



VIRGINIA

INSTITUTE OF

GOVERNMENT

*Training Opportunities
for Local Governments*

Course Descriptions
2017 – 2018

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* *Classes are full-day programs unless otherwise noted.*

A. BEHAVIORAL INTERVIEWING

1. Behavioral Interviewing

Full-day course

Overview

Have trouble finding the right person for the job? Depend too much on intuition to assess candidates? Using behavioral-based interviewing may be the solution.

Behavioral-based interviewing was developed on the premise that past behavior and performance predicts future behavior and performance. By asking specifically designed questions, you can discover a candidate's real skills, strengths, and weaknesses.

This workshop will help anyone involved in making hiring decisions to determine the knowledge, skills and abilities required for a position; develop a structured interview plan; and develop a set of behavioral based questions based on specific guidelines.

Outcomes

At the completion of this workshop, participants will be able to

- define behavioral interviewing
- master a three-step process for preparing and conducting a successful behavioral interview session
- look at knowledge, skills, and abilities and examine how they relate to behavioral interviewing
- write behavioral interview questions for a potential interview
- recognize "things to avoid" when conducting a behavioral interview session

Target Audience

Supervisors, team leaders, managers and directors

B. COACHING & MENTORING

1. Coaching & Mentoring

Full-day course

Overview

Coaching and mentoring are two of a supervisor's most important responsibilities. Your ability to master both sets of skills affects the degree to which your employees can improve their performance and develop their potential. An effective coach knows how to communicate expectations of performance to employees, provide continuous feedback, assist in removing obstacles, and ensure that appropriate resources are available. Much like coaches of sports teams, supervisors must keep their work teams focused on shared goals for success.

This class will help you develop your abilities as coach and mentor. You will learn how to use strategies to enable your employees to perform their jobs at a level that benefits the individual employee, team, and organization.

Outcomes

At the completion of this workshop, participants will be able to

- define coaching and mentoring
- explore and compare components of coaching and mentoring
- develop skills through practice exercises and group activities

Target Audience

Supervisors, team leaders, managers and directors

C. COLLABORATION

1. Leading a Collaborative Culture

Full-day course

Overview

Do you have great ideas at work but struggle to get the right people to listen? Do you have colleagues whose support you need but who do not seem to want to aid your efforts? At one time, individual skills and abilities were the paths to success. Today's workplace requires you to collaborate, build coalitions, and navigate through the diverse perspectives of others. The ability to collaborate is now a key to effectiveness.

This workshop will help you assess your collaboration strengths and your areas of development. Join us and learn how to be a great collaborator!

Outcomes

At the completion of this workshop, participants will be able to

- learn several key skills of Principled Negotiation as they apply to collaboration among teams, across agencies, and with customers themselves
- identify communication differences that can impede cooperation among colleagues and agencies
- learn how to move superficial collaboration to a deeper level, especially when conflict or lack of common vision are the barriers
- analyze how collaboration as well as lack of collaboration can affect customer service

Target Audience

Supervisors, team leaders, managers and directors

D. COMMUNICATION

1. Understanding Communication Styles

Full-day course

Overview

Let's be honest. There are some people at work who you find to be just plain difficult. How can you handle them more effectively? How can you reduce your mutual frustration when dealing with each other? The key could be an understanding of "style."

This workshop uses the model from DISC—a well-researched communication-assessment tool. You will learn how to better understand those who communicate, interact, and respond to situations differently from you. Sometimes it's easier than we think to resolve the difficulties between us and the people we find difficult.

Outcomes

Attending this class will help you to

- gain insight into your own communication style
- accurately "read" the style of others
- assess the style strengths and weaknesses of your current team
- practice simple techniques to communicate more effectively with everyone

Target Audience

Supervisors, team leaders, managers and directors

2. Critical Conversations: We Have to Talk

Full-day course

Overview

Most of us approach critical conversations with trepidation and sweaty palms. Understandably, we try to avoid these exchanges, but often to our disadvantage. They involve tough issues, varying opinions, strong emotions, and high stakes. Learning to converse skillfully enables us to talk with honesty and authenticity so that we can be heard—and can hear others. Better relationships, enhanced productivity, new ideas, and high quality decisions are just a few of the results. Whether the conversation is with a colleague, employee, or boss, the necessary framework and skills are the same to reduce misunderstandings and minimize conflict. Armed with your new skills, you will enter into your next critical conversation with confidence and dry palms.

