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| **Date** **JANUARY - JUNE 2020** | **Program** |
| 1/23 | Coaching & Evaluating Performance |
| 1/29 | Leveraging the Cross-Generational Workforce |
| 2/4 | The Energy Bus: Driver of Positive Change |
| 2/5 | The Power of Positive Leadership |
| 2/6 | Effective Decision Making |
| 2/6 | Going from Peer to Supervisor |
| 2/11 | IMPROVing Interpersonal Communication |
| 2/13 | Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt |
| 2/18 | Time Management & Personal Productivity |
| 2/19 | Embracing Accountability |
| 2/20 | Leading Change at the First Level |
| 2/26 | Elevate Your Personal Leadership Brand for Women Leaders |
| 3/5 | Leadership is Everyone’s Business |
| 3/10 | Emotional Intelligence: Becoming More Effective in Reaching Others |
| 4/7 | Navigating Difficult Conversations *(online from 9:00AM - 3:00PM)* |
| 4/15 | Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt *(online from 9:00AM - 3:00PM)* |
| 4/21 | Going from Peer to Supervisor *(online from 9:00AM - 3:00PM)* |
| 4/21 | Communication Skills for Leaders *(make-up session from March 11 online from 9:00AM - 3:00PM)* |
| 4/22 | Strengths-Based Leadership *(online from 9:00AM - 3:00PM)* |
| 4/28 | Coaching & Evaluating Performance *(online from 9:00AM - 3:00PM)* |
| 5/5 | Advanced Project Management *(online from 9:00AM - 3:00PM)* |
| 5/12 | Assertiveness: Communicating with Impact *(online from 9:00AM - 3:00PM)* |
| 5/12 | Leadership Essentials: Understanding Leadership & Team Development *(online from 9:00AM - 3:00PM)* |
| 5/13 | Effective Decision Making *(online from 9:00AM - 3:00PM)* |
| 6/2 | Leading Change at the First Level |
| 6/2-3 | Project Management Essentials I & II *(make-up session from March 17-18)* |
| 6/4 | Powerful Presentation Skills *(online from 9:00AM - 3:00PM)* |
| 6/16 | Leadership is Everyone’s Business |
| 6/17-18 | Project Management Essentials I & II |
| 6/23-24 | Advanced Problem Solving for Team Leaders: Lean Six Sigma Green Belt |
| 6/24 | Communication Skills for Leaders |
| 6/24 | Productive Conflict Management *(make-up session from March 26)* |
| 6/25 | Going from Peer to Supervisor |

**JULY - DECEMBER 2020**

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| **Date** | **Program** |
| 7/14 | Building Success & Connections Through Workplace Storytelling *(make-up session from April 23)* |
| 7/15 | Advanced Project Management *(make-up session from May 5)* |
| 7/15 | Time Management and Personal Productivity |
| 7/21 | Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt |
| 7/28 | Communication Skills for Leaders |
| 8/11 | Boost Results through Effective Delegation *(make-up session from April 14)* |
| 8/12 | Navigating Difficult Conversations |
| 8/13 | The Intentional Leader: Self and Team Development (9AM-2:30PM) |
| 8/18 | Five Behaviors of a Cohesive Team |
| 8/26 | Leveraging the Cross Generational Workforce |
| 8/27 | Coaching and Evaluating Performance  |
| 9/2 | Emotional Intelligence: Becoming More Effective in Reaching Others |
| 9/3 | Navigating Unwritten Rules of the Workplace |
| 9/8 | Going From Peer to Supervisor |
| 9/10 | Effective Decision Making |
| 9/16 | Assertiveness: Communicating with Impact |
| 9/22 | Leading Change at the First Level |
| 9/22 | Strength-Based Leadership *(make-up session from April 22)* |
| 9/23-24 | Project Management Essentials I & II |
| 9/29 | Making a Positive Impact on Customer Relationships  |
| 9/30 | Time Management and Personal Productivity  |
| 10/1 | The Neuroscience of Leadership |
| 10/7 | Design Your Life |
| 10/8 | Maximize Your Potential at Work: Individual Lean Six Sigma *(make-up session from May 28)* |
| 10/13 | Advanced Project Management |
| 10/13 | Communication Skills for Leaders |
| 10/14 | Leadership is Everyone’s Business |
| 10/21 | Professional Communication & Presence |
| 10/22 | Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt |
| 10/29 | Navigating Difficult Conversations |
| 11/4 | Embracing Accountability |
| 11/5 | Work-life Balance Transformation: Cultivating and Facilitating Change |
| 11/10 | Elevate Your Personal Leadership Brand for Women Leaders |
| 11/12 | Going from Peer to Supervisor |
| 11/18 | The Art of Influencing Others |
| 11/18 | Coaching and Evaluating Performance |
| 11/18-19 | Advanced Problem Solving for Team Leaders: Lean Six Sigma Green Belt |
| 12/1 | Time Management and Personal Productivity |
| 12/2-3 | Project Management Essentials I & II |
| 12/8 | Effective Decision Making |
| 12/9 | Project Leadership |

# FACTORS

## Every leader has a unique path. Let us be your guide.

Identify the competency or skill you are looking to develop from the list below and find the programs that will address that skill. Program dates and descriptions are listed in detail throughout this document.

