the factors to consider when an organization is implementing their own digital transformation strategy.

## Learning Objectives

- Define digital transformation and understand the impacts it can have on an organization.
- List reasons a business may have for embarking on a digital transformation and goals it could help them achieve while considering the relevance for your organization.
- Understand what a digital readiness assessment is and how to conduct one.
- Grasp the basics of a customer journey map and how it relates to digital transformation.
- Understand what mistakes to avoid during a digital transformation and list the key factors for success.
- Make connections between business and digital strategies.
- Understand how to build a digital transformation strategy.

## Course Outline

1. Session One: Course Overview	Designing the Journey
Learning Objectives	Customer Interaction
Pre-Assignment	Mistakes That Can be Made
Pre-Course Assessment	Five Key Factors?
2. Session Two: Digital Transformation	6. Session Five: Digital Strategy Development
Defined	Business Strategy and the Role of Digital
Definition	Transformation
Understanding Digital Transformation and its Value for Businesses	Considerations
Digital Transformation and Business Objectives	Case Study: Air New Zealand
3. Session Three: Why Digital Transformation?	7. Session Six: Digital Transformation Steps
Why Digital Transformation?	Key Steps
The Price of Failing to Adapt	Building a Business Case for Digital Transformation
4. Session Four, Part One: Assessing Digital Readiness	Summary of Intentions
Navigating the Crucial Factors	8. Personal Action Plan
Questions to Ask	9. Course Summary
5. Session Four, Part Two: Assessing Digital Readiness	10. Post-Course Assessment

# Digital Transformation: Processes

## Course Overview

This course will examine business processes and how organizations are improving them through technology. It will explore the benefits of mapping them out and will look at why automating steps of a process could be helpful. The basic ideas of change management, Lean, and DevOps will also be explored, including how they relate to digital transformation.

## Learning Objectives

- Understand business processes, the purpose of mapping them, and how to do it.
- Identify what aspects of processes can be improved through the addition of technology.
- Understand the steps to take for automating parts of a process.
- Grasp the basic principles of Lean and DevOps, including how they relate to business process transformation.
- Appreciate the importance of customer and employee centricity in the redesign of business processes.

## Course Outline

1. Session One: Course Overview	Understanding Lean
Learning Objectives	Eliminating Waste
Pre-Assessment	Case Study: Improving patient Flow in a
Pre-Course Assessment	Healthy Care Clinic
2. Session Two: Understanding Business	7. Session Seven: DevOps and Business
Processes in the Digital Age	Process Transformation
Introduction to Business Processes	Understanding DevOps
What is Process Mapping?	Eliminating Waste
3. Session Three: Process Optimization	Case Study: Improving Patient Flow in a
Identifying Areas for Improvements	Healthcare Clinic
Steps to Take	8. Session Eight: Customer and Employee
4. Session Four: Process Automation	Centricity
Understanding the Automation of Business	What it Means to be Customer and
Processes	Employee Centric
Introducing Automation to Business	The Importance of Customer and Employee
Processes	Experiences
Implementing a Workflow Engine	Steps to Take
5. Session Five: Change Management	9. Session Nine: Case Study
Principles of Change Management Applied	Digital Dilemmas at Dine Divine
to Business Process Digital Transformation	The Customer Perspective
6. Session Six: Applying Lean Methodology to	10. Personal Action Plan
Digital Transformation	11. Course Summary

## 12. Post-Course Assessment

# Digital Transformation: Strategy

## Course Overview

This course will look at how to integrate overall business strategy and digital transformation plans to ensure the best outcomes. Participants will learn how to assess the current state of the business, how to set compelling and practical goals, and the importance of making informed decisions.

## Learning Objectives

- Describe the role of leaders in setting the agenda for a digital transformation that fits the organization.
- Develop a clear and concise strategy for digital transformation.
- Define SMART goals and Objectives and Key Results, and how they relate to businesses developing a strategy for digital transformation.
- Explain how data can be leveraged for businesses when making major decisions.

## Course Outline

1. Session One: Course Overview	The Value of Data
Learning Objectives	The Right Data
Pre-Assessment	Making Data Accessible to All
Pre-Course Assessment	7. Session Seven: Customer-Centric Approach
2. Session Two: Understanding Strategy and the Digital Landscape	How Will This Benefit the Customer?
Why Strategy Matters	Case Study
Digital Landscape Overview	8. Session Eight: Implementation
3. Session Three: Assessing the Current State	Plan to Action
Asking the Right Questions	9. Personal Action Plan
Understanding Swot	10. Course Summary
Swot's Relevance	11. Post-Course Assessment
4. Session Four: Setting Goals and Measuring Progress	
Setting S.M.A.R.T. Digital Objectives	
Defining Objectives and Key Results (OKRs)	
5. Session Five: Aligning Business Strategy and Digital Plans	
Understanding and Communicating Strategy	
Overcoming the Barriers	
Case Study: Stellar Footwear's Digital Strides	
6. Session Six: Data-Driven Decision Making	

# Digital Transformation: Technology and Digital Skills

## Course Overview

This course will introduce businesses and individuals to the concept of digital literacy, explore emerging tech trends, and underline the value of fostering a digital mindset and culture of continuous learning. By the end of this course, participants will be primed to assess their organization's digital capabilities and determine which technologies would be a good fit.

## Learning Objectives

- Define digital literacy and articulate why it matters.
- Assess your organization's current digital capabilities and know how to determine whether a particular technology aligns with business needs.
- Recognize the importance of a digital mindset and a culture of continuous learning in an organization undergoing digital transformation.
- Understand the transformative potential of technology, such as AI, automation, e-commerce, and data analytics tools, and how they can impact businesses.
- Appreciate the significance of cybersecurity protocols and know where to start to build a plan of action for protecting business data and systems.
- Discuss the impacts the pandemic had on consumers and technology.

## Course Outline

1. Session One: Course Overview	Remote Work
Learning Objectives	5. Session Five: Assessment and Growth Considerations
Pre-Assignment	Assessment Tool: Four-Box Matrix
Pre-Course Assessment	Four-Box Matrix Activity
2. Session Two: Digital Literacy Defined	Digital Mindset
The Importance of Keeping Pace with	Digital Mindset Activity
Technology	6. Session Six: Change Management
What is Digital Literacy?	Encouraging the Digital Change
Digital Literacy in Action	Continuous Learning
3. Session Three: Digital Literacy for	Improving Digital Skills
Businesses	Pre-Assignment Reflection
Digital Understanding for Small- to	7. Session Seven: Introduction to Data
Medium-Sized Businesses	Analytics
Assessing Digital Literacy	The Power of Data
4. Session Four: Technology Redefining the	Case Study: Brewing Success with Data
Business Landscape	Analytics
Trends Reshaping Business Dynamics	8. Session Eight: Navigating Cybersecurity
Artificial Intelligence	What is Cybersecurity?
Case Study: H&M	Small Business, Bigger Hurdles
Automation	

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

- Sample Consent Form
- Asking the Right Questions
- Sample Work Plan Information Request
- Sending the Right Message
- 12. Session Twelve: Communication Styles
  - Understanding Dichotomies
  - Making Connections
  - Advantages and Disadvantages
  - Dichotomies in Action
- 13. Session Thirteen: Critical Conversations
  - Introductory Elements
  - Getting the Conversation Started
  - A Basic Script
  - A Script for Mental Health Issues
  - A Script for Physical Disability Issues
  - Introduction
  - Treatment Questions
- Functional Abilities
- Education/Employment History
- Conclusion
- 14. Session Fourteen: Accommodation and Adaptation
  - How Far Do You Go In Accommodation?
  - Knowing What is Required
  - Value of Job Shadows
- 15. Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 16. Course Summary
- 17. Recommended Reading List
- 18. Post-Course Assessment

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

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

- 6. Session 6: Expert Editing Tips
  - Editing Tips
  - The Fog Index
  - Fog Index Example
  - Practice Piece
- 7. Session 7: The Handshake
  - Cultivating a Professional Handshake
  - Tips for Success
  - Evaluating Handshakes
- 8. Session 8: Getting Ready for Your Presentation
  - Preparation Tips
  - Presenting to Others
  - Presentation Techniques
  - Persuasive Language
  - Selling to Experts? Watch Out!
- 9. Session 9: Elements of a Successful Presentation
  - Your Body Language
  - Your Equipment
  - Make an Impact
  - Other Visual Aids
  - Your Message
  - Your Effect on the Environment
- Your Initial Impression
- The Rule of Twelve
- Do You Look Approachable?
- Positives and Negatives of Body Language
- Positives and Negatives Example
- Responses
- Sending a Positive Message
- 10. Session 10: Dressing Appropriately
  - Impressions Count!
  - Workplace Clothing
  - Sales Presentation Clothing
  - Dressing to Impress
  - Managing Scent
  - Creating a Professional Package
- 11. Session 11: Presentations
  - Presentation Preparation
  - Evaluating Your Presentation
- 12. Session 12: A Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 13. Summary
- 14. Post-Course Assessment

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

- Organizational Strategy
- Marketing Strategy
- Making Connections
- 4. Session 4: Software Options and Solutions
  - Looking at the Options
  - Options for Your Business
  - Test Driving
- 5. Session 5: Building Your Online Store
  - Your Internet Address
  - Overall Site Organization
  - Top-Level Page
  - Call To Action
  - Navigating Through Your Site
  - Search Box
  - Menus and Categories
  - Building Effective Product Pages
  - Sample Pages
  - Shopping Cart Features
  - The Checkout Process
  - Optimizing Your Checkout Process
  - Order Confirmation Page
  - Additional Site Elements
  - Contact Page
  - Frequently Asked Questions
  - Testimonials
  - Privacy and Information Gathering Policies
  - Shipping Options
  - Order Information
  - Member Information
  - Social Media Integration
  - Pre-Assignment Review
- 6. Session 6: The Finishing Touches
  - Testing, Launching, and Updating
  - Optimization Tools
  - Launching the Site
  - Post-Launch Testing
  - Split and Multivariate Testing
  - Making Connections
- 7. Session 7: Creating an Engaging User Experience
  - Designing Engaging Web Content
  - Design Do's and Don'ts
  - Making Connections
  - Use Dynamic Pages
  - Leverage User-Generated Content
  - Using Responsive Web Design
  - Building Relationships
  - Making Connections
- 8. Session 8: Transaction Management
  - Introduction
  - Credit and Debit Cards
  - Online Payment Systems
  - Mobile Payment Systems
  - Digital Cash
  - Cash on Delivery or Check by Mail
- 9. Session 9: M-Commerce
  - The Growth of Mobile Commerce
  - Top M-Commerce Retailers
  - Strategies for Success
  - What Does the Future Hold?
- 10. Session 10: E-Commerce Analytics
  - Key Metrics
  - Overall Site Metrics
  - Shopping Cart Metrics
  - Tracking Referrers and Keywords
  - Tools to Track Data
  - E-Commerce Management Tools
  - Customer Relationship Management Systems
  - Third Party Tools
  - A Final Note
  - Making Connections
- 11. Session 11: Supporting Your E-Commerce Business
  - Behind the Scenes Activities
- 12. Session 12: Marketing Your E-Commerce Business
  - Creating a Marketing Plan
  - Cycle Overview
  - Looking at the Steps

Essential E-Commerce Marketing Channels	Fair Use Considerations
E-Mail	Resources
Offline Media	14. Session 14: Rules and Regulations
Marketing with Social Media	Trade Rules and Regulations
Facebook	Privacy Regulations
Twitter	Global Differences
Pinterest	Case Study
Making Connections	Making Connections
Creating Promotions that Make You Money	15. Session 15: A Personal Action Plan
13. Session 13: Security and Fraud Awareness	Starting Point
Protecting Your Customers and Your	Where I Want to Go
Business	How I Will Get There
Building Trust with Customers	16. Summary
Your Responsibilities to Your Business	17. Recommended Reading List
Intellectual Property on the Internet	18. Post-Course Assessment

# 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	Organizational Chart
Learning Objectives	Work Breakdown Structure Numbering
Pre-Assignment	Sample Numbering
Pre-Course Assessment	What is a Work Breakdown Structure
2. Session 2: Projects and Schedules	Dictionary?
Making Connections	Samples
3. Session 3: The Work Breakdown Structure (WBS)	Work Breakdown Structure Exercise
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	
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
  - Washing a Car
  - Key Questions
  - Dependency Definitions
  - Task Dependency Types
  - FS: Finish-to-Start
  - SF: Start-to-Finish
  - FF: Finish to Finish
  - Case Study: Trip to New York
7. Session 7: Aligning Resources with Activities
  - Definitions
  - Resource Breakdown Structure
  - Sample Resource Breakdown Structure
  - Creating the Resource Breakdown Structure
  - Availability and Skills
  - Resource Calendars
  - Stages of Resource Scheduling
  - Definition
  - Allocation
  - Aggregation
  - Leveling
  - Considering the Constraints
  - Resource Turnover
  - Case Study: Planning an Outdoor Concert
  - Task Two
  - Task Three
8. Session 8: Project Planning
  - Network Diagrams
  - About Activity on Node Diagrams
  - Sample Activity on Node Diagram
  - About Activity on Arrow Diagrams
  - Sample Activity on Arrow Diagram
  - Critical Path Method
  - Sample Project
  - Creating a Network Diagram
  - Starting Network Diagram
  - Perform Forward Pass through Network
  - Perform Backward Pass through Network
  - Determine Slack
- Establish the Critical Path
- Critical Path Exercise
- Program Evaluation and Review Technique (PERT)
- The PERT Formula
- Creating Time Estimates
- Making Connections
- The Value of PERT
- About Gantt Charts
- Sample Gantt Chart
- Gantt Chart Exercise
9. Session 9: Scheduling Software
  - Choosing the Right Tools
  - How Do You Know What Software is Best For You?
  - Open Workbench
  - Microsoft Project
10. Session 10: Uncertainty and Risk
  - Management
  - About Risk Management
  - Sample Risk Register
  - Risk Management Planning
  - Identification of Risk
  - Quantification of Risk
  - Responding to Risk
  - Monitoring and Controlling Risk
  - Mini Case Study
  - Pre-Assignment Review
11. Session 11: Communication Strategies
  - About Communication
  - Purpose
  - Information Required
  - Frequency
  - Method
  - Tips for Successful Communication
  - Team Members
  - Project Stakeholders
  - Project Team
  - Other Special Target Groups/End Users
  - Cross-Functional Teams
  - Communication Exercise

<p>12. Session 12: Creating a Viable Schedule</p> <p>    Creating a Schedule</p> <p>    Common Scheduling Problems</p> <p>13. Session 13: Updating and Monitoring the Schedule</p> <p>    Schedule Updates</p> <p>    Frequency of Updates</p> <p>    Receiving Updates</p> <p>    Format for Updates</p> <p>    Better Predicting</p>	<p>Schedule Monitoring</p> <p>Case Study</p> <p>Questions</p> <p>14. Session 14: A Personal Action Plan</p> <p>    Starting Point</p> <p>    Where I Want to Go</p> <p>    How I Will Get There</p> <p>15. Summary</p> <p>16. Recommended Reading List</p> <p>17. Post-Course Assessment</p>
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# 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	What is Optimism?
Learning Objectives	ABCs of Optimism
Pre-Assignment	Pessimism vs. Optimism
Pre-Course Assessment	VET Process
2. Session Two: Emotional Intelligence	Adversities
Defined	6. Session Six: Validating Emotions in Others
Definitions and Thoughts	Two Techniques
The Six Seconds Model	The SOLER Technique
Making Connections	The VALUE Technique
3. Session Three: The Importance of EI	Communication Tips
The Importance of EI	7. Session Seven: Understanding Emotions
Benefits of Developing Emotional Intelligence in Employees	The Seven Human Emotions
4. Session Four: EI Blueprint	What Do Emotions Tell Us?
EI Blueprint	Applying Emotional Intelligence
Identify Emotions	Positives and Negatives
Understand and Manage	The Emotional Map
Use and Communicate	Strengthening Emotional Intelligence
5. Session Five: Optimism	To Develop Self-Awareness

To Develop Self-Management	Identifying Their Qualities
To Develop Relationship Management	Considering Your Strengths and Talents
8. Session Eight: Setting Your Personal Vision	What Is Standing in Your Way?
Defining Your Principles	Think in Terms of Relationships
Creating Your Vision	What Would They Say?
Understanding Your Values	Creating Your Vision Statement
Defining Our Values	9. Personal Action Plan
Identifying Our Influences	10. Course Summary
	11. Recommended Reading List
	12. Post-Course Assessment

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

16. Session 4: Setting Goals and Expectations	In Private
Tips and Tricks	Balanced
SPIRIT	Relevant
Structuring Expectations	Specific
A Final Note	Documented
Making Connections	Personal (In the Right Way)
Top Ten Ways to Create and Share	Making Connections
Ownership	
17. Session 5: Doing Delegation Right	19. Session 7: A Toolbox for Managers
Understanding Delegation	Identifying Learning Opportunities
Four Basic Steps to Delegation	Making Connections
Deciding What to Delegate	20. A Personal Action Plan
The Five Levels	Starting Point
Breaking Down the Model	Where I Want to Go
Monitoring Delegation	How I Will Get There
How Do You Monitor?	21. Summary
18. Session 6: Offering Feedback	22. Recommended Reading List
The Ingredients of Good Feedback	23. Post-Course Assessment

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

- 6. Session 6: The Peer Review Process
  - Preparing for the Hearing
  - Group Work
  - Deciding the Question
  - Making Connections
  - The Hearing
  - Making the Decision
  - Questions to Ask
  - Voting
  - The Decision
  - About Recommendations
- 7. Session 7: Panel Walkthrough
  - Preparation
  - Role One: Aaron Mayfield
  - Role Two: Jason Smith (Supervisor)
- Role Three: Lucinda Donalds (Witness)
  - Panel Presentation
  - Decision Time
- 8. Session 8: Why Does the Process Fail?
  - Key Factors
  - The Importance of Transparency
  - Key Skills
- 9. Session 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

# 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	A Motivational Checklist
Learning Objectives	
Pre-Assessment	5. Session 5: Laying the Groundwork
Pre-Course Assessment	Setting the Stage
2. Session 2: Employees	Create a Recognition Committee
Who Are Your Employees?	Solo vs. Group Recognition
Can Employee Recognition Be Used as a	6. Session 6: The Nuts and Bolts
Recruitment Tool?	The Framework
Dangers, Favoritism, Costs	When
Strategies for Virtual and Remote Team	How to Implement a Recognition Program
Success	Criteria and Guidelines
3. Session 3: Why Do It?	Levels of Recognition
Why Recognize Your Employees?	Announcements
4. Session 4: Appreciation	Forms of Recognition
Showing Appreciation	Follow up
Where Does Recognition Overlap Just	7. A Personal Action Plan
Doing Your Job?	Starting Point
Pre-Assessment Review	Where I Want to Go
Expectancy Theory	How I Will Get There
To Motivate or Instigate	8. Course Summary
What Can a Supervisor Do to Motivate	9. Recommended Reading List
Others?	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	Making Connections
Learning Objectives	4. Session 4: Corporate Social Responsibility Principles
Pre-Assignment	Due Diligence
Pre-Course Assessment	Case Studies
2. Session 2: What is Corporate Social Responsibility?	Making Connections
A Business Case for Corporate Social Responsibility	Protecting Human Rights
Roles and Responsibilities	Human Rights Challenges
Business Challenges	Organizational Governance and Ethics
Frame Your Business Case	ISO 26000 Principles
Case Study	Making Connections
Do You Have To Do It All At Once?	Operating Practices
Pre-Assignment Review	Political Considerations
About the ISO 26000 Standards	Human Rights and Labor Practices
The International Organization for Standardization (ISO)	Making Connections
Making Connections	5. Session 5: Environmental Awareness and Sustainability
3. Session 3: Creating a Corporate Social Responsibility Program	Creating Community
Setting Up the Project Vision	Making Connections
Creating the Project Plan	Consumer Issues
Engaging Stakeholders and Employees	Community Involvement
Objective Statements	Making Connections
Implementation Tips	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	Productive Word Choices
Learning Objectives	5. Session 5: Telephone/Videoconferencing Review
Pre-Assignment	Telephone/Videoconferencing
Pre-Course Assessment	Telephone
2. Session 2: Self Awareness – Skills of Self and Others	Videoconferencing
Skills, Influences and Environment	6. Session 6: Wordsmith’s Toolbox
3. Session 3: Words and Positive Workplace Culture	Bones of Good Writing
Language in the Workplace	Parts of Speech
The Tone of the Message	From Words to Sentences
Reflective Journal	Punctuation
4. Session 4: Productive Conversations	Grammar Guidelines
Productive Conversations	7. Session 7: Putting Words to Work
Defining Emotional Intelligence	Good Communications

- Ingredients of an Effective Email
- Ingredients of a Good Proposal
- Selling your Brand and Ideas
- 8. Session 8: Individual Action Planning
  - Setting your Intention
  - Building Your Plan
  - Building Your Team
  - Decision Wheel Method
- 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

# Enhancing Learning Experiences with UDL

## Course Overview

Universal Design for Learning (UDL) is a framework used to design, develop, and deliver inclusive educational experiences. The UDL framework guides educators to create learning that is accessible to all learners. The framework draws from physical accessibility models, neuroscience, and learning theories.

In this course, participants will engage in a comprehensive design process, utilizing the Universal Design for Learning (UDL) Framework to transform their curricula. By implementing UDL principles, they will effectively eliminate barriers to learning and optimize learner success. Throughout the course, they will gain valuable insights and practical strategies for creating accessible, engaging, and inclusive learning environments that cater to the diverse needs of all learners.

Through multiple interactive and engaging exercises using their own work, participants will discover, dream, design and deliver a renewed learning experience strategically applying UDL principles with the goal to improve student success.

## Learning Objectives

- Analyze the Principles of Universal Design for Learning (UDL) to develop a deeper understanding of how to recognize learner variability and adapt their teaching strategies to promote accessibility and engagement.
- Envision inclusive learning environments by applying your knowledge of UDL principles to envision inclusive learning environments that cater to the diverse needs of adult learners.
- Create UDL-Integrated learning experiences by incorporating UDL principles to ensure that adult learners can access, understand, and apply course content.
- Demonstrate the effectiveness of UDL-integrated learning experiences by adjusting your teaching strategies based on feedback and observation to support the diverse needs of adult learners.