Outcomes

Attend this class and learn to

- describe how avoiding a critical conversation may be keeping you from reaching your goals
- identify skills necessary to prepare and engage in a difficult conversation with anyone, no matter their position, power or authority
- share strong opinions without shutting down a contrary view
- conduct (through class practice) a critical conversation you'd like to have back on the job

Target Audience

Employees at all levels

3. Speak & Be Heard—Improving Your Oral Communication Skills

Full-day course

Overview

Communication skills are consistently ranked at the top of competencies employers seek in their employees. It's true that technology makes it faster and easier to communicate; but the reality is that electronic communication has decreased our ability to communicate effectively face-to-face and build good working relationships. This workshop will give participants the opportunity to assess and enhance their own oral communication skills.

Outcomes

At the completion of this workshop, participants will be able to

- define key elements of effective communication
- recognize common communication barriers
- apply techniques for speaking confidently
- communicate more effectively, verbally & non-verbally
- use active listening skills

Target Audience

All Employees

6. Business Writing Basics

Half-day course

Overview

The ability to write a good business letter is as important as dressing appropriately for work: both reflect who you are. In fact, your business contacts may know you only through your written correspondence. A clear, concise business letter reflects well on you and your organization. Good business writing communicates exactly what you mean to say in a way that the reader will understand; a well-written letter, memo, or email will help you get the results you want.

In this course, you will learn 8 basic steps to writing effectively, including organizing your thoughts, analyzing your audience, and enlivening your message using simple, clear language.

Outcomes

This workshop will help you to

- assess your audience
- determine and prioritize your key points
- use clear, concise language rather than technical jargon and out-of-date words and phrases
- strengthen your writing weaknesses

Target audience

Front line, supervisory, management—anyone who prepares business communication.
All employees.

E. CONFLICT MANAGEMENT

1. Conflict Management

Full-day course

Overview

Heavy workloads, differing opinions, the need for accuracy, deadlines—these inevitable stresses present challenges for today's busy manager. The effective manager can conquer controversy by seeking mutually acceptable outcomes for difficult situations. Learn negotiation techniques for conflict resolution and discover strategies for improving communication and building effective work teams and addressing conflicts proactively. This class provides participants an opportunity to assess their own conflict dynamics style and use that to develop an action plan for constructive conflict behavior.

Outcomes

At the completion of this workshop, participants will be able to

- recognize the difference between effective and ineffective conflict strategies
- identify your normal reactions to conflict and determine their effectiveness
- identify skills needed to successfully resolve conflicts at work and at home
- develop an action plan for developing constructive conflict behavior and reducing the behaviors that create negative consequences
- learn a simple process for resolving conflicts
- apply what you know about conflict to resolving issues with difficult people

Target Audience

All employees

2. Managing Conflict

Full-day course

Overview

When personalities, ideas, or principles collide in the workplace, the results can have a negative effect on all aspects of your organization. By knowing how to manage these differences successfully, you, as the supervisor, can restore the equilibrium necessary for your organization to operate smoothly. This course is designed to help supervisors respond to conflicts among employees so that the result is compromise and understanding rather than continued dissension and resentment.

This class is designed to help you develop the ability to recognize sources of friction and to reach resolutions through multiple styles of management and communication. After using these skills, you should see increased productivity, morale, and satisfaction among your employees as well as increased employee retention.

Outcomes

At the completion of this workshop, participants will be able to

- identify potential sources of conflict
- describe multiple styles of conflict management
- analyze various supervisory skills used in effective conflict resolution
- develop skills through practice and group activities

Target audience

Supervisors, team leaders, managers and directors

3. Becoming Conflict Competent

Half-Day Course

Overview

Conflict is a fact of life in any organization, but it need not undermine your mission. Understanding the nature of conflict in the workplace has distinct benefits: 1) gaining confidence as a manager 2) developing a repertoire of appropriate responses and 3) avoiding or mitigating the harmful effects of conflict. As a more effective mediator, you can help improve your organization's morale, productivity and chances for success. The class will focus on the constructive and destructive effects of conflict in the workplace, hot buttons, and techniques to diffuse problems before they magnify. You will analyze the results of your Conflict Dynamics Profile and apply the knowledge you gain to real-world conflict scenarios.