## Factor I: Thought

### Manages Complexity

* Advanced Problem Solving for Team Leaders: Lean Six Sigma Green Belt
* Advanced Project Management
* Effective Decision Making
* Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt
* Project Management Essentials I & II

### Decision Quality

* Advanced Problem Solving for Team Leaders: Lean Six Sigma Green Belt
* Advanced Project Management
* Effective Decision Making
* Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt
* Project Leadership
* Project Management Essentials I & II

### Balances Stakeholders

* Project Leadership

## Factor II: Results

### Action Oriented

* Project Management Essentials I & II

### Resourcefulness

* Going From Peer to Supervisor
* Maximizing Results through Effective Delegation

### Directs Work

* Advanced Project Management
* Coaching and Evaluating Performance
* Going From Peer to Supervisor
* Maximizing Results through Effective Delegation
* Project Leadership
* Project Management Essentials I & II

### Ensures Accountability

* Embracing Accountability
* Five Behaviors of a Cohesive Team
* The Power of Positive Leadership

### Plans & Aligns

* Advanced Project Management
* Effective Decision Making
* Embracing Accountability
* Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt
* Project Leadership
* Project Management Essentials I & II
* Time Management & Personal Productivity

### Optimizes Work Processes

* Advanced Problem Solving for Team Leaders: Lean Six Sigma Green Belt
* Advanced Project Management
* Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt
* Project Leadership
* Time Management & Personal Productivity

### Drives Results

* Advanced Problem Solving for Team Leaders: Lean Six Sigma Green Belt
* Effective Decision Making
* Engaging Today’s Workforce
* Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt
* Five Behaviors of a Cohesive Team
* Maximizing Results through Effective Delegation
* Project Management Essentials I & II
* The Power of Positive Leadership

## Factor III: People

### Collaborates

* Advanced Problem Solving for Team Leaders: Lean Six Sigma Green Belt
* Coaching and Evaluating Performance
* Effective Decision Making
* IMPROVing Interpersonal Communication
* Leadership is Everyone’s Business

### Manages Conflict

* Building Trust: Increasing Impact in Working with Others
* Effective Conflict Management
* Navigating Difficult Conversations

### Interpersonal Savvy

* Building Trust: Increasing Impact in Working with Others
* Communication Skills for Leaders
* Effective Conflict Management
* Embracing Accountability
* The Energy Bus: Driver of Positive Change
* Building Success and Connection through Workplace Storytelling

### Develops Talent

* Coaching and Evaluating Performance
* Engaging Today’s Workforce
* Leading the New Workforce: Filling the Cross- Generational Gap

### Attracts Top Talent

* Engaging Today’s Workforce

### Values Differences

* Effective Conflict Management
* Leading the New Workforce: Filling the Cross- Generational Gap

### Builds Effective Teams

* Five Behaviors of a Cohesive Team
* Leadership Essentials: Understanding Leadership & Team Development
* The Power of Positive Leadership

### Communicates Effectively

* Assertiveness: Communicating with Impact
* Building Trust: Increasing Impact in Working with Others
* Coaching and Evaluating Performance
* Communication Skills for Leaders
* Effective Conflict Management
* Embracing Accountability
* Emotional Intelligence: Becoming More Effective in Reaching Others
* IMPROVing Interpersonal Communication
* Leadership Essentials: Understanding Leadership & Team Development
* Leading the New Workforce: Filling the Cross- Generational Gap
* Maximizing Results through Effective Delegation
* Navigating Difficult Conversations
* Professional Communication & Presence
* The Energy Bus: Driver of Positive Change
* Building Success and Connection through Workplace Storytelling

### Drives Engagement

* Building Trust: Increasing Impact in Working with Others
* Engaging Today’s Workforce
* IMPROVing Interpersonal Communication
* Leadership Essentials: Understanding Leadership & Team Development
* Leadership is Everyone’s Business
* Leading the New Workforce: Filling the Cross- Generational Gap
* The Energy Bus: Driver of Positive Change
* The Power of Positive Leadership
* Building Success and Connection through Workplace Storytelling

### Persuades

* Assertiveness: Communicating with Impact
* Communication Skills for Leaders
* Professional Communication & Presence
* Building Success and Connection through Workplace Storytelling

### Drives Vision & Purpose

* Leadership is Everyone’s Business
* The Energy Bus: Driver of Positive Change
* The Power of Positive Leadership

## Factor IV: Self

### Courage

* Leadership is Everyone’s Business
* Leading Change at the First Level

### Instills Trust

* Building Trust: Increasing Impact in Working with Others
* Leadership is Everyone’s Business

### Demonstrates Self-Awareness

* Emotional Intelligence: Becoming More Effective in Reaching Others
* Leadership Essentials: Understanding Leadership & Team Development
* Professional Communication & Presence

### Self-Development

* Assertiveness: Communicating with Impact
* Effective Conflict Management
* Emotional Intelligence: Becoming More Effective in Reaching Others
* Going From Peer to Supervisor
* IMPROVing Interpersonal Communication
* Leadership Essentials: Understanding Leadership & Team Development
* Navigating Difficult Conversations
* Professional Communication & Presence
* Time Management & Personal Productivity
* Building Success and Connection through Workplace Storytelling