## Course Outline

1. Session One: Course Overview	UDL Think, Pair, Share Example
Learning Objectives	UDL Think, Pair, Share Activity
Pre-Assessment	
Pre-Course Preparation	
Pre-Course Assessment	
2. Session Two: UDL Refresher	
Pre-Assessment Review	
UDL Carousel Activity	
3. Session Three: Discovery	
UDL Flowchart Exercise	
4. Session Four: Dream	
Creative Exploration	
Three Barrier Removal Exercises	
5. Session Five: Design	
Brainstorming Exercise #1	
Brainstorming Exercise #2	
Brainstorming Exercise #3	
Addressing Red Flags	

- Designing Learning Experiences with UDL in Mind
- DIY Time
- Check-in
- 6. Session Six: Deliver Presentation Prep

- Elevator Pitch Presentation Preparation
- Sharing Symposium - The Elevator Pitches
- 7. Personal Action Plan
- 8. Course Summary
- 9. Recommended Reading List
- 10. Post-Course Assignment

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

4. Session 4: Laying the Groundwork
  - Finding Business Ideas
  - What Other Skills Do I Have?
  - What Can I Make Money At?
  - What Problems Exist?
  - What If I Already Have a Business Idea?
  - Considering the Options, Part One
  - What Other Skills Do I Have?
  - What Can I Make Money At?
  - What Problems Exist?
  - What If I Already Have a Business Idea?
  - Outlining Your Ideas
  - How Much Research Should I Do?
  - Asking Others for Their Advice
  - Making Connections
  - Considering the Options, Part Two
  - Idea One
  - Idea Two
  - Idea Three
  - Assessing Your Ideas
  - SWOT Matrix
  - Advanced Types of SWOT Analyses
  - Considering the Options, Part Three
  - Evaluating Your Capacity for Risk
  - There Are Options!
  - Caution!
5. Session 5: Building On Your Business Idea
  - Developing Your Product Idea
  - Problem Statement
  - Functional and Non-Functional Requirements
  - Features and Benefits
  - User Stories
  - Making Connections
  - Identifying Your Target Market and Customers
  - Step One: Theories
  - Step Two: Testing
  - Step Three: Take It All In
  - Developing Your Value Proposition
  - Creating Financial Projections
  - Sample Sales Process
- Things to Consider
- Part Two: Sales Metrics
- Sample Sales Metrics: Bicycle Company
- Sample Sales Metrics: E-Commerce Company
- Getting it Right
- Part Three: Expenses
- Part Four: Calculating Ratios
- Operating (Net) Margin
- Head Count per Client
6. Session 6: Business Ownership Options
  - Types of Business Ownership
  - Speaking About the Entrepreneur
  - Purchasing a Franchise
  - Where to Find Franchises and Resources?
  - Words of Warning
  - Purchasing an Existing Business
7. Session 7: Key Documents to Prepare
  - Business Plan
  - The One-Page Plan
  - The Formal Plan
  - Executive Summary
  - Polishing the Executive Summary
  - Pitch Deck
  - Sample Pitch Deck
  - How It Works
  - 30-Second Pitch
  - Pitch Template
  - Practicing the Pitch
  - White Papers
8. Session 8: Gathering Funding
  - The Basics of Financial Statements
  - The Income Statement
  - Income Statement Equation
  - Sample Income Statement
  - The Balance Sheet
  - Balance Sheet Equation
  - Balance Sheet Accounts
  - Current vs. Fixed Assets
  - Cash Flow Statement
  - Statement of Retained Earnings
  - Brainstorming Solutions

<p>Funding Options</p> <p>9. Session 9: Developing Your Product</p> <p>The Steps of Product Development</p> <p>Idea Development</p> <p>Planning</p> <p>Design</p> <p>Beta and Quality Testing</p> <p>Limited Production and Quality Testing</p> <p>Full Production, Quality Checks, and Product Release</p> <p>Protecting Your Intellectual Property</p> <p>What is Intellectual Property?</p> <p>Following the Rules</p> <p>What Should Be Copyrighted?</p> <p>Is It Worth It?</p> <p>Employee and Contractor Agreements</p> <p>10. Session 10: Creating a Sales and Marketing Strategy</p> <p>Introduction to Marketing</p> <p>Cycle Overview</p> <p>Stage One: Consumer and Market Analysis</p> <p>The Buying Process</p> <p>Segmentation</p> <p>Stage Two: Analyzing the Competition and Yourself</p> <p>SWOT Analysis</p> <p>Next Steps</p> <p>Stage Three: Analyzing Distribution Channels</p> <p>The Distribution Process</p> <p>Stage Four: Creating a Marketing Plan</p> <p>Product</p> <p>Price</p> <p>Place</p> <p>Promotion</p> <p>Packaging</p> <p>Making Connections</p> <p>Stages Five and Six: Implement, Evaluate, Review, and Revise</p> <p>Leveraging Social Media</p> <p>Building Your Sales Force</p> <p>11. Session 11: Branding 101</p>	<p>What Branding Is All About</p> <p>Why a Brand?</p> <p>What's In a Brand?</p> <p>What is Branding, Then?</p> <p>Why Branding is the Most Important Investment a Company Can Make</p> <p>Developing a Slogan</p> <p>Types of Logos</p> <p>Letterform</p> <p>Wordmark</p> <p>Emblems</p> <p>Getting Creative</p> <p>12. Session 12: Setting Up Your Office</p> <p>Choosing a Location</p> <p>Finding Resources</p> <p>Asking the Right Questions</p> <p>The Pros and Cons of Home-Based Businesses</p> <p>The Roaming Entrepreneur</p> <p>13. Session 13: Launching the Business</p> <p>Getting Off the Ground</p> <p>The Launch</p> <p>Setting Up Your Organizational Chart</p> <p>First Stages of Growth</p> <p>Next Stages of Growth</p> <p>Recruiting and Engaging the Right People</p> <p>14. Session 14: Keeping the Business Moving</p> <p>Keeping Track of Your Business</p> <p>Other Considerations</p> <p>Growing Your Business</p> <p>Don't Give Up!</p> <p>Coming Out on the Other Side</p> <p>15. Session 15: Being an Entrepreneurial Leader</p> <p>Michael Gerber's Three Perspectives</p> <p>Identifying the Activities</p> <p>Working It Out</p> <p>Case Study</p> <p>Activity</p> <p>16. Session 16: Bringing It All Together</p> <p>Checklist for Success</p> <p>Entrepreneurial Traits</p>
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## Resources to Consider

Business Groundwork  
Developing Your Product Idea  
Identifying Your Target Market and Customers  
Developing Your Value Proposition  
Creating Financial Projections  
Product Development  
Intellectual Property  
Sales and Marketing  
Branding

## Choosing a Location

Getting Off the Ground  
Setting Up Your Organizational Chart  
Keeping Track of Your Business  
Entrepreneurial Leadership Characteristics

## 17. Session 17: A Personal Action Plan

Starting Point  
Where I Want to Go  
How I Will Get There

## 18. Summary

## 19. Recommended Reading List

## 20. Post-Course Assessment

# 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	Internationally Recognized EMS - Eco-Management and Audit Scheme (EMAS)
Learning Objectives	
Pre-Assessment	
Pre-Course Assessment	
2. Session 2: Environmental Management	3. Session 3: Developing an EMS
Environmental Management System (EMS)	How to Develop an EMS
Codes of Practice (CoP)	Steps in Developing an EMS
Self-Declared Environment Management	4. Session 4: Environmental Aspects and
Systems (EMS)	Impacts
Internationally Recognized EMS -	Determining Environmental Aspects and
ISO14001	Impacts
ISO14001-based EMS - Detractors	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	UDL In Design, Development, And Delivery
Learning Objectives	Stage One: Design
Pre-Assignment	Stage Two: Development
Pre-Course Assessment	Stage Three: Delivery
2. Session Two: What Is UDL?	UDL Curriculum Plan Activity
What is UDL?	Challenges to UDL
Accessibility and Equity	5. Session Five: UDL Strategies
Digital Technology	Anticipating Barriers
Learner Variability	What Are UDL Strategies?
Expert Learners	Challenge #1
What are the UDL Guidelines (The Tool)?	Challenge #2
Level One: Networks	Challenge #3
Level Two: Principles	How Do You Apply UDL Strategies?
Level Three: Guidelines	Case Study Challenge: Address The
Level Four: Checkpoints	Environment
Explore the Three Guiding Principles of	6. Session Six: Practice Makes Perfect
UDL	One Size Fits All
Examples of a UDL Learning Event	Deconstructing the Course
3. Session Three: Why UDL?	Post-Assignment
Why Use UDL?	7. Personal Action Plan
How Does UDL Address Barriers?	8. Course Summary
What Happens When We Do Not Use UDL?	9. Recommended Reading List
4. Session Four: Recognizing UDL In Practice	10. Post-Course Assessment
What Does UDL Look Like?	

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

- 13. Session Thirteen: Facilitation Case Study
  - Case Study
  - Background
  - Decision Question
- 14. Session Fourteen: Building Agendas
  - Developing an Agenda
- 15. Session Fifteen: Dealing With Difficult Dynamics
  - Mix And Match
  - Big Talkers
  - The Kidder
  - Exhausted and Droopy
  - Not Into It!
  - Poor Follow-Through on Assignments
  - Failure of Participants to Arrive/Return from Breaks on Time
  - Whisperers
  - 12 Easy Ways To Intervene
- 16. Session Sixteen: Building Sustainable Agreements
  - Defining a Sustainable Agreement
- 17. Session Seventeen: Stages of Team Development
  - The Five Stages
  - Making Connections
- 18. Session Eighteen: Analysis Tools
  - Swot Analysis
  - Force Field Analysis
- 19. Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 20. Course Summary
- 21. Recommended Reading List
- 22. Post-Course Assessment

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

# Food Safety Essentials

## Course Overview

This course reviews food safety management systems, including active managerial control, HACCP, and crisis management.

## Learning Objectives

- Understand how and when to wash hands properly.
- Apply personal hygiene practices to keep food safe.
- Recall symptoms and illnesses that must be reported to a food manager.
- Recognize common time/temperature control for safety (TCS) food.
- Understand how to keep food safe during preparation, including thawing, cooking, holding, cooling, reheating, and storage.
- Calibrate and use thermometers accurately.
- Clean and sanitize utensils, equipment, and surfaces.
- Recognize and prevent common pests.

## Course Outline

1. Session One: Course Overview	Thermometers
Learning Objectives	Storage
Pre-Assessment	4. Session Four: Cleaning and Sanitizing
Pre-Course Assessment	Cleaning Versus Sanitizing
2. Session Two: Personal Hygiene	Steps to Cleaning and Sanitizing
Handwashing and Hand Hygiene	Garbage Management and Pest Control
Work Attire and Practices	5. Personal Action Plan
Reporting Illness	6. Course Summary
3. Session Three: Time and Temperature Control	7. Recommended Reading List
Food Preparation	8. Post-Course Assessment

# Food Safety Management Systems

## Course Overview

This course reviews food safety management systems, including active managerial control, HACCP, and crisis management.

## Learning Objectives

- Understand the goal of a food safety management system.
- Use principles of active managerial control to keep food safe.
- Fulfill other responsibilities of a food manager.
- Use the seven principles of HACCP to create a HACCP plan.
- Recognize similarities and differences between HACCP and HARPC.
- Create a crisis management plan.
- Recognize imminent health hazards.

## Course Outline

### 1. Session One: Course Overview

Learning Objectives

Pre-Assignment

Pre-Course Assessment

### 2. Session Two: Active Managerial Control

What Is a Food Safety Management System?

What Is a Food Safety Management System?

Active Managerial Control Guidelines

Active Managerial Control Practice

Other Manager Responsibilities

Inspections

Other Interventions

Creating a Positive Food Safety Culture

### 3. Session Three: HACCP Programs

HACCP

Seven HACCP Principles

When HACCP is Required

HARPC

### 4. Session Four: Crisis Management

How to Handle a Crisis

Foodborne Illness Outbreaks

Centers for Disease Control & Prevention (CDC) Foodborne Illness Response

### 5. Personal Action Plan

### 6. Course Summary

### 7. Recommended Reading List

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

- 8. Session Eight: Elements of Success
  - Additional Tips
  - Taking Action
- 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

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

- 8. Session Eight: Personal Data Protection Policy
  - The Cornerstone Document
  - Contents of the Personal Data Protection Policy
  - Responsibilities for Privacy
  - Making Connections
- 9. Session Nine: Client Privacy Policy
  - Privacy Policy
  - Making Connections
- 10. Session Ten: Data Breach Procedure
  - Data Breach Procedure
  - Making Connections
- 11. Session Eleven: Training
  - Privacy Training
  - Awareness Training for All Employees
  - Specific Policy Training
  - Making Connections
- 12. Session Twelve: Other Necessary Pieces
  - Additional Pieces
- 13. Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 14. Course Summary
- 15. Recommended Reading List
- 16. Post-Course Assessment

# 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 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
- Develop an internal training program
- Promote a positive privacy culture in your organization

## Course Outline

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

Cookies  
Background  
Designing Your Cookie Banner  
Cookie Time Activity  
10. Session Ten: Web Design - Forms  
Online Forms  
Making Connections

What Do You Need to Consider?  
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

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

## 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
  - Bringing It All Together
5. Step Three: Put it all Together
  - Making Connections
  - Identifying Dreams and Setting Goals
  - Getting Some Ideas
  - SPIRIT
  - Putting it All Together
6. Session 5: The Building Blocks of a Good Organizational System
  - Pareto's Principle
  - Characteristics of a Good Organizational System
  - Building a Customizable System
7. Session 6: Creating the Right Environment
  - Garbage Out!
  - Step Two: Make an Action Plan
  - Step Three: Get Started
  - Step Four: Finish the Task
  - Laying Out Your Workspace
  - Re-Designing Your Workspace
  - Setting up a Daily System
  - Priority Tray
  - The Incubator
8. Session 7: Setting up your Virtual Environment
  - Using the Incubator
  - Using the Incubator Each Day
  - Setting up a Filing System
  - Four File Types
  - Filing Tips
  - Putting Everything Back Together
  - Putting it in Action
9. Session 8: Setting up Your Information Management Center
  - Organizing Electronic Files
  - Tips and Tricks
  - Making Your E-Mail Program Work for You
  - Commit to Your E-mail Program
  - Take Some Training
  - Set Up Folders
  - Schedule Backups and Archives
  - Automate What You Can
  - Use Time-Saving Tools
  - Exploring Applications
  - Top Applications
  - Session 8: Setting up Your Information Management Center
  - Key Components of a System
  - Case Study
  - Making Connections
  - Lessons Learned
10. Session 9: Managing Information in Six Easy Steps
  - GOPHER It!
  - Processing E-Mail Messages
  - Digging Donald out of the Hole
  - Problem One
  - Problem Two
  - Problem Three
10. Session 10: Prioritizing Your Tasks
  - The Urgent-Important Matrix
  - Matrix Overview
  - Quadrant 1: Urgent and Important
  - Quadrant 2: Important but Not Urgent
  - Quadrant 3: Urgent but Not Important

Quadrant 4: Not Urgent and Not Important Putting Tasks in Their Place	14. Session 14: Applying Our Lessons at Home Meals Exercise Fun Stuff Children Chores General Organization
11. Session 11: Saying No Techniques for Saying No	15. Session 15: A Personal Action Plan Starting Point Where I Want to Go How I Will Get There
12. Session 12: Creating Routines Why Routines? Start of Day Routine End of Day Routine Dealing with E-mail	16. Summary
13. Session 13: Stopping Procrastination Now (Not Later!) Tackling Procrastination A Challenge to Change	17. Recommended Reading List 18. Post-Course Assessment

# 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 have 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

Your Contacts	Fine-Tuning Goals
The Hidden Pieces	Take it Away!
Volunteer	Outlining My Action Steps
Do Your Research	10. Session 10: Thinking Unconventionally
Self-Promotion	Without Convention
Getting Creative	Thinking Unconventionally, Part Two
Why Does the Market Hide?	Working to Get What We Want
8. Session 8: Invite Your Network	11. Session 11: Getting Things Moving
Identifying Your Network	My Next Steps
Getting Started	12. Session 12: A Personal Action Plan
Asking Questions	Starting Point
Developing a Script	Where I Want to Go
Tracking Form	How I Will Get There
9. Session 9: Read, Set, Goal!	13. Summary
Setting Work Goals	14. Recommended Reading List
SPIRIT	15. Post-Course Assessment
Your Goals	

# 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 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	Voice
Learning Objectives	Qualities of a Good Voice
Pre-Assignment	Interpretation Exercise
Pre-Course Assessment	
2. Session 2: Definitions	5. Session 5: Characteristics of Effective
Food for Thought	Feedback
When Feedback is Needed	Introduction
Scenario Seven	Introduction
3. Session 3: Speaking Clearly	Informal Feedback Framework
Being Descriptive	State Your Case
4. Session 4: Communication Strategies	Pre-Assignment Review
Introduction	6. Session 6: Receiving Feedback Graciously
Questioning Skills	Receiving Feedback Graciously
Good Questions	7. Session 7: Testing the Waters
Probing	Scenario One
Probing Techniques	Scenario Two
Non-Verbal Messages	Scenario Three
Sending the Right Message	8. Session 8: A Personal Action Plan
Managing Your Messages	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	Supporting Organizations
Learning Objectives	Making Connections
Pre-Assignment	Understanding Trade Agreements
Pre-Course Assessment	How Trade Transactions Work
2. Session 2: Understanding the Global Business Environment	Transactional Dealings
Defining Globalization	Collaborative Transactions
Making Connections	Supply Alliances
Factors in Globalization	Making Connections
Your Presence in the Marketplace	4. Session 4: Products and Services
The Role of Human Resources	How Services Are Traded
Open for Business	Making Connections
Exercising Knowledge (Pre-Assignment Review)	Imports vs. Exports
Top Trends	Separating Products from Services
Take on the World	How Intangible Products Fit In
3. Session 3: The Global Trade Market	Contractual Entries
Evaluating Your Options	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?
  - Making Connections
  - Protection of Information
  - Security Checklist
  - Basic E-Commerce Business Models
  - Give It A Go
  - E-Commerce Goals and Models
  - Making Connections
6. Session 6: Working in the Global Context
  - Bridging the Cultural Gap
  - Looking at Culture
  - Keeping an Open Mind
  - Stepping Over the Cultural Gap
  - Building Relationships
  - Making Connections
  - Tips for Bridging the Cultural Gap
  - Is There a Global Culture Developing?
  - Making Connections
7. Session 7: The Economics of Global Business
  - Managing Multiple Currencies
  - The Currency Conversion Process
  - Making Connections
  - Mitigating Your Risks
  - Basics of Trade Finance
  - Financing
  - Mitigating Risk
  - Export Credit Agencies
  - Documentation
  - Getting Paid
  - Trade Finance and Technology
  - Making Connections
8. Session 8: The Logistics of Global Business
  - Introduction to Supply Chain Management
  - Keys to Success
  - The Need for Excellence in Supply Chain Management
  - The Supply Chain
  - The Supply Management Leader
  - Making Connections
9. Session 9: Rules and Regulations
  - Identifying and Meeting Documentation Requirements
  - Packaging and Labeling
  - Making Connections
  - Security and Safety
  - Transporting Dangerous Goods
  - Seeking Out Specialists
  - Negotiating Market Entry
  - The Negotiation Process
  - Influencing Elements
10. Session 10: Beyond the Rules – Ethical Concerns
  - The Ethical Conundrum
  - Ethical Dilemmas
  - Case Studies
  - Making Connections
  - Different Points of View
  - The Friedman View
  - Cultural Relativist View
  - Righteous Moralist View
  - Making Connections
  - Corporate Social Responsibility
  - The Three Levels
  - Making Connections
  - Sustainability

- Case Studies
- Codes of Conduct
- Developing a Code of Conduct
- Making Connections
- 11. Session 11: Choosing Your Growth Strategy
  - The AAA Approach
  - Leveraging Triple A
  - Case Study
  - A Strategic Approach
  - Making Connections
- 12. Session 12: Building Your Growth Plan
  - A Business Framework
  - The Purpose of the Plan
  - Outlining the Plan
  - Global Business Plan Worksheet
  - The Planning Process
  - Planning Worksheet
  - Market Evaluation
  - Pulling the Pieces Together
  - Making Connections
- 13. Session 13: Implementing Your Growth Plan
  - Getting Your Product or Service to Global Markets
  - Creating the Right Strategy
  - Making Connections
  - Marketing Plan Worksheet
  - Exit Strategy
  - Diagnosing Issues
  - Developing Product Names
  - Case Studies
  - Color Choices
  - Summary
- 14. Session 14: A Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 15. Course Summary
- 16. Recommended Reading List
- 17. Post-Course Assessment

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

- Reaching Customers: The Action Plan
- Creating a Project Plan
- Work Structure Breakdown
- Making Connections: Creating a Plan for Success
- Organizing the Tasks
- Your Growth Hacking Outline
- 6. Session Six: Maximizing Results
  - The Path to Growth Hacking Success
  - Defining Success
  - Key Phrases
  - Learning to Experiment
  - An Experiment in Tech
  - An Experiment in Sweets
  - An Experiment in Words
  - Steps to Developing a Successful Experiment
- Making Connections: A Trial
- 7. Session Seven: Optimizing and Moving Forward
  - Optimizing
  - Ingredients for Optimization
  - Examining your Ingredients
  - Making Connections: Task Check
  - Resources and Inspiration
  - Searching for More Information Activity
- 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

# Hazards in the Flow of Food

## Course Overview

This course reviews hazards in the flow of food, including cross-contamination and time-temperature abuse.