Outcomes

Attending this class will help you

- analyze the impact of conflict in the workplace
- evaluate your responses to past conflict situations
- assess your personal conflict management style
- apply a new behavioral conflict model in role-play situations
- increase your options for addressing conflict in your workplace

Target Audience

Human resources staff, supervisors, team leaders, and managers

F. CONTINUOUS IMPROVEMENT

Continuous Improvement: Using a Model that Changed a Nation

Half-day course

Overview

Japan's highest industrial award for quality and productivity is named for an American, W. Edwards Deming. This honor was repayment to Deming, a statistical analyst, for helping Japan become the world's foremost automotive and electronic manufacturer. How did he do it? He introduced a system of continuous process improvement that brought about unprecedented efficiency and quality control.

This class will introduce you to Deming's improvement model and demonstrate how you can apply its principles in your own organization.

Outcomes

At the completion of this workshop, participants will be able to

- examine the four phases of PDSA (Plan, Do, Study, Act)
- identify tools and techniques found within each phase
- practice using the PDSA model
- determine how and when to use the model back in the work environment to improve processes at all levels within your organization

Target audience

All employees

G. CUSTOMER SERVICE

Customer Service in the Public Sector

Full-day course

Overview

Do John and Joan Q. Public groan when they have to deal with your organization? It doesn't have to be this way. If you are responsible for assisting the public on a regular basis, this seminar will help increase your confidence and effectiveness.

Participants will be introduced to the customer/supplier chain and will examine how employees' actions can directly impact customers' impressions of the organization. Participants will learn and practice techniques to identify customers' needs and solve problems.

Outcomes

At the completion of this workshop, participants will be able to

- identify your customers, what they want, and how they want it delivered
- describe the KANO model for quality
- compare four styles which impact delivery
- explain the impact of the internal customer on delivery
- use the LEAP model to handle difficult situations
- determine criteria for establishing customer service standards

Target Audience

For employees at all levels, especially those in direct contact with customers

H. DECISION MAKING

Is That Your Final Answer? Going from Good to Great Decisions

Full-day course

Overview

In your role as leader or manager, you make hundreds of decisions a day. You have to rely on others for details and opinions so that you can make an informed decision. This workshop helps leaders and managers make more creative, more informed, and more thoughtful decisions. You will also learn how to coach others to make more effective decisions. It outlines ways to improve the quality of information you receive from others and presents strategies for helping others improve their decision-making processes.

Outcomes

At the completion of this workshop, participants will be able to

- increase awareness of the decision making processes used by you and others
- improve the quality of information you receive from others
- improve the quality of the decisions you make
- coach others to enhance their decision making abilities

Target Audience

Upper level managers

I. DIFFICULT BEHAVIOR

Dealing with Difficult Behaviors Using Customer Service Techniques

Full-day course

Overview

The ability to respond to difficult people appropriately is a useful tool at work and at home. In this workshop, participants will examine their own style of managing conflict, and they will practice strategies for dealing effectively with difficult people while staying calm and in control. Participants will also learn strategies for taking responsibility for making relationships work.

Outcomes

At the completion of this workshop, participants will be able to

- evaluate their own conflict management style
- implement a 3-step plan for reaching agreements
- use effective communication skills to defuse difficult situations
- respond to challenging situations with appropriate empathy and listening skills
- build stronger relationships
- handle conflict with increased confidence

Target Audience

All employees

J. **DIVERSITY**

1. **Dealing with Differences: Workforce Diversity**

Half-day course

Overview

What is diversity? How does a diverse staff benefit you and your organization? The answers are key to creating an inclusive work environment where all employees have the opportunity to realize their potential.

During this class, you'll examine your own perceptions and discover how they contribute to or work against diversity efforts. You'll learn appropriate responses to negative and improper comments directed at you and at others. You'll examine stereotyping (it can sneak up on you) and how it can lead to unkind treatment towards some staff members.

Outcomes

At the completion of this workshop, participants will be able to

- define diversity
- recognize all aspects of diversity (it's not just race- or gender-based)
- determine your personal world view (you may be surprised)
- develop strategies for a more inclusive environment where you work

Target Audience

Employees at any level who interact with a diverse staff.