### Manages Ambiguity

* Embracing Accountability
* Five Behaviors of a Cohesive Team
* Leading Change at the First level
* Maximizing Results through Effective Delegation
* Time Management & Personal Productivity

### Nimble Learning

* IMPROVing Interpersonal Communication
* Leading Change at the First Level

### Being Resilient

* Emotional Intelligence: Becoming More Effective in Reaching Others
* Leading Change at the First Level
* The Energy Bus: Driver of Positive Change

### Situational Adaptability

* Assertiveness: Communicating with Impact
* Leading Change at the First Level
* Navigating Difficult Conversations

# **CLASS DESCRIPTIONS**

Advanced Problem-Solving for Team Leaders: Lean Six Sigma Green Belt

6/23-24 | 11/18-19 8:30 am - 4:30 pm

This two-day program is designed for leaders at all levels. You will gain the knowledge and skills to lead Lean Six Sigma problem-solving teams that will help your organization’s bottom line and produce high quality outputs. Through demonstrations and hands on exercises, you will learn how to lead a team through the five step Lean Six Sigma Problem Solving process called DMAIC in conjunction with some more advanced Lean Six Sigma tools and techniques.
\*Prerequisite: Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt

This program will help leaders:

• To provide you with the basic knowledge and skills to lead Lean Six Sigma project teams.

• To understand the five-step Lean Six Sigma problem solving process called DMAIC in more detail.

• To understand when and how to use some of the more advanced Lean Six Sigma tools and techniques.

Competencies Addressed: Collaborates, Drive Results, Decision Quality, Manages Complexity, Optimizes Work Performance

Advanced Project Management

7/15 | 10/13 8:30 am - 4:30 pm

This one-day program is an excellent follow-up for people who attended Project Management Essentials I & II. This class takes a “deeper dive” on some of the topics that you learned in the Project Management Essentials I & II class, such as resource management and managing multiple projects. You will also take a closer look at the concept of critical path and how to use it when executing a project. This program places emphasis on your ability to apply key skills and techniques to practical project situations. The class includes a two-hour exercise in which you work in teams to make decisions and develop a project schedule for a very demanding client.
\*Prerequisite: Project Management Essentials I & II

This program will help leaders:

• Apply Essential Project Management Skills and tools to real project situations

• Manage multiple projects

• Resource management techniques

Competencies Addressed: Decision Quality, Directs Work, Manages Complexity, Optimizes Work Processes, Plans & Aligns

Assertiveness: Communicating with Impact

5/12 | 9/16 8:30 am - 4:30 pm

Assertiveness does not come naturally to some people. However, assertive behaviors can be learned. Professionals who learn to project their thoughts and ideas with an assertive communication style, command respect from others and are able to get things done. Studies show that assertive professionals who ask for what they want are rewarded and recognized more often. This session provides you at all levels with tools and practical approaches to increase assertive behaviors and become more confident in yourself.

This program will help leaders:

• Identify specific situations in which you would like to be more assertive

• Incorporate strategies for increasing assertive behaviors

• Prepare and practice statements for saying “No”

Competencies Addressed: Communicating Effectively, Persuades, Self-Development, Situational Adaptability

**Boost Results Through Effective Delegation**

**8/11  8:30 am - 4:30 pm**

Delegating responsibilities effectively helps both supervisors and employees to work smoothly and productively to
achieve their common goals.  In fact, delegation is a critical skill for managers and supervisors because it can increase productivity, create growth opportunities, empower team members, and expand accountability for results across the organization. This program utilizes a personal delegation assessment, analyzes unique delegation challenges, and draws from group exercises to increase accountability for yourself and your teams.

**This program will help leaders:**

•      Implement a delegation approach proven to increase productivity.

•      Follow up on employee progress without micromanaging.

•      Empower employees to complete tasks and hold them accountable to quality work.

*Competencies addressed: Communicates Effectively, Directs Work, Drives Results, Manages Ambiguity, Resourcefulness*

**Building Success and Connection through Workplace Storytelling**

7/14 | 10/7  **8:30 am - 4:30 pm**

A compelling story is the fastest route to human connection and influence. Stories make presentations better. Stories make ideas stick. Stories help us persuade. This interactive program will teach you how to craft a captivating first-person story. You will learn about the story arc and story components, draft and share your personal story, and receive valuable feedback.

**This program will help leaders:**

•      Learn how to distinguish yourself and your company through the stories you tell.

•      Acquire creative and powerful tools to communicate in a unique and authentic way.

•      Develop a personal story that people want to hear in order to better connect with customers, employees, and colleagues.

*Competencies addressed: Interpersonal Savvy, Communicates Effectively, Drives Engagement, Persuades, Self-Development*

Coaching & Evaluating Performance

1/23 | 4/28 | 8/27 | 11/18 8:30 am - 4:30 pm

This program is designed to enhance a leader’s management skills and prepare him or her for the changing demands of today’s workforce. A manager’s ability to provide regular coaching is critical to ensuring that individuals and team reach their peak performance. This program introduces you to concepts and skills that can be used to provide coaching to either develop the skills of staff members or to correct performance issues. You also explore the performance review process and how to conduct performance appraisals.