## Learning Objectives

- Understand the flow of food
- Define cross-contamination
- Identify the types of cross-contamination
- Know practices to prevent cross-contamination
- Recognize the temperature danger zone
- Identify how to prevent time-temperature abuse
- Recognize different types of thermometers and how to use them
- Understand how to calibrate a thermometer

## Course Outline

1. Session One: Course Overview	Time-Temperature Abuse
Learning Objectives	How to Prevent
Pre-Assignment	Time-Temperature Abuse
Pre-Course Assessment	Temperature Monitoring
2. Session Two:	Scenario
Cross-Contamination	Types of Thermometers
Flow of Food	Bimetallic Stemmed
Pre-Assignment Review	Thermometers
What is Cross-Contamination?	Thermocouples and Thermistors
Person-to-Food	Infrared Thermometers
Food-to-Food	Other Temperature Recording
Surface-to-Food	Devices
Example of Cross-Contamination	How to Calibrate Thermometers
Preventing Cross-Contamination	Ice-Point Method
Purchase from Approved	Boiling-Point Method
Suppliers	How to Use Thermometers
Separate Raw and Ready-to-eat	Cleaning and Sanitizing
Food	4. Personal Action Plan
Clean and Sanitize	5. Course Summary
Practice Good Personal Hygiene	6. Recommended Reading List
3. Session Three: Time-Temperature	7. Post-Course Assessment
Control	

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

File Searches	Position Description
Internal Searches	Sample Resume
Placement Services	Interview Transcript
Referral Programs	Discussion Questions
Third Party Recruiters	<b>17. Session 17: Traditional vs. Behavioral Interviews</b>
Headhunters	Traditional vs. Behavioral Interviews
Internet	The Behavioral Interviewing Model
Advertise	Tips and Tricks
Thinking Out of the Box	Purpose of Behavioral Interviewing
<b>9. Session 9: Advertising Guidelines</b>	Other Advantages of Behavioral Interviewing
Five Key Points	Sample Behavioral Interviewing Questions
Other Tips	Sample Questions
Ten Tests for Advertising	<b>18. Session 18: Other Types of Questions</b>
<b>10. Session 10: Screening Resumes</b>	Introduction
The Screening Process	Achievement-Oriented Questions
Resume Rating Guide	Holistic Questions
Explanation of the Rating Guide	Making Connections
Using the Screening Guide	<b>19. Session 19: The Critical Incident Technique</b>
Developing a Guide	The Critical Incident Technique
<b>11. Session 11: Performance Assessments</b>	Theories Behind the Critical Incident Technique
The Value of Performance Assessments	Sample Critical Incident Questions
Technical Exercises	<b>20. Session 20: Listening for Answers</b>
Advantages of Technical Exercises	Listen Well
About Performance-Based Exercises	Responding to Feelings
Identifying Performance-Based Exercises	Reading Cues
Creating Performance-Based Exercises	Demonstration Cues
Completing the Assessment	Committing to Change
<b>12. Session 12: Problems Recruiters Face</b>	<b>21. Session 21: Difficult Applicants</b>
Problems Recruiters Face	Sample BDI Questions
<b>13. Session 13: Interviewing Barriers</b>	Difficult Applicants: Silent Sam
Introduction	Betty Bluff
<b>14. Session 14: Non-Verbal Communication</b>	Slippery Sue
Non-Verbal Communication	Talkative Tom
Making Connections	<b>22. Session 22: Interview Preparation and Format</b>
<b>15. Session 15: Types of Questions</b>	Interview Preparation
Types of Questions	Before the Interview
Open Questions	Setting the Agenda
Some Useful Questions	During the Interview
Probing Techniques	
<b>16. Session 16: Case Study</b>	
Background	

- Length of Interview and Panel Size
- Closing the Interview
- 23. Session 23: Other Interview Techniques
  - Using Superlatives
  - Moving Through the Questions
  - Staying Positive
  - Good Note-Taking
  - Interruptions
  - Signposts
- 24. Session 24: Scoring Responses
  - Performance-Based Rating Scales
- 25. Session 25: Checking References
  - Checking References
  - Reporting the Results
- The Changing Nature of References
- 26. Session 26: Human Rights
  - Human Rights
- 27. Session 27: Skill Application
  - Making Connections
- 28. Session 28: Pre-Assignment Review
  - Pre-Assignment Review
- 29. Session 29: A Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 30. Summary
- 31. Recommended Reading List
- 32. Post-Course Assessmen

# 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	Reading Cues
Learning Objectives	Demonstrating Listening
Pre-Assignment	6. Session 6: What is Your Body Saying?
Pre-Course Assessment	What is Your Body Saying?
2. Session 2: What is Your Message?	Use Nonverbal Communication
What is Your Message,	The Value of a Pause
How to Present Your Message: Who is Your	Attitude
Target Audience?	7. Session 7: Presenting Your Message to an
3. Session 3: Ways to Present Your Message	Audience
Brainstorming	The Elevator Pitch
Choosing a Communication Route	8. A Personal Action Plan
4. Session 4: Delivering Your Message in a	Starting Point
Different Way	Where I Want to Go
Pre-Assignment Revisited	How I Will Get There
5. Session 5: Effective Listening	9. Course Summary
What is Active Listening?	10. Recommended Reading List
Responding to Feelings	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	What is Transformational Leadership? Transformational Leadership Questionnaire
Learning Objectives	The Four 'I's
Pre-Assignment	Sales Pitch
Pre-Course Assessment	Action Plan
2. Session Two: Deep Impact	6. Session Six: Mission to Mars Mission To Mars Challenge Curveball
What is Integrity?	7. Session Seven: Charisma: Inspire and Motivate
Case Studies	What is Charisma? The Dark Side of Charisma
Integrity and Authenticity	Charismatic People Case Studies
Two Leaders	Ten Fast Facts About Charisma
Case Study Questions	8. Session Eight: The Art of Persuasion Key Behaviors of Charismatic Communication
3. Session Three: Self-Leadership	A Great Story Persuasion Practice
What is Self-Leadership?	Adding Some Flair
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	

9. Session Nine: One-on-Ones: Transforming  
Others  
Practice Using Today's Tools  
Acting as A Mentor: Action Plan

10. Personal Action Plan

11. Course Summary  
12. Recommended Reading List  
13. Post-Course Assessment

# How to Build Community in the Workplace

## Course Overview

A strong sense of community in the workplace leads to deeper connection, better collaboration, and a more positive environment for everyone. Trust and open communication form the foundation, helping teams navigate challenges and work together effectively. Inclusion and belonging ensure that every voice is heard and valued. Celebrating achievements reinforces a culture of appreciation and support. When these elements come together, they create a workplace where people feel motivated, respected, and part of something meaningful.

This course will introduce you to the basic concepts of building community at work and provide you with the skills to implement these strategies in your own organization.

## Learning Objectives

- Define community and explain its value in a workplace.
- Create intentional opportunities for colleagues to build deeper workplace relationships.
- Describe the elements that form a foundation of trust in the workplace.
- Apply techniques to improve communication, reduce bias, and foster inclusion.
- Meaningfully recognize and celebrate the accomplishments and contributions of staff.
- Develop an action plan to strengthen the community within your team or department.

## Course Outline

1. Session One: Course Overview	Foundation of Trust
Learning Objectives	Case Study
Pre-Assessment	5. Session Five: Fostering Inclusion and
Pre-Course Assessment	Belonging
2. Session Two: Understanding Workplace	Understanding Inclusion
Community	Facilitating Growth
Defining Community	6. Session Six: Recognizing and Celebrating
A Culture of Belonging	Achievements
3. Session Three: Creating Connections	Types of Recognition
Building Workplace Relationships	7. Session Seven: Action Planning
4. Session Four: Building trust and	Pulse check
Communication	Making a Plan
8. Personal Action Plan	9. Course Summary
	10. Recommended Reading List
	11. Post-Course Assessment

# Human-Centered Leadership

## Course Overview

Human-centered leaders do not simply manage their employees. They empower and guide their teams to success in ways that traditional leadership cannot. Human-Centered Leadership will equip participants with the necessary knowledge and key skills to lead with empathy. This course will explore core characteristics of human-centered leadership as well as demonstrate how to create inclusive workplaces. Additionally, the course will provide tools for navigating change and uncertainty while maintaining team engagement and morale.

## Learning Objectives

- Understand the principles and values of human-centered leadership
- Use emotional intelligence skills to lead with empathy and understanding
- Lead a diverse and inclusive workplace through human-centered practices
- Build trust and improve communication with teams
- Guide teams through change while maintaining morale and engagement

## Course Outline

1. Session One: Course Overview	Learning Objectives
	Pre-Assignment
	Pre-Course Assessment
2. Session Two: Introduction to Human-Centered Leadership	Defining Human-Centered Leadership
	The Role of Empathy in Leadership
3. Session Three: Emotional Intelligence in Leadership	The Components of Emotional Intelligence
	Empathy in Practice
	Managing Emotions in Challenging Situations
	Building Emotional Resilience
4. Session Four: Creating an Inclusive Environment	Understanding diversity, Equity, and Inclusion
	Reducing Unconscious Bias in Leadership
	Promoting Psychological Safety
	Encouraging Collaboration Across Differences
5. Session Five: Trust and Communication	Building Trust and Accountability
	Open and Transparent Communication
	Making Connections
	Giving and Receiving constructive Feedback
	Making connections
6. Session Six: Leading Through Change and Uncertainty	Understanding the Impact
	Sustaining Engagement and Morale
7. Personal Action Plan	
8. Course Summary	
9. Recommended Reading List	
10. Post-Course Assessment	

# 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 resources issues. They may be asked to take part in developing job descriptions, take part in interviews, or take responsibility for disciplinary issues. This course will introduce those managers to human resources concepts, from the hiring process, to performing a skills inventory and conducting the interview; discuss orientation; and cover some issues that may 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 One: Course Overview
  - Learning Objectives
  - Pre-Assignment
  - Pre-Course Assessment
2. Session Two: Defining Human Resources
  - The Basics of HR Management
  - Case Study: Expansion Staffing
3. Session Three: Performing a Skills Inventory
  - Skills Inventory
4. Session Four: Forecasting Techniques
  - Forecasting
5. Session Five: Job Analysis
  - Understanding Job Analysis
  - Performing an Analysis
  - Job Analysis Formats
6. Session Six: Identifying Job Competencies
  - Introduction
7. Session Seven: Position Profiles and Job Descriptions
  - Definitions
  - My Position Profile
8. Session Eight: Do You Really Need to Hire?
  - Evaluate all Options
  - The Real Cost of Employee Turnover
9. Session Nine: Finding Candidates
  - Methods and Considerations
10. Session Ten: Advertising Guidelines
  - What to Include
11. Session Eleven: Screening Resumes
  - Using a Resume Screening Guide
  - Developing a Resume Screening Guide

<p>12. Session Twelve: Preparing for the Interview Preparation Checklist</p> <p>13. Session Thirteen: Conducting the Interview</p> <p>The Interviewing Process</p> <p>An Objective Interview</p> <p>Basics of Behavioral Interviewing</p> <p>Purpose of Behavioral Interviewing</p> <p>Asking Questions</p> <p>Provocative Statements</p> <p>Sample Behavioral Description Interview Questions</p> <p>Developing Behavioral Description Interview Questions</p> <p>The Critical Incident Technique</p> <p>Sample Critical Incident Questions</p> <p>Creating a Critical Incident</p> <p>14. Session Fourteen: After the Interview</p> <p>Post-Interview Checklist</p> <p>15. Session Fifteen: Employee Orientation and Onboarding</p> <p>Why is Onboarding and Orientation Important?</p> <p>How Did Your Orientation Rate?</p> <p>Avoiding problems</p> <p>Planning the Orientation Program</p> <p>16. Session Sixteen: Follow the Leader</p> <p>Follow the Leader</p> <p>17. Session Seventeen: Planning Training</p> <p>The Training Cycle</p> <p>Internal vs. External Training</p> <p>18. Session Eighteen: Working with External Providers</p> <p>Criteria and Considerations</p>	<p>19. Session Nineteen: Performance Reviews</p> <p>Performance Review Problems</p> <p>A Performance Management Checklist</p> <p>Dissecting a Performance Review</p> <p>Identifying Behaviors</p> <p>20. Session Twenty: Attendance Management</p> <p>The Cost of Absenteeism</p> <p>The Case of Gretchen Washington</p> <p>Dealing with Attendance Management</p> <p>21. Session Twenty-One: Managing a Diverse Workforce</p> <p>Diversity</p> <p>Making Connections</p> <p>Your Experience with Pigeon Holes</p> <p>22. Session Twenty-Two: Privacy Issues</p> <p>Ten Key Principles</p> <p>23. Session Twenty-Three: Compensation and Benefits</p> <p>The Role of Compensation and Benefits</p> <p>Pre-Assignment Review</p> <p>Case Study: It is Not You, It is Me</p> <p>24. Session Twenty-Four: Managing</p> <p>The Four Step Disciplinary System</p> <p>25. Session Twenty-Five: Terminating</p> <p>Employees</p> <p>Terminating Staff Members</p> <p>Case Study: How to Fire an Employee?</p> <p>26. Session Twenty-Six: Exit Interviews</p> <p>Exit Interviews</p> <p>27. A Personal Action Plan</p> <p>28. Summary</p> <p>29. Recommended Reading List</p> <p>30. Post-Course Assessment</p>
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# Identifying and Combating 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	Making Connections: Newsfeed Search
Learning Objectives	Forums for Your Audience
Pre-Assignment	Making Connections: Storefront Review
Pre-Course Assessment	
2. Session Two: Evolution of 'The Truth'	5. Session Five: Deconstructing Fake News
The Truth	Deconstructing Fake News
Pre-Assignment Review	Making Connections: A Fake News
Fake News Defined	Encounter
Making Connections: Your Thoughts	Separating Fact from Fiction
The Media Safety Valve	Making Connections: Real or Fake
Making Connections: Your Advisors	
3. Session Three: The Challenge of 'Social'	6. Session Six: Coping with a Crisis
What is the Purpose of the Media?	Coping with a Crisis
Then a Few Things Happened...	From Crisis To Opportunity
Making Connections: Social	Crisis Defined
Communication	Shrinking the Target
Feeding the Machine	Making Connections: Reaction Time
Making Connections: Your Advisors	Staying Clear of the Smear
4. Session Four: Life of a Target	Real Versus Fake Revisited
Links in the Chain	
The Audience	7. Session Seven: Proactive Approaches
How Fake News Spreads	Letting Social Media Serve You
You as a Link	Understanding Your Customers
Abundance Mentality	A Closer Look at Customers Activity
Making Connections: Power of Persuasion	Relationships Reviewed
Understanding Your Company	The Customer Is Always Right,
	Making Connections: A Look at Methods
	Examining Your Ingredients
	Making Connections: Checklist

Reaching Out Online

Making Connections: Reaching Out

Maintaining the Momentum

Your Fake News Reaction Online

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

# Implementing AI in Your Workplace

## Course Overview

Artificial Intelligence (AI) is transforming the way businesses operate through streamlining processes and unlocking new forms of value across every industry. However, successful AI adoption requires more than just selecting a tool; it demands careful planning, strategic alignment, and thoughtful change management.

This course provides a practical introduction to implementing AI in organizational settings, focusing on how leaders and teams can prepare for AI-driven transformation. Implementing AI in Your Workplace equips professionals with the knowledge and tools to lead the adoption of AI technology in their organization. Participants will explore how to identify opportunities for AI to improve efficiency, align technology solutions with business objectives, and measure the return on investment.

## Learning Objectives

- Understand key concepts in AI and machine learning.
- Identify business functions where AI can create value.
- Evaluate and select AI tools and technologies that best fit business needs.
- Address challenges related to change management, upskilling, and ethical use of AI.
- Develop a high-level AI strategy that aligns with organizational priorities.
- Monitor and measure the effectiveness of AI tools using key performance indicators.
- Create a step-by-step plan for implementing AI technologies in their workplaces.

## Course Outline

1. Session One: Course Overview	Preparing for AI Adoption
Learning Objectives	7. Session Seven: Developing an AI Strategy
Pre-Assessment	Creating a Clear Strategy
Pre-Course Assessment	Review
2. Session Two: Defining AI	Overcoming Ethical Challenges
AI Basics	8. Session Eight: Evaluating AI Tools and
Applying AI Across Industries	Vendors
3. Session Three: The Business Case for AI	Key AI Tools for Businesses
Driving Progress with AI	Selecting the Right Solution
Case Study	9. Session Nine: Measuring the ROI of AI
Myths and Misconceptions	Monitoring the AI System
4. Session Four: AI Use in Business Functions	10. Session Ten: Action Plan Development
Exploring AI Applications	Strategy Development
5. Session Five: Mapping AI Solutions to	Putting the Plan Into Action
Business Problems	11. Personal Action Plan
Identifying Inefficiencies	12. Course Summary
6. Session Six: Building an AI-Ready Culture	13. Recommended Reading List

#### 14. Post-Course Assessment

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

- 6. Session 6: Using Stories to Persuade
  - The Importance of Story
  - Stories Have to Make You Stand Out
  - Your Story has to be Believable
  - Storytelling Works When it Makes Something More
  - Have a Beginning, Middle, and End
  - Be Conscious of Our Attention Span
  - Storytelling Time
- 7. Session 7: Using Neuro Linguistic Programming
  - Defining Neuro Linguistic Programming
  - Neuro + Linguistic + Programming =
  - So What Does it Mean?
  - A Brief History
- Understanding Common NLP Terms
- Embedding Positive or Negative Commands
- Storytelling Time
- Influencing Outcomes
- Presuppositions as Questions
- Insightful Sentences
- 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

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

- Network Diagrams
- Sample Network Diagram
- Five Steps to Create a Network Diagram
- Other Things to Know about Network Diagramming
- Tips and Tricks
- Flow Charts
- Sample Flow Chart
- 5. Session 5: Budgeting Tips and Tricks
  - Budgeting Basics
  - Estimation Techniques
  - Gathering Information
  - Budgeting Challenges
  - Sample Template
  - Pete's Budget
- 6. Session 6: Assessing Project Risks
  - Understanding Risks
  - Common Risks
  - Planning for Risk
- 7. Session 7: Preparing the Final Plan
  - Planning Checklist
  - Additional Documents
  - Master Chart Sample
- 8. Session 8: Making it Fit
- Schedule and Budget Compression
- Compressing the Budget
- Notes
- Case Study
- Budget Template
- 9. Session 9: The Execution Phase
  - Key Tasks
  - Maintaining the Rhythm
  - The 95% Phenomenon
- 10. Session 10: Controlling Changes
  - A Basic Process
  - Sample Change Request Form
- 11. Session 11: Closing Out a Project
  - Preparing for Closing
  - Checklist of Tasks
  - Lessons Learned
- 12. Session 12: A Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 13. Summary
- 14. Recommended Reading List
- 15. Post-Course Assessment

# Internet Marketing

## Course Overview

This course is an ideal start for business owners and people who are new to marketing to learn the basics of internet marketing. It contains information on how to market online, and even more importantly, how to measure the results. This enables figuring out whether the target market is being reached, where qualified prospects are located, and how they are engaged as a result of these efforts. This course includes sessions on search engine optimization, email campaigns, pay per click advertising, and more.

## Learning Objectives

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

## Course Outline

1. Session One: Course Overview	Getting the Message Out
Learning Objectives	
Pre-Assignment	
Pre-Course Assessment	
2. Session Two: What is Internet Marketing?	6. Session Six: Search Engine Optimization (SEO)
What it Looks Like	What is SEO?
Popular Strategies	Understanding Search
3. Session Three: Creating an Internet Marketing Plan	The Search Engines
Leveraging What is Already in Place	Optimizing Keywords
The Marketing Process	Monitoring Search Engine Ranking
4. Session Four: Extending Influence	7. Session Seven: Advertising Online
Sharing Messages	What is Advertising?
Making Connections	Review and Reflect
Making it Real	What Service Should I Use?
5. Session Five: Email Marketing	8. A Personal Action Plan
Leveraging Opportunities	9. Course Summary
	10. Recommended Reading List
	11. Post-Course Assessment

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

<p>Sample Screening Chart</p> <p>Selling Your Ideas</p> <p>Tips and Tricks</p> <p>9. Session 9: Pre-Assignment Review</p> <p>    Making Connections</p> <p>    Following Up</p> <p>10. Session 10: The Implementation Plan</p> <p>    Introduction</p> <p>    Description of Your Idea</p> <p>    People Affected by the Process or Product</p>	<p>Methods of Selling Your Product or Process</p> <p>Financial Projections</p> <p>Making Connections</p> <p>Sample Income Statement</p> <p>11. Session 11: A Personal Action Plan</p> <p>    Starting Point</p> <p>    Where I Want to Go</p> <p>    How I Will Get There</p> <p>12. Summary</p> <p>13. Recommended Reading List</p> <p>14. Post-Course Assessment</p>
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# 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	Can I Send E-mail Marketing Messages From My Personal E-Mail?
Learning Objectives	
Pre-Assignment	
Pre-Course Assessment	
2. Session 2: Getting to Know E-mail Marketing	Setting Up A Plan
What is E-Mail Marketing?	What's the Cost?
Goals of E-Mail Marketing	Choosing an E-Mail Marketing Provider
The Evolution of E-Mail Marketing	Your Guide to Success
Advantages of E-Mail Marketing	Getting Started
Glossary of Terms	Get Practical
History of E-Mail Marketing	
Modern Day Challenges	
Where Does E-Mail Marketing Fit?	5. Session 5: Designing Your Campaign
Getting It Right	Strategy
Why Do People Get Frustrated by E-mail Marketing?	Looking at Your Campaign Strategy
3. Session 3: Setting Up Your Audience	Making Connections
Gathering Contacts	What's Your Campaign Strategy?
Developing Your Form	What Works?
Case Studies	Making Connections
Can I Buy E-mail Addresses?	Going Beyond the Basics
Rules and Regulations	Case Study
Staying Current	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

- Crafting Your Message
- The Message IS The Message
- Designing an Eye-Catching E-Mail
- Case Studies
- Choosing the Right Design
- Design the Layout
- Sample Template
- Layout Considerations
- Content Considerations
- Making Connections
- Make This Easy
- 7. Session 7: Good Habits Get Optimal Results
  - Be a Good E-Mailer
  - Smart Rules Apply
  - Conversions
  - The Conversion Process
  - Don't Panic!
  - What's Your Opinion?
  - The Who and The How
  - Developing Different Types of Content
- 8. Session 8: What to Write
  - Give People What They Want
  - Google AdWords Keyword Planner
  - Using Ads to Attract Your Audience
  - Be Green...Evergreen That Is!
  - Evergreen Topics
- Seasonal Topics
- Building Off of the Topics
- Idea Starters
- Tips and Tricks
- Let's Get to Work
- 9. Session 9: Subject Lines and Action Calls
  - Great Subject Lines
  - Action Items
  - Use Strategy with Your Call to Action
- 10. Session 10: If It Doesn't Get Measured, It Can't Be Counted
  - Key Metrics
  - Revenue Per E-Mail Sent
  - Timing Your E-Mail Message
  - Test Before You Send
  - Split Testing
- 11. Session 11: Test Driving
  - Making Connections
  - Writing Your Initial Welcome E-Mail
- 12. A 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

# 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-Assessment
  - 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
- Presuppositions as Questions
- Insightful Sentences
- Overcoming Challenges
- 9. Session 9: Putting it all Together
- Case Study

- 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

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

<ul style="list-style-type: none"><li>7. Session 7: The Warehouse Inventory Cycle<ul style="list-style-type: none"><li>Inventory Stages</li><li>The Product Cycle</li></ul></li><li>8. Session 8: Identifying Demand<ul style="list-style-type: none"><li>Key Formulas</li><li>How to Calculate Order Quantities</li><li>How to Set Reorder Points</li><li>How to Set Safety Stock Levels</li><li>Case Study</li></ul></li><li>9. Session 9: The Receiving Process<ul style="list-style-type: none"><li>The Receiving Process</li><li>Handling Damaged Goods</li><li>Establishing Policies</li></ul></li><li>10. Session 10: Validating Inventory<ul style="list-style-type: none"><li>Validating Inventory</li></ul></li><li>11. Session 11: The Put-Away Process<ul style="list-style-type: none"><li>The Put-Away Process</li></ul></li><li>12. Session 12: Maintaining Inventory<ul style="list-style-type: none"><li>Accuracy</li><li>Degree of Control</li></ul></li></ul>	<ul style="list-style-type: none"><li>Inventory Control Methods</li><li>Product Identification Methods</li><li>Inventory Counting Methods</li><li>13. Session 13: The Outbound Process<ul style="list-style-type: none"><li>The Outbound Process</li><li>Packing Process</li><li>Loading and Shipping Process</li></ul></li><li>14. Session 14: Industry Trends<ul style="list-style-type: none"><li>Introduction</li><li>Cross-Docking</li><li>Third Party Warehousing</li><li>Just-in-Time Completion</li><li>Online Access</li></ul></li><li>15. Session 15: A Personal Action Plan<ul style="list-style-type: none"><li>Starting Point</li><li>Where I Want to Go</li><li>How I Will Get There</li></ul></li><li>16. Summary</li><li>17. Recommended Reading List</li><li>18. Post-Course Assessment</li></ul>
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# 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	Time-Temperature Abuse
Learning Objectives	Passing Through the Danger Zone
Pre-Assignment	Cooking or Reheating
Pre-Course Assessment	Cooling
2. Session Two: Foodborne Illness	Cross-Contamination
Challenges to Food Safety	Pre-Assignment Review
Workers	Poor Personal Hygiene
Controlling Pathogens	Poor Cleaning and Sanitizing
Customers	Time/temperature Control for Safety
The Cost of Foodborne Illness	(TCS) Food
How Foodborne Illnesses Occur	Ready-to-Eat Food
Identifying Common Pathogens	Identifying High-Risk Foods
How Foodborne Illnesses Occur	Populations at High Risk of Foodborne
Chemical Hazards	Illness
Identifying Allergens on Labels	Key Practices for Ensuring Food Safety
Physical Hazards	4. Personal Action Plan
Identifying Hazards Scenarios	5. Course Summary
How Food Becomes Unsafe	6. Recommended Reading List
3. Session Three: Practices Related to	7. Post-Course Assessment
Foodborne Illness	

# 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

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

- 8. Session 8: Test Driving
  - Test Driving
  - Our Top Tips
- 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