2. **Dealing with Differences: Generation Gap**

Half-day course

Overview

In today's workplace it is common to have several generations—as many as four—working together. It's no longer unusual for a 30 something to supervise a 50 something. It seems like the work world has turned upside down. Generational differences exist on many levels, from etiquette, language, and dress to values, skills, and work styles. This diversity can be a source of conflict or of cooperation, depending how it's managed.

Outcomes

At the completion of this workshop, participants will be able to

- identify key characteristics of the 4 generations at work—Traditionalists, Baby Boomers, Gen Xers, and Millennials
- distinguish the different sets of expectations they have about their careers and employers
- recognize factors that motivate each generation
- develop approaches to improve communication among the generations
- use techniques to turn generational differences into positives

Target Audience

Employees at any level who interact with a diverse staff that includes multiple workforce generations.

K. EMOTIONAL INTELLIGENCE

Emotional Intelligence

Half-day or Full-day course

Overview

According to a leading outplacement firm, 75% of people whose careers derailed faltered for reasons related to their emotional competence. In a study of 62 CEO's in large companies, the longer the company was run by a management team that didn't get along, the poorer that company's market return was. Emotional intelligence, the ability to manage and use one's emotions and relate effectively to others, is a key requirement for success at work and in our personal lives. Fortunately, it can be learned. This workshop helps participants appreciate their emotional intelligence and identify ways they can raise their EQ.

Outcomes

At the completion of this workshop, participants will be able to

- understand the concept of multiple intelligences.
- identify why emotional intelligence is important in today's workplace.
- learn the various components of emotional intelligence.
- learn ways to increase your EQ

Assessment: The one-day workshop uses the EQ Map, an assessment tool. Cost is \$30.00 per person, with quantity discounts. The assessment is recommended but not mandatory.

Target Audience

The workshop can be tailored for any audience.

L. EMPLOYMENT LAW

STAYING LEGAL: Employment Law Basics

Full-day course

Overview

Is your head spinning from trying to decipher the specifics of public employment law? It's no wonder. Regulations are complex and constantly changing. Poor personnel decisions can be expensive and time consuming. Therefore, it is imperative that managers and supervisory personnel follow the rulebook when hiring, evaluating, and disciplining employees. This seminar will focus on the ABCs of basic employment law. You will learn how to avoid liability for you and your organization. You will also have the opportunity to exchange ideas with colleagues facing the same issues. Case studies of real work situations will give you practical techniques and procedures to use back at the office.

Outcomes

At the completion of this workshop, participants will be able to

- hire the right person the right way
- handle employee complaints
- correct deficient performance
- investigate conduct issues
- adapt a model for addressing problem situations
- use the Employee Assistance Program as a management tool

Target Audience

Supervisors, team leaders, human resources staff, and those responsible for ensuring compliance within the organization.

M. ETHICS

Ethics, Decision Making & Critical Thinking

Full day course

Overview

We all make thousands of decisions daily. While most are simple, and without consequences, everything we say and do represents a choice we have made either consciously or unconsciously.

This session is about making better quality decisions—decisions which are well thought-out, as well as lawful, ethical and values-based. In this session, you will examine the emotional, physical and mental factors that impact your decision-making including why rational decision making isn't really rational, the value of hindsight and why you should listen to your mother. You will practice models of decision-making that guide you through the steps and outline the relevant questions to ask to find your way through difficult issues. You will also use tools to identify short and long-term consequences of your decisions and identify strategies for recovering from wrong decisions.

Outcomes

At the completion of this course, participants will be able to

- increase awareness of the decision making processes used by you and others
- improve the quality of information you receive from others
- improve the quality of the decisions you make

Target Audience

All employees

N. FACILITATION

Facilitation Skills for Managers & Team Leaders

Full-day course

Overview

There are many times when we don't have the opportunity/resources available to have both a meeting leader and a trained facilitator. This course offers managers a tool kit of facilitation skills to use during those meetings when the manager has to wear "both hats."

Outcomes

At the completion of this workshop, participants will be able to

- create a results-based meeting plan and design an agenda to accomplish it
- deal effectively with difficult situations/people using practiced intervention skills
- implement a variety of facilitation tools
- identify adult learning techniques
- document meeting decisions and next steps

Target Audience

Anyone leads meetings and deals with group dynamics.