This program will help leaders:

• Describe how your personality style influences your coaching style.

• Use an analysis tool to identify the root cause of the performance issue.

• Demonstrate the first three steps to the coaching conversation.

Competencies Addressed: Collaborates, Communicates Effectively, Develops Talent, Directs Work

Communication Skills For Leaders

4/21 | 7/28 | 10/13 8:30 am - 4:30 pm

In today’s workplace, we are communicating more rapidly, more often, and with greater numbers of people than ever before. The prominence of email and other technology means our writing and thinking skills are showcased on a daily basis. Employees at all levels need to be able to communicate ideas effectively to customers, vendors, co-workers, and management. Our overall work performance may even be assessed by how effectively and professionally we communicate with both internal and external audiences. Expressing yourself clearly and maintaining positive relationships with others are critical to your career and organizational success.

This program will help leaders:

• Gain tips to establish goodwill and motivate audience action.

• Learn how to organize content of written messages and presentations strategically for optimal audience engagement.

• Increase your presentation confidence through audience analysis and strategic preparation.

Competencies Addressed: Communicates Effectively, Interpersonal Savvy, Persuades

Effective Decision Making

2/6 | 5/13 | 9/10 | 12/8 8:30 am - 4:30 pm

When was the last time your team or you sat down and evaluated the lessons learned from either a great decision or a bad decision? Managers, employees, and teams are constantly making and implementing decisions; but few examine the process and assess the quality of their decisions. In today’s business environment, the impact of a poorly made decision is costly. On the other hand, a great decision produces results that move an organization forward. This program gives you the process and tools for making effective decisions. This program also utilizes group exercises, movie clips, real-world examples, and a team case study to help you analyze and improve your decision-making skills.

This program will help leaders:

• Learn four styles of decision making and when to apply them.

• Learn to recognize common decision-making traps and how to avoid them.

• Learn how to apply a proven six-step decision making model.

Competencies Addressed: Collaborates, Decision Quality, Drives Results, Manages Complexity, Plans & Aligns

Elevate Your Personal Leadership Brand for Women Leaders

2/26 | 11/10 8:30 am - 4:30 pm

Today, more women are seeing themselves as catalysts and leaders in helping their community navigate a new way of operating, including everything from how to conduct business to managing relationships and family. This program will enlighten, strengthen, and motivate women in leadership positions and women who are aspiring to positions of leadership. It will enable women to trust their abilities to be powerful forces for positive expansion and growth in their organizations. You will examine and explore the development of positive internal beliefs as essential to being an effective, successful leader. Participants will also learn the dynamics women leaders face and how they can benefit as individuals and as a collective force to impact success.

This program will help leaders:

• Identify, own and work with personal authenticity, integrity, and vision, and enable a growth mindset

• Explore issues that impact women’s willingness and effectiveness to claim their right to lead within an organization

• Learn how to develop and enhance strategic relationships within your respective organization and network

Competencies Addressed: Demonstrates Self Awareness, Self-Development, Collaborates, Communicates Effectively, Courage

Embracing Accountability

2/19 | 11/4 8:30 am - 4:30 pm

Accountability is serious business. Nothing wastes more time and money than a lack of accountability. In today’s workplace, the concept of accountability has taken center stage as a vital business concern. When employees take ownership of the success or failure of tasks, projects, or initiatives, then an environment of trust, alignment, communication, and accountability can be created. You will learn how to create an environment of ownership for your results that create clear agreements, execution on plans, and success for your team and you.

This program will help leaders:

• Learn a clearer, constructive approach to accountability and how it contributes to individual responsibility, empowerment, and better results.

• Evaluate the frequency and consistency of their own accountability behaviors, and determine actions to better model and inspire more accountability throughout their teams.

• Work with hands-on tools, which will dramatically help you and your team embrace and demonstrate more accountability for expected deliverables.

Competencies Addressed: Communicates Effectively, Ensure Accountability, Interpersonal Savvy, Manages Ambiguity, Plans & Aligns

Emotional Intelligence: Becoming More Effective In Reaching Others

3/10 | 9/2 8:30 am - 4:30 pm

Emotional intelligence and the impact it has on the personal and professional success of individuals has become one of the most talked about concepts over the last several years. This session provides an in-depth look at the domains and competencies of the emotional intelligence model, which improves your ability to affect change in yourself and others. You will learn how to recognize and identify emotions that drive behaviors. Key takeaways are how to positively influence a challenging situation or personality. Additionally, you will learn about negotiation, power, influence, teamwork, development, and service orientation.

This program will help leaders:

• Define and use the competencies of emotional intelligence

• Identify the difference between reacting and responding to a situation and learn how to use the react-respond model

• Develop three personal action steps to create greater self-awareness and self-management in your personal and professional life

Competencies Addressed: Being Resilient, Communicates Effectively, Demonstrates Self-Awareness, Self-Development

Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt

2/13 | 4/15 | 7/21 | 10/22 8:30 am - 4:30 pm

This one-day program is designed for all employees who want to learn basic problem solving. You will gain the knowledge and skills to be an effective and valuable team member on a Lean Six Sigma problem solving team. In this program leaders will learn how to use the five-step Lean Six Sigma Problem Solving process called DMAIC.