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

- Executive Summary
- 4. Session 4: The Knowledge Management Mix
  - People
  - Company Directory
  - Establish a Best Practice Database
  - Communities of Practice
  - Tips for Developing a Community of Practice within an Organization
  - Breaking Down the Model
  - Summary
  - Recognition within the Knowledge Management Mix
  - Technology
  - Process
  - Explicit Knowledge Processes
  - Using a Content Management System
  - Content Management System Considerations
  - Tacit Knowledge Processes
- 5. Session 5: The Knowledge Management Framework
  - Introduction
  - Needs Analysis
  - How Do I Conduct A Needs Analysis?
  - Stage One: Define Your Research
  - Stage Two: Collect Data
  - Stage Three: Analyze Data
  - Stage Four: Present What You Have Found
  - Stage Five: Plan for the Future
  - Resource Identification
  - Steps for Resource Identification
  - Breaking Down the Phases
  - Process Analysis, Identification, and Construction
  - Process Checklist
  - Making Connections
  - Implementing New Processes
  - Accumulating, Sharing, and Storing Knowledge
- 6. Session 6: ITandD's Conundrum
  - Introduction
  - Questions
- 7. Session 7: Knowledge Management Models
  - The KM Process Framework (Bukowitz and Williams)
  - Model Overview
  - Breaking Down the Model
  - Knowledge Management Matrix (Gamble and Blackwell)
  - Breaking Down the Model
  - Case Study
  - Process Model (Botha)
  - Breaking Down the Model
  - Case Study
  - Knowledge Spiral Model (Nonaka and Takeuchi)
  - Case Study
  - Summary of the Models Presented
- 8. Session 8: The Knowledge Management Toolkit
  - Cross-Functional Teams
  - Making Connections
  - Case Study
  - Mentoring
  - Making Connections
  - Defining Mentorship
  - Organizational Culture: Making Connections
  - Making Connections
  - Zappos
  - Zappos Culture
  - Zappos Family Core Values
  - Summary
  - Making Connections
  - Grow Your Culture to Support Your Initiative
  - Tips for Crafting a Knowledge-Sharing Culture
  - IT Solutions

Summary	Creating Measures
Which Technologies Would Be Best?	Introduction
Questions	Plan to Measure
9. Session 9: Implementing Knowledge Management Initiatives	What to Measure
Building Knowledge Networks	Ways to Measure
How to Build Knowledge Networks	Start With a Pilot
Creating a Knowledge Management Body of Knowledge (KMBOK)	Steps to Creating a Pilot Program
Making Connections	Benefits of a Pilot Program
What Is a Body of Knowledge? What Is a KMBOK?	Possible Benefits of a Pilot Program
Steps to Create Your Organization's KMBOK	Where Do I Put This?
Creating a Chief Knowledge Officer (CKO) Position	Choosing a Location
What Is a Chief Knowledge Officer?	Centralized Organizations
What Is a Chief Knowledge Officer Responsible For?	Decentralized Organizations
Hire Internally or Externally?	You Have A Place – Now What Do You Need?
Advertise for Your CKO	Support Your Organization Through the Change
Creating a Post-Mortem Plan	Tips for Organizational Change
Benefits of Post Mortems	10. A Personal Action Plan
How to Conduct a Post Mortem	Starting Point
After the Post Mortem	Where I Want to Go
	How I Will Get There
	11. Summary
	12. Recommended Reading List
	13. Post-Course Assessment

# 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

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

- Stage Four: Informed Optimism
- Summary
- What Can Be Done to Bridge the Commitment Gap?
- 8. Session Eight: Employee Development Models
  - The Coaching Model
  - Step One: Frame a Conversation
  - Step Two: Create Opportunities
  - Step Three: Create an Action Plan
  - Step Four: Give Feedback
  - The Dialogue Model
  - I Messages
  - The Consequences and Benefits Matrix
- 9. Session Nine: Dealing with Conflict and Difficult Issues
  - Reflection
  - Conflict
  - Conflict Resolution Styles
  - Techniques for Resolving Conflict
- 10. Session Ten: What Successful Leaders Do
  - Secrets to Success
  - List of Practices
  - Making Connections
  - Creating the Right Environment
- 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

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

- Challenging Our Partners at Acme Wholesalers
- Understanding People and Partners
- Problem Solving Tools
- 4. Session Four: The Toyota Production System House
  - Model Overview
  - The Roof
  - The Pillars
  - The Core
  - The Foundation
- 5. Session Five: The Five Critical Improvement Concepts
  - Key Ideas
  - Case Study
  - Task
- 6. Session Six: Understanding Value with The Kano Model
  - Breaking Down the Model
  - Example: New Car
- 7. Session Seven: Types of Waste
  - The Three Categories
  - Making Connections
- 8. Session Eight: Creating a Lean Enterprise
  - The Characteristics of a Lean Organization
  - 20 Keys
  - Going Green with Lean
- 9. Session Nine: The Plan, Do, Study, Act (PDSA) Cycle
  - Model Overview
- 10. Session Ten: Using the R-DMAIC-S Model
  - R-DMAIC-S
  - R-DMAIC-S and PDSA
- 11. Session Eleven: Lean Thinking Tools
  - 5W-2H
  - Genchi Genbutsu and Gemba
  - Implementing the 5S Method
  - Preparing for 5S
- 12. Session Twelve: Kaizen Events
  - About Kaizen and Kaizen Events
  - Typical Kaizen Blitz Workflow
  - Personal Reflection
- 13. Session Thirteen: Data Gathering and Mapping
  - Flow Charts
  - Types of Symbols
  - Creating the Flow Chart
  - Sample Flow Chart
  - Making Breakfast
  - Ishikawa (Cause and Effect) Diagrams
  - SIPOC Diagrams
  - Sample SIPOC
  - Value Stream Maps
  - Sample Value Stream Map
  - Tips for Effective Data Analysis
- 14. Session Fourteen: A Plan to Take Home
  - Roadblocks and Pitfalls
  - Common Problems
  - Creating a Successful Organizational Structure
  - Process Overview
  - Breaking Down the Model
  - Where To Get Started?
  - A Plan for Success
- 15. Personal Action Plan
- 16. Course Summary
- 17. Recommended Reading List
- 18. Post-Course Assessment

# Leveraging Neurodiversity at Work

## Course Overview

Embracing neurodiversity in the workplace means recognizing that each person's brain works in a unique and valuable way. These variations come with individual needs and addressing them helps each person succeed and thrive. Companies that intentionally recruit and support neurodivergent individuals gain a competitive edge by harnessing the unique perspectives and strengths of individuals with diverse cognitive approaches.

This course will introduce neurodiversity and its importance for employers. It will demonstrate how organizations can improve workplace practices to be more inclusive for neurodivergent individuals, and ultimately, better support all employees.

## Learning Objectives

- Display a foundational understanding of neurodiversity and its relevance in the workplace.
- Understand the value of embracing different ways of thinking and learning.
- Address and dispel preconceived assumptions and stereotypes about neurodivergence.
- Acknowledge sensory processing differences and respect individual communication preferences.
- Develop neuroinclusive workplace practices, including recruitment and onboarding.
- Help create a supportive and inclusive work environment for neurodivergent employees.
- Employ best practices for assembling and managing neurodiverse teams.

## Course Outline

1. Session One: Course Overview
  - Learning Objectives
  - Pre-Assignment
  - Pre-Course Assessment
2. Session Two: Understanding Neurodiversity
  - What is Neurodiversity?
  - Neurodiversity Definitions and Terms
  - Benefits of Neurodiversity
  - Influential Figures
  - A Business Case for Inclusion
3. Session Three: Myths and Misconceptions
  - Addressing Stereotypes
4. Session Four: Sensory and Communication Differences
  - Sensory Processing
  - Preventing Sensory Overload in the Workplace
  - Communication
5. Session Five: Adapting Workplace Practices
  - Inclusive Recruitment
  - Inclusive Onboarding
  - Supporting Neurodivergent employees
  - Pre-Assignment Review

- 6. Session Six: Building a Supportive Culture  
Encouraging Empathy
- 7. Session Seven: Leading by Example  
The Role of Managers  
Providing Feedback
- 8. Session Eight: Driving Innovation  
Neurodiversity Supports Creative Solutions
- 9. Session Nine: Creating Neurodiverse Teams  
Case Studies
- Best Practices
- 10. Session Ten: Developing Career Pathways  
Creating Growth Opportunities
- 11. Session Eleven: Action Planning  
Drafting a Plan  
Creating Your Action Plan
- 12. Personal Action Plan
- 13. Course Summary
- 14. Recommended Reading List
- 15. Post-Course Assessment

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

6. Session 6: Aligning Your Supply Chain with Business Strategy  
Identifying Your Market: Introduction  
Understanding Your Market Type  
Identifying What Your Market Wants and Needs  
Making Connections  
Looking at Your Role  
Identifying Your Role in the Supply Chains  
Analyzing the Data  
Sample SWOT  
Taking the Next Steps  
Leveraging Drivers to Support Your Roles  
Making Connections  
Questions

7. Session 7: Managing Supply Chain Risks  
Supply Chain Risks  
Mitigation Strategies

8. Session 8: Tracking and Evaluating Supply Chain Data  
Ratios and Formulas  
Business Metrics  
Inventory and Delivery Metrics  
Sales Metrics  
What is Benchmarking?  
What Benchmarks Should Be Measured?  
The SCOR Model  
SCOR as a Pyramid  
The Balanced Scorecard  
Sample Balanced Scorecard  
Supply Chain Management Dashboards  
Creating a Supply Chain Dashboard System  
Making Connections  
Option One: Balanced Scorecard  
Option Two: Dashboard  
Examples

9. Session 9: Troubleshooting Supply Chain Problems  
Signs of Trouble in Your Supply Chain

Supply Chain Best Practices  
Best Practices from Industry Leaders

10. Session 10: Sharing Supply Chain Activities  
Outsourcing, Insourcing, Offshoring, and Reshoring  
Insourcing  
Offshoring  
Reshoring  
Third- and Fourth-Party Logistic Providers  
Fourth-Party Logistic Providers (4PL's)  
Advantages of 3PL's and 4PL's  
Disadvantages of 3PL's and 4PL's  
Building Partnerships within Your Supply Chain

11. Session 11: Sustainable Supply Chain Strategies  
What is Sustainability?  
What Does Sustainability Mean in the Supply Chain?  
The Benefits of Sustainability  
Reducing the Impact on the Environment  
Case Study

12. Session 12: Applying Lean Techniques to the Supply Chain  
Lean 101  
The Toyoda Precepts  
The Toyota Production System House  
Applying Lean to the Supply Chain

13. Session 13: The Future of Supply Chain Management  
Top Trends  
Making Connections

14. Session 14: A Personal Action Plan  
Starting Point  
Where I Want to Go  
How I Will Get There

15. Summary

16. Recommended Reading List

17. Post-Course Assessment

# 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	Tying Learning to Work
Learning Objectives	Adults vs. Children
Pre-Assignment	5. Session 5: What Method is the Stickiest?
Pre-Course Assessment	Developing Training That is Sticky
2. Session 2: Five Strategies for Stickiness!	6. Session 6: Following Up
Background Information	Seven Points for any Follow-Up Program
The Five Strategies	Additional Points
3. Session 3: Designing a Program That Will Stick	The Buddy System and Delegating
Building Support for your Program	Follow-Up
Think Ahead	Follow-up or Folly?
Reflect	7. Session 7: Strategies for Taking Training Further
Writing Learning Objectives	Mentorship Programs
Why Display or Share Objectives?	Trainee Trains Others
How Do You Write Objectives?	8. Session 8: A Personal Action Plan
Focusing on Results	Starting Point
What is Measurable?	Where I Want to Go
4. Session 4: Teaching Tips and Tricks	How I Will Get There
The Four Steps in Experiential Learning	9. Summary
Making Connections	10. Recommended Reading List
The Principles of Adult Learning	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	Seller and Contact Activity
Learning Objectives	Relationship Model of Selling
Pre-Assignment	Relationship Model Activity
Pre-Course Assessment	Elements of Negotiation
2. Session Two: Positioning and Pricing	Social and Emotional Intelligence
Knowing What You Sell	Styles of Negotiation
Examining the Positioning	Negotiating a Style Activity
Supply Chain Activity	
Elements of Pricing	
3. Session Three: Marketing Your Business Culture	5. Session Five: Request for Proposals (RFPs)
Elements of Culture Activity	Understanding Proposals
Understanding Your Customers	Responding to an RFP
Customer Values	RFP Activity
Marketing Essentials	6. Session Six: Project Management
Your USP Activity Part One	Elements of Project Management
Your Marketing Outline	Creating a Project Plan
4. Session Four: Selling and Negotiating Making the Sale	Work Structure Breakdown
	Organizing the Tasks
	Work Breakdown Structure Revisited
	7. Session Seven: Team Building and Productivity
	Individual Relationship Skills

- Healthy Workplace Culture
- Core Values
- Core Values Activity
- Building a Team
- Leadership Skills
- 8. Session Eight: Strategic Planning
  - A Strategic Plan
  - Ingredients of a Good Strategic Plan
  - Detailed Description Products/Services
  - USP Review
  - Core Values and Guiding Principles
- 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

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

- Creating Inclusive Programs for New Employees
- 7. Session 7: Working with the Global Talent Pool
  - Understanding the Global Talent Pool
  - Dipping Into the Global Talent Pool
- 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

# 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	Ten Least Helpful Phrases
Learning Objectives	Measurement in Practice
Pre-Assignment	3. Session Three: Understanding Leadership
What Are You Focusing On?	About Leadership
Discussion Questions	Understanding Your Comfort Zone
Pre-Course Assessment	Our Comfort Level
2. Session Two: Six Critical Elements	Managing Performance
Critical Elements of Customer Service	Servant Leadership
Element One: A Customer Service Focus	The Heart of Leadership
The Three Beliefs	Onboarding and Orientation
Element Two: Procedures	4. Session Four: Five Practices of Leadership
Drafting Standards	Challenging, Inspiring, and Enabling
Element Three: Culture	Challenge the Process
Element Four: Problem-Solving	Making Connections
Seven Steps to Customer Problem Solving	Inspire a Shared Vision
Role Play	Enable Others to Act
Element Five: Measurement	Making Connections
Element Six: Reinforcement	Modeling and Heart
Developing and Maintaining Relationships	Committing to Recognition
Phrases for Customer Service Success	Practices in Practice
Ten Most Helpful Phrases	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	A Story from Mark Twain
Learning Objectives	Active Listening
Pre-Assignment	Responding to Feelings
Conversation #1	Reading Cues
Conversation #2	Demonstration Cues
Pre-Course Assessment	Tips for Becoming a Better Listener
2. Session 2: Choosing to Have the Conversation	Asking Questions
Considering the Consequences	Making Connections
Establishing Your Frame of Reference	Probing Techniques
Tips and Tricks	The Probing Funnel
Establishing Positive Intent	4. Session 4: Choosing the Time and Place
Making Connections	Choosing the Time and Place
Accepting People for People	5. Session 5: Framework for Difficult Conversations
Planning What You Want	What's Your Purpose?
Things to Ask Yourself	Making Connections
A Note on Fairness	Steps for a Difficult Conversation
3. Session 3: Toolkit for Successful Conversations	Conversation Template
Managing Your Body Language	6. Session 6: Staying Safe
Making Connections	Introduction
Speaking Persuasively	Mutual Respect
	Common Ground
	Staying in Control

- When to Walk Away
- When Things Don't Work
- 7. Session 7: Testing the Waters
- Making Connections
- 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

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

- I Messages
- The Assertive Formula
- Making Connections
- 6. Session 6: Getting Organized
- Why Prioritize?
- Identifying the Must-Do List
- Getting Help
- Doing It!

- 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

# 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

Marketing goals and objectives for business can be supported by even a small budget, with some focused awareness and creativity. This one-day workshop will demonstrate how organizations can gain maximum exposure at minimum cost. Participants will learn effective low-cost and no-cost strategies to improve sales, develop a brand, and build the bottom line of a company, regardless of size.

## Learning Objectives

- Define and understand basic marketing concepts.
- Use low-cost publicity for name and brand recognition.
- Develop a marketing plan and campaign.
- Use time rather than money to market a company effectively.
- Perform a SWOT analysis for continuous improvement

## Course Outline

1. Session One: Course Overview
  - Learning Objectives
  - Pre-Assignment
  - Pre-Course Assessment
2. Session Two: Pre-Assignment Review
  - Review and Reflect
3. Session Three: Defining Marketing
  - The Most Effective Marketing
4. Session Four: Recognizing Trends
  - Changing Trends
5. Session Five: Doing Market Research
  - The Need for Research
6. Session Six: Strategies for Success
  - Top Ten
  - Identifying Opportunities (Part One)
  - Identifying Opportunities (Part Two)
  - Making Connections
7. Session Seven: Mission Statements
  - Developing the Mission Statement
8. Session Eight: Brochures
  - Eye-Catching Brochures
9. Session Nine: Trade Shows
  - Why Attend a Trade Show?
  - Preparing for a Trade Show
10. Session Ten: Developing a Marketing Plan
  - The P's of Marketing
  - SWOT Analysis
  - A Simple Marketing Plan for Small Budgets
11. Session Eleven: Increasing Business
  - Ways to Increase Business
12. Session Twelve: Saying No to New Business
  - When to Say No
13. Session Thirteen: Advertising Myths
  - Debunking Myths
  - Creating Desire
14. Session Fourteen: Networking Tips
  - Networking
15. Session Fifteen: Reflection
16. A Personal Action Plan
17. Summary
18. Recommended Reading List
19. Post-Course Assessment

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

Next Steps	E-mail Marketing
Stage Three: Analyzing Distribution	Using Social Media
Channels	Search Engine Optimization (SEO)
Sample Configuration	Sharing Messages
Making Connections	Building Community
Stage Four: Creating a Marketing Plan	Considering Videos
Place	Be Remarkable!
Price	E-mail Marketing
Promotion	A Cautionary Note
Packaging	Distribution Services
Bringing it All Together	Keep it Rich
Key Considerations	What is SEO?
Remember!	Spiders, Crawlers, Bots (or Robots)
Making Connections	Natural and Organic Searches
5. Session 5: Identifying Marketing Strategies	Paid Searches
Key Marketing Strategies for Small	URL Basics
Businesses	How It Works
Getting the Most Bang for Your Buck	Pinging
Key Strategies	Leveraging Social Media
Making Connections	Stretch
Top Ten Strategies for Success	Build a Community
Identifying the Strategies	Watch Out for Social Media Experts
Identifying Opportunities	Be There
A Simple Marketing Plan for Small Budgets	Find Your Customers
6. Session 6: Implementing Your Plan	Be a Person
What is a Marketing Budget?	Follow Others
Crashing Your Own Budget	8. Session 8: A Personal Action Plan
Four Rules for Establishing Your Budget	Starting Point
Managing Your Budget	Where I Want to Go
Know Your Accruals	How I Will Get There
Stage Five: Implementing and Evaluating	9. Summary
Making Connections	10. Recommended Reading List
Stage Six: Reviewing and Revising	11. Post-Course Assessment
Adapting and Evolving	
Case Study	
7. Session 7: Internet Marketing Basics	
What It Looks Like	
Sample Site Structure	
Making Connections	
Popular Strategies	
Web Design and Development	
Affiliate Programs	

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

- 7. Session Seven: Learning Methods – Action Learning
  - What is Action Learning?
  - Action Learning in the Classroom
  - Action Learning Exercise
  - Reflection
- 8. Session Eight: Practice
  - Capstone Exercise
- 9. Session Nine: Reflective Practice
  - Reflective Practice
  - Reflective Diary
  - Pre-Assignment Exercise
- 10. Personal Action Plan
- 11. Course Summary
- 12. Recommended Reading List
- 13. Post-Course Assessment

# Mastering the Interview

## Course Overview

The interview is a key element of the job search process. As with any skill, interviewing improves with preparation and practice. In this workshop, 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 and testing 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 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	Best Intentions
Learning Objectives	Making Connections
Pre-Assessment	8. Session Eight: After the Interview
Pre-Course Assessment	What to Expect After the Interview
2. Session Two: Understanding the Interview	Being Told "No, Thanks"
Planning for the Interview	9. Session Nine: Putting More Ideas into
The Informational Interview	Practice
3. Session Three: Types of Questions	Interview
Understanding the Types	10. Session Ten: Receiving the Offer
Preparing Interview Questions	Job Offers
4. Session Four: Preparing for the Interview	Resignations
Strategies for handling Questions	11. Session Eleven: Negotiating Compensation
General Strategies	Negotiating Tips and Tricks
5. Session Five: Putting Ideas into Practice	Keeping Perspective
Interview	12. Personal Action Plan
6. Session Six: Relaxing for the Interview	13. Course Summary
Warms Ups	14. Recommended Reading List
7. Session Seven: Common Problems and	15. Post-Course Assessment
Solutions	

# 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	Session Five: The Return on Investment
Learning Objectives	Clarifying Expectations
Pre-Assignment	What Training Does
Making Connections	Getting The Evaluation Right
Pre-Course Assessment	Making Connections
2. Session Two: Setting the Framework	Cost-Benefit Analysis
Identifying What You Will Measure	The Elements Of The CBA
Isolating	Preparing for the Cost-Benefit Analysis
Consulting	Cost-Benefit Analysis Worksheet
Evaluating	Results Expected
Determining How You Are Going To	Approvals Obtained
Measure It	Calculating The Return On Investment
Designing An Evaluation Strategy To Fit	5. Session Six: Presenting Training Results
Your Training Needs	Getting Ready
Making Connections	Preparing For The Meeting
3. Session Three: Pre-Assignment Review	Seven Ingredients for Effective Meeting
Making Connections	Management
4. Session Four: Kirkpatrick's Evaluation Model	Ground Control
Methods Of Evaluation	Practice Never Hurts
Points To Remember	Making Connections
Creative Evaluation Strategies	6. Personal Action Plan
Evaluation Tips	Starting Point
Sample Feedback Form	Where I Want to Go
Evaluating The Program	How I Will Get There
Getting Results By Testing The Program	7. Course Summary
Performance Indicator Matrix	8. Recommended Reading List
Program Assessment Report Card	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	Sample Agenda Put the items below in order to develop an agenda.
Learning Objectives	
Pre-Assessment	
Pre-Course Assessment	
2. Session 2: The Basics for Effective Meetings	7. Session 7: Setting the Place
Key Characteristics	Factors to Consider
Meeting Participants	Physical Setup
Types of Meetings	Advance Notice
Summary	
3. Session 3: The Best and the Worst of Meetings	8. Session 8: Leading a Meeting
Making Connections	Functions of a Leader
4. Session 4: Holding Productive Meetings	Key Tasks
Keys to Productive Meetings	Making Connections
Barriers to Productive Meetings	Your Role as Group Leader
Case Study	
5. Session 5: Preparing for Meetings	9. Session 9: Process and Content
Checklist for Success	Defining Process and Content
Timing Your Meeting	Making Connections
Deciding Who Should Attend	Rules of Work
6. Session 6: Agendas	Meeting Styles
Setting an Agenda	How Much Time?
Setting up the Agenda	Arrange an Open House
What are Minutes?	Alternate Leaders
A Leader's Role	Stand Up
	Leverage Technology
	Use Tools
	Facilitation Skills
	Key Behaviors for a Facilitator

- 10. Session 10: How to Control a Meeting
  - Dealing with Difficult People
  - Mix and Match
  - The Kidder
  - Exhausted and Droopy
  - Not Into It!
  - Poor Follow-Through on Assignments
  - Failure of Participants to Arrive/Return from Breaks on Time
  - Whisperers

- 11. Session 11: A Plan for Success
  - Making Connections
- 12. Session 12: A Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 13. Summary
- 14. Recommended Reading List
- 15. Post-Course Assessment

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

Domoic Acid

What Are Mushrooms and Plant Toxins?