O. GRANT WRITING

Effective Grant Writing: Keys to Unlocking the Vault

Full-day course

Overview

As public resources decline, government and nonprofit managers should know how to secure grant funding to augment budgets. A successful proposal must be well written, conform to the grantor's guidelines, and make a compelling case regarding your organization's needs and ability to deliver and evaluate thoroughly programs.

This one-day workshop will provide a detailed introduction to the grant writing process, covering the eight parts of a model grant proposal: 1) history of your organization, 2) problem/need statement, 3) objectives, 4) process, 5) evaluation plan, 6) future funding plans, 7) budget, and 8) project timeline.

Outcomes

At the completion of this workshop, participants will be able to

- locate funding sources for your project
- evaluate grant application guidelines
- determine grantor's chief interest area (i.e., cost, creativity, accountability) and build a strategy around that idea
- craft your proposal so that it has the greatest chance of receiving funding
- analyze a sample grant proposal
- think as an entrepreneur

Target Audience

Anyone responsible for locating and acquiring grant funds.

P. LEADERSHIP

1. Genius or Genius Maker: Adapting Your Leadership Style to Boost Employee Performance

Overview

As managers, we often get comfortable with a style of leadership that is generally effective for us—but is it always right for our employees? Are we too hands on when we should be stepping back? If we are under or over supervising, we might actually be draining the capability and intelligence from a team or individual. One of the most essential skills of an effective manager is to learn to “multiply” team intelligence and capabilities by fostering employee independence. In this workshop, we will look closely at what it takes to tap into our employees’ potential, and what we may unwittingly be doing to block employee growth and accountability.

Outcomes

Attending this class will help you to

- determine if you are a “multiplier” or “diminisher” and compare the effects of each approach on your employees
- identify four levels of professional development and what employees need from their managers to succeed at each level
- study four key leadership styles and practice applying them in diverse workplace scenarios
- create a plan you can use back on the job to “multiply” intelligence and enhance performance
- review and practice communication skills essential to conducting those difficult performance conversations

Target Audience

For

Supervisors, team leaders, managers and directors

2. So You Want To Be A Leader

Overview

You have reached a point in your career when you feel ready to assume the role of supervising others. You feel that you can be effective—or even that you can do a better job than supervisors you have known. But are you really prepared to take on the new responsibilities that come with the new position?

This class will help you develop a “leadership mindset” to enable you to analyze a supervisor’s responsibilities, the strengths that make you a good fit, the skills and knowledge you will need to develop, and your motivation for wanting the job. You will leave class feeling better prepared to make your decision and proceed with the next steps.

Outcomes

Attend this seminar and learn to

- think like a leader
- recognize the differences between leadership skills and individual-contributor skills
- assess your readiness for a leadership role
- demonstrate your readiness to those who can hire you

Target Audience

For anyone who is considering moving into a leadership position

Q. MYERS-BRIGGS TYPE INDICATOR ®

Introduction the Myers-Briggs Type Indicator ®

Full-day course

Overview

The Myers-Briggs Type Indicator ® has been used successfully by organizations and businesses for more than 50 years. Its validity and reliability has been tested again and again, and individuals and teams continue to find it one of the most effective tools for better understanding behaviors in the workplace. The instrument is also useful in helping individuals work better with others, manage their own work and make good career choices. This interactive workshop introduces participants to type and a better understanding of the behavior of others as well as their own behavior.

Outcomes

At the completion of this workshop, participants will be able to

- Discuss the 8 personality differences
- Appreciate the strengths of their own preferences
- Identify areas that they may need to further develop
- Gain a deeper appreciation and awareness of personality differences
- Discuss practical applications of MBTI® theory in leadership, team building, career planning, time management and problem solving

Target Audience

Any employee

R. *NEGOTIATION*

Negotiation Types & Tools

Full-day course

Overview

We all negotiate everyday in all aspects of our lives—with colleagues, family, and strangers. How well we negotiate depends not only on our personal style, but also on our understanding of specific techniques. This course will provide the opportunity to learn and practice proven skills for negotiating in a variety of situations.