This program will help leaders:

• To provide you with the basic knowledge and skills to be an effective team member on a Problem-Solving team.

• Understand the five-step Problem-Solving process called DMAIC (Define, Measure, Analyze, Improve, Control).

• Understand when and how to use some of the most commonly used Problem Solving tools and techniques.

Competencies Addressed: Drive Results, Manages Complexity, Optimizes Work Performance, Plans & Aligns

Five Behaviors of a Cohesive Team

8/18 8:30 am - 4:30 pm

Teamwork is the ultimate competitive advantage because it is so powerful and so rare. This program will help you and your organization discover what it takes to build a truly cohesive and effective team. Based on Patrick Lencioni’s NY Times Best-Seller, The Five Dysfunctions of a Team, you will explore five critical behaviors that build a cohesive team. In an interactive classroom setting, participants will gain tools and strategies to help foster these five behaviors amongst the teams they lead back at their workplace: 1. trust one another 2. engage in conflict around ideas 3. commit to decisions 4. hold one another accountable 5. focus on achieving collective results.

This program will help leaders:

• Understand the five behaviors of a cohesive team, and their role as a leader in ensuring they are present.

• Gain applicable tools and strategies to use with their team in each of the five areas.

• Identify individual action steps they will take to lead a more productive team.

Competencies Addressed: Drives Results, Ensures Accountability, Builds Effective Teams, Manages Ambiguity

Going From Peer To Supervisor

2/6 | 6/25 | 9/8 | 11/12 8:30 am - 4:30 pm

This high-energy, interactive program guides you through the transformation from individual contributor to leader. Through small group exercises, group discussions, and role playing, you explore the strategies, behaviors, and critical interactions that help assure an easier transition through this essential rite of passage for those who want to advance into management.

This program will help leaders:

• Understand the issues and challenges of transitioning into a supervisory role.

• Address how to handle some of the common challenges presented to new supervisors.

• Become equipped to manage self and team through transition.

Competencies Addressed: Directs Work, Resourcefulness, Self-Development

IMPROVing Interpersonal Communication

2/11 8:30 am - 4:30 pm

The business world is salivating for better communicators. Leaders with a mastery of the various facets of communication are becoming increasingly rare. Acquiring these skills can be overwhelming, and can leave some thinking they may just not have what it takes. This course will use the proven methods of improvisation training to identify weaknesses and create new habits and behaviors. Those taking this course should expect a fundamental change in the way they communicate in all areas of their life.

This program will help leaders:

• Recognize how to listen at a high comprehension rate while illustrating to others they are heard.

• Be able to identify and demonstrate behaviors that impede creativity to implement a “yes and” approach to ideas.

• Differentiate the value in the abilities, behaviors and collaboration of a group over that of an individual.

Competencies addressed: Communicate Effectively, Collaborates, Drives Engagement, Nimble Learning, Self-Development

Leadership Essentials: Understanding Leadership & Team Development

5/12 8:30 am - 4:30 pm

Leading yourself and others starts with you. In this high-energy and interactive program, you will be taking part in a DiSC self-assessment, group discussions, and activities that will help you in identifying your strengths and opportunities. Having a strong sense of self is not only beneficial for you, but also for others in your circle of influence. You will also identify the stages of team development and assess where your team is currently operating, as well as learn how to accelerate your team’s performance in the future.

This program will help leaders:

• Identify the strengths, opportunities, and impacts of different leadership behaviors.

• Develop a plan to work with others whose styles are different from their own.

• Understand the four stages of team development and tactics to accelerate teams into performing at a higher level than they would as individual contributors.

Competencies addressed: Builds Effective Teams, Communicates Effectively, Demonstrates Self-Awareness, Drives Engagement, Self-Development

Leadership Is Everyone’s Business

3/5 | 6/16 | 10/14 8:30 am - 4:30 pm

Today’s—and tomorrow’s—most successful organizations are creatively adapting to unceasing change and uncertainty by encouraging leadership at every level of the organization. The new competitive requirements: quality, innovation, customer responsiveness, and flexibility demand an organization filled with people taking the lead in improving processes, collaborating on products, and responding appropriately to ever-changing markets. Managers, while struggling to get better results with fewer people and resources, are realizing that full participation is not “good”; it is critical. In this program you will discover how you have shown leadership in the past to meet business and personal challenges allowing you to gain the confidence and skill to increase your use of The Five Practices of Exemplary Leadership on the job.

This program will help leaders:

• Recognize how leadership is key to their ability to succeed in challenging situations.

• Identify their leadership strengths and areas for improvement.

• Understand and implement the Five Practices of Exemplary Leadership.

Competencies Addressed: Collaborates, Courage, Drives Engagement, Drives Vision & Purpose, Instills Trust

Leading Change At The First Level

2/20 | 6/2 | 9/22 8:30 am - 4:30 pm

The work of a manager includes a blend of leading day-to-day operations, adapting to change and leading others to successfully adapt to change. Change creates uncertainty and often resistance for all involved. In this workshop, you’ll gain an understanding of the human change process and the challenges it entails. You will learn what you can do to facilitate in a way that engages employees and reduces resistance. You’ll learn how to anticipate reactions and avoid common mistakes.