Putting Pathogen Knowledge in Practice

5. Personal Action Plan
6. Course Summary
7. Recommended Reading List
8. Post-Course Assessment

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

# 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	What Do We Value In Work?
Learning Objectives	Identifying Your Values
Pre-Assignment	Narrowing Down Your Values
Pre-Course Assessment	Bringing It All Together
2. Session 2: What is Motivation?	7. Session 7: Creating a Motivational Climate
Defining Motivation	Behavioral (Reinforcement) Theory
3. Session 3: Supervising and Motivation	Reinforcement Theory
Why is Motivation Important?	The Big Question
Identifying Motivators	Expectancy Theory
Making Connections	McClelland's Needs Theory
What Do You Think?	8. Session 8: Applying Your Skills
4. Session 4: Motivational Theories	Situational Analysis
A Look at Theory	Case Studies
Herzberg's Motivational versus	9. Session 9: Designing Motivating Jobs
Maintenance (or Hygiene) Factors	Designing My Job
Supervisor's versus Higher Management's	Five Key Characteristics
Role	Techniques for Job Design or Redesign
Motivation Theories	A Motivational Checklist
Pre-Assessment Review	10. Session 10: A Personal Action Plan
5. Session 5: Setting Goals	Starting Point
Setting Goals with SPIRIT	Where I Want to Go
Goal Setting and Goal Getting!	How I Will Get There
6. Session 6: The Role of Values	11. Summary
Developing Targets	12. Recommended Reading List
Making Connections	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	Commitment and Closing
Learning Objectives	3. Session 3: The Successful Negotiator
Pre-Assignment	Key Attributes
Pre-Course Assessment	Pre-Assignment Review
2. Session 2: What is Negotiation?	Communication Skills
Defining Negotiation	Body Language
Types of Negotiation	Problem Solving
Inductive/Deductive/Mixed	Creative Thinking
Soft/Hard/Principled	Building Enthusiasm and Confidence
Non-Negotiable Positions vs. Options	4. Session 4: Preparing for Negotiation
Positional Bargaining	Getting Started
Principled Negotiating	Managing Your Fear
Principled Negotiation	Growing and Improving
Three Styles	Personal Preparation
Phases of Negotiation	Your Personal Hot Buttons
Preparation	Making Connections
Exchanging Information	Researching Your Side
Bargaining	Case Study

<p>Discussion Questions</p> <p>Researching the Other Side</p> <p>5. Session 5: The Nuts and Bolts</p> <p>Preparing Documentation</p> <p>Setting the Time and Place</p> <p>Choosing the Time</p> <p>Other Factors</p> <p>Case Study</p> <p>6. Session 6: Making the Right Impression</p> <p>First Impressions</p> <p>The Handshake</p> <p>Other Points</p> <p>Dress for Success</p> <p>The Skill of Making Small Talk</p> <p>Small Talk Can Suit You!</p> <p>What Works?</p> <p>What Doesn't Work?</p> <p>7. Session 7: Getting Off to a Good Start</p> <p>Common Ground</p> <p>Ground Rules</p> <p>8. Session 8: Exchanging Information</p> <p>Getting Started</p> <p>Making Connections</p> <p>9. Session 9: The Bargaining Stage</p> <p>Six Techniques for Success</p> <p>Equalization</p> <p>Building a Case</p> <p>"It's Too Bad"</p> <p>Wear Them Down</p> <p>Mix It Up</p> <p>Bridge the Gap</p> <p>Case Study</p> <p>10. Session 10: Reaching Mutual Gain</p> <p>Getting Rid of Obstacles</p> <p>Considering the Options</p> <p>Key Obstacles</p> <p>Premature Judgment</p>	<p>Searching For the Single Outcome</p> <p>The Fixed Pie</p> <p>Solving Their Problem is Their Problem</p> <p>Overcoming the Obstacles</p> <p>11. Session 11: Moving Beyond "No"</p> <p>Getting Past No</p> <p>Breaking the Impasse</p> <p>Getting to Yes</p> <p>12. Session 12: Dealing with Negative Emotions</p> <p>Defusing the Bomb</p> <p>Stonewalling</p> <p>Attacking</p> <p>Dishonesty</p> <p>Choosing Your Response</p> <p>Tips for Defusing Negative People</p> <p>13. Session 13: Moving from Bargaining to Closing</p> <p>Knowing When to Close</p> <p>A Three-Step Process</p> <p>Things to Avoid</p> <p>Formal vs. Informal Agreements</p> <p>14. Session 14: Solution Types</p> <p>Possible Outcomes</p> <p>Building a Sustainable Agreement</p> <p>Getting Everyone's Perspective</p> <p>Reviewing the Information</p> <p>Outlining the Options</p> <p>Getting Consensus</p> <p>15. Session 15: A Personal Action Plan</p> <p>Starting Point</p> <p>Where I Want to Go</p> <p>How I Will Get There</p> <p>16. Summary</p> <p>17. Recommended Reading List</p> <p>18. Post-Course Assessment</p>
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# 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	Associated or Dissociated Towards or Away From Match/Mismatch Summary
Learning Objectives	
Pre-Assessment	
Pre-Course Assessment	
2. Session 2: Assessing Your Networking Skills	Be a Conduit Getting Your Message Out
Networking Dynamics	
Are You Committed?	Be a Conduit
3. Session 3: Identifying Opportunities and	Pre-Assignment Review
Customizing Your Approach	Remembering Names
Creating Opportunities	Repeat Their Name
Preparing to Network	Write It Down
Key Questions	Spell It Out
Things to Consider	Word Play
Customizing Your Approach	Confess!
Targets and Goals	Making Connections
Unplanned Networking	
Do's and Don'ts	
4. Session 4: Creating a Positive First	5. Session 5: Your Memorable Intro
Impression	The Basics
Body Language	A Basic Format
Interpreting Body Language	Sample Introductions
	Memorability Factor
	Worksheet – Example Two

6. Session 6: Starting the Conversation
  - How To Get Started
  - Listening
  - The Basics of Small Talk
  - Seven Steps to Mastering Small Talk
  - Conversation Stimulation
  - Keeping the Purpose in Mind
  - The Complicated Parts
  - Growing Skills
  - Joining and Starting Conversations
  - Getting Comfortable
  - Plan Your Own Future
  - Making Connections
7. Session 7: The Handshake
  - The Importance of a Handshake
  - Five Factors
  - Tips for Success
8. Session 8: Business Cards
  - Business Card Etiquette
  - Tips and Tricks
  - Electronic Card Sharing
  - QR Codes
  - In a Pinch
9. Session 9: Handling Tough Situations
  - The Things We Say
  - Making Connections
  - Six Strategies for Success
  - What Others Say
  - The Right Perspective
  - Introverts and Extroverts
  - Extroverts and Introverts
  - Your Comfort Level
  - Making Connections
10. Session 10: Following Up
  - Introduction
  - Following Up
  - Extending the Invitation
  - Handling Rejection
  - Case Study
  - Making It Personal
11. Session 11: Organizing Your Network
  - Choosing to Abstain
  - Opting In
12. Session 12: Leveraging the Internet
  - Using LinkedIn
  - LinkedIn Status Updates
  - Getting Connected
  - Second and Third Degree Connections
  - Using Groups
  - Using Twitter
  - Getting Started with Twitter
  - Hashtags
  - Re-Tweets
  - Your Name
  - Strong Connections
  - Using Lists on Twitter
  - Using Lists
  - Using Facebook
  - First Steps
  - Next Steps
  - Due Diligence
  - Now You Can!
  - Know Your Tools
13. Session 13: A Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
14. Summary
15. Recommended Reading List
16. Post-Course Assessment

# 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  $7\pm2$  rule and the chunking technique

## Course Outline

1. Session 1: Course Overview	Setting Some Personal Outcomes
Learning Objectives	5. Session 5: Creating a Desired State
Pre-Assignment	Basic Anchoring Techniques
Pre-Course Assessment	Steps for Creating a Basic Anchor
2. Session 2: Developing Rapport	Collapsing Anchors
Defining Rapport	Chaining Anchors
Matching and Mirroring	Making Connections
Body Language	6. Session 6: Chunking Information
Voice Characteristics	The $7\pm2$ Rule and the Ladder of Abstraction
Sensory Systems	The Ladder of Abstraction
Pacing	Chunking
Leading	7. Session 7: A Personal Action Plan
3. Session 3: Getting in Tune with Yourself	Starting Point
Establishing an Inner Map	Where I Want to Go
What Does Congruency Mean for Me?	How I Will Get There
Achieving Congruency	8. Summary
Deep Breathing	9. Recommended Reading List
4. Session 4: Creating Comprehensive Outcomes	10. Post-Course Assessment
The Elements of a Well-Formed Outcome	

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

- Pre-Work for the Manager
- Pre-Work for the Employee
- Transitioning from Pre-Work to Onboarding Activities
- Creating an Onboarding Plan Template
- Day One
- Week One
- Checking In
- Completing an Informal Review
- Month One
- Example One
- Example Two
- Setting up the Review Meeting
- Semi-Annual and Annual Reviews
- 7. Session 7: Creating an Onboarding Plan
- Background
- Onboarding Plan Template
- 8. Session 8: Customizing the Framework
- Background
- Individual Onboarding Plan
- Activity
- 9. Session 9: Measuring Results
- Measuring Metrics
- 10. Session 10: Branding the Program
- Making the Onboarding Program All Your Own
- Branding River Adventures
- Activity
- 11. Session 11: Onboarding Executives
- Things to Consider
- 12. Session 12: Understanding Employee
- Engagement
- Present or Engaged?
- Facts and Figures
- The 10 C's of Employee Engagement
- 13. Session 13: Ten Ways to Make Your
- Program Unique
- Ten Ways to Make Your Program Unique
- 14. Session 14: Fun and Games
- Let's Get Creative!
- Our Favorite Onboarding Games
- 15. Session 15: Case Study Analysis
- Making Connections
- 16. Session 16: Personal Action Plan
- Personal Action Plan
- Achieving My Goals
- 17. Summary
- 18. Recommended Reading List
- 19. Post-Course Assessment

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

Appraisal Where There Should Be Bonding  
Negative Orientation  
Disregarding the Employee  
Too Much Pressure, Too Late  
Summary  
Making Connections

7. Session 7: Characteristics of a Successful Orientation Process  
Making Connections

8. Session 8: The Commitment Curve  
Defining the Curve  
Understanding the Curve  
Stages of the Curve  
Stage One: Uninformed Optimism  
Stage Two: Informed Pessimism  
Stage Three: Hopeful Realism  
Stage Four: Informed Optimism  
What Can Be Done to Bridge the Commitment Gap?  
Applying the Curve

9. Session 9: Nine Orientation Habits of World-Class Employers  
Habit One: Some Aspects of Orientation  
Start Right Away  
Habit Two: An Orientation Checklist Helps Get Things Done  
Habit Three: On-the-Job Training Includes Coaching or Mentoring  
Habit Four: Orientation is a Process, Not an Event  
Habit Five: Many Stakeholders are Involved  
Habit Six: Orientation Relates Directly to the Organization's Business Plan  
Habit Seven: Orientation is Not Just HR's Responsibility  
Habit Eight: Focuses on Honesty, Not Quantity or Quality  
Habit Nine: Consistency is Maintained

10. Session 10: Obtaining Buy-In  
Obtaining Buy-In

11. Session 11: Employee Training  
Preparing Effective Training  
Hints for Effective Training  
A Final Note  
Addressing Learner Needs and Expectations  
Making Connections  
Learning and Training Styles  
About the Experiential Learning Cycle  
Building and Sustaining Interest  
Repeat Key Points to Aid Retention  
Provide Opportunities for Participation  
Encouraging Participation  
Going the Extra Mile  
Explain the Importance of the Training  
Methodology  
Case Study

12. Session 12: Adult Learning  
Principles of Adult Learning  
Applying the Principles

13. Session 13: Working with External Providers  
Working with External Providers  
Making Connections

14. Session 14: Helping People Make Connections  
Establishing Good Relationships  
Making Connections  
Buddy, Please Help Me Out...

15. Session 15: Creating Employee Manuals  
Introduction  
Body of the Manual  
Appendices and Index

16. Session 16: A Bridge to Onboarding

17. Session 17: A Personal Action Plan  
Starting Point  
Where I Want to Go  
How I Will Get There

18. Summary

19. Recommended Reading List

20. Post-Course Assessment

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

10. Recommended Reading List

11. Post-Course Assessment

# Personal Brand: Maximizing Personal Impact

## Course Overview

Abigail Van Buren, the writer of the Dear Abby advice column, 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 people want to have in life and work. You will consider and define the influence that they can have on their life and work. You 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 skills in areas such as 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 One: Course Overview
  - Learning Objectives
  - Pre-Assignment
  - Pre-Course Assessment
2. Session Two: Importance of a Personal Brand
  - What is in a Brand?
  - Pre-Assignment Review
  - Defining Success
  - Defining Your Traits
  - A Personal Brand
  - Brand Elements
  - Personal Brand Reflection
3. Session Three: Brand Approach to Others
  - Brand Style Assessment
  - Debrief
4. Session Four: Looking at the Outside
  - Dress for Success
  - What Kind of Image is Being Presented?
  - Business Etiquette
  - How One Sounds
5. Session Five: Looking at the Inside
  - Developing Focus and Concentration
  - Developing Confidence
  - Four Steps for Success
  - Framework
  - Role Play
6. Session Six: Setting Goals
  - What Do You Want?
  - Go For It!
  - Identifying Dreams and Setting Goals
  - Getting SMART
  - Being Flexible and Resilient
7. Session Seven: Networking for Success
  - Tips and Tricks
  - Brainstorming
8. Session Eight: Communication Strategies
  - What is Said and What is Heard
  - Communication Situations
  - Rating Listening Ability
  - Listening Assessment
  - Active Listening Skills

9. Session Nine: Building Credibility	Expressing One's No
Defining Credibility	
10. Session Ten: Brand You	14. Session Fourteen: Dealing with
Defining a Brand	Challenging People
Designing My Brand	Getting to the Heart of the Problem
Ready, Set, Draw!	What is Missing?
11. Session Eleven: Living One's Brand	The Three F's
Getting Started	Dealing with Challenging People
Thinking Out Loud	15. Session Fifteen: Presentations and
12. Session Twelve: Managing Social	Meetings
Media Presence	Speak, by all Means!
Managing Social Media Presence	Preparing for Meetings
13. Session Thirteen: Having Influence	16. Personal Action Plan
Persuasion Techniques	17. Course Summary
Negotiation Techniques	18. Recommended Reading List
	19. Post-Course Assessment

# Pest Management

## Course Overview

This course teaches how to identify pests, prevent pests from entering a facility, and treat pest infestations.

## Learning Objectives

- Identify reasons why pests are dangerous for a food facility.
- Understand characteristics of common pests.
- Recognize signs of pests inside a facility.
- Prevent pests from entering the facility.
- Deny food and shelter for common pests.
- Work with a licensed pest control officer for pest problems.
- Store pesticides properly inside a facility.

## Course Outline

1. Session One: Course Overview
  - Learning Objectives
  - Pre-Assignment
  - Pre-Course Assessment
2. Session Two: Identifying and Preventing Pests
  - Types of Pests
  - Identifying Pest Indicators
  - Preventing Entry
  - Denying Food and Shelter

3. Session Three: Treating for Pests
  - Cockroach Case Study
  - Using a Pest Control Officer
  - Choosing a PCO
  - Treatment
  - Using Pesticides
  - Pre-Assignment Review
4. Personal Action Plan
5. Course Summary
6. Recommended Reading List
7. Post-Course Assessment

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

- Adding Safety: 6S
- 6s Roles
- Conduct an Inspection
- 9. Session Nine: Safety Audits
- Audit Primer
- Types of Audits
- Audit Primer

- 10. Session Ten: Adding an Appendix
- The Appendix
- 11. Personal Action Plan
- 12. Course Summary
- 13. Recommended Reading List
- 14. Post-Course Assessment

# Preventing and Responding to Workplace Violence

## Course Overview

Workplace violence is a widespread issue, with studies showing that each year millions of workers experience threats, harassment, or physical assaults on the job. It poses serious risks to the safety, well-being, and productivity of any organization. Understanding how to recognize, prevent, and respond to workplace violence helps create a safer and more respectful environment for all employees.

Leaders play a critical role in reducing risk and responding to workplace violence appropriately. This course will explore the definitions and types of workplace violence, guide you through risk and threat assessments, and provide practical tools for policy development, intervention and de-escalation, and emergency response. You will leave with a clearer understanding of your responsibilities and greater confidence in addressing potential incidents before they escalate.

## Learning Objectives

- Define workplace violence.
- Spot the warning signs for violence.
- Assess the workplace for possible safety and security risks.
- List elements of a workplace violence policy and corresponding programs.
- Understand and apply intervention techniques to prevent and mitigate violence.
- Describe the threat assessment process and steps in the initial response to a threat.
- Demonstrate how to develop a basic emergency response plan.
- Explain the steps and value of a post-incident assessment and debriefing

## Course Outline

1. Session One: Course Overview	Developing a Program
Learning Objectives	6. Session Six: Workplace Design
Pre-Assignment	Security Systems and Personnel
Pre-Course Assessment	Layout Issues with the Acme Widgets
2. Session Two: What is Workplace Violence?	Company
Defining Workplace Violence	7. Session Seven: Intervention Techniques
3. Session Three: Risk Assessment	Early Intervention
The Five Stages	Improving Communication
Risk Assessment for the Acme Widgets	Responding to Anger
Company	Questioning Skills
4. Session Four: Developing a Policy and	8. Session Eight: Immediate Response
Program	Responding to a Threat
The Policy	Case Study
Programs and Procedures	9. Session Nine: Developing Emergency
5. Session Five: Training Programs	Response Plans

Guide to Developing a Plan  
10. Session Ten: After an Incident  
Outcomes and Post-Incident Assessment

11. A Personal Action Plan  
12. Summary  
13. Recommended Reading List  
14. Post-Course Assessment

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

- SWOT Analysis
- SWOT Matrix
- SWOT Checklist
- Individual Analysis
- 10. Session Ten: Making Good Group Decisions
  - Working Toward the Decision
  - Avoiding Fatal Mistakes
  - New, Appeal and Feasibility (NAF)
  - Technique
  - Visualization
  - Benefits Possibilities Concerns (BPC)
  - Technique
- 11. Session Eleven: Analyzing and Selecting Solutions
  - Selecting Criteria
- Creating a Cost-Benefit Analysis
- Making Connections
- 12. Session Twelve: Planning and Organizing
  - Introduction
  - Follow-Up Analysis
  - Evaluate
  - Adapt, Close, and Celebrate
- 13. Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 14. Course Summary
- 15. Recommended Reading List
- 16. Post-Course Assessment

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

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

- 7. Session 7: Closing the Project
  - Closing a Project
  - Other Project Closing Steps
  - Lessons Learned
  - Lessons Learned Final Activity
- 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
- 12. Course Completion

# Project Management Fundamentals

## Course Overview

Project management is not just for construction engineers and military logistics experts anymore. Today, in addition to the regular duties of the jobs of supervisors and managers, they 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 intended to make you familiar 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 a project, including goals and vision statements
- Use project planning tools
- Contribute to creating a Statement of Work

## Course Outline

1. Session One: Course Overview	The Benefits of Projects
Learning Objectives	Case Study: Mary Marvelous
Pre-Assignment	6. Session Six: A Project's Life Cycle
Pre-Course Assessment	Project Phases
2. Session Two: Defining Projects and Project Management	Stages of a Project
What is a Project?	Ensuring a Project Succeeds
Who Are the Key Players?	7. Session Seven: Project Support
3. Session Three: The Role of a Project Manager	Is the Project Worth doing?
Setting Sights	The Priority Matrix
Bringing the Team Together	8. Session Eight: Creating a Vision
Key Skill Areas	The Vision Process
4. Session Four: Aspects of a Project	Making Connections
Projects	9. Session Nine: Project Goals
Eight Aspects of a Project	The Importance of Project Goals
5. Session Five: Personal Benefits of Project Work	Project Goals
	10. Session 10: Using a Target Chart
	Creating a Target Chart
	11. Session Eleven: Preparing a Project

Things to Consider

12. Session Twelve: Detailing the Project

The Statement of Work

Individual SOW

13. A Personal Action Plan

14. Course Summary

15. Recommended Reading List

16. Post-Course Assessment

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

How Are You Going to Deliver Your Message?

Why Are You Delivering This Message?