Outcomes

At the completion of this workshop, participants will be able to

- define negotiation
- distinguish between competitive and cooperative negotiation; between two-party & multiparty negotiations
- create an appropriate plan
- build trust between the parties
- determine what each party wants
- use critical communication skills, such as framing, reframing & listening

Target Audience

Managers, enforcement professionals, and all levels of employees who work with the public

S. *PRESENTATION SKILLS*

1. Don't Sweat the Spotlight—Improving Your Presentation Skills

One or Two Full-day course

Overview

For many adults, speaking in front of a group is something they avoid at all costs. Yet being able to present a report, budget, or recommendation is an important skill and one that sets those who do it well apart from those who do not. Day one of this workshop provides guidelines for creating an effective, professional presentation and using visual aids appropriately. The second day focuses on delivery tips with time for practice and one-on-one coaching.

Outcomes

At the completion of this workshop participants will be able to

- identify common mistakes speakers make and learn how to avoid them
- analyze their audience
- determine how much information is “enough”
- create openings that grab the audience’s attention and closings that finish strong
- manage nervous behaviors
- use the right visual aids at the right times
- facilitate a Q&A session

Class size is limited to 6-8 participants.

Target Audience

All employees

2. It's Showtime! Delivering Effective Presentations

Full-day course

Overview

Effective presentations take planning and practice— whether there are 2, 20, or 200 people in your audience. In order to sell your ideas or convey your message, you have to grab your listeners' attention and hold it.

This workshop will prepare you to speak in public with confidence. You'll learn how to define your audience, determine your key objective, structure the content, create a strong beginning and end, maintain your focus, and use visual aids. You'll be able to practice a variety of techniques during the session by preparing and delivering a short presentation. Participants should come with an idea and related information to use in developing and delivering a 10-minute presentation.

Outcomes

This workshop will help you to

- identify the basics of Adult Learning Theory
- analyze your audience
- prepare a presentation outline and design appropriate handouts
- recognize the 10 deadly sins when making presentations
- look at the why and how of audio visual aids
- calm the butterflies and survive stressful situations

Target audience

Anyone whose job requires making formal presentations

T. STRATEGIC PLANNING

1. The Art of Strategic Planning

Full-day course

Overview

As Yogi Berra said: If you don't know where you are going, you are certain to end up somewhere else. Does your organization have a mission that is clearly focused on where you want to go – in the short term? in the long term? Are you prepared for unexpected opportunities and challenges? Class participants will examine the strategic planning process: its purpose, benefits, and essential components: defining objectives, assessing current and future conditions, forming and implementing strategy, evaluating progress, and fine tuning as needed to stay in the game. Let us help you get to where you want to be.

Attending this class will help you to

- define strategic planning
- review a strategic plan development/ deployment model
- identify the components of strategic planning
- describe approaches for holding successful strategic-planning sessions
- develop skills through practice and group activities

Target Audience

Business/budget analysts, supervisors, managers, team leaders, anyone who is active in the strategic planning process

U. SUPERVISORY SKILLS

1. Succeeding as a First Time Supervisor

Full-day course

Overview

You have just been promoted to a supervisory position. What next? Although you excelled in your previous job, your skills may not be exactly the ones you'll need to make a good supervisor. This seminar will help ease your move into management and increase your chances of success. This class will provide strategies that you can apply immediately. You'll learn how to handle difficult personnel problems, confront a crisis with confidence, and keep your staffs motivated, focused, and productive.

Outcomes

Attend this seminar and

- examine supervisory styles, roles, and responsibilities
- analyze strategies for delegating for successful results
- learn approaches to develop initiative, risk taking, and trust in your staff
- discover techniques for problem solving, decision making, and conflict management
- develop methods for motivating, rewarding, and recognizing employees
- define key principles of setting performance expectations, monitoring performance, and establishing a progressive discipline program
- find out the latest changes in employment laws

Target Audience

Those who are new to a supervisory role, oversee the work of one or more employees, or wish to increase their knowledge and skills as first time leaders

2. Love 'Em or Lose 'Em—Motivating & Retaining Employees

Full-day course

Overview

What really matters to your employees—more money? The chance to learn more? A more flexible work schedule? How can you get honest answers to this question? How can you develop employee loyalty and commitment to the organization?

Based upon the bestselling book *Love 'Em or Lose 'Em*, by Beverly Kaye and Sharon Jordan-Evans, this course will provide strategies to help you motivate and retain employees. You will learn techniques to communicate effectively, ask for feedback, make work more challenging, recognize achievement and effort, demonstrate respect, and support employee growth. You'll also learn what to do if you cannot offer employees exactly what they want.