This program will help leaders:

* Understand best practices for leading your team through change.
* Understand common reactions to change.
* Develop approaches and tactics that optimize change adaptation.

Competencies Addressed: Being Resilient, Courage, Manages Ambiguity, Nimble Learning, Situational Adaptability

Leveraging the Cross-Generational Workforce

1/29 | 8/26 8:30 am - 4:30 pm

This year, there will be four generations in the workforce. By far, the millennial generation will comprise 50% of the working world, and fast on their heels is Gen Z who are just getting their feet wet. Gen X’rs continue to grind it out, and we can’t count Boomers out just yet, because one in three plans to work past 70 or don’t even plan to retire. Leaders, look out! There’s a culture clash brewing in the workforce as each generation carries their own values, attitudes, and work styles to the office. Left unchecked, it is disruptive and even toxic to the work environment. This program is for leaders who want to understand employees of all generations so they can find ways to effectively communicate and motivate everyone from the old-school and the new-school.

This program will help leaders:

• Gain an understanding of the cultural & generational shift in the workforce

• Learn how to engage employees and build a lasting organizational culture

• Equip yourself with ways to effectively lead and empower your teams

Competencies Addressed: Communicates Effectively, Develops Talent, Drives Engagement, Values Differences

Making a Positive Impact on Customer Relationships

9/29 8:30 am - 4:30 pm

Repeat business and referrals are crucial to the success of any business. This program will share how to make a positive impact on every internal and external customer relationship. Focusing on the importance of building relationships, you will learn how to sustain attentiveness to internal and external customer service and to overcome barriers for positive relationships.

This program will help leaders:

• Recognize how to build and maintain long term internal and external customer relationships.

• Demonstrate how to take a positive approach to problems and complaints.

• Apply techniques to have a positive impact during every customer encounter.

Competencies Addressed: Action Oriented, Communicates Effectively, Customer Focus, Manages Conflict, Resourcefulness

Maximize Your Potential at Work: Individual Lean Six Sigma

Make-up session TBD 8:30 am - 4:30 pm

This one-day program is designed for employees at all levels of an organization. You will learn to maximize your potential at work using an individual improvement system that will lead you to continuously improve the skills and processes that impact your daily work. During this program, you will learn the three step process for continuous improvement.

This program will help leaders:

• To create and achieve goals that improve both you and your organization.

• To continuously improve your work processes.

• To continuously improve your work relationships.

Navigating Difficult Conversations

4/7 | 8/12 | 10/29 8:30 am - 4:30 pm

Many leaders avoid initiating difficult conversations with a peer, boss, or a direct report. However, those conversations are inevitable and when avoided, prove to be costly to the organization. Reframing the conversation in your mind from a difficult to a learning conversation can help you more confidently prepare and conduct conversations which resolve issues and preserve relationships.

This program will help leaders:

• Use a tool that assists you in preparing for a conversation you view as difficult.

• Develop an opening statement that will engage others in the conversation.

• Practice a five-step process that will help you remain composed and achieve your objective for the conversation.

Competencies Addressed: Communicates Effectively, Manages Conflict, Self-Development, Situational Adaptability

Navigating the Unwritten Rules of the Workplace

9/3 8:30 am - 4:30 pm

Becoming more knowledgeable and politically savvy in your workplace interactions can help you take greater control of your career and begin to move more confidently in the direction of your goals and dreams. Many workplace rules are never openly shared and yet they are often the basis of important, career-impacting decisions. Many may not be rules at all, but simply the way things seem to work. Office politics is not something you can choose to do or not do; you’re already participating at some level, whether you realize it or not. It’s all about bringing your best self to work, taking control of your brand and interfacing at all levels of the organization in a way that is effective. This session will strengthen your leadership potential, helping you develop skills, and build strategies necessary to survive and thrive in the workplace. In the end, you’ll be able to contribute more significantly to your team, to your organization, and to your own career success.

This program will help leaders:

• Identify your level of political acumen.

• Learn the unwritten rules of the workplace and the benefits of successfully navigating them.

• Develop strategies and actions to operate effectively within your current workplace structure and environment.

Competencies Addressed: Manages Complexity, Resourcefulness, Interpersonal Savvy, Communicates Effectively, Manages Ambiguity

Powerful Presentation Skills

6/4 8:30 am - 1:30 pm

In today’s workplace technology has become an integral part of how we communicate. While there are many different platforms to get your message across, leaders still need to have good presentation skills to influence their audience. In this one-day session you will learn to use powerful business presentation skills to influence behavior and help you reach desired outcomes. No matter what your role is in your company, powerful presentation skills are a must. They are needed to influence clients, motivate employees or showcase products and services. You will learn tips to reduce nervousness, best practices for visual aids and how to have a strong connection with your audience.

This program will help leaders:

• Gain tips to reduce nervousness and gain confidence while presenting.

• Learn how to structure a presentation for optimal audience engagement.

• Utilize powerful visuals to complement your message.