Putting It Together – The Communication Plan

Communication Plan Activity

Monitoring

6. Session Six: Performance Domain – Team

Key Terms

Team Management

Centralized Management and Leadership Versus Distributed Management and Leadership

Team Management

Leading A Team

The Situational Leadership II® Model

Your Comfort Zone

Servant Leadership

Team Development

High-Performing Teams

Shaping Team Culture

Creating a Safe, Respectful, Non-judgmental Project Environment

Leadership Skills

Exploring Leadership Skills

Leading a Team

7. Session Seven: Performance Domain – Development and Life Cycle

Key Terms

Cadence

Development Approach

Predictive Project Management Approach

Adaptive Project Management Approach

Hybrid Project Management Approach

Selecting a Developmental Approach

Life Cycles and Phases

The Predictive Project Life Cycle

Phase One – Conceptual

Phase Two – Planning

Phase Three – Executing

Phase Four – Closing

Monitoring and Controlling

The Adaptive Project Life Cycle

8. Session Eight: Performance Domain –

Planning

Key Terms

Planning

Delivery

Estimating

Presenting and Adjusting Estimates

Absolute versus Relative Estimating

Flow-based Estimating

Schedules

Task Dependencies

Schedules

Setting a Schedule

Adaptive Scheduling

The Importance of Budgeting

Project Team Composition and Structure

9. Session Nine: Performance Domain –

Project Work

Key Terms

Project Processes

Focus on Lean Project Methods

The Automobile Industry

Lean Project Management Principles

Identifying Waste in Value Stream Mapping

Leading Project Realization

Working with Procurements

Choosing a Vendor

Monitoring New Work and Changes

Learning Throughout the Project

10. Session Ten A: Performance Domain –

Delivery

Key Terms

Delivery of Value

Deliverables

Scope Definition

Steps for Creating the Work Breakdown Structure

Defining a Scope using A Work Breakdown Structure (WBS)

Completion of Deliverables

WBS Dictionary

Moving Targets of Completion

**11. Session Ten B: Performance Domain –**

- Delivery
- Key Terms
- Cost of Quality
- Cost of Quality Activity
- Cost of Change
- Suboptimal Outcomes

**12. Session Eleven: Performance Domain –**

- Measurement
- Key Terms
- Performance Measurement
- Establishing Effective Measures
- Smart KPI
- What to Measure?
- Presenting Information: Dashboards
- Presenting Information: Information Radiators/Big Visible Charts (BVCs)
- Effective Information Radiator/BVC

**13. Session Twelve: Performance Domain –**

- Visual Controls
- Measurement Pitfalls
- Troubleshooting Performance
- Uncertainty
- Key Terms
- Uncertainty
- General Uncertainty
- Ambiguity
- Complexity
- Project Factors Affecting Complexity
- Volatility
- Risk
- Risk Identification
- Risk Response Strategies

**14. Personal Action Plan**

**15. Course Summary**

**16. Recommended Reading List**

**17. Post-Course Assessment**

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

10. Session 10: Project Goals  
Goals with SPIRIT!  
Project Goals  
Making Connections

11. Session 11: Laying Out the Project  
The Statement of Work  
Defined Purpose  
Project Deliverables  
To Be Completed By Proposer's Manager  
Goals and Objectives  
SWOT  
Cost and Schedule Estimates  
List of Stakeholders  
Authority Levels  
Assumptions and Agreements  
The Communication Plan  
Individual SOW  
Project Planning Worksheet  
Time Management  
Cost Controls  
Results Expected  
Approvals  
Writing Reports  
Four Stages in Report Writing  
Basic Formats

12. Session 12: Project Risks  
Risk Tolerance Exercise  
About Risks  
Reducing Risks  
Sources of Risk  
Constraints

13. Session 13: Contingency Planning  
Contingency Planning  
Components of a Contingency Plan

14. Session 14: What Really Needs To Be Done?  
Beginning to Plan  
Preparing a Basic Schedule  
Estimating Time  
Float Time  
Scheduling Checklist  
Activity Scheduling  
Scheduling My Project

15. Session 15: The Work Breakdown Structure  
The Work Breakdown Structure  
Sample WBS

16. Session 16: Planning Tools  
Two Basic Tools  
Milestone Charts  
PERT  
PERT Diagrams  
Along the Critical Path  
Gantt Charts  
The Network Diagram  
Revealing Workflow  
Five Steps to Create a Network Diagram  
More About Network Diagrams  
Network Diagrams Conclusion  
The Flow Chart

17. Session 17: Budgets  
Component Costs  
Budget Methods  
Making Connections  
Costs and Time  
Budget Controls

18. Session 18: Teamwork  
Why is Teamwork Important?  
Building a Winning Team  
Tips for Building a Winning Team

19. Session 19: Developing Teams  
Four Issues to Address with Project Teams  
Checklist for Success  
Team Development  
Forming  
Storming  
Norming  
Performing  
Adjourning

20. Session 20: Teamwork  
Introduction  
Individual Action Steps

21. Session 21: Communication Tips  
Communicating as Project Manager

22. Session 22: Closing Out a Project  
Closing Smoothly

- 23. Session 23: Team Meetings
  - Coordinating Team Meetings
  - During the Meeting
  - Effective Meeting Management
  - Making Committees Work
  - Assigning Work
- 24. Session 24: Presentation Primer
  - Project Management Presentation
  - Presentation Strategies
  - Speaking with Confidence

- 25. Session 25: Project Presentations
  - Preparation Time
  - Evaluation Worksheet
- 26. Session 26: A Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 27. Summary
- 28. Recommended Reading List
- 29. Post-Course Assessment

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

- Planning and Scheduling Your Garden Project
- Tips for Increasing Estimation Accuracy
- 6. Session 6: Resource Breakdown Structure
  - What is a Resource?
  - Resource Breakdown Structure
  - Sample Resource Breakdown Structure
  - Creating the Resource Breakdown Structure
  - Availability and Skills
- Resource Breakdown Structure: Commercial Vegetable Garden
- 7. Session 7: Project Planning Worksheet Planning Worksheet
- 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

# 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	Webinar Marketing Calendar
Learning Objectives	Building Your Calendar
Pre-Assignment	
Pre-Course Assessment	
2. Session Two: The Webinar	6. Session Six: Joint Ventures
What is a Webinar? Why Use Webinars?	Successful Joint Ventures
Pre-Assignment Review	Steps to a Successful Joint Venture
Your Webinar Marketing Objectives	Joint Venture Activity
Marketing Webinars	Joint Venture Promotion
3. Session Three: The Participant	Joint Venture Proposal
Determine a Participant Profile	
The Nine-Step Ideal Participant Profile	7. Session Seven: Landing Pages
Process	Creating a Landing Page
Ideal Participant Profile Activity	Long Version Landing Page
Where Does Your Participant Hang Out?	Short Version Landing Page
4. Session Four: Lead Magnets	Thank-you Email and Registration
What is a Lead Magnet?	Confirmation
Creating a Lead Magnet	Your Turn
The Things to Consider When Choosing a	
Lead Magnet	8. Session Eight: Re-Evaluating
Lead Magnet Outline Activity	Re-Evaluating First Impressions
5. Session Five: Promotion Strategy	9. Personal Action Plan
What is Your Promotion Strategy?	Starting Point
Promo Time Activity	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	Market Profile
Learning Objectives	4. Session 4: The Prospect Dashboard
Pre-Assignment	The Prospect Dashboard and CRM Tools
Pre-Course Assessment	Sample Dashboard
2. Session 2: Pre-Assignment Review	So How Does It Work?
True/False Questions	Dashboard Q & A
A Positive Self-Image	My Prospect Dashboard
Multiple Choice Questions	Planning with the Prospect Dashboard
Reviewing the Assignment	The Purchasing Cycle
3. Session 3: Targeting Your Market	Planning Worksheet
A Narrow Focus	5. Session 5: Setting Goals
Narrowing Your Focus	Setting Goals
Where are Your Customers?	SPIRIT
Common Characteristics	Setting a Goal with SPIRIT!
What Makes Them Buy?	6. Session 6: Why Is Prospecting Important?
Perform an Analysis	Working with Prospects
Listen to Them	Finding Prospects
Are You Listening?	A Little Knowledge Brings Big Benefits!
Summarize	Are You Experienced?
Use Analytical Tools	7. Session 7: Networking
Customer Profile	What is Networking?
Customer Location	How Do You Do It?

- Preparation
- Starting to Mingle
- Walking Into a Room
- What to Do and Say
- Enjoy Yourself and Keep It Going
- Working on the Strategies
- Small Talk
- 8. Session 8: Public Speaking
  - Public Speaking Like a Pro
  - What Signals Are You Sending?
  - Using Our Body Language
  - Your Presentation Style
- 9. Session 9: Trade Shows
  - Before the Show
  - During the Show
  - After the Show
  - Attending a Trade Show
- 10. Session 10: Regaining Lost Accounts
  - Why Do Customers Leave?
  - When Something Goes Wrong
  - What Can I Do About It?
  - Regaining Your Contacts
- 11. Session 11: Warming Up Cold Calls
  - The Magic Number
  - A Cure for Call Reluctance
  - Other Tips for Making Calls
  - Getting Your Message Through
  - Openers
- Creating Your Opener
- Warming Up Cold Calls
- My Cold Call Strategy
- 12. Session 12: The 80/20 Rule
  - Pareto's Principle
  - Applying Pareto's Principle
- 13. Session 13: It's Not Just a Numbers Game
  - Shooting for the Stars
  - Rapport
  - Creating Rapport
  - Relationship Building
  - Building Relationships
  - Respect
  - Showing Respect
- 14. Session 14: Going Above and Beyond
  - 21 Ideas for a Successful Career in Sales
  - Implementing the 21 Ideas
  - Ten Questions to Ask Yourself about Each Prospect
  - Asking the Ten Questions
- 15. Session 15: A Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 16. Summary
- 17. Recommended Reading List
- 18. Post-Course Assessment

# Psychological Health and Safety

## Course Overview

Scientific evidence shows that when businesses adopt policies and programs to address psychological health and safety, costs that are incurred related to psychological health issues are between 15 and 33 per cent lower. Psychological health and safety is a shared responsibility between the individual and the workplace. Safe spaces are best created and supported when individuals take responsibility for their own mental health, and workplaces develop policies and programs tailored to the unique needs of the space and those functioning within it. This course will introduce basic concepts of individual health and wellness and workplace psychological safety to support well-being and effective choices for both the employee and the workplace.

## 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	Case Study
Learning Objectives	Making Connections
Pre-Assignment	5. Session Five: Factors Affecting
Pre-Course Assessment	Psychological Safety
2. Session Two: You and Your Mental Health	Psychosocial Factors
Mental Health Defined	The Physical Connection
Mental and Physical Health	6. Session Six: Creating a Safe Workplace
Mind-Body Connection	Environment
Making Connections	Workplace Assessment
3. Session Three: Personal Mental Health	Engaging Key Personnel
Strategies	Supporting Evolution
Emotional Intelligence	Evaluation and Continuous Improvement
Understanding Emotions	Psychological Safety Plan for the
The EI Blueprint	Workplace
SMART Goals	Making Connections
Planning for Your Mental Well-being	7. Personal Action Plan
4. Session Four: Psychological Safety in the	8. Course Summary
Workplace	9. Recommended Reading List
Psychological Safety Defined	10. Post-Course Assessment
Importance of Psychological Safety	

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

- Speaking in Sound Bites
- The SIM Model
- Timing is Everything!
- Sample Sound Bites
- Getting Creative
- Options When You Have 'No Comment'
- Summary
- 7. Session 7: The Press Release
  - Before You Start
  - Other Options
  - The Basics
  - Give it a Shot
- 8. Session 8: PR and the Crisis
  - Business Continuity and Recovery
  - Setting Priorities
  - Essential Crisis Plan Elements
- Exercising Options
- Press Release
- Reviewing and Revising
- 9. Session 9: Social Media and Public Relations
  - Where It Is
  - Making Connections
  - Monitoring Tips and Tricks
  - Making Connections
- 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

# 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

Oratory Exercise: Practice Paragraph

11. Session Eleven: Overcoming Nervousness

- About Nervousness
- Nervousness Can Have Many Sources
- Putting Yourself in Control
- Mastering Non-verbal Communication

12. Session Twelve: The Five S's

- Five Points for Any Presentation
- Framework Example
- Preparing with the Five-S Pattern

13. Session Thirteen: Start Writing!

- Evidence
- Introductions
- Following the Opening Statement
- Exercise: Beginning a Presentation
- Transitioning to the Body
- Example of a Transition in a Presentation
- Enhancing Your Presentation with Stories, Numbers, and Examples
- Endings
- Making Connections: Think Fast!
- Your Fast Thinking Presentation

14. Session Fourteen: Audience Profile

- Preparing an Audience Profile
- Making Connections: Your Next Presentation

15. Session Fifteen: Your Speaking Voice

Parts of Your Message

Vocal Variety

Paying Attention to Your Voice

Mastering Your Material

16. Session Sixteen: Add Punch to Your Presentation

- The Power of Threes
- Well Known Tripling Examples
- Visual Aids
- Tips for Using Visual Aids
- More Tips for Using Visual Aids
- Analyzing Visual Aids
- Adding Punch Summary
- Lessons Learned

17. Session Seventeen: Your Presentation

- Preparation
- Introduction
- Body
- Conclusion
- Presentation

18. Personal Action Plan

- Starting Point
- Where I Want to Go
- How I Will Get There

19. Course Summary

20. Recommended Reading List

21. Post-Course Assessment

# 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 that 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 One: Course Overview	What is Force Field Analysis?
Learning Objectives	Exercise
Pre-Assignment	Pros and Cons
Pre-Course Assessment	Pros and Cons Activity
2. Session Two: Getting Started	5. Session Five: Understanding Your Audience
What is Speaking Under Pressure?	Understanding Your Audience, Part One
Presentation Preparation	Audience Profiles
Evaluations	Aim, Plan, and Convey
3. Session Three: Planning	Understanding Your Audience, Part Two
Preparing to Plan	Finding Common Ground
What Can You Do for Better Planning?	Practical Application
Presentation Preparation	
Evaluations	
4. Session Four: Force Field Analysis	

- 6. Session Six: Controlling Your Jitters
  - Overcoming Nervousness
  - Sequencing Ideas
  - Presentation
- 7. Session Seven: Making Your Listener Hear You
  - Making Your Listener Hear You
  - Getting Your Message Across
- 8. Session Eight: Key Themes
  - About Key Themes
  - Practical Application
  - Key Sentences
- 9. Session Nine: Key Sentences
  - Preparation
  - Presentation
- 10. Session Ten: Structuring Ideas
  - Three Key Points
  - Why Three Key Points?
  - Aim
  - Concentrate
  - Adapt
  - Depth, Move Forward, Ease
  - Building a Three-Part Plan
  - Practical Application
- 11. Session Eleven: Organization Methods
  - Using Time, Place, and Aspect
  - Here are the Steps to Organizing Your Information.
- Preparation
- Presentation
- Two Additional Plans
- 12. Session Twelve: Interacting with the Audience
  - How the Listener Takes Control
  - The Meaning Behind Our Message
  - Qualities of a Good Voice
  - If the Audience Turns on You
- 13. Session Thirteen: Practice Makes Perfect
  - Two-Minute Talk
- 14. Session Fourteen: Beginnings and Endings
  - Beginnings and Endings
- 15. Session Fifteen: Expanding Your Presentation
  - Expanding Your Presentation
- 16. Session Sixteen: Presentations
  - Preparation
  - Evaluations
- 17. Personal Action Plan
- 18. Course Summary
- 19. Recommended Reading List
- 20. Post-Course Assessment

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

Researching Your Options	Aggregate Evaluations
Issuing the Purchase Order	Categorical Evaluations
Issuing a Change Order	Weighted Evaluations
Invoice Auditing	Controlling Quality
Lessons Learned	Taking Corrective Action
4. Session 4: Purchasing Toolkit	Setting and Monitoring Delivery
Analyzing the Price	Standards
General Economic Issues	Shipment Tracking
About Oligopolies	Is the Contract Breached?
More About Oligopolies	Expediting Orders
Variable-Margin Pricing	Creating Good Working Relationships
Six Categories of Cost	Monitoring Supplier Performance
Analyzing Costs	Developing Performance Improvements
The Scope of Costs	7. Session 7: Analyzing and Reducing Risk in the Supply Chain
Sources for Cost Data	Whose Risk Is It Anyway?
Additional Costs	Applying the Concepts
Evaluating Suppliers	The Digital Marketplace
Evaluation Checklist	Agile Procurement
Supplier Surveys	Case Study
Additional Tools	Using Multiple Suppliers
Negotiation Basics	Building Agility
Key Negotiation Techniques	Case Study
Effective Questions	A Risk Management Focus
Collaboration Techniques	Sample Plan
The Learning Curve	Best Practices
5. Session 5: Managing Competitive Bids	8. Session 8: Managing Internal Relationships
Purchasing Through RFP's and Tenders	Procurement's Role in the Organization
Bidding vs. Negotiation	Where Does Supply Management Fit?
Prerequisites	Spell It Out
Making a Choice	Making Your Mark
Elements of the Analysis	The Evolution of Materials Management
Creating a Contract	The Role of the Purchasing Specialist
Key Elements	Cross-Functional Teams
Ethical Considerations	Challenges with Cross-Functional Teams
Conflicts of Interest	9. Session 9: Tools of the Trade
The Importance of Ethics	Digital Systems
Ethical Standards	Debit, Credit, and Virtual Terminals
Ethical Dilemmas	Supplier Stores
Case Studies	Supplier Delivery System
6. Session 6: Improving Efficiency and Accuracy	Electronic Data Interchange (EDI)
Managing Supplier Performance	

E-Commerce  
The Always-On Marketplace  
E-Sourcing  
The Role of Social Networking  
Tools of the Trade  
Seeking Feedback  
Annual Report Checklist  
Annual Report Tips

Drawing Conclusions  
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

# Regulations and Standards for Food Safety

## Course Overview

This course reviews the food safety standards for food establishments and the government organizations that create and enforce these standards.

## Learning Objectives

- Recognize major federal agencies involved in food safety.
- Understand how local agencies, especially health departments, assist food establishments with food safety.
- Become familiar with the FDA Food Code.
- Know the general process for health department inspections.
- Understand the importance of self-inspections for food safety.

## Course Outline

1. Session One: Course Overview	Pre-Assignment Review: Looking at the FDA Food Code
Learning Objectives	
Pre-Assignment	
Pre-Course Assessment	
2. Session Two: Government Agencies and Standards	3. Session Three: Inspections
Federal Agencies	Process
Local Agencies	Self-Inspections
Finding Your Local Health Department	Reviewing a Self-Inspection Checklist
The FDA Food Code	4. Personal Action Plan
	5. Course Summary
	6. Recommended Reading List
	7. 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	Writing a Draft Outline
Learning Objectives	5. Session Five: Where to Look and What to Look For
Pre-Assessment	Primary vs. Secondary Sources
Pre-Course Assessment	Analyzing Sources
2. Session Two: Why Are Research Skills Important?	6. Session Six: Finding Information the Old-Fashioned Way
Why are Research Skills Important?	Useful Resources
3. Session Three: Basic Skills	Understanding the Dewey Decimal System
Reading and Note-Taking Techniques	7. Session Seven: Researching with the Internet
Get Organized	Finding the Good Stuff
Preview	Preferred Sites
Ask	Analyzing Sources
Read	Mind Mapping
Summarize	8. Session Eight: Getting Ready to Write
Evaluate	Getting Ready to Write
PARSE in Action	9. Session Nine: Putting Pen to Paper
Improving Your Recall	Writing Basics
Key Tips	Documentation Styles
4. Session Four: Planning Your Research Strategy	Citing Sources
A Research Model	Entry Components
Identifying a Focal Point	Putting it Into Practice
A One-Minute Pitch	
Getting Focused	

10. Personal Action Plan

11. Course Summary

12. Recommended Reading List

13. Post-Course Assessment

# 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
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

Creating a Diverse Workplace: Cornerstones	Role Play: Scenario Three
Creating a Diverse Workplace: Knowledge	Role Play: Scenario Four
Creating a Diverse Workplace: Understanding	Role Play: Scenario Five
Creating a Diverse Workplace: Acceptance & Behavior	Role Play: Scenario Six
Showing Acceptance	8. Personal Action Plan
Role Play: Dealing with Disrespectful Behavior	Starting Point
Role Play: Scenario Two	Where I Want to Go
	How I Will Get There
	9. Course Summary
	10. Recommended Reading List
	11. Post-Course Assessment

# 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	General Motors
Learning Objectives	Task One
Pre-Assignment	Task Two
Pre-Course Assessment	
2. Session 2: Understanding Risk	5. Session 5: Responding to Risks
Pre-Assignment Review	Risk Responses
Defining Risk and Risk Management	Key Considerations
Types of Risks	Case Study: General Motors (Part Two)
Examples of Risk	6. Session 6: Resourcing Controls
What is Risk Management?	Identifying and Evaluating Controls
Establishing Your Risk Management	Case Study: General Motors (Part Three)
Context	7. Session 7: Reaction Planning
Key Models	The Worst-Case Scenario
ISO 31000 Standard and Guide 73	Case Study: General Motors (Part Four)
3. Session 3: Risk Management Activities	8. Session 8: Reporting and Monitoring
The Seven R's And Four T's	The Reporting Structure
4. Session 4: Assessing Risk	Reporting and Monitoring Framework
A Risk Assessment Process	Reporting Checklist
Sample Template	Monitoring Checklist
Identifying Risks	9. Session 9: Reviewing and Evaluating the
Evaluation Method	Framework
	A Review Checklist

Scaling the Program  
Back at Work  
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

# Safe Facilities and Equipment

## Course Overview

This course reviews how to design a facility to minimize food hazards, including choosing safe materials and equipment.

## Learning Objectives

- Understand why facility design impacts food safety.
- Apply design principles to design a facility's layout.
- Know what materials are recommended for flooring, walls, and ceilings.
- Understand requirements for specific areas of a facility, including restrooms and storage areas.
- Select equipment appropriate for a food service facility.
- Understand requirements for different types of equipment, including prohibited materials.
- Know the basics for maintaining utility systems.

## Course Outline

1. Session One: Course Overview	Pre-Assignment Review
Learning Objectives	Flooring Materials
Pre-Assignment	Wall and Ceiling Material
Pre-Course Assessment	Other Areas
2. Session Two: Facility Design	3. Session Three: Equipment Care
Layout and Materials	Equipment Selection and Installation
Design	Utilities
"Zone" Approach	4. Personal Action Plan
"Assembly Line" Approach	5. Course Summary
Adapting Design	6. Recommended Reading List
	7. Post-Course Assessment

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

# Safe Preparation of Food

## Course Overview

This course reviews how to prepare food safely. This includes thawing, cooking, cooling, and reheating.

## Learning Objectives

- Understand general and specific preparation practices.
- Recognize TCS and ready-to-eat foods.
- Know the correct methods to thaw foods.
- Identify the minimum internal cooking temperatures for TCS foods.
- Identify methods and requirements for cooling TCS foods.
- Understand requirements to reheating foods for immediate service or hot holding.
- Know requirements for hot holding with and without temperature control.

## Course Outline

1. Session One: Course Overview	Pre-Assignment Review
Learning Objectives	Cooking Review
Pre-Assignment	Other Cooking Guidelines
Pre-Course Assessment	3. Session Three: Cooling and Reheating
2. Session Two: Preparing and Cooking	Cooling
Preparation Guidelines	Cooling Methods
High Risk Food	Cooling Food Exercise
High Risk Populations	Reheating
Specific Preparation Guidelines	Hot Holding
Thawing	Holding without Temperature
Thawing Overview	Control
Refrigeration	Temperature Review
Running Water	4. Personal Action Plan
Microwave	5. Course Summary
Cooking Process	6. Recommended Reading List
Cooking	7. Post-Course Assessment

# Safe Purchasing and Receiving Practices

## Course Overview

This course reviews how to purchase and receive food safely. These practices will keep food safe from contamination.

## Learning Objectives

- Identify approved suppliers.
- Communicate with suppliers.
- Understand worker responsibilities while receiving incoming shipments.
- Inspect incoming food for signs of temperature abuse or other contamination.
- Identify when to reject food shipments.
- Understand how to store food safely.

## Course Outline

1. Session One: Course Overview	Inspection Guidelines
Learning Objectives	Temperature Requirements
Pre-Assignment	Packaging
Pre-Course Assessment	Reviewing Inspection Guidelines
2. Session Two: Purchasing Food	Documentation
Suppliers	Quality
Working with a New Supplier	Accept or Reject?
New Supplier Role-Play	Storage Practices
Communication is Key!	Reviewing Storage Practices
Pre-Assignment Review	4. Personal Action Plan
3. Session Three: Receiving Food	5. Course Summary
Receiving Process	6. Recommended Reading List
	7. Post-Course Assessment

# Safe Storage of Food

## Course Overview

This course reviews how to store food safely. This includes storage location, date marking, and rotating food.

## Learning Objectives

- Understand how to label food correctly.
- Know how to properly date mark food.
- Know how to use the first-in, first-out method.
- Identify practices to prevent cross-contamination during storage.
- Understand general and specific guidelines for storing different foods.