Outcomes

This workshop will help you to

- examine the Maslow and Herzberg theories of motivation
- promote principles of motivation theories in the work environment by using the Love 'Em or Lose 'Em strategies
- look at examples of how today's companies have applied these techniques successfully
- explain the supervisor's role in motivating employees
- create action plans for applying motivational principles and strategies at the office

Target Audience

Supervisors, team leaders, managers and directors

3. Engaging Employees: from Compliance to Commitment

Full-day course

Overview

Annual Gallup polls since 2000 have found that 71% of American workers are “not engaged” or “actively disengaged” in their jobs. Not surprisingly, this employee disengagement costs the US a lot—about \$300 billion per year—in lost productivity. Today, the pressure is on us, as leaders, to reverse this trend and create an environment that fosters motivation and commitment. This workshop will examine fundamental principles of and catalysts for engaging and motivating employees. You can move your employees from disengagement to reengagement by supporting their progress and making their work meaningful. Even if you have attended a workshop on motivation before, it is time to become acquainted with the newest research.

Outcomes

Attending this class will help you to

- identify key drivers in engagement
- examine some of the latest research about the link between engagement and high performance
- create a more autonomous environment for your employees
- replace “if-then” rewards with “now that” rewards
- lead and engage different generations
- develop engagement strategies and an action plan to put to work back on the job

Target Audience

Supervisors, team leaders, managers and directors

V. TEAM BUILDING

1. Teamwork Skills & Group Dynamics

Full-day course

Overview

Do you ever find yourself pulling more than your fair share in a “team” project? Spending valuable time in inefficient meetings? Hitting roadblocks when conflict arises in the group? Teams can be a source of anxiety, yet they can be effective for handling a variety of projects.

This course focuses on building productive teams. You will explore the stages of group development, strategies for holding effective meetings, and the value of delegating roles to team members. Case studies will give you a chance to practice interpersonal skills required for effective teamwork, e.g., communication, flexibility, and trust.

Outcomes

After taking this workshop you will be able to

- lead or participate in teams more effectively
- describe the interpersonal skills required for successful teamwork
- identify the different stages of group development
- clarify when and how to intervene when problems arise
- determine strategies for creating strong teams

Target Audience

Front line, supervisory, management—anyone who wants groups to be more productive. Not exclusive to team leaders.

2. Team Building: Taking Your Team from Good to Great

Full-day course

Overview

Teamwork is front and center in today's business world. Companies, most notably Google, are famous for their ingenious methods of nurturing teams—teams that consistently break through the barriers to innovation. How can you help your own teams reach new heights? This class will look at the key components of great teams. You will study practical strategies for improving how your teams function and learn how to create an environment that maximizes your teams' collective talent and knowledge.

Outcomes

Attend this seminar and learn to

- align your expectations with great performance
- build a deeper level of trust among the team to deepen team members' commitment and sense of accountability
- maximize meaningful participation from everyone on the team

Target Audience

Supervisors, team leaders, managers, human resources staff

W. TIME MANAGEMENT

1. Setting Priorities

Half-day or Full-day course

Overview

Keeping focused when twenty things need to be done at once is a tremendous challenge. In this workshop, participants will explore tools they can use to manage the large number of tasks that must be accomplished each day. Perhaps more importantly, participants will also learn ways to keep urgent tasks from overshadowing the most important ones.

Outcomes

At the completion of this workshop, participants will be able to

- rebalance their time to focus on what's most important
- manage the large volumes of tasks they must complete
- maintain their sanity even when in crisis mode

Target Audience

All employees

2. The Times of Your Life

Half-day or Full-day course

Overview

"Time is on your side," goes the saying. Wouldn't it be nice if it were so? Actually, you **can** learn how to manage time so that instead of chasing the clock, you are keeping pace with it...or, even better...running ahead. This workshop will provide you with techniques for setting goals and priorities so that you can take control of those daily, unexpected events that steal your time.

Outcomes

At the completion of this workshop, participants will be able to

- analyze how you currently spend your time
- determine how you want to spend your time
- set priorities
- manage multiple projects and meet deadlines

Target Audience

All levels of employees