Competencies Addressed: Communicates Effectively, Interpersonal Savvy, Persuades, Self-Development, Being Resilient

**Productive Conflict Management**

**6/24 8:30 am - 4:30 pm**

Conflict is a natural part of our interactions with others. Participants will practice different approaches for managing conflict between individuals and teams. When conflict is managed effectively, it can increase the efficiency and morale of teams. This workshop will review the five conflict styles and assess your specific conflict style by utilizing the Thomas Kilmann Conflict Mode Instrument. Participants will learn about the most appropriate use of each conflict-handling mode and identify the most effective approach in different conflict situations.

**This program will help leaders:**

•       Review the five styles of handling conflict and when to use them.

•       Identify their style of dealing with conflict and learn their style’s advantages and pitfalls.

• Learn the key steps in resolving conflict and other tools to effectively deal with conflict.

*Competencies addressed: Communicate Effectively, Interpersonal Savvy, Manages Conflict, Self-Development, Values Differences*

Professional Communication & Presence

10/21 8:30 am - 4:30 pm

First impressions, an effective image, powerful non-verbal communication, and proper dining skills are key elements of being a business professional. Many professionals lack an awareness or appreciation for the importance of image because it has never been formally explained or taught to them. You will learn new techniques on how to manage non-verbal communication effectively. You will also take away insights into the impact of business technology etiquette and the effect networking has to positively build professional relationships. Finally, you will learn and experience the finer points of dining etiquette to ensure you are able to positively impact work and social engagements.

This program will help leaders:

• Create awareness of how image influences perception and its relationship to professional advancement.

• Understand nonverbal communication and business technology and the message it conveys to others.

• Apply dining etiquette standards and tips to positively impact work and social engagements.

Competencies Addressed: Communicates Effectively, Demonstrates Self-Awareness, Persuades, Self-Development

Project Leadership

6/3 | 12/9 8:30 am - 4:30 pm

Organizing and managing the day-to-day activities of a project can be challenging enough. However, successful project managers must also have the skills necessary to develop a high performing team, make and implement effective decisions, and communicate with and influence stakeholders outside the core project team. The difference between management and leadership will forever be debated, but when it comes to projects, it’s a clear delineation – you manage the process and lead the people. This program focuses on the five skills necessary to effectively lead the people associated with a project.

This program will help leaders:

• Identify, communicate with, and influence stakeholders

• Develop a productive project team

• Make effective project decisions

Competencies Addressed: Balance Stakeholders, Decision Quality, Directs Work, Optimizes Work Processes, Plans & Aligns

Project Management Essentials I & II

6/2-3 | 6/17-18 | 9/23-24 | 12/2-3 8:30 am - 4:30 pm

This two-day program focuses on the practical skills, tools, and techniques used to effectively manage all phases (initiation, planning, execution/control, and closing) of a project. You will spend 40% of the course working on a practical case study project in which you will experience working in small groups to clarify the project’s goal and objectives, identify deliverables, create a work breakdown structure, build a schedule, and determine the project’s critical path. This program is designed for individuals who are either managing, participating, or planning to manage or participate in a project.

This program will help leaders:

• Understand the basic terminology of project management.

• Understand the four phases involved in managing a project and be able to create a useable project schedule.

• Understand applications of management tools necessary to organize, track, control and communicate the project.

Competencies Addressed: Action Oriented, Decision Quality, Directs Work, Drives Results, Manages Complexity, Plans & Aligns

Strengths-Based Leadership

9/22 8:30 am - 4:30 pm

Self-Awareness is one of the most critical attributes of effective leaders. Most of us have been taught that success comes from being well-rounded. However, this is an unrealistic goal and one that leads to mediocre leadership. According to research conducted by the Gallup organization, the most effective leaders invest in their own strengths, as well as those of their team, resulting in a 64% increase in employee engagement. As a part of this course, participants will complete the Strengthsfinder 2.0 assessment and begin to explore how they can leverage their personal strengths to become an effective leader.

This program will help leaders:

• Define the benefits of focusing on your strengths as a leader

• Explore how your strengths impact how you make decisions

• Utilize your strengths to fulfill the four basic needs of employees

Competencies Addressed: Demonstrates Self-Awareness, Instills Trust, Nimble Learning, Self-Development

The Art of Influencing Others

11/18 8:30 am - 4:30 pm

In the current global economy, it is essential that supervisors influence others who see things from a different perspective or when they need others to take action. Effective influencers are confident in sharing their knowledge and values and possess good interpersonal and communication skills. This program provides you with the opportunity to examine the skills, characteristics, and techniques essential in influencing others to gain support without formal authority or power.

This program will help leaders:

• Understand the styles of influence.

• Identify the role of connections with others in influencing.

• Use a sequence of five audience-oriented steps that help persuade others

Competencies Addressed: Communicates Effectively, Drives Results, Interpersonal Savvy, Persuades, Situational Adaptability

The Energy Bus: Driver Of Positive Change

2/4 8:30 am - 4:30 pm

Driver of Positive Change is an interactive program built around Jon Gordon’s best-selling book, The Energy Bus. This program takes you on a transformational journey from a front line, task-driven manager into a positive leader. During this training journey, you will learn about your impact as the driver of the bus, create a positive vision, and invite your passengers (team) to be a part of your vision through inspiration, communication and the elimination of negativity. You will also create a roadmap of your positive vision to share with your peers at the session, and then with your team for implementation. Hang on for the ride of your life as you spend the day focusing on you as a leader.