## Course Outline

1. Session One: Course Overview	Date Marking Practice
Learning Objectives	3. Session Three: Storage Guidelines
Pre-Assignment	Preventing Cross-Contamination
Pre-Course Assessment	Storage Location
2. Session Two: Labeling and Date	Storage Containers
Marking	Cleaning
Labeling	Storage Guidelines Review
Food Used On-Site	Specific Storage Guidelines
Food Packaged for Retail Sale	Pre-Assignment Review
Real Life Examples of Labeling	4. Personal Action Plan
Package Labels	5. Course Summary
Date Marking	6. Recommended Reading List
Rotation	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

1. Session One: Course Overview	The Three Methods
Learning Objectives	Hazard Resolution for the Acme Widget Company
Pre-Assignment	
Pre-Course Assessment	
2. Session Two: Defining a Safety Culture	7. Session Seven: Taking Proactive Measures
Defining a Safety Culture	Hiring for Safety
A Safety Culture	Safety Training
How Does Safety Apply to Me?	A Word about Adult Learning
3. Session Three: Governing Bodies and Resources	Alternatives to Training
Gathering Resources	8. Session Eight: Identifying Groups at Risk
Governing Agencies	Identifying Groups at Risk
Other Resources	9. Session Nine: Writing a Safety Plan
4. Session Four: Getting Started	Elements of the Plan
Creating a Safety Committee	Additional Tips
The Safety Committee's First Meeting	10. Session Ten: Implementing the Plan
5. Session Five: Identifying Hazards	Implementing the Plan: Getting Started
The Hazard Identification Process	Implementing the Plan: Empowering Employees
Common Hazards	Challenges and Solutions
Reviewing Hazards	11. Session Eleven: Incident Management
Hazard Identification for the Acme Widget Company	Case Study
6. Session Six: Resolving Hazards	Responding to Incidents
	Documenting Incidents
	Investigating Incidents

- The Safety Investigation Process
- Near Misses
- 12. Session Twelve: Reviewing the Program
- Review Process
- 13. Personal Action Plan
- Starting Point
- Where I Want to Go
- How I Will Get There
- 14. Course Summary
- 15. Recommended Reading List
- 16. Post-Course Assessment

# Self-Leadership

## Course Overview

Self-leadership includes taking responsibility for one's outcomes, setting direction for one's life, and having tools to manage priorities. Self-leaders work at all levels of an organization: They are front-line workers, middle managers, and CEOs. Self-leaders such as 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 is necessary to get the results they want. This course will help you internalize the four pillars of self-leadership and to make meaningful, empowered choices while taking action to get where you 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 One: Course Overview	Lifelong Learning
Learning Objectives	Making Connections
Pre-Assessment	6. Session Six: Motivation for Optimists
Pre-Course Assessment	Motivation from Within
2. Session Two: What is Self-Leadership	Creating a Motivational Climate
Defining Self-Leadership	The Value of Optimism
Four Pillars of Self-Leadership	ABC's of Optimism
3. Session Three: Knowing Oneself	Pessimism vs. Optimism
Creating a Personal Vision Statement	Adversities
Identifying Dreams and Setting Goals	7. Session Seven: Using What Someone
Getting Goals on Paper	Knows
Setting Up For Success	Emotional Intelligence
4. Session Four: Change Management	8. A Personal Action Plan
Control and Change	9. Summary
5. Session Five: Thinking About Behavior	10. Recommended Reading List
One's Behavior	11. Post-Course Assessment
Self-Reflection Exercise	



# Self-Management and Productivity

## Course Overview

Strong self-management skills and productivity enable individuals to effectively prioritize tasks, regulate emotions, and manage their time. This course will help students take control of their time and energy to achieve their professional goals. They will learn the basics of self-management, explore the science of habits and routines, and discover techniques to boost their productivity. Through hands-on activities and reflection, participants will identify challenges, build better habits, and create a plan for long-term success..

## Learning Objectives

- Understand the core principles of self-management and productivity.
- Apply practical techniques for enhancing self-management skills and productivity, including goal setting and task prioritization methods.
- Manage time and energy efficiently to meet goals and complete tasks.
- Leverage tools and technology to boost productivity.
- Use emotional regulation and stress management methods to improve well-being and performance.
- Develop a plan for strengthening self-management skills and productivity.

## Course Outline

1. Session One: Course Overview	Leveraging Productivity Applications
Learning Objectives	6. Session Six: Applying Emotional
Pre-Assignment	Regulation Techniques
Pre-Course Assessment	Why It Matters
2. Session Two: Foundations of	Mindfulness and Stress Management
Self-Management and Productivity	7. Session Seven: Building Accountability
Understanding Self-Management	Systems
The Science of Productivity	Staying Accountable
3. Session Three: Improving Productivity	8. Session Eight: Planning for Long-Term
Identifying Productivity Barriers	Productivity
Goal Setting and Prioritization	Creating an Action Plan
Techniques	9. Personal Action Plan
Time Management Strategies	10. Course Summary
4. Session Four: Overcoming	11. Recommended Reading List
Procrastination	12. Post-Course Assessment
Addressing Procrastination	
5. Session Five: Using Tools and technology	

# Selling Smarter

## Course Overview

It is 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 backslapping, high pressure, joke-telling salesperson has disappeared. In their place is a new generation of sales professionals: highly trained 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 objectives and develop strategies for accomplishing them
- Understand productivity techniques and adopt them to optimize time usage
- Identify ways to find new clients and network effectively

## Course Outline

1. Session One: Course Overview	The Path to Efficiency
Learning Objectives	
Pre-Assignment	
Pre-Course Assessment	
2. Session Two: Selling Skills	Session Seven: Customer Service
Essential Skills	Customer Service
Consultative Selling	
3. Session Three: The Sales Cycle	Session Eight: Selling More
The Sales Cycle	Enhancing Sales
Initiate	Values
Build	Making Connections
Manage	
Optimize	
4. Session Four: Framing Success	Session Nine: Major Mistakes
The Power of the Mind	The Ten Mistakes
Optimism	
5. Session Five: Setting Goals	Session Ten: Finding New Clients
Setting Good Goals	Finding New Clients
6. Session Six: The Path to Efficiency	Networking
	Session Eleven: Selling Price
	Selling Price
	Session Twelve: Personal Action Plan
	Session Thirteen: Course Summary
	Session Fourteen: Recommended Reading List
	Session Fifteen: Post-Course Assessment

# Serving Food Safely

## Course Overview

This course covers how to keep food safe during service. This includes holding, self-service operations, off-site service, and general guidelines for serving food.

## Learning Objectives

- Hold time/temperature for safety (TCS) food at correct temperatures.
- Understand how to keep food safe during temperature holding.
- Keep food safe from contamination by customers during self-service operations.
- Keep food safe during off-site service, including delivery, catering, and mobile kitchens.
- Understand serving guidelines for service and kitchen staff.

## Course Outline

1. Session One: Course Overview	Catering Guidelines
Learning Objectives	Mobile/Temporary Kitchens and Vending
Pre-Assignment	Machines
Pre-Course Assessment	Food Holding Scenarios
2. Session Two: Holding Food	3. Session Three: Serving Food
Food Holding Guidelines	Guidelines for Serving Staff
Holding Without Temperature Control	Waiter/Waitress Practice
Self-Service	Guidelines for Kitchen Staff
Bulk Food	4. Personal Action Plan
Off-Site Service	5. Course Summary
Delivery and Catering	6. Recommended Reading List
	7. Post-Course Assessment

# 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  $\sigma$ ). 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

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

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

- Eight Essentials to Defining a Problem  
Summary
- 5. Session 5: Resourcefulness  
Self-Fulfilling Prophecy  
Characteristics of Resourcefulness
- 6. Session 6: Feedback  
Giving and Receiving Feedback  
Giving Feedback  
Receiving Feedback  
Feedback Interviews  
Simulated Feedback Session
- 7. Session 7: Self-Confidence  
What does Self-Confidence Look Like?  
Building Self-Confidence  
Step 1: Know Who You Are  
Your Individual SWOT Analysis  
Individual SWOT Analysis
- Step 2: Know Where You Want To Go  
Step 3: Make a Doable Plan To Get There
- 8. Session 8: Creative Thinking  
Methods for Creative Thinking  
Other Methods  
Creative Thinking Exercise
- 9. Session 9: Emotional Intelligence  
History of Social and Emotional Intelligence  
Defining Social and Emotional Intelligence
- 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

# Social Media Marketing

## 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	Utilization Guidelines
Learning Objectives	What is the Value?
Pre-Assessment	Expanding a Digital Presence
Pre-Course Assessment	Making Connections
2. Session Two: Getting Started	6. Session Six: Building a Social Media Team
What is Social Media?	Building the Team
Pre-Assessment Review	The Community
3. Session Three: Understanding the Marketing Mix	7. Session Seven: Using Social Media for Internal Communities
The Five P's and Social Media	Does it Mean Everyone is Online All the Time?
Making Connections	Make it Work
4. Session Four: Developing a Social Media Marketing Strategy	8. Session Eight: analyzing the Impact with Metrics
Components of a Social Media Marketing Strategy	Useful Metrics
How to Create a Social Media Marketing Strategy	Understanding Metrics
Best Practices	Timing is Everything
5. Session Five: Developing a Social Media Plan	9. Session Nine: Keeping on Top of the Trends
Difference Between Strategy and Plan	The Times are A-Changing
Things to Think About	10. Session Ten: Damage Control
	Case Studies
	What to Do

- 11. Session Eleven: Using Facebook
  - Getting Started
  - Building a Community
  - Facebook Groups
- 12. Session Twelve: Using LinkedIn
  - LinkedIn Essentials
  - Utilizing LinkedIn for Business Goals
- 13. Session Thirteen: Using X
  - The Basics
  - Getting Started
  - Making It Memorable
  - Using Lists
- 14. Session Fourteen: Building a Blog
  - To Blog or Not to Blog?
  - Blog Rules
- Help People Find the Blog
- Planning a Blog
- Vlogs And YouTube
- 15. Session Fifteen: Using Specialty Sites
  - Specialty Sites
- 16. Session Sixteen: Using Social Media Management Tools
  - Social Media Management Tools
- 17. Session Seventeen: Launching the Plan
  - Pulling Everything Together
  - Preparing For Delivery or Upgrade
- 18. Personal Action Plan
- 19. Course Summary
- 20. Recommended Reading List
- 21. Post-Course Assessment

# 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	Who Do You Know? What It's All About Expanding Your Circle Other People's Content
Learning Objectives	
Pre-Assignment	
Pre-Course Assessment	
2. Session 2: Defining Social Selling	Making Connections Blog Post: Think You Can Ignore a Cracked or Pitted Windshield? Question
It Is What It Is	
The Relationship Between Social Media and Sales Professionals	
Pre-Assessment Review	
Getting Clear	
What's Your Purpose?	
Case Study	
3. Session 3: Doing Your Research	Helping Your Sales Team Flourish What About You? Defining Yourself
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	Coaching Your Team Listen and Learn Case Study Getting in Touch
	6. Session 6: Leveraging Technology Diving In Social Platforms – LinkedIn Getting Started

- Social Platforms – Twitter
- Knowing When You're There
- Summary
- Social Platforms – The Beauty of Pictures
- 7. Session 7: Measuring the Results
  - Measuring Social Media
  - Your CRM
- 8. Session 8: Keep Going Forward
  - Keep Moving
  - 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
- 12. Post-Course Assessment

# Story Marketing for Small Businesses

## Course Overview

Cultures, both ancient and modern, have strong storytelling traditions. Human 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 a small business: tools to use, storytelling basics, and how to write and refine a company’s story for marketing to its 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 customers
- Refine their company brand for story marketing
- Discover and build your own story
- Polish your story for maximum results

## Course Outline

1. Session One: Course Overview	5. Session Five: Refining Your Brand
Learning Objectives	Understanding Your Company
Pre-Assessment	Identifying Your Message
Pre-Course Assessment	Strengthening Your Brand
2. Session Two: Story Marketing Toolkit	6. Session Six: Building Your Story
Your Message	Show and Tell
Your Inspiration	Parts of Your Story
Your Toolkit	Plan for Success
3. Session Three: Storytelling Essentials	Writing Your Story
What Exactly is a Story?	7. Session Seven: Polishing Your Story
Story for Your Brand	Polishing a Rough Draft
The Truth Test	The Editing Process
4. Session Four: Connecting with Customers	Editing Checks
Connecting with Customers	Peer Review
It is About the Customer	8. Personal Action Plan
Understanding Your Customers	9. Course Summary
Brainstorming	10. Recommended Reading List

## 11. Post-Course Assessment

# Strategic Planning

## Course Overview

Imagine an individual is preparing to leave for a trip. Are they likely to reach their destination if they have no clear plan on how to travel there? For a company, a strategic plan accomplishes the same goals as a trip itinerary; it establishes direction and details measurable goals, creating a roadmap to follow. Businesses that do not have a strategic plan can suffer from low productivity and morale, high staff turnover rates, and decreased profits.

This course will help you avoid these types of problems by putting a plan in place that describes a vision for the future, along with clear goals and objectives. Through this course, you will craft a strategic roadmap, helping you drive long-term success within your organizations.

## 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 a strategy map and balanced scorecard, can help with developing a strategic plan.

## Course Outline

1. Session One: Course Overview
  - Learning Objectives
  - Pre-Assignment
  - Pre-Course Assessment
2. Session Two: Understanding Strategic Planning
  - What is Strategic Planning?
  - Making Connections
  - Pyramid Structure
3. Session Three: Identifying Our Values
  - Pre-Assignment Review
  - Creating Value Statements
4. Session Four: Designing the Vision
  - The Vision Process
  - Defining the Vision
5. Session Five: On a Mission
  - Defining the Mission Statement
  - Designing a Mission Statement
6. Session Six: Performing a SWOT Analysis
  - What is a SWOT Analysis?
  - Individual Analyses
  - SWOT Ratings
7. Session Seven: Setting Goals
  - Fitting into the Plan
  - SMART Goals
  - Getting Into It
8. Session Eight: Assigning Roles, Responsibilities, and Accountability
  - Who Does What and When?
  - Establishing Priorities

<p>Problem Solving in Action</p> <p>9. Session Nine: Gathering Support</p> <p>Reviewing the Plan</p> <p>Putting it Into Practice</p> <p>10. Session Ten: Making the Change</p> <p>Control and Change</p> <p>The Three Phases</p> <p>Insights</p> <p>11. Session Eleven: Presenting the Plan</p> <p>Formats</p>	<p>Creative Considerations</p> <p>12. Session Twelve: Anticipating Problems</p> <p>Planning for Problems</p> <p>Ensuring Success</p> <p>Balanced Scorecard</p> <p>13. Session Thirteen: Creating a Plan</p> <p>Test Driving</p> <p>14. Personal Action Plan</p> <p>15. Course Summary</p> <p>16. Recommended Reading List</p> <p>17. Post-Course Assessment</p>
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# 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

- Sample Log
- Finding Solutions
- 7. Session 7: Time Management Tips
  - Brainstorming Some Great Ideas
- 8. Session 8: Stress at Home
  - Budgeting Basics
  - Finding Resources
  - The Everyday Stuff
  - Meal Planning
  - Organization Tips
- 9. Session 9: Drainers and Fillers
  - Personal Drainers
  - Personal Fillers
- 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

# 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-Assessment
  - 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
  - Adjusting Your Attitude
  - Some Facts about Attitude
  - Overcoming the Fear of Change
  - Understanding Resiliency
  - Applying the Five Keys
  - Pre-Assignment Review Reflection
- 8. Session Eight: Coping with Reactions to Change
  - Stress Management
  - Dealing with the Stress
- 9. Session Nine: Delivering Your Message
  - Delivering a Clear Message
  - Check for Understanding
- 10. Session Ten: Action Plan
  - Developing an 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

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

- 9. Session Ten: Essentials For Success  
What Makes A Good Trainer
- 10. Session Eleven: Do's And Don'ts For New  
Trainers  
Do's  
Don't

- 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

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

- Descriptions of the Team Player Types
- What is Important?
- My Team Style
- 14. Session Fourteen: The Trust/Relationship Model
  - Model Overview
- 15. Session Fifteen: Lateral and Vertical Thinking
  - The Importance of Lateral Thinking
  - Lateral Thinking vs. Vertical Thinking
- 16. Session Sixteen: Creative Team Thinking
  - Creative Thinking Methods
  - Limitations of Brainstorming
  - Brainwriting
  - Brainstorming and Brainwriting
  - More Methods
  - Creative Thinking Exercise
  - Favorite Method Selection
  - Idea Organization
- 17. Session Seventeen: Team Shaping Factors
  - The Four Factors
  - The Conference
  - The Scenario
  - Team Leader's Worksheet
- 18. Session Eighteen: Solving Problems
  - Problem-Solving Model Overview
  - Problem-solving Practice
  - Getting Creative
- Phase One
- Perception
- Analysis
- Phase Two
- Creative Thinking Methods
- Phase Three
- Planning and Organizing
- 19. Session Nineteen: Interventions for Team Leaders
  - Problems and Solutions
  - Case Study
- 20. Session Twenty: Resolving Conflict
  - Ways to Resolve Conflict
  - Resolving Internal Conflict
  - Preventing Internal Conflict
- 21. Session Twenty-One: SWOT Analysis
  - The Meaning of SWOT
  - Case Study
- 22. Session Twenty-Two: Developing Team
  - Action Plans
  - Planning Tools
  - Making Your Team Improvement Plan
  - Intention vs. Actions
  - Action Planning Chart
- 23. Personal Action Plan
- 24. Course Summary
- 25. Recommended Reading List
- 26. Post-Course Assessment

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

- Listening at Work
- Zero in on the Matter at Hand
- The Mission – To Listen
- Plotting Your Score
- Ten Ingredients for Good Communication
  - Ingredient 1: Your Greeting
  - Ingredient 2: Vocabulary
  - Ingredient 3: Choice of Words
  - Ingredient 4: Stop Speaking
  - Ingredient 5: Control Your Enthusiasm
  - Ingredient 6: Think then Speak
  - Ingredient 7: Who Are You Speaking To?
  - Ingredient 8: Act on Your Words
  - Ingredient 9: Ask to Understand
  - Ingredient 10: Paraphrase
- Using the Ingredients
  - Asking Good Questions
  - Closed Questions
  - Open Questions
  - Probing
  - Probing Question Techniques
- 9. Session 9: Developing Your Script
  - The Basic Script
  - Speaking With Customers
  - Warm Up the Cold Call
  - Basic Script
  - Basic Script Summary
  - Sample Script
  - Making the Script Yours
  - Notes on Using the Script
  - Customizing the Basic Script
  - Polishing the Script
- My Script
- 10. Session 10: Pre-Call Planning
  - Pre-Call Planning
- 11. Session 11: Phone Tag and Call Backs
  - Call Tracking Plans
  - Voice Mail Option 1: The Referral
  - Voice Mail Option 2: The Third-Party Message
  - Voice Mail Option 3: The Warm Cold Caller
  - Voice Mail Option 4: The Straight-Ahead Pitch
  - Voice Mail Tips
- 12. Session 12: Following Up
  - Missed Opportunities?
  - Creating a Template
- 13. Session 13: Closing the Sale
  - Asking for the Sale
  - Clearing Away Objections
  - Closing the Sale
  - Example Closing Strategies
  - Using Closing Techniques
  - Persistence Pays Off
  - Thank You Notes
- 14. Session 14: A Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 15. Summary
- 16. Recommended Reading List
- 17. Post-Course Assessment

# 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

<p>Suggestions to Maximize Planning and Prioritizing</p> <p>8. Session 8: Active Listening Techniques</p> <ul style="list-style-type: none"><li>About Active Listening</li><li>Key Listening Skills</li><li>Responding to Feelings</li><li>Reading Cues</li><li>Demonstration Cues</li><li>Tips for Becoming a Better Listener</li></ul> <p>9. Session 9: Communication Skills</p> <ul style="list-style-type: none"><li>Questioning Skills</li><li>Open Questions</li><li>Closed Questions</li><li>Opening Up Our Questions</li><li>Probing Techniques</li><li>Pushing My Buttons</li><li>What Is Said and What Is Heard</li><li>Managing Our Non-Verbal Messages</li></ul> <p>10. Session 10: Giving Feedback</p> <ul style="list-style-type: none"><li>Six Characteristics of Effective Feedback</li><li>Skill Building</li><li>Receiving Feedback</li></ul> <p>11. Session 11: Giving Instructions</p> <ul style="list-style-type: none"><li>Understanding Learning Styles</li><li>Obstacles to Effective Instructions</li></ul> <p>12. Session 12: Orders, Requests, and Suggestions</p> <ul style="list-style-type: none"><li>Defining the Terms</li><li>Requests</li></ul>	<p>Suggestions Making Connections</p> <p>13. Session 13: Managing Conflict</p> <ul style="list-style-type: none"><li>The Conflict Resolution Process</li><li>When To Get Involved</li><li>Breaking Down the Process</li></ul> <p>14. Session 14: Managing Challenging Situations</p> <ul style="list-style-type: none"><li>Steps for a Difficult Conversation</li><li>Step 1: Make Sure the Receiver is Ready</li><li>Step 2: State Your Purpose</li><li>Step 3: Ask For Their Story</li><li>Step 4: Tell Your Side</li><li>Step 5: Get to The Third Side</li><li>Step 6: Evaluate the Three F's</li><li>Step 7: Create an Action Plan, If Appropriate</li><li>Step 8: Follow Up</li><li>Case Studies</li></ul> <p>15. Session 15: Dealing with Others</p> <ul style="list-style-type: none"><li>Understanding Your Relationships</li><li>Establishing Credibility</li></ul> <p>16. Session 16: A Personal Action Plan</p> <ul style="list-style-type: none"><li>Starting Point</li><li>Where I Want to Go</li><li>How I Will Get There</li></ul> <p>17. Summary</p> <p>18. Recommended Reading List</p> <p>19. Post-Course Assessment</p>
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# The Importance of Peer-to-Peer Recognition

## Course Overview

Research shows that appreciation and recognition for one's work is essential for employee satisfaction. It fulfills a basic human need to feel seen by others. When employees receive that acknowledgement, it often comes from managers and supervisors. Although this is important, peer-to-peer recognition also plays a crucial role in creating a supportive and productive workplace. Peer-to-peer recognition is when team members celebrate each other's efforts and accomplishments, creating a culture where people feel valued.

Workplaces that encourage employees to practice gratitude for the contributions of co-workers often see positive results, such as increased employee engagement and lower turnover.

This course will underline the value of peer-to-peer recognition and provide practical strategies for recognizing the contributions of colleagues.

## Learning Objectives

- Explain why peer-to-peer recognition is important for individual motivation and team culture.
- Recognize the contributions of their colleagues in effective and meaningful ways.
- Identify different ways organizations can embed peer acknowledgment and celebration into their workplace culture.
- Describe how some businesses are using structured peer recognition systems, and list strengths and weaknesses of formal programs.
- Understand the structure of a strong peer acknowledgement and use it to go beyond vague, generic praise.
- Create guidelines for effective peer recognition in the workplace.
- Design a team ritual that helps sustain a culture of appreciation.
- Commit to simple actions that make recognition part of their regular work habits.

## Course Outline

1. Session One: Course Overview
  - Learning Objectives
  - Pre-Assignment
  - Pre-Course Assessment
2. Session Two: Defining Peer-to-Peer Recognition
  - Recognizing the Value
  - Types of Recognition
  - Case Studies
  - Micro-Planning Moment
3. Session Three: Giving and Receiving Recognition
  - Using the Right Words
  - Practicing Effective Recognition
  - Micro-Planning Moment
4. Session Four: Meeting Agreements
  - Meeting Agreements
5. Session Five: Action Planning
  - Pulse Check
  - Drafting a Plan
6. Personal Action Plan

- 7. Course Summary
- 8. Recommended Reading List

- 9. Post-Course Assessment

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

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

Mostly D's – Resourceful Artisans  
What's Important?  
The Experiential Learning Cycle  
Kolb's Learning Cycle  
Modifying Our Approach  
The Authentic Idealist Learning Style  
The Inquiring Rational Learning Style  
The Resourceful Artisan Learning Style  
The Organized Guardian Learning Style

8. Session 8: Applying the Learning Cycle  
The Four-Stage Cycle  
Example  
Making Connections  
Individual Exercise

9. Session 9: Extroverts and Introverts  
Introversion/Extroversion Survey  
Questionnaire  
Case Study: Ashley and Holly  
Lessons to Learn  
Typical Workshop Participants

10. Session 10: The Training Process  
Process in Brief  
When is Training Necessary?  
Three Steps to an Efficient Needs Analysis:  
Overview  
Isolating  
Steps in ICE  
Consulting  
Evaluating  
When is Training Not Appropriate?  
Help! I Need a Template!

11. Session 11: Planning Training  
Developing Objectives  
Determining Objectives  
Considerations When Writing Objectives  
Types of Objectives  
Setting the Scope  
Writing Tips  
Verbs for Writing Clear, Concise Training  
Objectives  
Writing Objectives  
Researching Content

Planning an Interactive Program  
12. Session 12: Choosing Training Methods  
Choosing the Right Method  
Overview of Common Training Methods  
Summary  
Environmental Concerns  
Individual Exercises

13. Session 13: Designing a Learning Sequence  
The Model  
Sample Sequences

14. Session 14: Adding Games  
The Value of Games  
Choosing the Right Game  
Facilitator Responsibilities

15. Session 15: Setting the Climate  
Creating Atmosphere

16. Session 16: Presentation Skills  
Limitations of Telling  
Limitations of Showing  
Overcoming Nervousness  
Using Non-Verbal Communication  
The Appropriate Distance between You and  
the Audience  
Stand Erect  
Consider Your Appearance  
Move About and Use Gestures  
Control Your Facial Expressions and  
Mannerisms  
Maintain Eye Contact  
Using Notes  
Managing the Question and Answer Period  
General Guidelines  
Tips for Stunning Visuals  
Tips for Success  
Typography Tips and Tricks  
Types of Visual Aids  
A Word about Flip Charts

17. Session 17: Dealing with Difficult Trainees  
Big Talkers  
The Kidder  
Exhausted and Droopy  
Not Into It!

- Poor Follow-Through on Assignments
- Failure to Arrive/Return from Breaks on Time
- Whisperers
- 18. Session 18: On-the-Job Training
  - Essentials of On-the-Job Training
  - Step 1: Job Breakdown
  - Step 2: Demonstration
  - Step 3: Have the Trainee Do the Job (Supervised)
  - Step 4: Follow Up
  - One-on-One Peer Training
  - Hands-On Training
  - Coaching
- 19. Session 19: Training Presentations
  - Training Preparation Worksheet
- 20. Session 20: Designing Evaluations
  - Effective Evaluations
  - Examples
  - Evaluation Techniques
- 21. A Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 22. Summary
- 23. Recommended Reading List
- 24. Post-Course Assessment

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

- A Brief History
- The Leadership Formula
- Where We Want To Be
- Direction and Support
- Case Studies
- Situation Two
- Situation Three
- Situation Four
- 8. Session 8: The Situational Leadership Model
  - The Situational Leadership II® Model
  - Director's Style
  - Coach's Style
  - Supporter's Style
  - Delegator's Style
  - Understanding Your Comfort Zone
  - Our Comfort Zone
  - The Cyclical Process
- 9. Session 9: What's Your Type? How About Mine?
  - Assessing Your Preferences
  - Identifying Your Characteristics and Preferences
  - Example
  - 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?
  - Making Connections
- 10. Session 10: Team Building Tips
  - What is a Team?
  - What Does That Mean?
  - Advantages and Disadvantages of Teams
  - The Advantages of Teams
  - How Can Teams Help Employees Grow?
- 11. Session 11: Developing a High-Performing Team
  - The Five Stages of Team Development
  - Forming
  - Storming
  - Norming
  - Performing
  - Adjourning
  - How Can I Help?
  - Team Problem Solving
  - Tips for Effective Leadership
  - Characteristics of Team Players
- 12. Session 12: Communication Skills
  - Defining Communication
  - Making Connections
  - Communication Barriers
  - Active Listening Skills
  - Responding to Feelings
  - Reading Cues
  - Demonstration Cues
  - Tips for Becoming a Better Listener
  - Making Connections
  - Building Relationships with Questions
  - Open Questions
  - Closed Questions
  - Opening Up Questions
  - Probing Techniques
  - Verbal and Non-Verbal Probes
  - Probing Techniques
  - The Communication Process
  - Breaking Down the Process
  - Tips and Tricks
- 13. Session 13: Motivating Employees
  - To Motivate or Instigate
  - The Carrot
  - The Whip
  - The Plant
  - What Do You Think?
  - Making Connections
- 14. Session 14: Orientation and Onboarding
  - The First 48 Hours
  - Orientation
  - Onboarding
  - How Did Your Orientation Rate?
  - Questions

- 15. Session 15: Training Tips and Tricks
  - Guidelines for Effective Training
  - Developing Your Training Skills
- 16. Session 16: Providing Feedback
  - The Purpose of Feedback
  - In Private
  - Balanced
  - Relevant
  - Specific
  - Documented
  - Personal (In the Right Way)
  - Skill Building
  - Receiving Feedback
- 17. Session 17: Doing Delegation Right
  - Delegation is a Key Skill!
  - Defining Responsibility and Accountability
  - Defining Delegation
  - Making Connections
- 18. Session 18: Dealing with Conflict
  - Process Overview
  - Deciding When To Get Involved
  - The Problem Solving Model
  - Breaking Down The Model
  - Background Information
  - Team Leader's Worksheet
- 19. Session 19: Managing Disciplinary Issues
  - What is Discipline?
  - The Disciplinary Meeting
  - A Sample Discipline Checklist for a Supervisor
- 20. Session 20: A Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 21. Summary
- 22. Recommended Reading List
- 23. Post-Course Assessment

# 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
  - Case Study: What Should Sheila Do?

- 8. Session Eight: Scheduling
  - Organize Your Time
  - Creating a Schedule
- 9. Session Nine: Putting an End to
  - Procrastination
  - Eating the Frog
- 10. Session Ten: Creating Order
  - Decluttering
  - Making Connections
  - Organizing Your Work Area and Your Paperwork
  - Guidelines for Keeping a Piece of Paper
- 11. Session Eleven: Organizing Your Files
  - Sorting Based on File Type
  - File Categories
- 12. Session Twelve: Managing Your Workload
  - Electronic Files
  - The Batching Technique
- 13. Personal Action Plan
- 14. Course Summary
- 15. Recommended Reading List
- 16. Post-Course Assessment

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

- 5. Session 5: Bad Hair Days (And Weeks... and Months...)
  - Case Study
  - Suggested Approach
  - Dealing with Dandruff
- 6. Session 6: Addressing Piercings and Body Artwork
  - Case Study
  - A Note about Body Art
- 7. Session 7: Helping Employees Dress for Success
  - Introduction
  - Dress Code Violations
  - Special Scenarios
  - Offering Resources
- 8. Session 8: Bad Breath
  - Bad Breath
- 9. Session 9: Body Odor
  - Inadequate Personal Hygiene
- Excessive Personal Hygiene
- Medical Reasons
- The Scent of Alcohol or Drugs
- 10. Session 10: Gastrointestinal Issues
  - Case Study
  - Dealing with Flatulence
  - Dealing with Incontinence
- 11. Session 11: Bad Habits
  - Making Connections
- 12. Session 12: Putting it into Practice
  - Making Connections
- 13. Session 13: A Personal Action Plan
  - Starting Point
  - Where I Want to Go
  - How I Will Get There
- 14. Summary
- 15. Recommended Reading List
- 16. Post-Course Assessment

# 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	2. Session 2: Lay of the Land
Learning Objectives	Attendees
Pre-Assignment	Why Do People Attend Trade Shows?
Pre-Course Assessment	Who Attends Trade Shows?

Attendee Exercise

3. Session 3: Setting Trade Show Goals  
Knowing Why You Are There – It Matters!  
Goals  
Self-Reflection Process to Determine Trade Show Goals

4. Session 4: Before the Trade Show  
Know What Your Company Does  
Making a Good Impression  
Introductions  
Promotions  
Show Promotions and Giveaways

5. Session 5: During the Trade Show  
Basic Trade Show Etiquette  
Active Listening  
Reading Cues  
Demonstrating Listening  
Tips for Becoming a Better Listener  
Body Language Basics  
Asking Questions  
Probing Techniques

Paraphrasing Techniques  
Echoing Techniques

6. Session 6: Prospecting  
Qualification  
Determining Needs  
Closing the Deal  
Choose a Role  
Other Things To Do While At the Show

7. Session 7: After the Show  
Post-Show Process  
Following Up On Leads  
Following Up on Prospects  
Following up on Qualified Prospects

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

# Training Staff on Food Handling

## Course Overview

This course reviews how to train staff in food safety principles, including what to teach and how to train workers effectively.

## Learning Objectives

- Recognize the importance of training and continual education.
- Recognize when additional training may be needed for workers.
- Identify critical food safety principles that all workers must understand.
- Understand a variety of training methods, along with their pros and cons.
- Understand the general steps to creating a food safety training program.

## Course Outline

1. Session One: Course Overview	Record Keeping
Learning Objectives	Critical Food Safety Principles
Reflection	3. Session Three: Training Techniques
Pre-Course Assessment	Ways of Training
2. Session Two: Training Topics	Developing Training Programs
Importance of Training	Designing a Food Training Program
Why is Food Safety Important?	4. Personal Action Plan
Initial Training	5. Course Summary
Retraining	6. Recommended Reading List
	7. Post-Course Assessment

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

- 6. Session Six: Tools and Technology
  - Software Tools
  - eLearning Approaches
  - Gamification
  - Relying on Technology

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

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

- Elements of an Ally
- Steps and Progress
- 7. Session 7: Resource Location and Development
  - Importance of Resources
  - Internal Resources
  - Workplace Human Rights Policy
  - Guiding Principles and Values
- Policy Roadmap
- 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

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

1. Session One: Course Overview	What to Do If You Begin Experiencing Symptoms
Learning Objectives	How to Self-Isolate/Quarantine If You Live With Other People
Pre-Course Assessment	How to Care for Someone Else in Self-Isolation
2. Session Two: What is COVID-19?	When Can Self-Isolation or Self-Quarantine End?
What Is It?	Self-Isolation and Self-Quarantine
Symptoms	5. Session Five: What to Do if You are Sick If You are Sick
What is a Pandemic?	6. Session Six: Mental Wellness During the COVID-19 Pandemic
Activity: Symptoms	Psychological Reactions
How COVID-19 Spreads	Sources of Stress
3. Session Three: How to Protect Yourself	What You Might be Feeling
How to Protect Yourself	Combatting Stigma
Protective Measures of Covid-19	Managing Stress and Anxiety
Social Distancing	How to Help Children Cope
4. Session Four: Self-Isolation and	Warning Signs
Self-Quarantine	Ideas for Managing Stress and Anxiety
Definitions	Create a Plan
Who Needs to	
Self-Isolate/Self-Quarantine?	
How Long Is the Self-Isolation/Quarantine Period?	
How to Self-monitor	

7. Session Seven: Coping With Working From Home
  - Tips For Doing Your Job From Home
  - Ergonomics At Home
  - Best Practices for Sitting
  - Ergonomic Chairs
  - Ergonomic Workstations
  - Monitor, Keyboard and Mouse
  - Tips And Tricks
  - Ergonomic Thinking
8. Session Eight: Helpful Tips
  - Proper Handwashing Techniques
  - Proper Handwashing Steps
  - Using Hand Sanitizer

When and How to Use Masks  
How to Wear a Cloth Face Covering  
Cleaning and Disinfecting When COVID-19 is Present or Suspected  
Surfaces  
Clothing, Towels, Linens and Other Laundry Items  
Links to Trusted Sources of Information

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

# 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
5. Session Five: When Activities Go Badly
  - Dealing with Reluctant Participants
  - 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

Where I Want to Go  
How I Will Get There  
11. Course Summary

12. Recommended Reading List  
13. Post-Course Assessment

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

<ul style="list-style-type: none"><li>6. Session Six: Vendor Life Cycle Management<ul style="list-style-type: none"><li>Vendor Life Cycle Management</li><li>Vendor Life Cycles</li></ul></li><li>7. Session Seven: Assessment and Selection of Vendors<ul style="list-style-type: none"><li>Vendor Risk Management Framework</li><li>Outsourcing</li><li>Vendor Risk Management Software Solutions</li><li>Assessment and Selection of Vendors</li><li>RFP Case Study</li><li>Risk Assessment</li><li>Step 1: Initial Questionnaire</li><li>Step 2: Financial, Organizational and Operational Risk Assessment Checklist</li><li>Step 3: Risk Checklists for Information Technology (IT) Vendors</li><li>Scaling Your Vendor Assessments</li><li>Vendor Assessment Audits</li><li>What to Do With All This Information</li></ul></li><li>8. Session Eight: Developing Contracts and Finalizing Vendors<ul style="list-style-type: none"><li>Contract Negotiation</li><li>The Contract</li><li>The Monitoring</li></ul></li><li>9. Session Nine: Monitoring Performance and Vendor Relationships</li></ul>	<ul style="list-style-type: none"><li>Monitoring the Vendor</li><li>Vendor Evaluation Questionnaire</li><li>Performance Evaluation Forms</li><li>Vendor Evaluation Audits</li><li>Basics of an Audit</li><li>Identifying, Collecting and Preserving Evidence</li><li>Questioning Exercise</li><li>Developing an Audit Checklist</li><li>Audit Checklist Exercise</li><li>Conducting the Audit</li><li>Greenfield Lumber Case Study</li><li>Audit Role Play</li><li>Noncompliance and Corrective Action</li><li>Recording Noncompliances Exercise</li><li>Taking Corrective Action</li><li>Corrective Actions Brainstorm</li><li>End of Relationship or Renewal</li></ul> <ul style="list-style-type: none"><li>10. Personal Action Plan<ul style="list-style-type: none"><li>Starting Point</li><li>Where I Want to Go</li><li>How I Will Get There</li></ul></li><li>11. Course Summary</li><li>12. Recommended Reading List</li><li>13. Post-Course Assessment</li></ul>
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# Women and Leadership: Owning Your Strengths and Skills

## Course Overview

Women have played a vital role in the workforce throughout history, serving in positions ranging from front-line workers to visionary founders and leaders. This course examines the influences and barriers that have impacted women's leadership. It also explores the advantages they bring to organizations with their unique strengths.

In this course, you will explore the history of women in the workplace while engaging in personal reflection and skill-building activities designed to identify and strengthen your own leadership skills.

## Learning Objectives

- Understand a brief history and evolution of women and leadership
- Recognize barriers to women's leadership and learn how to overcome them
- Define social and emotional intelligence and explain its importance in workplace leadership
- Demonstrate the value of self-awareness in identifying one's own strengths and skills
- Develop a basic vision and brand for leadership
- Examine steps and skills for good decision-making
- Create your own Philosophy Statement and Action Plan

## Course Outline

1. Session One: Course Overview	Creating Your Brand
Learning Objectives	Making Connections
Pre-Assignment	Selling and Screening your Brand
Pre-Course Assessment	7. Session Seven: Leadership Skills
2. Session Two: Women and the Workforce	Identifying Leadership Skills
Learning from our History	Action Steps
Leadership Examined	8. Session Eight: Making Good Decisions
3. Session Three: Barriers and Benefits to	Ingredients of a Good Decision
Women's Leadership	Decision Wheel Method
Barriers vs. Benefits	9. Session Nine: Creating a Workplace
Improving Self-Management through	Philosophy
Reflection	Philosophy Statement
4. Session Four: Social and Emotional	Building a Plan
Intelligence	10. Personal Action Plan
Defining Emotional Intelligence	11. Course Summary
5. Session Five: Self-Awareness	12. Recommended Reading List
Understanding Self-Awareness	13. Post-Course Assessment
Personal Inventory	
6. Session Six: Developing a Brand	

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

- Case Study: Tom's Options  
Questions
- 6. Session 6: Technical Training  
Types of Training  
Training Tip
- 7. Session 7: Setting an IT Budget  
Budget Basics  
Step One: Preparing a Draft  
Costs to Consider  
Step Two: Looking at Reality  
Step Three: Finalizing the Budget  
An Alternative Approach  
The Shrinking Budget
- 8. Session 8: Security and Privacy  
An Employee's Rights  
Doing Your Part  
An Employer's Rights
- 9. Session 9: Uncontrolled vs. Controlled Networks  
Two Network Types  
Uncontrolled Networks  
Controlled Networks  
About Restricting Internet Access
- 10. Session 10: Ergonomics  
What is Ergonomics?  
Stretch!
- 11. Session 11: System Usage Policies  
What is a System Usage Policy?  
Topics to Cover  
Tips for Success  
Sample Internet, E-Mail, and Computer Usage Policy  
Acme Consulting
- 12. Session 12: Taking Care of Company Property  
Basic Rules of Etiquette  
The Employee's Role  
Making Connections
- 13. Session 13: Time-Saving Tools  
E-Mail Applications  
Tips and Tricks  
E-Mail Etiquette  
A Word about Attachments  
Scheduling Applications  
Tips and Tricks  
Contact Management Applications
- 14. Session 14: Telephone Etiquette  
Basic Tips  
Voice Mail  
Leaving Messages
- 15. Session 15: Instant Messaging  
Instant Messaging Etiquette  
Understanding Acronyms
- 16. Session 16: Telecommuting  
What is Telecommuting?  
Possible Disadvantages  
Preparing for Telecommuting  
Tips and Tricks  
A Resource Checklist  
Other Notes  
To Telecommute or Not to Telecommute
- 17. Session 17: Workplace Rage  
Preventing Workplace Rage  
A Manager's Responsibilities
- 18. Session 18: It's Not Working!  
Introduction
- 19. Session 19: Policies and Procedures  
Checklist  
A Policies and Procedures Checklist
- 20. Session 20: A Personal Action Plan  
Starting Point  
Where I Want to Go  
How I Will Get There
- 21. Summary
- 22. Recommended Reading List
- 23. Post-Course Assessment

# 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	Attribution
Learning Objectives	Off the Record
Pre-Assignment	Confidential
Pre-Course Assessment	Not-for-Attribution
2. Session 2: Being Interviewed	Different Types of Media
As a Citizen	Keeping Copies of Interviews
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	
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	

- Date of Release
- Template
- Points of Distribution
- 6. Session 6: Developing Media Relationships
  - Professional vs. Personal
  - Media Contact Lists
  - Providing Tips/Story Ideas to Media
  - Who to Choose
- 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

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

6. Session Six: Creating an Ergonomic Environment
  - See the Light!
  - Watch Out!
  - Breathe the Air!
  - Hear the Sounds!
  - Acceptable Noise Levels
  - Which is Loudest?
  - Curbing Noise in Your Environment
  - Using White Noise
  - Possible Hazards
7. Session Seven: Identifying and Assessing Ergonomic Hazards
  - The Ergonomic Assessment Cycle
  - How to Identify Ergonomic Hazards
  - An Assessment Toolkit
  - Case Study
8. Session Eight: Identifying and Implementing Solutions
  - Three Key Methods
  - Where to Find Ideas?
  - Searching for Information
9. Session Nine: Successful Implementation
  - Tips for Successful Implementation
  - Reviewing Your Ergonomics Program
10. Session Ten: Bringing It All Together
  - A Day in the Life at the Acme Widget Company
  - Answer Key
11. Personal Action Plan
12. Course Summary
13. Recommended Reading List
14. 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	HSC Co-Chairs
Learning Objectives	Suggestions for Holding an HSC Meeting
Pre-Assessment	
Pre-Course Assessment	
2. Session Two: Workplace Health and Safety Experience	6. Session Six: Hazard Identification, Assessment, and Control
Due Diligence	Responsibilities
Health and Safety Policy Statement	Safety and Health Inspections
3. Session Three: Worker Rights	6S
Three Rights of Workers	Safety Audit
4. Session Four: Supervisor and Worker Health and Safety Responsibilities	7. Session Seven: Employee Competency
Health and Safety Responsibilities	Employee Orientation
Local Health and Safety Responsibilities	Training
5. Session Five: Health and Safety Committees (HSC)	8. Session Eight: Accident Reporting and
HSCs	Investigating
	Accident Reporting
	Accident Investigation
	Why Do We Investigate Incidents?
	Investigation Process

9. Session Nine: Communicating Health and Safety Information  
Communication Tools  
Tips  
Right-to-Know Information Station

Summary Exercise  
10. Personal Action Plan  
11. Course Summary  
12. Recommended Reading List  
13. Post-Course Assessment

# 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. After completing the course, you will be energized and prepared to write your 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 One: Course Overview	Types of Operations
Learning Objectives	6. Session Six: Creating a Marketing Strategy
Pre-Assessment	Introduction to Marketing
Pre-Course Assessment	Analyzing the Competition and the
2. Session Two: What is a Business Plan For?	Company
The Purpose of the Plan	Analyzing Distribution Channels
3. Session Three: A General Business Plan	Creating a Marketing Plan
Framework	Sketching Out the Plan
Creating a Framework	Evaluate, Review, and Revise
Pre-Assessment Review	7. Session Seven: Creating the Sales Plan
Vision and Mission	Components of a Sales Plan
Create a Vision Statement	8. Session Eight: Developing Financial
Create a Mission Statement	Projections
4. Session Four: Identifying The Audience	Accounting Terminology
Who is the Reader?	Generally Accepted Accounting Principles
Defining the Terms	(GAAP)
The Rules of Writing	Key Reports
Making Connections	Financial Projections
5. Session five: Defining the Company	9. Session Nine: Putting it All Together
Identifying a USP	Writing the Executive Summary
Writing a Company Description	Making a Strong Presentation
Describing Products and Services	Making Connections
Performing a Market Analysis	The Finishing Touches
Developing an Operations Plan	Working on the Plan

10. A Personal Action Plan

11. Summary

12. Recommended Reading List

13. Post-Course Assessment

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

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 for 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.

You should complete Indigenous Education & Training College's Fundamentals of Writing and Business Writing That Works course before taking this course.

## 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 One: Course Overview	Arrange Sentences for Emphasis and Clarity
Learning Objectives	Keep Sentences Short
Pre-Assignment	Ensure Modifying Words and Phrases
Pre-Course Assessment	Relate to Nouns and Pronouns
2. Session Two: The Stages of Report Writing	Use Words Economically
The Four Stages	
3. Session Three: The First Stage – Investigating	6. Session Six: The Fourth Stage – Revising
Gathering Information	Checklist for Success
Let's Get Thinking!	Checklist for Revising
4. Session Four: The Second Stage – Planning	Spelling Test
Choosing a Report Format	7. Session Seven: Using Headings
Formal Report Elements	Headings and Subheadings
Individual Activity	8. Session Eight: Using Charts and Graphs
5. Session Five: The Third Stage – Writing	Charts and Graphs
The Nine Rules	How and When to Use Graphics
Use Familiar Words	Things to Remember About Graphics
Prefer Short, Simple Words	9. Session Nine: The Proposal
Use Concrete Words	The Differences When Writing Proposals
Prefer Active to Passive Verbs	Tips for Proposal Writing
Avoid Camouflaged Verbs	The 10 Steps of Proposal Writing
	Writing Exercise
	10. Session Ten: Persuasion

The Persuasion Process  
Designing Your Message  
Other Elements of Persuasion  
Dealing with Tough Questions  
11. Session Eleven: Practical Application  
    Practical Application  
12. Session Twelve: Giving Credit  
    Citing Sources

Documentation Styles  
Citing Styles  
Entry Components  
13. Personal Action Plan  
14. Course Summary  
15. Recommended Reading List  
16. Post-Course Assessment