This program will help leaders:

• Learn how their energy influences others and how to positively manage it.

• Understand how to fuel their team across all different “passenger types.”

• Improve their communication and engagement to help their team toward a common vision.

Competencies addressed: Interpersonal Savvy, Communicates Effectively, Drives Engagement, Drives Vision & Purpose, Being Resilient

The Intentional Leader – Self and Team Development

8/13 9:00 am - 2:30 pm

The evolution of leadership now calls for a unique blend of leadership competencies to engage, inspire, and optimize the results of their organization. This requires an unprecedented level of self-awareness and system awareness to be intentional, responsible, and as effective as possible in leading high performing teams through change and to achieve optimal results. This program will take you through a transformational, holistic approach to development by utilizing iPEC’s Energy Leadership Index Assessment, giving you a tailored feedback report. You will also engage in live coaching, the opportunity to become more self-aware in your choices and reactions, and will develop an action plan for moving forward.

This program will help leaders:

• Gain awareness of your current state of energy and how you are reacting under normal and stressful situations based on your customized Energy Leadership Index Assessment.

• Learn the 7 levels of energy in leadership, their impact on your effectiveness, and what blocks you from optimizing who you are.

• Identify strengths and gaps to achieve your definition of personal/professional success and develop a plan to grow and experience immediate, positive differences in their interactions.

Competencies addressed: Self-Development, Demonstrates Self-Awareness, Builds Effective Teams, Being Resilient

The Neuroscience of Leadership

10/1 8:30 am - 4:30 pm

Effective leadership is founded on our ability to create an environment where our teams can be most successful. We face challenges and obstacles every day that have the potential to derail our efforts. How we respond and help others to respond to these challenges impact our ultimate success. Understanding how the brain works can help us explain why some leadership tactics are more effective than others. Neuroscience can help us grasp why certain feedback, incentives, and certain managerial behaviors can trigger a “threat response.” In this program, you will learn how to transform yourself and others through the power of the brain. You will also understand how the human brain works which can improve our ability to effectively handle workplace challenges.

This program will help leaders:

• Understand how leaders inadvertently trigger a threat response in the brains of their team members and how to help them to navigate change in a neurologically sound way

• Understand the limits of our Prefrontal Cortex and develop strategies to maximize its energy

• Learn how to leverage the strengths of the Left and Right Hemispheres to effectively resolve an issue

Competencies addressed: Manages Conflict, Self-Development, Drives Engagement, Communicates Effectively, Situational Adaptability

The Power of Positive Leadership

2/5 8:30 am - 4:30 pm

Discover the proven principles that make great leaders great for their teams. In order to succeed you have to succeed with people, and this training shows you how. It begins with the understanding that it’s not just about what you do, but what you can inspire, encourage and empower others to do. You’ll learn how to build a great culture for your organization and team, lead with optimism, develop a connected and committed team and achieve superior, sustainable results.

This program will help leaders:

• Assist leaders in building a strong and positive organization/team culture.

• Create clarity through a strong vision and focused actions to get their team there.

• Pursue excellence and hold people accountable in a positive way, while confronting, transforming and removing negativity from their team.

Competencies addressed: Ensures Accountability, Drives Results, Builds Effective Teams, Drives Engagement, Drives Vision & Purpose

Time Management & Personal Productivity

2/18 | 7/15 | 9/30 | 12/1 8:30 am - 4:30 pm

As leaders advance in the organization, one of the things they quickly realize is the way they manage their time is in direct correlation with how successfully they, along with their team, will perform. Learning how to invest your time wisely is a critical skill in the workplace, but it is one which we do not spend a great deal of time trying to learn or master. This program will answer those questions and give you tactics that can be applied when you return to your organization. Participants will be exposed to some valuable tools that will help create an immediate impact in time management and personal productivity.

This program will help leaders:

• Plan and prioritize using proven scheduling techniques.

• Navigate common productivity obstacles.

• Engage others productively.

Competencies Addressed: Manages Ambiguity, Optimizes Work Processes, Plans & Aligns, Self-Development

Work-life Balance Transformation: Cultivating and Facilitating Change

11/5 8:30 am - 4:30 pm

The key to becoming extraordinarily effective at work and home is to master one’s self-care and work-life balance practices. Self-care is a prerequisite to work-life balance. Self-care is about taking care of yourself so you can better serve those you lead and love. It’s time for leaders to learn how and, more importantly, why they need to put their physical, psychological, social, and spiritual needs first. It’s not about spending equal time at work, home, or in other roles in life. It’s about aligning your day-to-day behaviors with your priorities in life. This program trains leaders on how to build, implement, and execute a work-life balance “Transformational” plan so they can be extremely successful at work and home.

This program will help leaders:

• Understand how self-care practices and work-life balance struggles have been affecting Leader effectiveness at work and home.

• Create desired future and goals needed for your relationships, effectiveness, and self-care.

• Build a personalized work-life balance “Transformational” plan to improve life effectiveness.

Competencies Addressed: Being Resilient, Self-Development, Manages Ambiguity, Demonstrates Self-Awareness